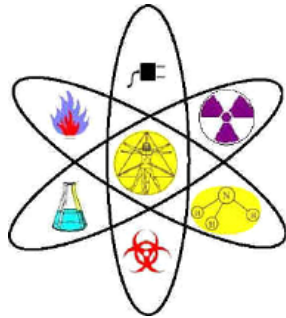


# Cleveland State University



Emergency Operations Plan  
(EOP)

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# **Emergency Operations Plan**

## **Campus Safety**

March 2, 2010

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## **Letter of Promulgation**

03 17 2010

Cleveland State University has incorporated its major emergency planning programs into this Emergency Operations Plan (EOP). The plan considers all phases of emergency management operations in order to minimize the impacts of natural and human caused disasters. The EOP includes response guidelines, Emergency Operations Center procedures, a Building Emergency Plan template, and our Emergency Notification Plan. The EOP will ensure the University community is well prepared to react to emergencies at the central campus.

Cleveland State University has also embraced National Incident Management System (NIMS) concepts, requirements, and policies and the requirements found in federal regulations dealing with campus emergencies, fire safety, hate crimes and missing students published on October 29, 2008, by the U.S. Department of Education. Moreover, the University's first responders comply with the Incident Command System. The EOP blends these concepts and procedures into the plan which will enhance the University's ability to respond and recover from emergency incidents.

The EOP is a tool. It requires the faculty, staff and students to stay vigilant, embrace the preparedness concepts, and ensure the procedures become part of our daily routine. We must all prepare for the "unexpected" and be ready if disaster strikes our great university.

(signed)

Bernard L. Buckner  
Executive Director Campus Safety  
Cleveland State University

## **Authentication**

The Cleveland State University Emergency Operations Plan has been reviewed and approved for implementation by the following individuals:

(signed)

Executive Director Campus Safety

(signed)

Vice President for Business Affairs and Finance

(signed)

General Counsel

## Section 1: Plan Fundamentals

### *Mission*

The mission of this plan is to emphasize advance preparation and teamwork by internal and external stakeholders, establish and maintain effective communication channels, and foster an environment of continuous improvement while providing leadership in preparing and responding to all emergency incidents.

### *Purpose*

The Emergency Operations Plan (EOP) provides general guidance, organizational structure and specific direction on preparedness, response and communication disciplines. It is **critical** that we are prepared for “unexpected” events to protect the Cleveland State University “family” and local community residents. The EOP outlines University procedures for managing major emergencies that may threaten the health and safety of the campus community.

The plan identifies departments and individuals that are directly responsible and accountable for emergency response and critical support services. It also provides a structure for coordinating and deploying essential resources.

At Cleveland State University, planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. An emergency can strike anytime or anywhere and a disaster will affect everyone; therefore, the University must maintain a comprehensive emergency preparedness and safety program to mitigate potential hazards and to familiarize students, faculty, researchers, and staff with emergency procedures. (See Attachment 2, *Cleveland State University Emergency Procedures Handbook*.)

- Every administrative and academic unit must maintain a Building Emergency Plan (BEP) to protect personnel and equipment and to support campus response and recovery actions. This plan should identify critical operations of the department as well as essential personnel involved with critical operations. These identifications will be utilized in the event that normal operations of the campus cease. (See Attachment 4, BEP Template and Attachment 7)
- All faculty, staff and students must have knowledge of the University Emergency Notification Plan. (See attachment 5, Emergency Notification Plan.)

### *Scope*

This Emergency Operations Plan (EOP) is an “all-hazards” plan. It identifies responsible individuals and guides response and recovery actions. The EOP is designed for only the main campus. It applies to a broad range of emergency incidents, and may be activated during:

Aircraft Crashes  
Bomb Threat/Detonation

- Civil Disturbances
- Epidemic/Illnesses
- Extended Power Outages
- Fires and Explosions
- Hazardous Materials Releases
  - Chemical
  - Biological
  - Radioactive
  - Nuclear
  - Mass Casualty Events
- Natural Disasters
  - Tornados
  - Earthquakes
- Terrorism
- Search & Rescue Events
- Severe Weather
  - Flooding
  - High Winds
  - Ice Storm/Blizzards
  - Thunderstorms

The EOP may also be utilized during major emergencies that occur adjacent to campus, but do not directly impact our physical facilities. Under this scenario, the University would coordinate emergency information and provide support services. (Examples: major hazardous materials release or fire adjacent to campus).

*Cleveland State University maintains that a major emergency in the community that affects our students, faculty and staff is a University emergency. The University will coordinate its efforts and resources with the local communities and responding agencies.*

***Laws and Authorities:***

Public Law:

- Homeland Security Presidential Directive (HSPD) 5, February 28, 2003, Management of Domestic Incidents
- Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297)
- Disaster Relief Act of 1974: Public law 93-288
- Emergency Planning and Community Right to Know Act (EPCRA), Superfund Amendments and Reauthorization Act (SARA) Title III
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 106390, as amended (USC Title 42, The Public Health and Welfare Chapter 68, Disaster Relief), 2000
- The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390)  
Department of Education 34 CFR Parts 600, 668, 675, et al.  
3345.041 Agreements to provide police services to political subdivision or another state university or college - civil liability.



## **Planning Situation and Assumptions**

### **Situation:**

85-acre metropolitan campus is in the heart of downtown Cleveland  
17,000 commuter students  
1,000 resident students  
900 foreign students  
67 children in Child Care Facility  
45 buildings  
83 elevators  
3 campuses  
Two power grids  
10 generators  
Active C-CERT  
Active Threat Assessment Team

### **Assumptions:**

- Cleveland State University’s Emergency Operations Plan (this document – the “EOP”) is based on assumptions that provide a basic foundation for establishing our operating procedures and checklists. These assumptions must cover a wide range of potential hazards, from natural disasters to various human-caused events. Therefore, the EOP assumptions will be based on “general” considerations. They are:
- Emergencies may require cooperation/coordination of internal and external departments, organizations, and agencies to include, university, city, county, state, and federal entities.
- Local, state, and federal services may not be available.
- Basic services, including electrical, water, natural gas, heat, telecommunications, and other information systems may be interrupted.
- Buildings and other structures may be damaged.
- Normal suppliers may not be able to deliver goods.
- Students, faculty and staff may not be able to leave the University.
- The EOP is based on emergency events that are most likely to occur in our area.
- Most emergency events will occur with little or no warning.
- Departments tasked by this EOP are trained and ready to respond to emergency situations.
- Periodic exercising of the EOP’s response requirements is critical to ensure operational readiness and effectiveness of the plan.
- External public safety radio interoperability will be achieved via CSTAR/MARCS; internal inter-departmental emergency communications will be by CSTAR.
- There are other regulatory requirements for specific emergency plans that are incorporated herein.

