

Cleveland State University



Emergency Operations Plan (Base Plan)

Version 5.0

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PREFACE

At Cleveland State University, the management of emergencies begins well before they strike, through collaborative planning and capacity building. The University community, along with its public and private partners, must work together to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose a risk to Cleveland State University.

The Cleveland State University Emergency Operations Plan represents a combination of best practices, collaborative planning, and lessons learned from real world response. The plan is designed to save lives, reduce injuries, and limit property damage before, during, and after an emergency. It describes the notification and communications process, as well as how university resources are mobilized and coordinated during an emergency.

This plan supersedes all previous versions and may be modified only upon approval of the University President.

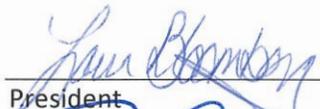
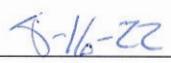
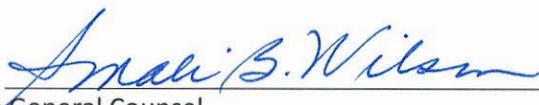
APPROVAL

Cleveland State University has embraced National Incident Management System (NIMS) concepts, requirements, and policies and the provisions 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 Emergency Operations Plan (EOP) blends these concepts and procedures into the plan which will enhance the University’s ability to respond and recover from emergency incidents.

Cleveland State University’s EOP is organized into two elements as follows:

1. The Base Plan – outlines purpose, scope, organization, and methodology by which Cleveland State University will enable all departments and personnel to conduct operations during a large-scale emergency.
2. Annexes – provide an overview of the description and functional specific roles and responsibilities for a variety of incidents, such as: sheltering, evacuation, hazardous materials spill, severe weather, power outages, acts of terror, etc.

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

| | |
|---|--|
|  _____ President |  _____ Date |
|  _____ Sr Vice President, Business Affairs & Finance |  _____ Date |
|  _____ General Counsel |  _____ Date |

PROMULGATION

Cleveland State University has incorporated its major emergency planning programs into this Emergency Operations Plan (EOP). The plan is a directive authorizing the organization and designated personnel to prepare for and execute assigned emergency response tasks. The EOP includes response guidelines, Emergency Operations Center procedures, a Building Emergency Plan template, a Continuity of Operations template, and our Emergency Notification Plan. The EOP will ensure the University community is well prepared to react to emergencies at the central campus.

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.



President



Date

1.0 BASIC PLAN OVERVIEW

Emergency preparedness is everyone's responsibility! Reaction to any emergency requires comprehensive planning involving all levels of campus personnel. 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. The EOP integrates emergency preparedness activities into one document. It is the focal point for university planning and preparedness procedures.

Effective emergency management by the University is dependent upon its ability to prepare for, respond to, recover from, and mitigate the impact of disasters. The EOP has been developed using these four phases to ensure a comprehensive response to an incident. The EOP encompasses other university plans, guides, and handbooks which appear in the annexes and attachments to the base plan such as:

Emergency Procedures Handbook (EPH) -- 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 -- 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. This guide also provides checklists needed to operate the EOC.

Building Emergency Plan template (BEP) -- The BEP is an action plan designed to provide students, faculty, staff, and visitors basic emergency response information including 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 response procedures. The BEP provides critical information with which each individual needs to be familiar when there is an emergency in the building.

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

Continuity of Operations Plan Template (COOP) - The purpose of COOP planning is to assure that the capability exists to continue essential university functions across a variety of potential emergencies. A comprehensive Continuity of Operations Plan (COOP) will be implemented at Cleveland State University (CSU) once the emergency has stabilized, and the campus begins the recovery process. Essential functions that involve life safety, infrastructure, and technology will be given the highest priority. The COOP template will be used to help each department or college prioritize the resumption of operations for their areas.

Integrated University Safety Plan – This plan focuses on the roles and activities of facilities and safety departments more traditionally relied upon for creating a safe campus environment. Future adaptations of the plan will seek to incorporate the involvement of departments less typically considered to play a role in security and safety. Therefore, this plan is a process under continuing development by the facilities and safety professionals in consultation with campus partners with the goal of providing a long-term, strategic roadmap for the safety and security of all members of the Cleveland State University community.

2.0 PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

2.1 Purpose

The Emergency Operations Plan (EOP) documents and describes emergency management concepts and principles as an operational framework to respond to disasters at CSU in order to protect students, faculty, staff, and visitors of the University and its physical environment. The EOP plan coordinates departmental plans and procedures, defines disaster specific mitigation/prevention, preparedness, response and recovery strategies, outlines response roles and responsibilities, and provides a coordinating mechanism in which CSU will collaborate with local, state, and federal emergency operations plans and frameworks during emergencies and disasters.

This plan serves as an operational plan and strategy for emergency response before, during, and after the impacts of a disaster. The Basic Plan of the EOP provides the framework for response and emergency management. The annexes and hazard-specific appendices address essential emergency management support functions and hazard-specific strategies required to implement emergency operations objectives.

The EOP supports the development of departmental Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs) which supplement objectives found within this plan. This plan does not replace or contain individual department SOPs and SOGs unless otherwise stated or present within this plan in collaboration with the respective department.

2.2 Scope

This plan is designed to address emergency operations at CSU when standard emergency response strategies and capabilities become overwhelmed and require higher levels of coordination, sustained response, and/or strategic/policy support. This plan is an emergency response framework that applies to the geographic area of all Cleveland State property and CSU affiliated activities. This plan may be activated or implemented at the discretion of those with the explicit assigned authority within this plan in a manner consistent with the response and recovery requirements or appropriate level of emergency operations. This plan may be activated due to the presence of a localized disaster or local emergency at CSU, presence of a regional disaster or emergency, nationally significant event or emergency, or upon any incidence of a terror attack at the local, state, or national level. This plan may be activated upon any declaration of emergency at a university, local, state, or federal level of authority as required and deemed appropriate by individuals with the activation authority to implement components within this plan.

