

Cornell College

Emergency Operations Plan

Section A

Cornell College must be prepared in the event that incidents on our campus would threaten the safety and security of our community. A campus crisis is an event, often sudden or unexpected, that disrupts the normal operations of the college or its educational mission and threatens the well-being of personnel, property, financial resources, and/or reputation of the college (Harper et al, 2006). Three levels of emergencies exist: disasters, crises, and critical incidents. A **disaster** disrupts the campus community and the surrounding area and would include natural disasters, epidemics, and terrorist attacks. A **crisis** disrupts the entire institution, but does not spill over into the surrounding community. A **critical incident** is disruptive to a segment of the campus community, but may not affect the entire community.

Our primary goals in being proactive and in responding to any emergency are as follows:

1. Assure human safety
2. Minimize facility damage
3. Coordinate communication and information
4. Minimize legal and financial risks
5. Restore operations

Emergency Operations consist of the following components:

1. Preparedness: Planning, training and coordination of services
2. Communication and Information Management: Developing common terminologies and standardizing communications; determining organizational/operational structures
3. Resource Management: Coordinating allocation and use of personnel and other resources
4. Command and Management: Coordination of emergency response operations and related roles
5. Ongoing Management and Maintenance: Resources available through federal, state and county agencies

Cornell College views emergency management in a four step process:

1. Prevention and mitigation
2. Planning
3. Response
4. Recovery and Review

Incident Command System (ICS) refers to an organizational model used to identify crisis response roles and functions. There are several terms that we will use throughout this document worth clarifying from the start.

- Crisis Planning and Preparedness Committee (CPPC) – an ongoing team of knowledgeable daily planners who think proactively about prevention
- Incident/Unified Command Leader (I/UC) – Individual responsible for overseeing immediate (24-48 hours) crisis response. May be Cornell College or external agency

personnel, depending on the nature and scope of the incident. Roles/teams reporting to the I/UC include:

- Safety – Responsible for ensuring safety of individuals directly involved with incident response. May include personnel from Campus Safety, Facilities Services
- Public Information Officer (PIO) – Responsible for working/interfacing with the campus and affected communities and media. May include personnel from Office of Marketing and Communication, Information Technology
- Liaison– Point of contact for responding agencies and individuals. May include personnel from Student Affairs, Academic Affairs, Human Resources.
- Operations– Responsible for immediate operations of incident response. May include personnel from Student Affairs, Facilities Services, Academic Affairs.
- Planning– Responsible for collection, dissemination and use of information regarding incident response and monitoring resource allocation. May include personnel from Student Affairs, Academic Affairs, Business Services.
- Logistics – Responsible for providing facilities, services and materials for incident response. May include personnel from Student Affairs, Business Services, Academic Affairs, Information Technology.
- Finance/Administration – Responsible for managing costs associated with incident response. May include personnel from Business Services.
- Crisis Management Team (CMT) – Comprised of the President’s Council and other team members with policy development authority who provide policy and response support and coordinate dissemination of public information.
- Crisis Operations Center (COC). Centralized meeting/work site for CMT through initial phases of emergency and/or in the event that regular work/meeting places are compromised in the emergency.
- Incident Command Post (ICP) – Location from which I/UC and supporting teams operate. Dependent upon the nature and scope of the incident the ICP may be in close proximity to the incident and distinct from the COC.

Emergency Prevention, Mitigation and Planning (Steps 1 & 2)

Emergency preparedness is the proactive (rather than reactive) anticipation of and planning for campus crises. The Crisis Planning and Preparedness Committee (CPPC) is responsible for developing, reviewing and updating our emergency management plan on an annual basis and following the occurrence of critical incidents. Team membership is shown below. The CPPC reports to the President's Council through the Vice President for Student Affairs. The team collects departmental or building-specific plans, reviews crisis specific plans, recommends or conducts safety training as needed, coordinates proactive communication of the plan (like building signs/notices, etc.), conducts annual table-top exercises to practice our response plan, and assists in integrating the plan into normal operations of the College. Supplementary teams may also be formed within the various divisions or offices of the College; however, overall planning will be coordinated by CPPC. A member of the CPPC will also liaison with local and county emergency planning teams. Individual members of the CPPC are found in Appendix A.