### ***Mutual Aid Agreements***

Mutual aid agreements are critical to respond to major natural and human-caused hazard incidents based on university limited resources. Agreements are in place for fire, law enforcement, and emergency medical services with local community responding agencies.

These include:

- MAA Ohio State Universities
- MAA City of Cleveland State University
- MAA Greater Cleveland Regional Transit Authority

### ***Organizational Structure***

The Executive Leadership Policy Group (ELPG) is comprised of the President, the President's cabinet and the university spokesperson or Public Information Officer (PIO). The ELPG is responsible for "strategic decisions" in reacting to emergency incidents to include serious civil disturbance threats, class suspensions, campus closings, communication releases, etc., in crisis situations. The ELPG will conduct emergency meetings (connecting by telephone or other electronic means with those who cannot attend in person) to determine the University strategic course of action.

### **ELPG Activation**

The ELPG may consider meeting in response to Level 3 emergency incidents. Level 3 incidents are defined on page 14 of this EOP. Immediate response will normally be accomplished by Cleveland State University Police and/or fire departments to ensure a safe environment. Any Director within the CSU Campus Safety Division or the Director of Facilities may request through the Vice President of Financial Affairs and Administration (or his designee) that the ELPG be activated. ELPG may convene by meeting or by telephone or other electronic means. A "conference bridge" process has been set up so ELPG members can remotely communicate if necessary. Details of the conference bridge are located in the communications annex.

Once the ELPG has been notified and a decision to form has been made, they will conduct an emergency meeting in person or by telephone to provide strategic guidance and direction first to the Incident Commander (IC), then as necessary the Emergency Center Operations (EOC) Director and to the CSU community. ELPG may meet in the Jardine Room of Plant Services (PS 242), or an alternate location determined by the President.

### **The ELPG:**

- May assign a liaison to gather information and interface with outside agencies and/or organizations at the campus EOC (PS242).
- Will keep the Incident Commander current with decisions and directions prior to execution. The university community will be updated regularly. A spokesperson will normally be located at the campus EOC or will be at the scene of an incident.
- If the Incident Commander has called for the PIO to be filled, then the ELPG may work through the spokesperson (PIO) to provide information to be disseminated to faculty, staff, students, parents and local community using the Emergency Notification System and other CSU communication processes, as appropriate.
- Will determine the need for campus closure, class suspension, dismissal of employees and other "strategic" decisions.
- Will determine frequency of meetings.
- An ELPG checklist is located in the EOC Handbook.

Cleveland State University has also instituted a Campus Safety & Emergency Preparedness Committee, which is comprised of key staff members from units throughout the university to provide guidance and direction on plan development and to discuss emergency preparedness and public safety issues. The Committee meets as deemed necessary by the Director of Environmental Health and Safety.



Figure 4

## **Section 2: Cleveland State University Emergency Management Programs**

### ***Overview of Cleveland State Emergency Plans***

Emergency preparedness is everyone's responsibility! Response to any emergency requires comprehensive planning involving all levels of campus personnel.

**Emergency Operations Plan (EOP)** contains policies, guidelines, and procedures to follow before, during and after an emergency. The EOP integrates emergency preparedness activities into one document. It is the focal point for University planning and preparedness procedures. As an attachment, the EOP includes many other university plans, handbooks, and other publications such as

**Emergency Preparedness Strategic Plan** [Attachment 1] -- The Division of Campus Safety will also develop and update as needed (minimum of an annual review) a strategic plan providing the foundation and direction for the Department of Environmental Health and Safety.

**Emergency Procedures Handbook** [Attachment 2] -- The Handbook provides basic "how to" information to help the campus community respond to emergencies. While it is impossible to produce a document that is all-inclusive, this publication addresses the most common emergencies and those that are most likely to occur in the future.

**Emergency Operations Center Guidelines** [Attachment 3] -- This comprehensive guide addresses the facility, personnel, procedures and support requirements for activating the Cleveland State University EOC and for supporting emergency operations from that center or from an alternate facility in a large-scale emergency situation. This guide also provides checklists needed to operate the EOC.

**Building Emergency Plan template (BEP)** [Attachment 4] -- The BEP is designed to provide students, faculty, staff and visitors basic emergency information, to include shelter-in-place and building evacuation procedures for natural and human-caused events. All building occupants need to review and understand their Building Emergency Plan information and procedures. The BEP provides critical information that each individual needs to be familiar with when there is an emergency in the building.

**Emergency Notification Plan (ENP)** [Attachment 5] -- The ENP is comprised of multi-layered communication processes that formalize the University's emergency warning notification system.

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## **Section 3: Cleveland State University Emergency Operations Plan**

### ***Concept of Operations***

The Executive Director, Campus Safety, will spearhead the development, coordination, and revision of this plan. The operations concept is designed to incorporate all areas of comprehensive emergency management; mitigation/prevention, preparedness, response, and recovery. The plan is also based on the “all-hazards” concept and plans for multiple natural disasters and human-caused events. The plan is flexible in that part of the plan or the entire plan may be activated based on the specific emergency and decision by University senior leadership.

### ***Objectives***

The Plan’s critical goals are the preservation of life, the protection of property and continuity of academic and business operations. Our overall objectives are to provide strong leadership, effective management and quick response to all emergency incidents and events.

To assist in meeting our goals and objectives, strategies will incorporate:

- Implementing the federal government’s National Incident Management System (NIMS) Incident Command protocol (discussed in detail further in this plan).
- Require all applicable personnel be trained on NIMS requirements.
- Use on-scene command incident management for all emergencies.
- Develop and maintain succinct and useful standard operating procedures (SOPs) and checklists to respond to emergencies.
- Develop and maintain strong mutual aid agreements with local agencies.
- Partner with local, state, and federal agencies and appropriate private sector organizations.
- Develop and implement effective emergency warning systems for internal and external stakeholders.
- Educate stakeholders on warning systems and overall emergency plan.
- Revise the plan as needed (normally an annual review) to ensure current guidelines and policies (internal/external) are incorporated.
- Periodically exercise the plan to ensure its effectiveness and change as needed.
- Collect, evaluate, and disseminate damage information as quickly as possible to restore essential services as soon as possible.