2.3 Situation Overview

CSU is an institution of higher education located in Cleveland's "Campus District". The Campus District is a 500-acre downtown Cleveland neighborhood just east of the central business district. The district is bordered by Lakeside Avenue to the north, Broadway Avenue to the south, East 13th Street to the west and East 30th Street to the east. Members of the Campus District include Cleveland State University, St. Vincent Charity Medical Center, Cuyahoga Community College and more. Several major highways and railways surround campus. State Route 6 (Euclid Ave.) runs through the center of campus and serves as a major thorough fare for traffic heading into and out of downtown Cleveland. Interstates I-77, I 71, and I 90 all have exit ramps within a half mile of campus. CSX Transportation Corp. owns and operates a railway that runs less than a mile northeast of campus.

CSU students, faculty, staff, and visitors comprise populations of nearly 18,000 people on campus each day. The University consists of 45 buildings which include residence halls, research facilities, a student center, classroom buildings, and a host of other types of buildings and structures which comprise the campus. As part of CSU, the Wolstein Center, a 13,000-seat arena, serves as the home of CSU Men's and Women's Basketball Teams and various concerts and special events throughout the year. Occasionally, during large special events, campus populations may increase to nearly 30,000. Organizationally CSU consists of dozens of individual departments each having unique roles vital to the academic and research missions of the University. Regionally, the University impacts organizations and communities across Cuyahoga County both economically and culturally.

2.4 Threat & Hazard Identification and Risk Assessment

A threat or hazard represents an event or condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, damage to the environment, business interruption, or other types of harm or loss. The Threat and Hazard Identification and Risk Assessment (THIRA) identifies key vulnerabilities that provide for the basis of mitigation, preparedness, response, and

recovery activities at CSU. The hazards are then identified and ranked by individuals in multiple disciplines according to natural, technological, or man-made hazards. Ultimately, it's how a hazard interacts with CSU that determines its vulnerability to disasters. Variables which have been considered in determining the vulnerability and risk assessment of certain hazards include:

- Type of event
- Probability of occurrence
- Human impact
- Property impact
- Business impact
- Preparedness
- Internal response
- External response

When these variables are considered comprehensively, the result is a ranking of hazards and overall vulnerabilities based on a comprehensive set of variables meant to represent the unique dynamics that each type of hazard may contain before, during, and after a disaster. The top 10 hazards most likely to impact CSU are:

- Fire
- Severe Thunderstorm/Tornado
- Cyber Attack
- Electronic Failure
- Bomb/Violence Threat
- Snowfall
- Active Assailant
- Ice Storm
- Civil Unrest
- Flooding

2.5 Planning Assumptions

Cleveland State University's Emergency Operations Plan (this document – the “EOP”) is based on assumptions that provide a 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 the following “general” considerations:

- 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.
- There are other regulatory requirements for specific emergency plans that are incorporated herein.

3.0 CONCEPT OF OPERATIONS

3.1 Overview

The overall approach to emergency operations at CSU is designed to promote and apply best practices and national standards of emergency management.

The following guidelines and strategies form the overall framework of incident response and emergency operations at CSU:

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

3.2 Incident Management Standards, Frameworks, and Coordination

Cleveland State University operates in accordance with nationally accepted guidelines and best practices regarding emergency management and incident management. It is based on standards and practices established by the following:

Comprehensive Preparedness Guide 101 (CPG 101)

NFPA 1600: Standard on Emergency Management and Business Continuity Programs

National Incident Management System (NIMS)

National Response Framework (NRF)

National Preparedness Guidelines

Target Capabilities List (TCL)

Universal Task List (UTL)

The national structure for incident management, promulgated by Homeland Security Presidential Directive-5 (HSPD-5), establishes a clear progression of coordination and communication that begins at the CSU level to local, state, and federal levels of emergency management. Local incident command structures are responsible for on-scene tactical command and control of the incident. Support and coordination components consist of EOCs and multiagency coordination entities. This fundamental structure between command and coordination outlines emergency operations at CSU and across the United States as a whole. Ultimately, the use of NIMS and ICS standards provides not only a smart response, but also a commonality between all levels of emergency management which allows CSU to coordinate within the local, state and federal emergency frameworks.

3.3 Plan Implementation and Authority

The authority to revise, implement, or distribute aspects of this plan remains solely at the direction and discretion of the Office of Emergency Management via promulgated authority of the Office of the President and the Vice President of Business Affairs and Finance. If individuals or departments desire to amend or revise portions of this plan or implementation strategy, forward all requests through the Office of Emergency Management for approval and coordination.

This plan will be promulgated annually and any revisions to this plan will be shared among all emergency response entities involved in emergency operations or mentioned in this plan.

3.4 Damage Assessment

The collection of incident information, reports of injury, physical damage, and business interruption are a critical layer of the University's response. From this information, response strategy and tactics are developed, and resources are coordinated and prioritized. All departments responsible for public safety will take a lead role in conducting a damage assessment during the initial stages of an evolving incident. As the impact of the incident is understood, university resources are brought into the process of analyzing the situation and determining a course of action. The goal of initial damage assessment is to gain an understanding of the immediate situation and to make quick decisions to preserve life and property. As the incident develops further, a more detailed view of the situation is developed in consultation with departments, local, state, and federal agencies, and subject matter experts. Upon determination of the incident's scope and scale of impact, decisions will be made by the Office of Emergency Management or authorized individuals to activate the University's Emergency Operations Center.

