

THE
UNIVERSITY
OF
OKLAHOMA
Emergency
Operations
Plan

INTRODUCTORY MATERIALS

Promulgation and Signature:

The University of Oklahoma is committed to the safety and security of students, faculty, staff and visitors on its campus. In order to support that commitment, OU has thoroughly reviewed its emergency operations plans and mitigation/prevention, preparedness, response and recovery procedures relevant to natural, technological and human-caused disasters.

OU's Emergency Operations Plan (EOP) that follows is the official policy of The University of Oklahoma, Norman campus. It is a result of a comprehensive review and update of university policies in the context of its location in Norman, Oklahoma, and in the current world situation. Executive Administration and the Board of Regents support its recommendations and commit the university's resources to ongoing training, exercise and maintenance required to keep it current. The EOP is a blueprint that relies on the commitment and expertise of individuals within and outside of the university community. Used properly and updated every two years during the months of July and August, the EOP will assist university personnel in responding to and recovering from the effects of natural, technological and human-caused disasters. The EOP and its provisions become official when it has been signed and dated below by the concurring university officials.

Submitted by:

Emergency Preparedness Manager
University of Oklahoma

Date

Approved by:

President
University of Oklahoma

Date

Approval and Implementation:

Contained in this document is the integrated Emergency Operations Plan (EOP) for The University of Oklahoma, Norman campus (OU). This plan incorporates current institutional plans and therefore supersedes any previous emergency management plan(s) promulgated by any department, work unit or agency of OU.

OU is committed to ensuring the health, safety and welfare of persons and protection of property on the OU campus in the event of an emergency situation or incident. The EOP has been developed as a guide for reacting to major emergencies and disasters that may have the potential to cause significant disruption to the normal operation of OU. The document and plan is not all-inclusive but is intended to provide for a systematic response to emergencies.

It is the policy and procedure of OU that in the event of a major emergency or disaster, OU personnel and equipment will be utilized to respond to the emergency. The purpose of the response is to protect life, preserve the property and structures of OU, restore requisite utilities to assure adequate quality of life issues and restore OU to full functionality.

The EOP provides a framework through which OU, City of Norman and Cleveland County Emergency Service Providers can plan and perform their respective emergency functions during a disaster or national emergency. The EOP recognizes the need for ongoing emergency management planning. Emergency management planning is a dynamic action that occurs in conjunction with other city, county and state agencies to protect the safety of the students, faculty, staff, visitors and property of OU.

The EOP complies with the National Incident Management System (NIMS) as required by the Federal Emergency Management Agency (FEMA). NIMS provides a nationwide template enabling federal, state, local and tribal governments and the private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to and recover from incidents regardless of cause, size or complexity. Use of NIMS at OU facilitates the institution's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

Under NIMS compliance OU will respond to emergencies using the Incident Command System (ICS). ICS is the model tool for command, control and coordination of a response and provides a means to coordinate the efforts of individual departments and agencies as they work toward the common goal of protecting life, stabilizing an incident and protect property and the environment. For OU emergencies an Incident Command Post will be set up at the scene of the emergency or disaster and will be overseen by an Incident Commander. The highest-ranking official from the primary responding agency or department on scene will act as the Incident Commander.

DISTRIBUTION

Electronic copies of the official University of Oklahoma Emergency Operations Plan will be distributed to all OU executive offices. Each OU executive office shall keep a hard (printed) copy of the current up-to-date Emergency Operations Plan on file and available in their department.

Electronic copies of the official University of Oklahoma Emergency Operations Plan will be distributed to other government, non-profit organizations and private sector stakeholders with assigned responsibilities under the plan.

City of Norman Emergency Management
City of Norman Police Department
City of Norman Fire Department
City of Norman Public Works Department
Cleveland County Emergency Management
Cleveland County Sheriff
State of Oklahoma Emergency Management
Oklahoma Department of Homeland Security

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PURPOSE AND SITUATION OVERVIEW

PURPOSE

The Emergency Operations Plan (EOP) provides a framework, through which The University of Oklahoma (OU) prepares for, responds to, recovers from, and mitigates the impacts of Major Emergencies, Disasters, and Catastrophic Incidents (hereafter referred to as incidents/disasters) that could adversely affect the health, safety and/or general welfare of OU students, faculty staff and visitors.

The EOP is an all-hazards plan and is not intended to provide detailed instructions nor address every possible hazard that may occur. The EOP focuses on coordinating the activities of emergency and provides a framework within which emergency operations staff and other relevant department and agency personnel work together to develop and maintain hazard-specific annexes.