### ***Emergency Levels***

At Cleveland State University, emergency incidents are classified according to their severity and potential impact so that emergency response operations can be calibrated for actual conditions.

**LEVEL 1: A major disaster or imminent threat involving the entire campus and/or surrounding community.** Immediate notification is mandatory during a Level 1 event. Normal University operations are reduced or suspended. The effects of the emergency are

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wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external agencies and jurisdictions. Level 1 incidents normally require activation of the University Emergency Operations Plan and the EOC.

*Examples of Level 1 incidents include: Tornado, multi-structure fire or major explosion, major hazardous materials release, major earthquake, or a terrorism incident.*

**LEVEL 2: A major incident or potential threat that disrupts a sizable portion of the campus community.** Timeliness of notification determined by IC or designated official, immediate or as time permits. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions or may threaten life safety.

Level 2 incidents may require activation of the University Emergency Operations Plan and the EOC.

*Examples of Level 2 incidents include: Structure fire, structural collapse, significant hazardous materials release, extensive power or utility outage, severe flooding, multi-fatality incident or an external emergency that may affect University personnel or operations.*

**LEVEL 3: A minor, localized department or building incident that is quickly resolved with existing University resources or with limited outside help.**

Warning notification as time permits, types determined by Incident Commander (IC) or designated official. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area. Level 3 incidents do not require activation of the University Emergency Operations Plan or the EOC. Impacted personnel or departments coordinate directly with the departments of Environmental Health and Safety or Physical Facilities to resolve Level 3 conditions.

*Examples of a Level 3 incident include: Odor complaint, localized chemical spill, small fire, localized power failure, plumbing failure or water leak, normal fire and police calls.*

For any incident needing an Incident Commander (IC), the IC (normally a member of the University Police) will recommend an Emergency Level designation to the EOC Director (Director of Access Control and Security Systems). Final designation of a major incident's emergency level is made by the EOC Director or his designee. The EOC Director will notify the President and/or Provost, The designated response level for an incident may change as conditions intensify or ease. Campus suspension of operations/closures decisions will be directed by the President/Executive Leadership Policy Group. Execution of the suspension/closure order will normally be worked through the EOC.

### ***Plan Activation***

The plan is activated whenever an emergency condition exists in which normal operations cannot be performed and immediate action is required. In any emergency situation, the University's immediate goals are to:

- Protect life safety.
- Secure critical infrastructure and facilities.
- Provide essential services.

- Activate and staff the EOC, as required.
- Return the University to normal operating status as soon as possible.

### ***Response Priorities***

Cleveland State University must be prepared for emergencies and to respond to all emergencies in a safe and timely manner. General emergency response priorities follow from the above goals. University personnel and equipment will be used to provide priority protection for:

**Priority 1:** Life Safety - protect and save the life of faculty, staff, students, and visitors of the University.

**Priority 2:** Preservation of University property and structures.

**Priority 3:** Restoration of academic programs and general University operations.

Response will be conducted in an aggressive but safe manner and will normally be conducted in the priority categories listed below. Naturally, the contextual characteristics of a particular emergency (such as the time and day when an incident occurs) may require adjustments.

- A. Buildings used by dependent populations
  - Residential facilities
  - Occupied classrooms, auditoriums, work areas
  - Occupied arenas, special event venues
  - Child Care Facility
- B. Buildings critical to health and safety
  - Potential shelters, food supplies
  - Sites containing potential hazards
- C. Facilities that sustain the emergency response and recovery energy systems
  - Computer installations
  - Communications services
  - Transportation systems
- D. Research and classroom facilities and buildings
- E. Administrative buildings

### ***Emergency Procedures***

Cleveland State's Emergency Procedures Handbook will be the reference for all emergencies (see **Attachment 2**). Emergency response focuses on two basic and immediate warning notifications:

1. **Fire Alarms** mean to immediately "evacuate" the building and proceed to your Emergency Assembly Area.

2. ***All-Hazards Emergency Warning*** via the Voice Emergency Notification System (VENS) mean to immediately seek shelter (“Shelter-in-Place”) in a safe location within the closest facility/building.

- “Shelter in place” means seeking immediate shelter inside a building or University residence. This course of action may need to be taken during a tornado, earthquake, release of hazardous materials in the outside air, or a civil disturbance. When you hear the notification, immediately go inside a building to a safe location and remain in place until police, fire, or other emergency response personnel provide additional guidance or tell you it is safe to leave. Typically, this “all clear” communication will come from VENS. (See attachment 5 for more details about VENS and the Emergency Notification Plan.)

### ***Emergency Authority***

The Executive Director of Campus Safety shall be responsible for the operational direction of the response, and the Director of Access Control and Security Systems serves as the EOC Director. The Executive Director of Campus Safety in consultation with senior management determines whether to activate the EOP and EOC.

The EOC Director shall be responsible for information coordination and liaison with the University President and/or Provost. In the absence of the Director of Access Control and Security Systems, a substitute EOC Director will be designated by the IC or the Executive Director of Campus Safety. Typically, the substitute EOC Director will be the Director of EHS.

The EOC Director’s Support Team, drawn from University departments, will be convened by the EOC Director to coordinate the campus response to Level 1 or Level 2 emergencies. The EOC Director may instruct CSU Police Dispatch to contact appropriate personnel and direct them to report to the Emergency Operations Center.

The Support Team coordinates essential services and provides their expertise based on the specific incident or event to the EOC Incident Commander. Members are designated in the EOC Handbook. (See, attachment 3.) Normally the Support Team convenes at the EOC, but may conduct business by phone, if appropriate. The Support Team’s primary responsibilities are to:

- Determine the scope, impact, and potential escalation of the incident.
- Ensure that appropriate emergency notifications are made.
- Prioritize emergency actions.
- Deploy resources and equipment.
- Communicate information and instructions.
- Monitor and re-evaluate conditions.

Credentials for all essential EOC personnel, as well as GETs/WEBS accounts, will be issued by Director of Access Control and Security Systems.