3.5 Plan Activation

The authority to activate this Emergency Operations Plan during an emergency, either in full or in part, is limited to the following individuals or designees:

- University President

- Provost
- Vice President for Business Affairs and Finance
- Chief of Police

Implementation of aspects within this plan, development of departmental emergency action plans, creation of standard operating procedures, and testing/exercising of departmental plans remains the responsibility of Deans and Administrators of CSU Colleges, Departments and individual units. The decision to activate components of this plan during an emergency is at the discretion of those with plan activation authority as described in this section.

3.5.1 Declaration of Emergency

During a disaster, decisions will be made that impact operational priorities and personnel assignments to facilitate emergency operations at CSU. These decisions serve to meet the needs of the incident, protect individuals and property, and to provide emergency resources in response to an incident on campus. A part of this decision-making process, along with personal protective action recommendations, is to declare and inform CSU students, staff, faculty, and visitors that a state of emergency exists at CSU. The authority to declare a state of emergency at CSU remains solely with:

- University President or designee

Upon a Declaration of Emergency, activation of the CSU EOC will occur to assist in incident management, planning coordination, and demand for resources. In accordance with established protocols, the Declaration of Emergency will be forwarded to the City of Cleveland Office of Emergency Management and the Cuyahoga County Office of Emergency Management via the CSU EOC. This action allows for the City of Cleveland and Cuyahoga County to remain informed and assist CSU's response and recovery efforts as well as elicit the initiation of formal assistance via state and federal entities following further declarations of emergency at the county and state levels.

3.5.2 Levels of Emergency

Cleveland State University has a range of variables to assess and declare levels of emergency at CSU. Decision making is driven by the needs of the incident. Dissemination of the Level of Emergency will originate from the University EOC via redundant communication channels intended to target a variety of audiences to include first responders, students, faculty, staff, and visitors. This information may be found in media release, the <http://www.csuohio.edu/> website, across public safety radio communications networks, mass emails, text messages, voice calls, social networking sites, and others as determined by those having authority to declare a Level of Emergency at CSU.

At CSU there are five (5) levels of emergency that may be declared. The categories are as follows:

Level 5 (Local Resources)

- The incident can be handled by up to six personnel with one or two single resources.
- Command and General Staff positions (other than the Incident Commander) are not activated.

- No written Incident Action Plan (IAP) is required.
- The incident is typically contained within two hours after resources arrive on scene.

Level 4 (Local & County Resources)

- Command Staff and General Staff functions are activated as needed.
- Several resources are required to mitigate the incident, including specialized operational teams.
- The incident is typically contained within one operational period in the control phase, usually several hours after resources arrive on scene.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.

Level 3 (Local, County & Regional Resources)

- The complexity of the incident requires expansion of the command structure.
- Some or all of the Command and General Staff positions may be activated.
- The incident typically extends into multiple operational periods.
- A written IAP is typically required for each operational period.

Level 2 (Local, County, Regional & State Resources)

- Local resources are exhausted, and the incident spans multiple operational periods.
- Resources are requested from outside of Cuyahoga County and Region 2 (Northeast Ohio).
- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are staffed.
- As a guideline, operations personnel do not exceed 200 per operational period and total incident personnel do not exceed 500.

Level 1 (Local, County, Regional, State & Federal Resources)

- This type of incident is the most complex and requires national resources to safely and effectively manage.
- All Command and General Staff positions are activated.
- Operations personnel may exceed 500 per operational period and total personnel will usually exceed 1000.
- Branches may need to be established.
- The agency administrator will have briefings to ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction requiring additional staff for office administrative and support functions.

3.6 Operational Priorities

When conducting emergency operations at CSU, the following areas are prioritized in this order:

- Protecting life (highest priority), property, and environment.
- Meeting the immediate needs of students, staff, faculty, visitors, and those with special needs during an emergency at CSU to include rescue, evacuation, medical care, food, and shelter.
- Restoration of critical infrastructure and key resources that is essential to the health, safety, and welfare of all students, staff, faculty, and visitors (such as sanitation, hospitals, water, electricity, building systems).
- Mitigating hazards to protect life, property, and the environment.
- Resumption of business processes and normal operations.

3.6.1 Special Needs Considerations and Planning

Comprehensive emergency management is a process that involves consideration and preparedness for all individuals including those with special needs. Specific individual planning for those with special needs should be incorporated with respective building coordinators and departments and synchronized into the Building Emergency Action plans for each building on campus. During all emergency operations on campus, attention to those with special needs will be incorporated into all university and department level operations, planning, and response activities. Broader planning for sheltering, campus evacuations, and other functional areas of response during an emergency for those with special needs will be provided for in the Incident Action Plan (IAP) drafted by those managing the incident.

3.7 Emergency Operations Center (EOC) Activation

A Declaration of Emergency is **not** required to necessitate EOC activation. The decision to activate the CSU EOC is based on damage assessments, incident needs, incident type, location, escalation potential, and situational complexity among a variety of factors. All decisions regarding EOC activation are intended to support the needs and demands of the incident and Incident Command. The following individuals or designees retain the authority to activate the CSU EOC:

- University President
- Provost
- Vice President for Business Affairs and Finance
- Chief of Police

3.7.1 Incident Type and EOC Activation

The typical progression of some incidents may include a moderate escalation period that precedes the decision to activate the EOC. In these types of situation, response activity will have already commenced, and incident command structure is likely established on campus. It is important to be prepared for many types of EOC activation and personnel recall. Personal preparedness for EOC representatives should reflect the potential situations and activations that may occur at CSU. All representatives and emergency management team members should be prepared to serve in roles in the EOC with little to no warning of activation (Major/Complex Incidents), moderate warning of activation (escalating incidents).