The EOP is active at all times and applies to all OU departments. It is designed to be scalable and flexible to meet the needs and complexity of all incidents/disasters. Each university office and/or department will be responsible, in coordination with OU's Emergency Preparedness Manager (EPM), for preparing, updating and maintaining a department-specific Emergency Response Plan (ERP) consistent with this EOP. The EPM will be responsible for training individual departments on the EOP and working with departments to implement the purposes of the EOP at a departmental level. OU departments act under their existing authorities and use their available on-duty personnel and material resources for response and management of day-to-day emergencies. During incidents/disasters, the EOP is used to organize, coordinate and manage the response and recovery operations of OU departments, and public and private sector stakeholders.

SITUATION OVERVIEW

The University of Oklahoma

OU will respond to incidents/disasters within the jurisdictional boundaries of OU.

OU may provide assistance to or request assistance from other jurisdictions. The president or designee may authorize the response of OU personnel and resources outside campus limits.

Mutual Aid is provided or requested in accordance with Local Mutual Aid Agreements (MAA).

OU may enter into Memoranda of Understanding with private and public entities for purposes of supporting business continuity and recovery from emergency incidents.

Municipalities

OU sits within the incorporated boundaries of the city of Norman. The city's emergency response organization is active and provides emergency response and management to OU. In the case of city infrastructure on campus, OU provides emergency response and management until the city can assume responsibility.

Cleveland County

OU is situated in Cleveland County. The county's organizations are active at all times and provide emergency response and management to the unincorporated areas of its county. In the case of county infrastructure within the city of Norman, the city provides emergency response and management until the county can assume responsibility.

State

The State of Oklahoma organization is active at all times and provides emergency response and management within its jurisdiction and statutory authorities and to state highways and U.S. Interstates. In the case of state facilities, state highways, and U.S. Interstates within the city of Norman, the city provides necessary emergency response and management until the state can assume responsibility.

The governor may request the president of the United States to declare a major disaster or emergency if the governor finds that effective response to the event is beyond the combined response capabilities of the State and affected local governments. Based on the findings of a joint Federal-State-local Preliminary Damage Assessment (PDA) indicating the damages are of sufficient severity and magnitude to warrant assistance under the act, the president may grant a major disaster or emergency declaration.

Federal

The Federal Government is active at all times and provides emergency response and management to the federal sites and facilities within or adjoining the city of Norman. The city of Norman may provide initial emergency response and management until the federal Government can assume responsibility.

HAZARD ANALYSIS SUMMARY

The natural, technological and human caused hazards, which have the potential to disrupt the campus community, causing damage and creating casualties at OU, are summarized in the following table:

Hazards	Unmitigated Risk*
Blizzard/Snow/Ice Storm	High
Civil Disturbance/Active Shooter	High
Flood, Internal or External	High
Tornado/High Winds/Severe Thunderstorm	High
Fire	High
Mass Casualty Event	Moderate
Bomb Threat/Suspicious Package	Moderate
Death of a Student	Moderate
Hostage Situation	Moderate
Public Health Emergency (Epidemic/Pandemic)	Moderate

The Risk Assessment Matrix is based on the OU Hazard Vulnerability Analysis completed October 1, 2013. A Hazard Vulnerability Analysis is conducted every five (5) years.

* Unmitigated risk indicates an identified hazard whose probability of occurring is very low (doubtful to occur), low (unlikely to occur), moderate (possible to occur), high (likely to occur).

CONCEPT OF OPERATIONS (CONOPS)

ACTIVATION OF THE EMERGENCY OPERATIONS PLAN (EOP)

The EOP is active at all times and does not require a Declaration of a State of Emergency. OU departments act under their existing authorities using their available on-duty personnel and material resources to respond to incidents/disasters. It is scalable and flexible. The various components of the EOP are activated to match the needs and complexity of the incident.

DECLARATION OF STATE OF EMERGENCY

The University of Oklahoma

In an effort to aid the response and recovery efforts, the president of OU or designate has authority to authorize emergency use of all campus resources at his/her disposal.

Once an emergency declaration is issued, it will be given the widest dissemination using a variety of communication methods. The exercise of the emergency powers conferred by the declaration is limited to the duration of emergency as determined according to law and Regents' Policy Manual.

INCIDENT/DISASTER TYPES

Incidents tend to be smaller in size and scope, geographically isolated, and of shorter duration than disasters. However, incidents can escalate to the point that they become disasters. This section defines and types incidents and disasters.