## Section 4: Phases of Emergency Management

Cleveland State University follows the Federal Emergency Management Agency's (FEMA) "Comprehensive Emergency Management Program Model," which addresses four phases of emergency management:

1. Mitigation/Prevention
2. Preparedness
3. Response
4. Recovery

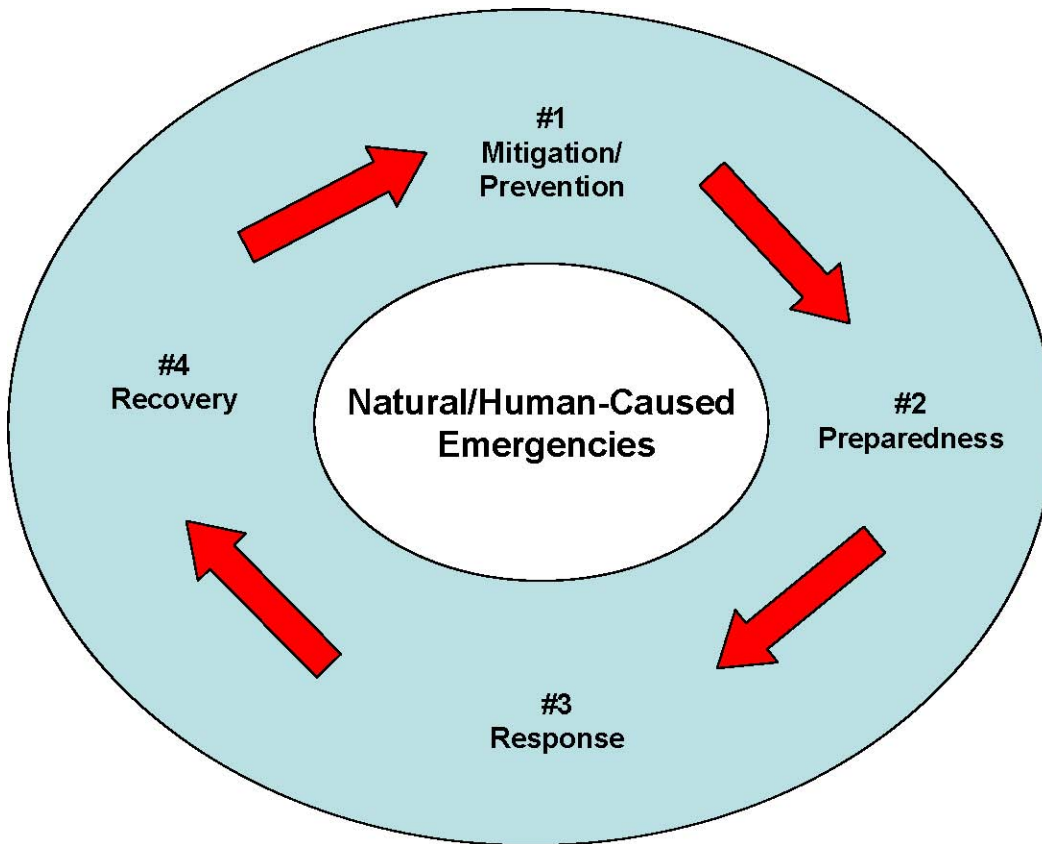


Figure 2

### ***Mitigation/Prevention***

Cleveland State University will conduct mitigation/prevention activities as an integral part of the emergency management program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing the emergency situation, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity, although mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency operations program are strengthening facilities and the campus against potential hazards through ongoing activities and actions to eliminate or reduce the chance of occurrence or the

effects of a disaster. Physical Facilities staff works closely with the University's insurance carrier to provide mitigation to facilities.

- Examples of mitigation/prevention activities include hazard identification and elimination, communicating "emergency preparedness" information, and establishing emergency preparedness training programs.

### ***Preparedness***

Preparedness activities will be conducted to develop the response capabilities needed in the event an emergency. Anticipating what can go wrong, determining effective responses, and developing preparation of resources are critical steps in preparing for the "unexpected." Among the preparedness activities included in the emergency operations program are:

- Providing emergency equipment and facilities.
  - Emergency planning, including maintaining this plan and attachments.
  - Maintaining/revising all attachments in this plan.
  - Involving emergency responders, emergency management personnel, other local officials, and volunteer groups who assist CSU during emergencies in training opportunities.
  - Conducting periodic exercises to test emergency plans and training.
  - Completing an After-Action Review after exercises and actual emergencies to provide the basis for continuous improvement of the EOP.
  - Revising the EOP as necessary.

### ***Response***

Cleveland State University will respond to emergency situations effectively and efficiently. The focus of this plan and its attachments is on planning for the response to emergencies. Response operations are intended to resolve an emergency situation quickly, while minimizing potential casualties and property damage. Response departments (such as CSU Police or EHS) will develop and maintain standard operating procedures (SOPs) to effectively react to emergencies. Department SOPs are not maintained in this EOP.

Examples of response strategies include providing the CSU community with response guidelines (Emergency Procedures Handbook), warning the campus of a pending or potential emergency (Emergency Notification System; VENS & CSUalert), and the use of the Incident Command System (ICS) and the EOC during an emergency.

### ***Recovery***

If a disaster occurs, Cleveland State University will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the University and provide for the basic needs of the staff and students. Long-term recovery focuses on restoring the University to normal operations. While the federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance, the University must be prepared to provide quick recovery to normal business operations. The recovery process includes assistance to students, families, and staff.

Examples of recovery programs include an on-line faculty resources site (academic recovery planning) provided and maintained by CSU Information Services and Technology Division, Cleveland State's Disaster Recovery Planning Committee (business recovery planning), temporary relocation of classes, restoration of University services, debris removal, restoration of utilities, restoration of telecommunications and information technology resources, submitting requests for reimbursement through state or federal programs, and reconstruction of damaged facilities.

## **Section 5: National Incident Management System**

Cleveland State University has adopted the National Incident Management System (NIMS) which includes the Incident Command System (ICS); a standardized, on-scene, all-hazard incident and resource management concept. NIMS is a comprehensive national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. The intent of NIMS is to be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity. Additionally, NIMS is designed to improve coordination and cooperation between public and private entities in domestic management activities. Response actions will be based on the ICS system. All Cleveland State First Responders comply with NIMS training requirements.