When the decision to activate has been reached, EOC representatives should report in a timely manner to the EOC site to represent their areas of responsibility. EOC representatives should be prepared to serve for at least the first 12-hour period of incident duration. Upon arrival, EOC representatives shall begin assessing the incident to determine the need for additional departmental representation within the EOC and/or staff for the next operational period.

3.7.2 EOC Integration with ICS Operational Standards

To facilitate operation of the EOC and compliance with the National Incident Management System, representatives assigned to the EOC must maintain and complete the following courses at a minimum:

- ICS-100.HE (Incident Command for higher education).
- ICS-200.b (ICS for Single Resource and Initial Action Incidents).
- IS-700.a (National Incident Management System).
- IS-800.b (National Response Framework).
- EOC Specific Training/ Plan Orientation (Workshops/Seminars)

In order to facilitate communication between the incident site and the EOC, the Vice President for Business Affairs and Finance will assign an Incident Management Team (IMT) to conduct tactical management of resources at the scene of an incident.

Incident management is driven by 14 essential features provided by ICS which includes:

- Common terminology
- Modular organization
- Management by objectives
- Incident Action Plan
- Chain of command/ Unity of command
- Unified command
- Manageable span of control
- Pre-designated incident location and facilities
- Resource management
- Information and Intelligence management
- Transfer of command
- Accountability
- Deployment

3.8 Demobilization, Transition, and Recovery

The decision to demobilize resources and personnel during emergency operations is primarily driven by the needs of the incident and those with command and control of resources at the incident scene via incident/unified command. When a centralized coordinating presence is no longer required, members of the CSU EOC and DOC will develop demobilization and transition plans to transfer responsibilities and close out mission-related operations being centrally coordinated through the CSU EOC. All actions taken to demobilize at the EOC and DOC level are in support of the needs of the incident. These plans are

shared among all emergency operations personnel for purposes of planning and situational awareness. Authority to demobilize EOC operations remains with the following individuals:

- University President
- Provost
- Vice President for Business Affairs and Finance
- Chief of Police

3.8.1 Transition to Recovery

While immediate lifesaving and property preservation efforts occur, CSU will begin assessing how soon the response phase of emergency operations can begin the transition into the recovery phase. Recovery may initially begin with an overlap of some response operations on campus. Critical response operations will gradually shift to assisting individuals and University departments in meeting basic needs and self-sufficiency. Short-term recovery will initially be coordinated via the CSU EOC. At a time determined by those departments impacted by the disaster, a decision will be made to transition coordination of recovery activities to other areas outside of the Department of Public Safety.

A resumption of normal business processes and the execution of continuity plans will occur gradually over a period relative to the incident. It's imperative that individual departments routinely assess the efficacy of continuity plans and the accuracy of tasks defined within those plans.

3.8.2 Recovery

The recovery phase of a disaster is often defined as restoring a community to its pre-disaster condition. More realistically, the recovery is the process of re-establishing a state of new normalcy to the University community. Specific approaches to recovery will be determined by the location, type, magnitude, and effects of the incident. Realistically, recovery occurs in two phases; short-term and long-term recovery.

Short-Term Recovery

Short-term recovery operations begin concurrently with or shortly after the initiation of response operations. Short-term recovery may typically last from days to weeks. Short-term recovery includes actions required to:

- Stabilize the situation
- Restore services
- Implement critical infrastructure recovery plans to maintain operations during emergencies and recovery phase.
- Begin planning for the restoration of the University.

Long-Term Recovery

Long-term recovery continues the short-term recovery actions but focuses on community restoration. Long-term recovery may continue for a number of months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the inevitable changes that result from a major disaster.

Long-term recovery activities require significant planning to maximize opportunities and mitigate vulnerabilities after a major incident and may include the following:

- Reconstruction of facilities and infrastructure including the technology systems and services necessary for restoration of all operational functions.
- University planning including the development of long-term alternative housing.
- Seeking legal waivers, zoning changes, and other land use legislation or assistance to promote recovery and mitigation at the University.
- Integration of mitigation strategies into recovery efforts.
- Restoration of normal University processes and businesses operations.
- Documentation of eligible disaster-related costs for reimbursement through federal grant programs and University insurance providers.

Stakeholders in the recovery phase will coordinate recovery activities, develop strategies, and implement specific recovery plans that address the needs of long-term sustainability and disaster resilience.

Specific recovery plans will assign explicit roles and responsibilities, describe tactics, and define the overall concept or framework. There will exist both University-wide and departmental plans which all will be coordinated and unified under a recovery framework developed by stakeholders and University leadership.

Recovery plan content at the departmental level may include these items for consideration:

- Business continuity/resumption processes
- Damage assessments
- Demolitions
- Debris removal and storage
- Expedited repair permitting
- Fiscal management (document accounting, expenditures, and losses)
- Hazards evaluation
- Hazard mitigation opportunities
- Historical buildings
- Land use
- Non-conforming buildings and uses
- Moratorium procedures
- Rebuilding plans
- Redevelopment procedures
- Relation to the unit/department's emergency response plans
- Restoration of standard operating procedures
- Temporary and replacement housing

Note: following a disaster, it is imperative that all units within the University be prepared to document accounting, expenditures, and losses for purposes of reimbursement, disaster assistance, and insurance claims. Each function within this plan will be required to develop cost documentation procedures that comply with laws and requirements set forth by the state of Ohio, FEMA, and/or

CSU's insurance carrier as applicable.