Types of Incidents

Type 5

The description of a Type 5 Incident includes:

- One or two single resources with up to six personnel handling the incident.
- Incident Command System (ICS) Command and General Staff positions (other than the Incident Commander) are not activated.
- No written Incident Action Plan (IAP) is required.
- The incident is contained within the first operational period, usually within a few hours after resources arrive at the scene.
- Example of a Type 5 incident: police traffic stop.

Type 4

The description of a Type 4 Incident includes:

- ICS Command Staff and General Staff functions are activated only if needed.
- Several resources are required to respond to the incident.
- The incident is usually limited to one operational period.
- No written IAP is required, but a documented operational briefing may be completed for all incoming resources.
- Example of a Type 4 incident: structure fire on campus.

Type 3

The description of a Type 3 Incident includes:

- Incident complexity exceeds initial response capabilities.
- Some or all of the ICS Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions to match the complexity of the incident.
- A significant number of resources.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.
- Example of a Type 3 incident: tornado touchdown on campus.

Type 2

The description of a Type 2 Incident includes:

- Incident extends beyond the capabilities of local control. Assistance from resources outside OU may be required (including city, county, state, regional, or national resources) to effectively manage incident operations.
- Most or all of the ICS Command and General Staff positions are filled and many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The incident is expected to go into multiple operational periods.
- A written IAP is required for each operational period.
- Example of a Type 2 incident: major winter storm affecting several counties or the majority of the state of Oklahoma.

Type 1

The description of a Type 1 Incident includes:

- This type of incident is the most complex, requiring regional, state, and national resources to safely and effectively manage and operate.
- All ICS Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches may need to be established.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
- Example of a Type 1 incident: Hurricane or tropical storm affecting several states.

Types of Emergencies and Disasters

1. **Major Emergency:** Any natural or human caused incident that requires responsive action to protect life or property. Major emergencies differ from day-to-day emergencies in that they are likely to be longer in duration, larger in scale, and more complex. Also, they are multi-agency, and may be multi-jurisdictional, but usually within the response capabilities of OU, the City of Norman and mutual aid partners.
2. **Disaster:** Any natural or manmade incident that results in extended disruption of social processes within the community, extensive property/environmental damage, or significant numbers of injured persons or loss of life that demands a substantial crisis response; often requiring assistance from government powers and resources beyond the scope of the university.
3. **Catastrophic Incident:** Any natural or manmade incident, including terrorism that results

in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, local morale, and/or government. A catastrophic incident could result in sustained campus-wide impacts over a prolonged period of time; almost immediately exceeding resources normally available to OU; and significantly interrupting governmental operations and emergency services. A catastrophic incident will require massive city, county, state and federal assistance.

INCIDENT/DISASTER PRIORITIES

Top priorities for incident management are:

- ***Life Safety***: Objectives that deal with immediate threats to the safety of the public and responders during response and recovery operations.
- ***Incident Stabilization***: Objectives that contain the incident to keep it from expanding, and objectives that control the incident to eliminate or mitigate the cause(s).
- ***Property/Environmental Preservation***: Objectives that deal with issues of protecting public and private property, or damage to the environment. This may include protecting critical infrastructure and key resources.

INCIDENT MANAGEMENT ACTIONS

Pre-Incident Activities

Mitigation

Capabilities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident/disaster.

OU is a part of the City of Norman/Cleveland County Hazard Mitigation Plan which includes Mitigation Strategies and an Action Plan. The Hazard Mitigation Plan must be revised and updated every five years. OU departments coordinate the implementation of mitigation strategies and actions.

Protection/Preparedness

Capabilities necessary to secure the institution against acts of terrorism and human caused or natural disasters; protection focuses on ongoing actions that protect students, faculty, staff, visitors, networks and property from a threat or hazard; a range of deliberate, critical tasks and activities necessary to build, sustain, and improve preparedness and the operational capability of OU to respond to and recover from incidents/disasters.

Preparedness is maintained through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Ongoing preparedness efforts ensure coordination during times of crisis. Moreover, preparedness facilitates efficient and effective emergency management and incident response activities.

Planning involves the development of an EOP that describes OU's policy and framework for emergency management and incident response. The OU Emergency Preparedness Manager is responsible for the development and maintenance of the EOP. The EOP is developed through a collaborative planning process involving university departments and stakeholders.