### ***Incident Command System***

The Incident Command System (ICS) is a field emergency management system designed for all hazards and levels of emergency response. It allows Cleveland State University to communicate and coordinate response actions with other jurisdictions or external emergency response agencies through a standardized organizational structure of facilities, equipment, personnel, procedures and communication. ICS is characterized by:

- Common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.
- Modular organization based on the size and complexity of the incident.
- Reliance on an Incident Action Plan that contains strategies to meet objectives at both the field response and EOC levels.
- Chain of command and unity of command. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
- Unified command in incidents involving multiple departments or jurisdictions so organizational elements are linked to form a single structure with appropriate control limits.
- Manageable span of control for those supervising or managing others.
- Pre-designated incident locations and facilities such as the EOC.
- Comprehensive resource management for coordinating and recording resources.
- Information and intelligence management.
- Communication systems ensuring interoperable communication processes.

## Incident Command System (ICS) Model "Emergency Operations"

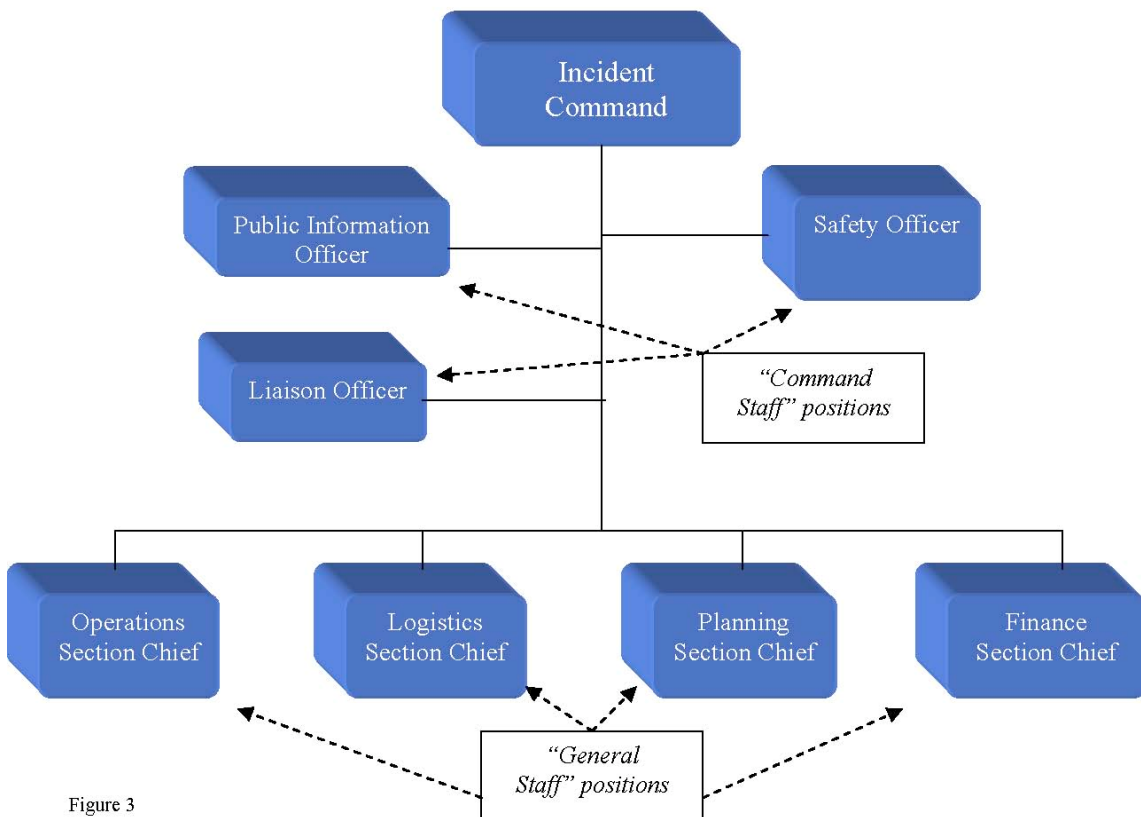


Figure 3

## Incident Command System (ICS) Model "Emergency Operations"

Figure 3  
"General Staff" positions

Figure 3 depicts a basic Incident Command System (ICS) structure for managing a response. There are three functional areas in the ICS structure: Incident Commander (IC), Command Staff, and General Staff. The Incident Commander is the head of the Command Staff and General Staff and is responsible for emergency response activities and efforts.

- Incident Commander (IC) – The IC manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment. The IC serves as the authority for all emergency response efforts and supervisor to the Public Information Officer, Liaison Officer, Safety Officer,
- Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief; these individuals may serve as any or all of the positions on the Command and General Staff depending on the complexity of the event.
- Command Staff report directly to the Incident Commander.
- Public Information Officer (PIO) is responsible for relaying incident related information to the public and media and with other agencies.
- Liaison Officer is responsible for coordinating with external partners, such as the city, state, federal agencies, and public and private resource groups, as well as internal university groups.
- Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel.
- General Staff is comprised of four sections: Operations, Planning, Logistics and Finance and Administration. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander.
- Operations Section is responsible for managing all incident specific operations of an emergency response.
- Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. The Planning Section is also responsible for the development, maintenance and distribution of the Incident Action Plan (IAP).
- Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.).
- 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, and develops FEMA documentation.