3.9 Supporting Plans and Standard Operating Procedures

The various departments with primary or support roles as identified by this plan are tasked with specific roles and responsibilities in support of this plan. In order to properly address those roles and responsibilities, departments are tasked with completing an Annex to this plan that address the following functions required to support this plan:

- Provide framework for departmental response and mission support.
- Describe the departmental concept of operations during an emergency and how a department will interface, and coordinate with the University EOC.
- Detail specific roles and responsibilities to support overall response and assignments within specific functional annexes of this plan.
- Describe communications/contact information, mutual aid agreements, and lists of available resources.
- Establish lines of authority and alternative site locations for command resources during an incident.
- Describe standard operating procedures and cost documentation, expenses, and losses associated with the disaster.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 Overview

The Cleveland State University Board of Trustees consists of nine (9) trustees, a Secretary to the Board, two faculty representatives, and two student representatives, who, in collaboration with the University President, are charged with fulfilling the goals set forth in the University Mission Statement. The Board has the authority to act as the governing body in all policy matters of the University requiring attention or action. All Cleveland State University emergency preparedness, response, recovery, and mitigation resources are under the direction and control of the University President. The administration and management of Cleveland State University is organized into various functional departments which deliver services. All University departments will be expected to develop and train their staff in emergency preparedness response measures and recovery actions and work together to restore University services after a disaster.

4.2 Line of Succession

The overall responsibility for University department operations as described in this plan rests with the President. Should the President be unavailable to fulfill this responsibility; the following line of succession has been established:

1. President
2. Provost
3. Senior Vice President Business Affairs and Chief Financial Officer

4.3 Executive Policy Group

The Executive Policy Group (EPG) maintains executive decision-making authority throughout all stages of an emergency event on behalf of the University President. The Incident Commander will report to the EPG for policy direction when decisions extend beyond routine decision-making authority and internal resource capabilities.

The Executive Policy Group is comprised of the President, the President's cabinet and the University spokesperson or Public Information Officer (PIO). The Executive Policy Group shall make and/or approve all major emergency or disaster response decisions, priorities, and strategies for the University as necessitated by the situation at hand and based upon the economic, political, legal or other implications of both the actual or potential threat faced.

The following persons may comprise the membership of the Executive Policy Group:

- President
- Chief of Staff, President's Office
- Provost and Senior Vice President, Academic Affairs
- Vice President, Research
- Vice President, Advancement and Executive Director, CSU Foundation
- Senior Vice President, Business Affairs and Chief Financial Officer
- Vice President and Dean of Admissions, Enrollment Management and Student Success
- Vice President, Campus Engagement, Diversity, Equity and Inclusion
- Vice President and Director, Athletics
- Vice President / Chief Marketing and Communications Officer
- Vice President of Legal Affairs and Compliance, General Counsel and Board Secretary
- Chief of Police

The Executive Policy Group will be given periodic situation updates from the Emergency Operations Group via the Emergency Operations Center. A description of individual responsibilities of each group's members and a checklist of duties to assist them in carrying out their functions are provided in the annexes. However, nothing in the duty checklists shall be construed in a manner that limits the use of good judgment and common sense on the part of an individual member in dealing with the details of the emergency, crises, or disaster at hand (see Attachment T- Annex Executive Policy Group Checklist).

4.4 Emergency Operations Group

The Emergency Operations Group (EOG) provides support, coordination, and assistance with policy-level decisions to the Incident Command Structure managing an incident. Each incident will be different; therefore, the composition of the Emergency Operations Group is both flexible and scalable to be efficient and effective. The Emergency Operations Group gathers, confirms, and evaluates incident information; coordinates, directs, and tracks field level personnel, equipment, and material resources deployed; identifies resource needs/shortfalls; and documents situation status. The Emergency Operations Group also defines business practices, standard operating procedures, processes, and protocols by which the University can coordinate its resources and

organizational structure to effectively manage an incident. The Emergency Operations Group should meet in a centralized location to share information, prioritize operations, and carry out the decisions reached by the Executive Policy Group.

The following persons or university departments may comprise the membership of the Emergency Operations Group:

- Vice Provost for Academic Planning
- Vice Provost for Academic Programs
- Assistant Vice President of Operations
- Associate Vice President for Diversity, Equity, and Inclusion
- Assistant Vice President for Campus Engagement and Dean of Students
- Associate Vice President, Chief Information Officer
- Associate Vice President, Auxiliary Services
- Associate Vice President, Facility Services
- Associate Vice President, Human Resources
- Associate Vice President, Finance and Budget
- Assistant Vice President and Controller
- Deputy Athletics Director
- Deputy General Counsel
- Associate Vice President, Marketing and Communications
- Director of Communications, President's Office
- Police Captain
- Lead Environmental Health and Safety Officer
- Director of Health and Wellness
- Director, Access Control and Security Systems

(See Attachment U- Annex Emergency Operations Group Checklist)

4.5 Emergency Operations Center Manager

The Manager of Access Control & Security Systems or designee will serve as the Emergency Operations Center (EOC) Manager. The current primary EOC will be located at Plant Services, Room 242. The secondary EOC will be located at Administration Center, Room 307. The EOC Manager supervises all EOC actions during activation. The EOC Manager's responsibilities are as follows:

- Route all mission assignments to the appropriate agencies
- Coordinate missions requiring multi-branch action
- Resolve any conflicts among agencies
- Identify and support resource requests
- Ensure mission completion in a timely manner
- Forward pertinent requests to the Emergency Operations Group

(See Attachment C- Annex Emergency Operations Center Guidelines)

4.6 Emergency Management Liaison Officer

A staff person from the Office of Emergency Management may be asked to serve as the liaison officer between on-site responding personnel and the EPG/EOC or with any on-site state or federal agencies.