Each OU department is responsible for training their personnel to perform their job or function and respond to emergencies and disasters. This includes training needs assessment, developing training curriculum, scheduling training courses, and conducting training. Training can range from basic to advanced, from awareness level to technician/operator, and includes continuing education to maintain licenses and certifications.

National Incident Management System (NIMS) training will be conducted in accordance with the NIMS Implementation Objectives and Five-Year NIMS Training Plan (available at <http://www.fema.gov/emergency/nims/NIMSTrainingCourses.shtm>). OU divisions will ensure they are NIMS compliant. OU Emergency Preparedness Manager is the official office of record for NIMS training documentation.

The preparedness activities relating to equipment or resources are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident. Each OU department is responsible for properly equipping their personnel to perform their role and responsibility.

Prevention

Actions taken to avoid, intervene, or stop an imminent crime or threatened or actual mass casualty incident. Prevention is the action the university takes to prevent a threatened or actual incident from occurring and to protect lives and property.

Prevention actions related to terrorism threats and incidents include law enforcement activities and protective activities. The Department of Homeland Security and the National Counterterrorism Center with assistance from the FBI Joint Terrorism Task Force coordinates terrorism prevention activities. The local Joint Terrorism Task Force coordinates and conducts intelligence and enforcement operations associated with terror activities.

Incident Actions

When an incident occurs, the priorities shift to response and recovery. These activities preserve life, property, the environment, and the social, economic, and political structure of the community.

Response

Capabilities necessary to stabilize an emergency once it has already happened or is certain to happen in an unpreventable way. These activities include immediate actions to preserve life, property, and the environment; meet basic human needs; maintain the social, economic and political structure of the affected community; and facilitate the transition to recovery.

When responding to and managing an incident/disaster, OU shall operate using the Incident Command System. The majority of initial actions in the incident/disaster are performed by first responders and university departments in accordance with established plans and procedures.

At-Risk, Enhanced Care, and Special Needs Population

Response and recovery operations need to take into consideration at-risk, enhanced care and special needs populations. This population may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include people with disabilities; those in institutionalized settings; the elderly; children; people from diverse cultures, people with limited English proficiency or are non-English-speaking; and the transportation disadvantaged.

Both Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA) as amended in 2008 and effective in 2009 provide enforceable standards to ensure equitable access and full participation without discrimination for individuals with disabilities in all aspects of society. The ADA is applicable to disaster response and recovery operations such as evacuation, communication/emergency public information, transportation, sheltering, mass care, emergency assistance, medical care, and housing.

Post-Incident Activities

When immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation. Recovery involves actions needed to help individuals and communities return to normal when feasible.

Recovery

The capabilities necessary to assist the university in restoring the learning environment.

During the Recovery Phase OU will carry out the four principal disaster recovery functions: disaster-assessment, short-term recovery, long-term recovery reconstruction, and recovery management.

Disaster assessment should include both physical and social impact assessment. Physical impact assessment should involve assessment of casualties, injuries, and damage. Social impact assessment should examine the psychological, demographic, and economic impacts of disaster.

- **Damage Assessment**
 - Rapid Damage Assessment is a process to determine the scope of the major emergency and the status and condition of critical facilities.
 - Preliminary Damage Assessment is a standardized process to determine the extent of damage and destruction to structures and the infrastructure from the hazard impact. This information is then used to request a presidential Disaster Declaration.
 - Site Assessment is a detailed inspection or analysis of damage and destruction to structures and infrastructure to determine the cost to repair, replace, or rebuild.
- Victim Needs Assessment is typically performed by a non-profit organization such as the American Red Cross to determine the needs of the victims – clothing, housing, food, etc.

Short-Term Recovery

Short-term recovery includes the following functions:

- Impact area security and reentry
- Temporary shelter/housing
- Infrastructure restoration
- Debris management
- Emergency demolition
- Repair permitting
- Donations management
- Disaster assistance
- Health care/Mental health services

Long-Term Recovery & Reconstruction

Long-term recovery and reconstruction includes these functions:

- Hazard source control and area protection
- Land-use practices
- Building construction practices

- Public health and mental health recovery
- Economic development
- Infrastructure resilience
- Historic preservation
- Environmental remediation
- Disaster Memorialization

Long-term environmental recovery may include:

- Cleanup and restoration of public facilities, businesses, and residences
- Re-establishment of habitats and prevention of subsequent damage to natural resources;
- Protection of cultural or archeological sites
- Protection of natural, cultural, and historical resources from damage during other recovery operations

Long-term Recovery and Reconstruction Issues:

- Oversight of recovery, reconstruction, and replacement process
- Restoration priorities
- Procedures to carry out build-back policies
- Policies for redeveloping areas with repeated disaster damage
- Promoting mitigation and disaster resilience
- Priorities for relocating and acquiring damaged property
- Reviewing damage reports
- Recommendations for ordinances, moratoriums, and resolutions to facilitate recovery
- Business continuity plan
- Procedural changes for non-vital regulations or policies
- Recommendations for relocation and acquisition of property in damage areas
- Property owner notification program for relocation or acquisition of property
- Evaluating damaged public facilities
- Community redevelopment planning
- Identifying funding sources for recovery reconstruction, and mitigation

Recovery Management

A Recovery Task Force (RTF) may be established to coordinate and oversee the recovery and reconstruction process after an incident/disaster. The OU Executive Policy Group is responsible for determining if a RTF is necessary and will assign management and oversight on a case-by-case basis. The RTF is made up of individuals representing a broad range of disciplines and interests in the campus community. The RTF meets after an in-depth damage assessment has been completed and emergency response activities are over. The RTF has a chairperson, vice-chairperson, secretary/recorder and members.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

EMERGENCY ORGANIZATION

The Board of Regents is the governing body and has overall responsibility for public safety including emergency management and the protection of lives and property within the confines of OU. They make policy decisions regarding preparation, response, recovery, and mitigation for incidents/disasters.

The president of OU is the chief administrative officer of the university and has supervision and control over university services, staff and equipment. Department heads and their staff/faculty have operational responsibility to support the university's emergency response and management. They develop and execute plans and procedures to respond to incidents/disasters.

OU Emergency Preparedness Management has responsibility for comprehensive and integrated emergency management and provides coordination and support to the incident/disaster response and recovery operations, but does not direct on-scene or tactical operations. OU has a wide approach to comprehensive and integrated emergency management where different OU departments perform some of the emergency management functions.

OU Police Department operates as an emergency communications center answering emergency and non-emergency calls for service from the OU community. OU Police Department dispatches first responders to incidents/disasters and makes necessary notifications.

OU departments respond to incidents/disasters under their existing authorities using available personnel and equipment/resources in coordination with university administration. Their emergency response activities parallel their normal day-to-day functions, using the ICS to direct tactical operations and incident management.

OU public information officer performs and coordinates emergency public information, crisis communications, and public affairs functions on-scene as part of Incident Command. News releases are reviewed and approved by the vice president of Public Affairs. An Emergency Communications Center (ECC) may be activated and perform emergency public information, crisis communications, and public affairs functions.

PRIMARY RESPONSIBILITIES

All officials and paid employees of OU are subject to call out should an incident/disaster occur requiring their services and all OU owned vehicles and equipment may be pressed into service as needed. During an incident/disaster normal day-to-day functions may be suspended for the

duration of the emergency. Resources from suspended functions may be redeployed to accomplish emergency tasks.