# Cleveland State University Incident Command System

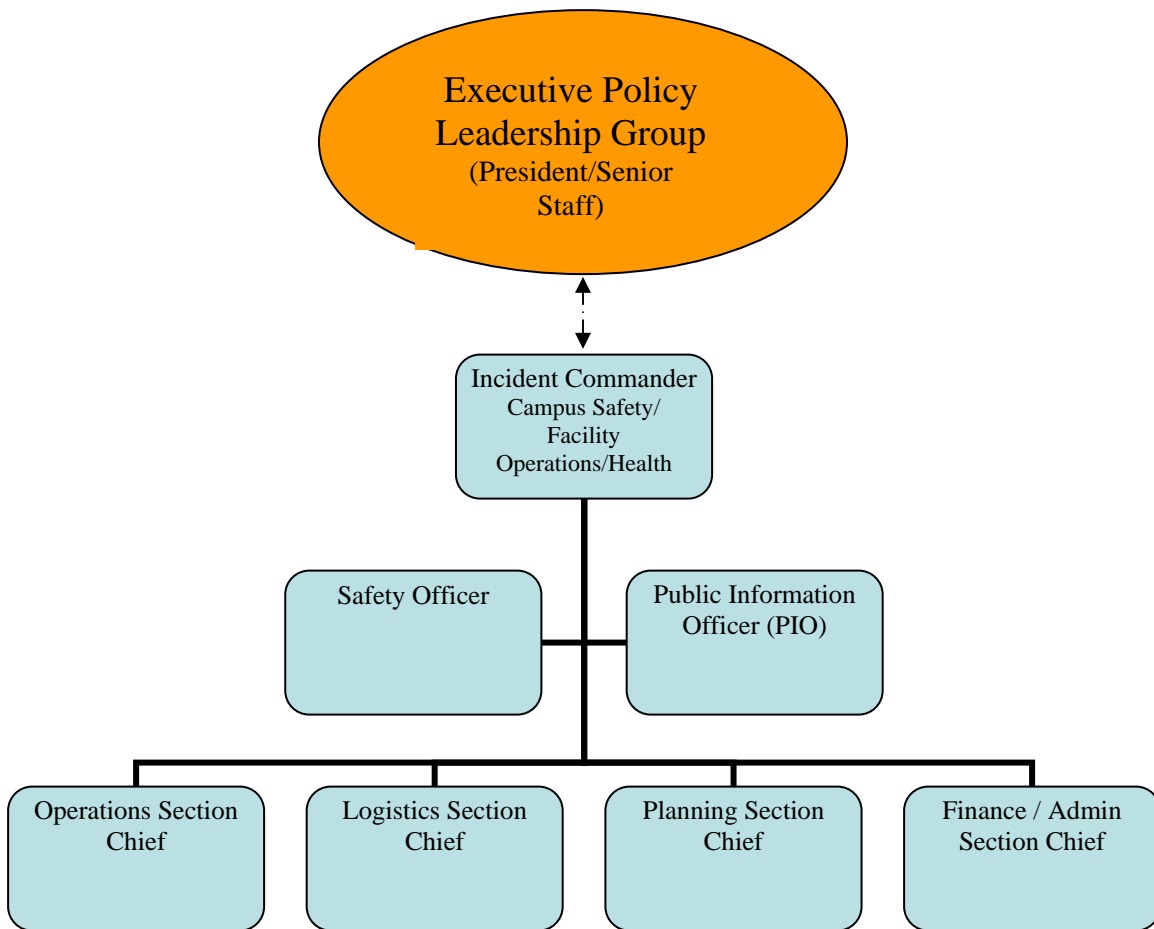


Figure 4

Cleveland State University's EOP incorporates the ICS system. Incident command will always be used and the ICS will expand for Level 1 or Level 2 incidents, as needed. If the Incident Commander (IC) requires assistance in managing the incident, he will request that the EOC Director activate the Emergency Operations Center (EOC). If the EOC is activated, the IC will inform the EOC Director of the Incident Command Post (ICP) location. See figure 4 for Cleveland State's Incident Command System.

The IC will typically be the University Police Commander, Director of Environmental Health and Safety, or designated representative. The IC manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment. He will normally decide when Emergency Notification System activation is required to warn faculty, staff, and students of an emergency. The IC will also decide when the incident needs to be expanded to include a PIO, Liaison Officer, Safety Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief, as applicable. The IC may serve as any or all of the positions in the Command and General Staff depending on the complexity of the event. He may also

direct a staging area to be set up to support the incident operation. The staging area will be coordinated with the EOC Director and the location communicated to all responders and other individuals involved with the incident. The IC or his designee (typically the PIO if participating) will keep the President and/or Provost up-to-date in a timely manner of all notable actions.

### ***Establishing Incident Command***

Incident command is established when the ranking first responder arrives at an incident; he is the Incident Commander. If the incident is deemed a Level 1 or Level 2 emergency (see definitions on page 13-14), command may be transferred to a higher ranking or more appropriate University official. Decision to transfer command may only originate from the CSU Executive Director of Campus Safety, Police Commander, or the EOC Director. The IC will determine the need to:

1. Establish an Incident Command Post (ICP)
2. Establish scene security
3. Establish appropriate scene perimeters
4. Order an evacuation
5. Provide for detainee transportation, processing, and confinement (University Police)
6. Direct and control traffic
7. Conduct post-incident demobilization/investigation
8. The Mobile Command Post may be used as the ICP for extended incidents.

CSU Command Staff:

1. Will be selected or requested by the IC based on the event or incident.
2. Will report directly to the IC.
3. If participating, the PIO will normally be a representative from University Marketing and is responsible for timely relaying incident related information to the President/Provost, Incident Commander, public, media, and with other agencies.
4. Liaison Officer is responsible for coordinating with external partners, such as Cuyahoga County Emergency Management Agency, local police and fire departments, other city, state, federal agencies, and internal university departments. The Director of Environmental Health and Safety will normally select the Liaison Officer.
5. Safety Officer will normally be a member of Campus Safety, and will be appointed as needed.

### ***Cleveland State University General Staff***

CSU General Staff may be comprised of four sections: Operations, Planning, Logistics, Finance and Administration based on the emergency. IC will activate the section and select a Section Chief based on the emergency. The sections will be expanded to meet the resources and needs of the response. Section Chiefs report directly to the IC.

- The Operations Section is responsible for managing all incident specific operations of an emergency response, including post-incident demobilization/investigation.

- The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. Also responsible for:
  1. Development, maintenance and distribution of the Incident Action Plan (IAP).  
Gathering and disseminating information and intelligence.
  2. Consult the Cuyahoga Fusion Center as needed.
  3. Assist the Operations Section in planning the post-incident demobilization.
  
- The Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response. The Logistics Section Chief will address the following as needed:
  1. Communications
  2. Transportation
  3. Medical Support
  4. Supplies
  5. Specialized team and equipment needs
  
- Finance & Administration Section is responsible for purchasing, and cost accountability relating to the response effort. The Finance/Administrative Section Chief will address the following as needed:
  1. Recording personal time
  2. Procuring additional resources
  3. Recording expenses
  4. Documenting injuries and liability issues
  5. Compliance with FEMA or other regulatory reimbursement documentation

### ***Unified Command System***

The Unified Command System is a collaborative team-effort process that allows all agencies with responsibility for an incident to establish a common set of incident objectives. The objectives are accomplished without losing or abdicating agency authority, responsibility, or accountability.