CPPC members:

- Director of Campus Safety (Chair)

- Dean of Students
- Director of Information Technology
- Controller
- Administrative Assistant Business Services
- Director of Facilities Services
- Assistant Dean of the College
- Assistant Dean of Students/Director of Residence Life
- Senior Director of Development
- Director of Health Services
- Senior Director of Marketing and Interactive Media
- Employee Relations Coordinator
- Faculty member, to serve a two year, renewable term as appointed by Committee on Committees
- Student member, one year appointment from Student Senate submissions and as approved by CPPC Chair

Other proactive personnel involved in crisis planning

The building manager role includes some responsibility for preventative emergency planning and some assistance during an emergency. Responsibilities include ensuring that all classrooms/meeting spaces have appropriate evacuation signs, being aware of any building occupants with disabilities should an emergency occur, contacting Campus Safety should a fire alarm sound, assisting in identifying whether all personnel have been evacuated, etc.

Proactive Training, Drills and Other Activities:

- Annual Crisis Response Team table top exercise
- Annual fire training with RAs
- Annual fire drills in residence halls in September
- Annual fire drills for non-residence hall buildings
- Annual meeting with building managers to review their role and responsibilities
- Annual test of text messaging program
- Ongoing regular training of Campus Safety officers
- Annual meeting with key personnel in Mt. Vernon to review/update any mutual support needs regarding crisis
- Annual training with “information sources” including The Commons info desk staff, switchboard staff, sports center staff, and Library staff
- Annual review of communications materials and distribution plan
- Annual review of necessary supplies and equipment

Printed Materials:

The Cornell College Emergency Operations Plan (Section A) and information contained in the Emergency Reference Guides will be available on the Campus Safety website. Detailed protocols and appendixes containing highly sensitive or confidential information (e.g., emergency phone lists) will be available to authorized personnel on a secure, password-protected page. **It is strongly recommended that college officials with significant responsibility for assisting in emergency response maintain a portable, electronic copy of the plan and keep printed copies of the full plan in both their offices and homes.**

Brief Emergency Reference Guides will be posted in each classroom and meeting room on campus. Guides will be updated annually or as response protocols are significantly revised.

Emergency Response and Recovery (Steps 3 & 4)

All emergency plans respond to the following goals.

A general crisis response involves:

1. Assure human safety
 - a. Assess the seriousness of the emergency.
 - b. Call 4299 (Campus Safety) or 9-911 (local emergency) to report the incident and seek assistance.
 - c. Assure safety of people involved; coordinate limited (floor, classroom, building) evacuation or lockdown if necessary.
2. Minimize damage to facility
 - a. Campus safety will contact Facilities Services for assessment.
 - b. Remove valuable records or equipment if appropriate.
3. Notify and mobilize Office of College Communication (OCC)
 - a. After notification of appropriate Incident Response Team member, OCC prepares internal and external statements.
 - b. OCC coordinates notice to family and friends (parents, teachers, roommates, campus employer, etc) with the appropriate office. For students: Dean of Students; for employees: appropriate senior administrator.
 - c. OCC contacts external media to alert to emergency situation as appropriate.
4. Minimize legal and financial risks
 - a. Senior administration consults with the College's attorney as needed.
 - b. Financial office/risk management consults with insurance carrier as needed.

Responding to Emergencies

Incident reporting: All on- or off-campus emergencies should be reported to Campus Safety at 4299. Campus Safety will notify appropriate first responders and campus personnel. Major incidents, characterized as crises or emergencies creating an immediate threat or disruption, should be handled by procedures outlined in this plan.

Incident Commander (IC): The IC is the on-site person in charge during the critical incident response. He/she will have the capability and authority to assume command, assess the situation, implement the emergency management plan, determine appropriate response strategies, activate resources, order a limited evacuation (room, floor, building), oversee other incident response activities, and declare that the incident is "over". When multiple ICs may be appropriate, the person attending to the most salient goal will be the IC for that incident (e.g., tornado activity should be coordinated by the Student Affairs IC due to high human safety concerns). Some

incidents, because of scale and potential impact, may require an overall institutional or community response managed by a Unified Command (UC) leader with support from the COC.