5.0 DIRECTION, CONTROL, AND COORDINATION

5.1 Overview

Direction, control, and coordination are critical emergency management functions, especially when agencies from multiple jurisdictions are responding to an incident. 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. 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.

5.2 NIMS Compliance Statement

In the event of an emergency, Cleveland State University will activate its Emergency Operations Plan, which follows the National Incident Management System (NIMS). NIMS is intended to provide a framework for local, state, and federal governments to work together to respond to any domestic hazard. All Cleveland State First Responders comply with NIMS training requirements.

5.3 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.

5.4 On-Scene Incident Management

Most emergency response actions, including Incident Command, Logistics, Operations, Planning, and Finance will take place on-scene. ICS will be used to direct all response actions. Due to the modular and scalable nature of ICS, not all portions of this section will be necessary for every incident. For larger, multijurisdictional incidents, two different ICS management structures may be applied: Unified Command or Area Command.

A Unified Command structure may be implemented for incidents involving multiple jurisdictions and/or agencies. Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together without affecting individual agency authority, responsibility, or accountability.

An Area Command structure may be used for the management of multiple incidents. Area Command has the responsibility to set the overall strategy and priorities, allocate critical resources according to priorities, ensure that the incidents are properly managed, and ensure that objectives are met, and strategies are followed.

5.4.1 Initial Notification, Command, and Incident Assessment

Once the initial notification is received, the first responding personnel on scene assume the incident command until transferred to appropriate personnel able to take command. The Incident Commander is responsible for establishing an Incident Command Post (ICP) in a safe, on-scene location and for making the location easily identifiable to response personnel. The Incident Commander will determine the additional resources needed to complete the incident command structure and make assignments accordingly. The Incident Commander will also determine the process for integrating unsolicited volunteers into the response system.

The incident commander is responsible for completing an incident assessment to gather essential information and assess immediate risks posed by the incident. If needed, the incident commander will call dispatch to request additional resources. In any serious incident, the City of Cleveland Police and Fire departments should be notified immediately. The information gathered in the incident assessment will be used to guide decisions regarding protective actions and response priorities. Incident assessment should be repeated regularly, and as significant developments occur.

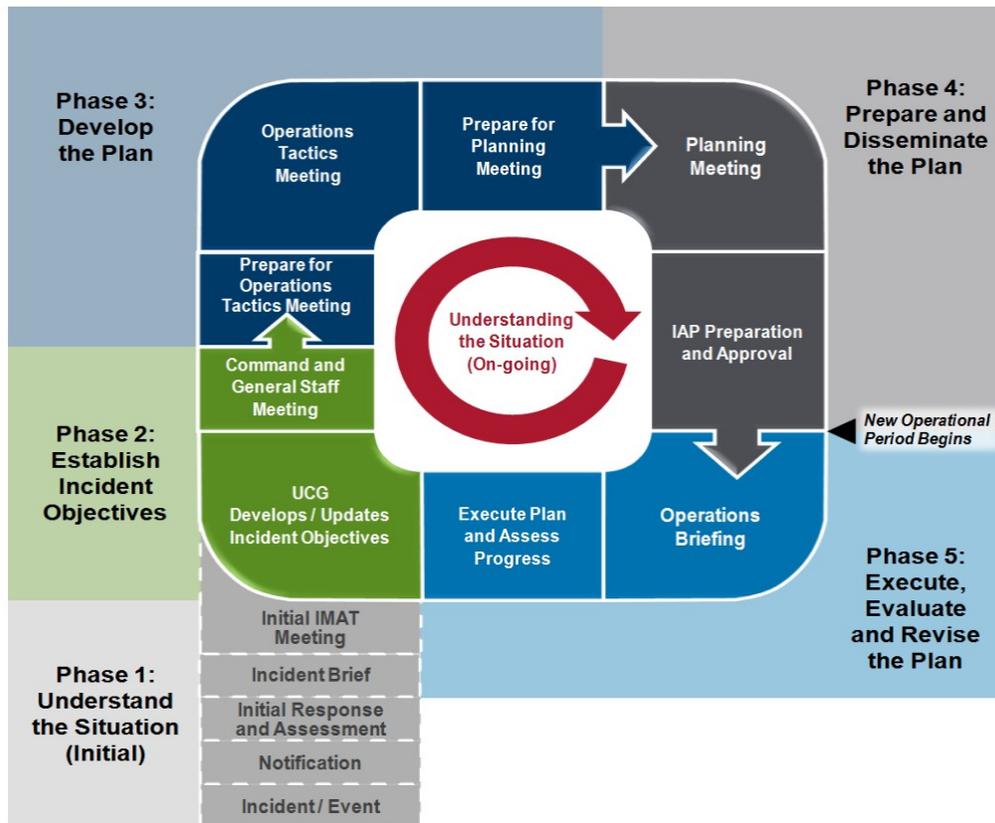
5.4.2 Operational Cycle

The systematic operation of the response requires a repetitive schedule to promote internal and external continuity during and following staffing transitions. Situational Reports provide a common operating picture and will be given during each operational period to inform staff of the current situation and response actions.

The on-scene staff will complete an Incident Action Plan (IAP). An IAP contains overall objectives for the incident and specific tactical actions and supporting information for the next operational period.

The following “Planning P” illustrates a typical initial response and workflow cycle. The descriptions that follow assume a standard 12-hour operational period.

THE PLANNING “P”



Initial Objectives

During the initial response, the Incident Command (IC) / Unified Command (UC) will meet to develop incident objectives that address the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

Operations Tactics Meeting

Each operational period includes an Operations Tactics Meeting designed to ensure that tactics are in line with the objectives developed by the IC/UC. Each Section Chief should participate in the Operations Tactics Meeting to lay the foundation for a concise and focused Planning Meeting.