The Incident Commanders within Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. The exact composition of the Unified Command structure will depend on the location(s) of the incident and the type of incident. NIM encourages the use of Unified Command and states: *“As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.”*

Unified Command may be required in multi-jurisdictional or in multi-agency incident management situations. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. Unified Command is established when more than one agency within the incident jurisdiction are working together to respond to an incident. It enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. It



allows Incident Commanders to make joint decisions by establishing a single command structure.

The Cleveland State EOP embraces the “Unified Command System” concept. If a Level 1 or Level 2 incident strikes the campus, first responders from multiple agencies will respond to the incident scene. The Unified Command structure will be used to respond to the incident.

## **Section 6: Emergency Operations Center (EOC)**

### ***Purpose***

The purpose of the EOC is to serve as the single focal point and command center for the management of information, decision-making, resource support and allocation during an emergency, and provide a recovery process and sharing of information with appropriate individuals. The primary functions of the EOC staff are to:

- Provide support to Incident Commander.
- Determine policy directions as needed.
- Provide resources needed by the campus.
- Provide direction and support to field activities.
- Deal with issues that are beyond resolution in the field.
- Provide “one voice” in communicating emergency information to the public (normally by University Media personnel).

### ***EOC Activation***

When an emergency occurs, and the Executive Director of Campus Safety or designated representative in conciliation with senior management determines to activate the EOP and EOC the Executive Director of Campus Safety, will notify the Director of the EOC which positions will be staffed for the emergency response. **Refer to the EOC Handbook (attachment 3) for specific procedures.**

## **Section 7: Post-Incident, Exercises and Required Training**

### ***Post-Incident or Event***

The Executive Director of Campus Safety, Director of Environmental Health and Safety, or other designated individual will schedule an After Action Review (AAR) after a major incident or event. The AAR will be scheduled as soon as possible after the incident or event and shall include all appropriate participants. The AAR will focus on any lessons learned and will be followed up by a written report. If appropriate, an improvement plan will be included in the written report.

### ***Exercises***

Exercises and drills are a vital part of Cleveland State University’s EOP. The Director of Environmental Health & Safety (EHS), will normally conduct two table top exercises and one full scale drill annually. The exercises will be offered to departments and senior

leadership, as requested. Additionally, local response agencies will be included in the exercises as available/interested. Building SACCs (for major buildings) should also exercise their Building Emergency Plan once per year. (See BEP, attachment 4, for more information.)

### ***Training***

All University departments should ensure their employees are thoroughly familiar with this EOP. Awareness training can be accomplished in training sessions, staff meetings, computer based training, or through any other program deemed appropriate by the department head. The Director of EHS will assist departments as needed in planning and executing training.

### ***National Incident Management System (NIMS) Compliance Training***

#### ***NIMS Introduction***

NIMS is the first-ever standardized approach to incident management and response. It establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. NIMS also integrates effective practices in emergency response into a comprehensive national framework for incident management. Additionally, it enables responders at all levels to work together more effectively and efficiently to manage domestic incidents no matter what the cause, size or complexity, including catastrophic acts of terrorism and disasters. Federal agencies are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities. It is critical NIMS baseline training becomes an integral part of the organization's training program.

The Cleveland State campus consists of 85 acres, the largest footprint in downtown Cleveland, with 40 buildings used for teaching, research, housing, administration, and recreation. "Building Blocks for the Future," the University's \$200-plus million campus master plan is changing the face of both campus and downtown Cleveland while creating a vibrant living and learning community in the heart of the city. New or renovated buildings include a recreation center, apartment-style student housing, a restaurant, an administration center, a College of Graduate Studies building, and more. Soon to come, a new student center and a College of Education and Human Services building.

Cleveland State also has extended campuses in Westlake and Solon, where students have access to the same quality education as they have downtown.

### ***Background***

On February 28, 2003, the President of the United States issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

*"This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local*

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*capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”*

The Presidential Directive requires all Federal departments and agencies to adopt NIMS within their departments and agencies. Additionally, all Federal departments and agencies must use NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities to include actions taken in support of the state and local entities.

### ***College and University Requirements***

On August 30, 2006, the NIMS Integration Center, established by the Secretary of Homeland Security to provide oversight of NIMS requirements, issued an interpretation to the University of Texas at Dallas establishing the following NIMS training requirements:

“Colleges and universities are not traditional first response organizations; however, they are important components of the communities in which they are located. The NIMS Integration Center highly recommends NIMS compliance at the community level, including NIMS and ICS training, exercises and evaluation. All educational institutions should be involved in a community's emergency planning process. And those persons with emergency responsibilities at the university should work with the community's emergency response community and be knowledgeable about NIMS and ICS. However, universities and colleges that do receive federal preparedness grants and do have law enforcement/police components must train those personnel that would play a direct role in an emergency response with other emergency services organizations in NIMS. It would be useful for all staff and teachers likely to be involved in emergency activities should the need arise, to take the IS-700 NIMS introductory course, including those districts that do not receive preparedness funding at this time.”

According to the NIMS Integration Center, the required training for personnel is based on an individual's level of responsibility during an emergency response scenario. Listed below are the training requirements per level of responsibility:

#### **Optional Training: Awareness Training (Level 0)**

FEMA IS-700: NIMS, An Introduction

- Awareness training will be given to selected personnel based on their possible involvement with emergency operations.

#### **Required Training: Entry Level (Level 1)**

FEMA IS-700: NIMS, An Introduction

ICS-100: Introduction to ICS or equivalent

- Entry level first responders and disaster workers to include emergency medical service personnel, firefighters, hospital staff, law enforcement personnel, public

health personnel, public works/utility personnel, skilled support personnel, other emergency management response, support, volunteer personnel at all levels.

For Universities: all law enforcement officers, firefighters, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers as needed.

**Required Training: First Line, Single Resource, Field Supervisors (Level 2)**

FEMA IS-700: NIMS, An Introduction

ICS-100: Introduction to ICS or equivalent

ICS-200: Basic ICS or equivalent

- First line supervisors, single resource leaders, field supervisors, other emergency management/response personnel that require a higher level of ICS/NIMS training.