The IC will have responsibility for coordinating/overseeing the following roles: Safety, Public Information, Liaison, Operations, Planning, Logistics and Finance/Administration. These roles will be filled by senior staff of the College, the Office of College Communication, Campus Safety and other staff appropriate to the incident (Director of Facilities Services, Dean of Students, Director of Residence Life, etc). The entire CPPC will meet, as needed, to assess short and long-term effects of *crisis or disaster*; order the evacuation or closure of a facility; communicate (through OCC) with the campus and local community; coordinate all recovery efforts; and debrief following any campus incident handled by the team or by ICs, as needed.

Crisis Operations Center (COC): The COC is staffed by the Crisis Management Team (CMT), personnel policy authority to facilitate an institutional response to a crisis or disaster. The location of the COC will be determined based on factors including the nature and location of the incident, and access. Potential COC sites include Cole Library 108 Campus Safety Office (Ebersole), Facilities Services Office, and the Paul K. Scott Alumni Center (Rood House). The COC is easily equipped with the necessary communications tools and reference materials to respond quickly and appropriately to an emergency. In the event of a loss of power, the COC can operate in the secondary or alternative location, both of which have access to generators. See report section that details the COC operations, equipment required, and resources needed.

In most cases, the CMT will be led by the President or the appropriate senior administrator for the incident. The CMT supports the IC(s) by allocating institutional resources and by interfacing with the campus community, the local community, the media, and other organizations that may become involved in the incident response.

In order to facilitate decision-making in the midst of a crisis response, College divisions and departments should identify a progression of personnel to whom decision-making authority may be delegated. These authority progressions should be included in division/department business continuity plans, and a compilation of critical divisions/departments can be found in Appendix X of the Emergency Operations Plan. The President (or designee) may appoint an acting decision-making authority for a division or department of the College.

Emergency Reporting:

1. Incident reported to nearest office or 9-911.
2. The office/individual reports the incident to Campus Safety.
3. Campus Safety notifies the appropriate IC (or multiple ICs) or 9-911
4. IC manages the incident
5. IC notifies and consults with designated CPPC and CMT members
6. CMT member determines whether CMT should meet based on the scope of the incident
7. IC documents incident response and submits to the designated CPPC member
8. CPPC member shares documentation with Campus Safety and the team (as appropriate) for review/debrief

Individual incident protocols are provided in the next section.

Incident Commanders (IC)

Students:

- Dean of Students
- Vice President for Student Affairs
- Director of Campus Safety

Faculty:

- Vice President for Academic Affairs/Dean of the College
- Assistant Dean of the College

Staff:

- Employee Relations Coordinator
- Department Head

Facilities:

- Director of Facilities Services
- Lead Maintenance Worker

Information Technology:

- Director of Information Technology
- Assistant Director of Information Technology

Environmental Health/Hazardous Materials

- Director of Facilities Services
- Chemical Hygiene Officer

Weather

- Vice President for Academic Affairs/Dean of the College
- Director of Campus Safety

Crisis Management Team (CMT)

Chair: President or designee

- Vice President for Student Affairs
- Dean of Students
- Vice President for Academic Affairs/Dean of the College
- Assistant Dean of the College
- Vice President for Business Affairs
- Director of Facilities Services
- Controller
- Senior Director of Marketing and Interactive Media
- Director of Campus Safety

Other offices (as needed):

- Health Services
- Residence Life
- Alumni/Advancement
- Information Technology

Critical functions needed during a crisis or disaster and responsible units

- Communications – Marketing and Interactive Media and Information Technology
- Damage assessment – Facilities Services, Campus Safety
- Evacuation – Campus Safety, Incident Response Leader, Facilities Services
- Food and Shelter – Residence Life, Food Service
- Fire response – Campus Safety, MV Fire department
- Hazardous Spills – Facilities Services, Chemistry Department
- Health services – Student Health and Counseling; Human Resources/EAP
- Insurance coordination – Controller; student insurance coordinator
- Law enforcement, security, traffic – Campus safety, MVPD
- Personnel and space reassignments – Residence Life/Dean of Students; Registrar; Facilities Services; Human Resources
- Public information – Marketing and Interactive Media
- Supply and procurement – Controller, Facilities Services, Purchasing
- Transportation – Student Affairs
- Utilities – Facilities Services
- Documentation of recovery – Controller
- Debriefing following critical incidents; review and updating of relevant emergency plans and protocols – CPPC Chair