Planning Meeting

The Planning Meeting provides the IC/UC with an overview of the tactical plan to achieve the objectives set during the Initial Objectives meeting. After review and updates are made by the Command and General Staff, the meeting attendees commit to support the plan.

Incident Action Plan (IAP)

The IAP is developed under the leadership of the Planning Section Chief immediately following the Planning Meeting. The IAP is the central tool for conveying planning and operational instructions on-scene because it provides a clear statement of objectives and actions, a basis for measuring work effectiveness and progress, and a record of accountability during the next operational period. The level of detail required in an IAP will vary according to the size and complexity of the incident. The IC/UC must review and approve the IAP before it can be implemented.

Operations Briefing

Each operational period should begin with an Operations Briefing. The Operations Briefing presents the IAP for the upcoming period oncoming supervisors within the Operations Section.

6.0 INFORMATION COLLECTION AND DISSEMINATION

6.1 Overview

In the event of a crisis or disaster, the University must deliver accurate information as promptly as possible, and all official public information should come from a limited number of specified spokespersons. The University's Public Information Officer (PIO) is a member of the Office of University Marketing as designated by the Assistant Vice President of University Marketing and Admissions. This individual is responsible for communicating University activities and policies internally and externally on behalf of CSU. The PIO is the University's point of contact with all media agencies regarding emergency preparedness initiatives as well as all other CSU-related questions, concerns, or events. The Chief of Police or designee is the primary University official responsible for activating the University's emergency notification resources and is responsible to alert the CSU community in the event of a major emergency. In particular, the University Marketing Department should coordinate communications with campus and off-campus media to ensure that the University's public information response to a disaster is quick, accurate, and responsible. (See: Attachment H – Annex Communicating In a Crisis)

6.2 Public Information and Notification

Whenever possible, The University's Public Information Officer (PIO) should establish a media center near the Emergency Operations Center or another location where facsimile, land telephones, voice mail, two-way radio, and computer network/modem capabilities are available in order to communicate with the media and with the Emergency Operations Center. The center should be equipped to serve as a disaster inquiry center that responds to public questions and be near a room or area where press conferences can be held. If this center cannot be established on campus due to the disaster, then it should be established at a nearby location.

6.3 Emergency Notification Systems

Cleveland State University (CSU) maintains two emergency notification systems for the CSU community:

1. Primary: **Voice Emergency Notification Systems (VENS)** using voice announcements over the CSU fire alarm system speakers;
2. Secondary: **CSU Alert** using any or all the delivery methods you select:
 - Voice message (mobile and/or landline)
 - Text message
 - E-mail

The Voice Emergency Notification System (VENS) is the primary emergency notification system on the CSU campus. Employing the use of the University's fire alarm speaker system and a campus-wide fiber optic network loop, VENS distributes an audible emergency notification with broadcast capability to more than 80% of campus buildings as well as several exterior locations. VENS may be used to announce emergency situations, campus closings, or security/safety issues as they occur.

The CSU Alert system can deliver messages utilizing multimodal delivery to all registered faculty, students and staff. CSU Alert is intended to rapidly provide emergency information on a developing or ongoing incident along with providing instructions.

The VENS system together with CSU Alert (e-mail, phone, text) shall be the primary means of such notifications. Since 2011, installation of VENS is mandatory in all new campus building construction.

(See: Attachment E – Annex Emergency Notification Plan)

7.0 COMMUNICATIONS

7.1 Radio System

Cleveland State University will use the Greater Cleveland Radio Communications Network radio system for interoperable communications with outside agencies including Command and Control.

7.2 Cleveland State University Website

The University's website, <http://www.csuohio.edu/>, is a regularly updated website containing emergency management information.

7.3 Telephones, Cell phones, Fax, and Email

Other devices including telephones, cell phones, fax, and email will be used to supplement and back-up other means of communication. All individuals and departments with responsibilities as described in the EOP should maintain and regularly update a notification roster listing multiple forms of contact for all relevant positions.

8.0 RECOVERY, CONTINUITY OF OPERATIONS PLANNING

8.1 Overview

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 faculty, 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, faculty, and staff.

8.2 Continuity of Operations Plan (COOP)

Recent disastrous events emphasize the need for continuity of operations capabilities that enable public institutions to continue their essential functions across a broad spectrum of emergencies both natural and manmade. Having a Continuity of Operations Plan (COOP) is important to protecting the safety and welfare of employees, ensuring that important documents and systems are not lost, and guaranteeing that the University can continue to serve the students, faculty, staff, and visitors following an emergency.

The Office of Emergency Management has developed a written COOP template appropriate for use by all University departments. This departmental continuity of operations plan template encompasses an all-hazards approach. This means that it aims to increase the organization's readiness for all types and sizes of disaster events including:

- Natural disasters (regional earthquake, fire in your offices, infectious disease epidemic, unexpected death of a key employee, etc.);
- Technological disasters (data loss, connectivity loss, equipment failure, etc.); and
- Human-caused disasters (terrorism, theft, civil disturbance, cyber-attack, etc.).

(See: Attachment F- Annex Continuity of Operations Plan)

8.2.1 COOP Purpose

The purpose of COOP planning is to assure that the capability exists to continue essential University functions across a variety of potential emergencies.

The overall purpose of COOP planning at CSU is to:

- Minimize personal injury;
- Ensure the continuous performance of university department's or college's essential functions/operations during an emergency;
- Protect essential facilities, equipment, records and other assets;
- Reduce or mitigate disruptions to operations;

- Minimize damage and losses; and
- Achieve a timely and orderly recovery from an emergency and resumption of full service to students, faculty, staff and visitors to our campuses.