For Universities: all law enforcement officers, firefighters, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers (as needed) that require a higher level of ICS/NIMS training.

**Required Training: Middle Management (Level 3)**

FEMA IS-700: NIMS, An Introduction

FEMA IS-800: National Response Plan, An Introduction

ICS-100: Introduction to ICS or equivalent

ICS-200: Basic ICS or equivalent

ICS-300: Intermediate ICS or equivalent (FY07 Requirement)

- Strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, emergency operations center and multi-agency coordination system staff.

For Universities: All law enforcement/firefighter leadership and EOC staff; consider directors, supervisors, managers, and team leaders with designated roles /responsibilities during an emergency.

**Required Training: Command and General Staff (Level 4)**

FEMA IS-700: NIMS, An Introduction

FEMA IS-800b: National Response Plan, An Introduction

ICS-100: Introduction to ICS or equivalent

ICS-200: Basic ICS or equivalent

ICS-300: Intermediate ICS or equivalent (FY07 Requirement)

ICS-400: Advanced ICS or equivalent (FY08 Requirement)

IS-230 Principles of Emergency Management

IS-235 Emergency Planning

G-275 EOC Management and Operations

G-290 Basic Public Information Officer

- Select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, emergency operations center and multi-agency coordination system managers.

For Universities: All law enforcement/firefighter senior leadership and EOC managers; consider administrators, public information officers, interagency liaisons, and select department heads with multi-agency coordination responsibilities. Therefore, Cleveland State University Department of Environmental Health and Safety recommend the following required training for Cleveland State University employees:

**Table of Required Training**

<b>NIMS Training Course</b>										
<b>Attendee</b>	<b>IS-700</b>	<b>IS-800b</b>	<b>IS-100</b>	<b>IS-200</b>	<b>ICS-300</b>	<b>ICS-400</b>	<b>IS-230</b>	<b>IS-235</b>	<b>IS-775</b>	<b>G-290</b>
President's Office	x		x							
Senior Administration	x		x							
Provost	x		x							
PIO	x	x	x							x
Ex Director Facilities	x		x	x						
Ex. Director Campus Safety	x	x	x	x	x	x	x	x	x	x
Director of EHS	x	x	x	x			x	x		
Director AC&SS	x	x	x	x			x		x	
Commander of Police	x	x	x	x	x	x				
Captain of Police	x	x	x	x	x	x				
Safety Dispatchers	x	x	x							
Police Officer	x	x	x							
Security Officer	x	x	x							
EHS Staff	x	x	x							
AC&SS Staff	x	x	x							
CERT Team	x		x							

## Section 8: Plan Maintenance & Distribution

### *Plan Maintenance & Revisions*

The Cleveland State University Emergency Operations Plan is re-examined and amended as needed, or at a minimum annually by the Executive Campus Safety Committee, Environmental Health and Safety personnel, and the Executive Director of Facilities Operations. The Committee provides general oversight for the entire planning process and meets to address emergency preparedness, response, and recovery issues. The plan also goes through continuous ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan. The plan will be updated based on these inputs.

The effective date of this EOP, located on the title-page, replaces and supersedes previously dated EOPs. Although current hard-copies of the EOP will be distributed as indicated below, the official and most current version resides on the Campus Safety webpage at: <http://www.csuohio.edu/offices/safety/>

The following binders shall be printed on waterproof paper:  
4, 7, 10, 11 and 24.

### *Table of Distribution*

Location	Number of copies	Copy Control
President	1	1
Provost	1	2
VP Business Affairs & Finance	1	3
Executive Director, Campus Safety	1	4
Assistant VP for Marketing	1	5
Director, Access Control & Security Systems	1	6
Campus Safety Dispatch Supervisor(s)	3	7-9
Patrol Operations Supervisor(s)	1	10
Police Department Supervisor(s)	1	11
Security Officer Supervisor	1	12
Associate VP, Campus Support	1	14
University Legal Counsel	1	15
Executive Director, Facilities Operations	1	16
VP for Administration (IS&T)	1	16
Assistant VP for Human Resources	1	18
Director of Risk Management	1	19
Dean of Student Life	1	20
Director, Marketing & Public Affairs	1	21
Director, Environmental Health & Safety	1	22

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Director, Health & Wellness Services	1	23
EOC	3	24-26

## Section 9: Attachments, Annex and Appendix

An **annex** explains *how the campus community will carry out a broad function in any emergency, such as warning or resource management.*

An **appendix** is a *supplement to an annex that adds information about how to carry out the function in the face of a specific hazard.* Thus every annex may have several appendices, each addressing a particular hazard. Which hazard-specific appendices are included depends on the community's hazard analysis. For example, a community in California would probably include earthquake appendices in its EOP; a community in Florida would probably include hurricane appendices; and a community in the Midwest would undoubtedly include appendices that address tornadoes. The decision about whether to develop an appendix rests with the authority creating the attachment.

***Attachment 1 – Annex Campus Emergency Preparedness and Planning Strategic Plan***

***Attachment 2 – Annex Emergency Procedures Handbook (EPH)***

***Attachment 3 – Annex Emergency Operations Center (EOC) Guidelines***

***Attachment 4 – Annex Building Emergency Plan (BEP) Template***

***Attachment 5 – Annex Emergency Notification Plan***

***Attachment 6 – Annex Special Event planning***

***Attachment 7 – Annex Definitions and Acronyms***

***Attachment 8 – Annex Communicating In a Crisis***

***Attachment 9 – Appendix Emergency Proclamation***

***Attachment 10 - Annex Critical Incident Plan***

***Attachment 11 - Annex Recreation Services, Emergency Policy***

***Attachment 12 - Annex Cuyahoga County Evacuation and Sheltering Annex***

***Attachment 13 - Annex East Campus (Solon) Procedures***

***Attachment 14 - Annex Exposure Response Procedure***

***Attachment 15 - Annex Fire Emergency Action Plan***

***Attachment 16 - Annex Hazardous Waste Contingency Plan***

***Attachment 17 - Annex Infectious Waste Contingency Plan***

***Attachment 18 - Appendix Pandemic Preparedness Plan***

***Attachment 19 – Annex Radiation Safety Program***

***Attachment 20 – Annex West Campus (Westlake)***

End of Plan