8.2.2 COOP Departmental Focus and Implementation

The typical campus is highly decentralized with operational control exercised to a large extent at the department level. Since business continuity planning is operational-level planning, it must focus on individual departments. Each department at Cleveland State University is required to complete a COOP template which addresses the challenges of restoring business to normal operating conditions during or after an emergency. We believe every department is critical to the University's overall mission and the loss of even one department diminishes the whole. For this reason, every department on campus must participate in the business continuity planning efforts. The product of the COOP template is a departmental continuity plan. The department-level plans identify both action items that can be accomplished by the department and action items that belong to higher levels of the institution. These higher-level action items, taken together, comprise a powerfully focused campus continuity plan.

8.2.3 COOP Activation

Continuity of Operations plans becomes activated once the emergency has stabilized and the campus begins the recovery process. It is assumed that infrastructure and staffing will be impaired for some time, but the campus is able to resume certain functions on a priority basis. Essential functions that involve life safety, infrastructure, and technology will be given the highest priority.

9.0 POST INCIDENT EXERCISES AND REQUIRED TRAINING

9.1 Post-Incident: After-Action Review

The Office of Emergency Management or another designated individual will schedule an After-Action Review (AAR) after a major incident or event. An After-Action Review (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.

9.2 Exercises

Exercises and drills are a vital part of Cleveland State University's EOP. The Office of Emergency Management will normally conduct two tabletop exercises 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 Managers (for major buildings) should also exercise their Building Emergency Plan annually (See BEP, attachment 4, for more information.)

9.3 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 Office of Emergency Management will assist departments as needed in planning and executing training.

9.4 National Incident Management System (NIMS) Training

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.a: 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.a: NIMS, an Introduction

ICS-100.HE: Introduction to ICS or equivalent

- 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.a: NIMS, an Introduction

ICS-100.H.E: Introduction to ICS or equivalent

ICS-200.b: Basic ICS or equivalent

- All law enforcement officers, firefighters, emergency medical technicians, paramedics, emergency management team members, and other first responders.

Required Training: Middle Management (Level 3)

FEMA IS-700.a: NIMS, an Introduction

FEMA IS-800.b: National Response Plan, an Introduction

ICS-100. H. E: Introduction to ICS or equivalent

ICS-200.b: Basic ICS or equivalent

ICS-300: Intermediate ICS or equivalent

- All law enforcement/firefighter leadership and EOC staff.

Required Training: Command and General Staff (Level 4)

FEMA IS-700.a: NIMS, an Introduction

FEMA IS-800.b: National Response Plan, an Introduction

ICS-100. H. E: Introduction to ICS or equivalent

ICS-200.b: 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-775 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.

10.0 PLAN DEVELOPMENT AND MAINTENANCE

10.1 Development

The Cleveland State University Office of Emergency Management is responsible for the development and maintenance of the EOP with support from the Campus Safety Committee, Environmental Health and Safety personnel, and the Director of Facilities maintenance. 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 the input from these sources.

10.2 Distribution

Upon approval and promulgation of this plan, the Office of Emergency Management will notify the University community of this document and make portions of this plan, either in whole or in part, available for review by individuals requesting it through an accessible website link. Distribution of this plan will occur via the Office of

Emergency Management and will be tracked and controlled by the Office of Emergency Management in order to preserve sensitive programmatic or operational information contained within this plan and attached annexes and appendices.

10.3 Plan Structure

The EOP consists of a base plan and supporting annexes. The base plan provides a framework for emergency operations across all-hazards. The supporting annexes address specific functions and hazards in accordance with best practices and guidance. The lead department for each annex is responsible for its review and maintenance with support from the Office of Emergency Management.

10.4 Plan Maintenance and Improvement

Planning personnel within the Office of Emergency Management revise the EOP upon the occurrence of the following:

- Conditions described in the current plan or sections of the current plan have changed
- Changes are recommended through an After-Action Report process following an actual event or exercise
- Necessary changes or revisions are discovered during annual EOP review
- Community and/or risk conditions change
- New EOP guidance is released

Following an exercise or activation of the EOP, an After-Action Report will be completed to ensure that lessons learned are captured and that recommendations are integrated into an improvement plan.

11.0 ANNEXES AND APPENDICES

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 hazard. The type of hazard-specific appendices that are included will depend 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 A - Annex Integrated University Safety Plan
Attachment B - Annex Emergency Procedures Handbook (EPH)
Attachment C - Annex Emergency Operations Center (EOC) Guidelines
Attachment D - Annex Building Emergency Plan (BEP) Template
Attachment E - Annex Emergency Notification Plan
Attachment F - Annex Continuity of Operations Plan (COOP)
Attachment G - Annex Definitions and Acronyms
Attachment H - Annex Communicating In a Crisis
Attachment I - Appendix Emergency Proclamation
Attachment J - Annex Critical Incident Plan (law enforcement sensitive)
Attachment K - Annex Recreation Services, Emergency Policy
Attachment L - Annex Cuyahoga County Evacuation and Sheltering
Attachment M - Annex Exposure Response Procedure
Attachment N - Annex Fire Emergency Action Plan
Attachment O - Annex Hazardous Waste Contingency Plan
Attachment P - Annex Infectious Waste Contingency Plan
Attachment Q - Appendix Pandemic Preparedness Plan
Attachment R - Annex Radiation Safety Program
Attachment S - Annex- Response Priority Checklist
Attachment T - Annex Executive Policy Group Checklist
Attachment U - Annex Emergency Operations Group Checklist
Attachment V - Annex Board Resolution 2010-17

End of Plan

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