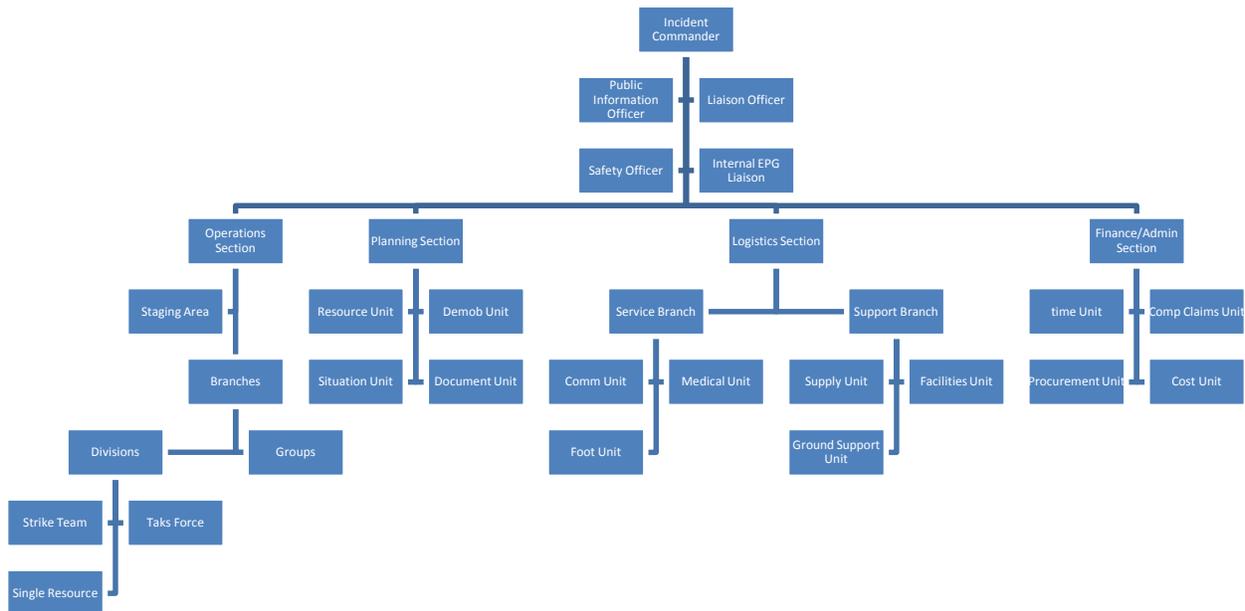
DIRECTION, CONTROL and COORDINATION

INCIDENT COMMAND

The National Incident Management System Incident Command System is a standardized on scene, all-hazard, incident management concept. It allows its users to adopt an integrated organizational structure to match the complexities, size, and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

All OU departments use the Incident Command System (ICS) and participate in Unified Command. On-scene or tactical operations are the responsibility of the on-scene Incident/Unified Command.

FIGURE 1 - ICS ORGANIZATIONAL COMPONENTS AND STRUCTURE



Refer to Appendix A, Glossary, for definitions of ICS Organizational Components. Further information on NIMS ICS training courses is available from OU Emergency Preparedness Management.

EMERGENCY MANAGEMENT

Emergency Preparedness Manager

OU Emergency Preparedness Manager may recommend appropriate action to OU departments and first responders, but exercises no control over participating departments or agencies. OU Emergency Preparedness Manager coordinates and supports incident management activities.

President:

The president of OU is the chief administrative officer of the university and has supervision and control over OU services, staff and equipment.

Executive Policy Group:

The president has authority to establish an Executive Policy Group (EPG) of department heads, and others as deemed necessary to provide:

- Policy direction
- Set priorities
- Resolve issues
- Ensure resource allocation

Members of the EPG may include, but are not limited to, the following positions or designee:

- President
- Senior Vice President and Provost
- Executive Vice President and Vice President for Administration and Finance
- Vice President and General Counsel
- Vice President for Public Affairs
- Vice President for Student Affairs
- University Press Secretary

Depending on the specific emergency, this group may discuss the economic, political, legal, and social implications of hazard impact, response, and recovery.

Emergency Communications Center (ECC):

The ECC is the physical location where public information staff involved in incident management activities can collocate and perform critical emergency public information, crisis communications, and public affairs functions.

Emergency Operations Center (EOC)

OU maintains an EOC to provide a centralized location where university officials may provide coordination and support of incident management activities.

Primary Location	Alternate Locations	Tertiary Location	Virtual EOC
NEL Building 905 Asp Ave. Room 122 Norman, OK	The Planning Office 160 Felgar St. Room 105B Norman, OK	Norman Fire Training Center 2207 Goddard Norman, OK	Function from home or other site

Activation of the EOC

The president of OU or a member of EPG may activate the EOC based on the following criteria:

- Potential threat conditions identified
- Known or imminent threat (i.e. Tornado Warning)
- Threat level – both natural and manmade
- Multi-agency incident/event
- Multi-jurisdictional incident/event
- Structural damage due to incident/event
- Mass casualty due to incident/event (injuries/deaths)
- Evacuations
- Planned event
- Major emergency, disaster, or catastrophic incident
- Local state of emergency
- Resource needs are beyond the capability of the college departments
- Duration of the incident
- Need for major policy decisions
- Three or more incidents occurring at the same time, each with its own Incident Command

Levels of Activation

The following are the levels of activation utilized in the EOC:

Level 4 – Normal Daily Operations (Steady State) The EOC is not staffed but facility is functioning and available.

Level 3 – Monitoring (Active State)
The EOC is staffed with EOC Coordinator and other personnel as needed to perform the situation assessment function for an incident or monitor a potential threat or emergency situation such as severe weather.

Level 2 – Partial (Active State)
Level 3 reflects a serious situation or the potential for a serious situation. A serious situation could be an incident/disaster, which requires extended use of multi-agency resources, or multiple incidents occurring simultaneously. The EOC is staffed EOC Coordinator, Public Information Officer, Liaison, Section chiefs and other department

representatives and volunteers as needed to provide necessary functions in support of response and recovery operations.

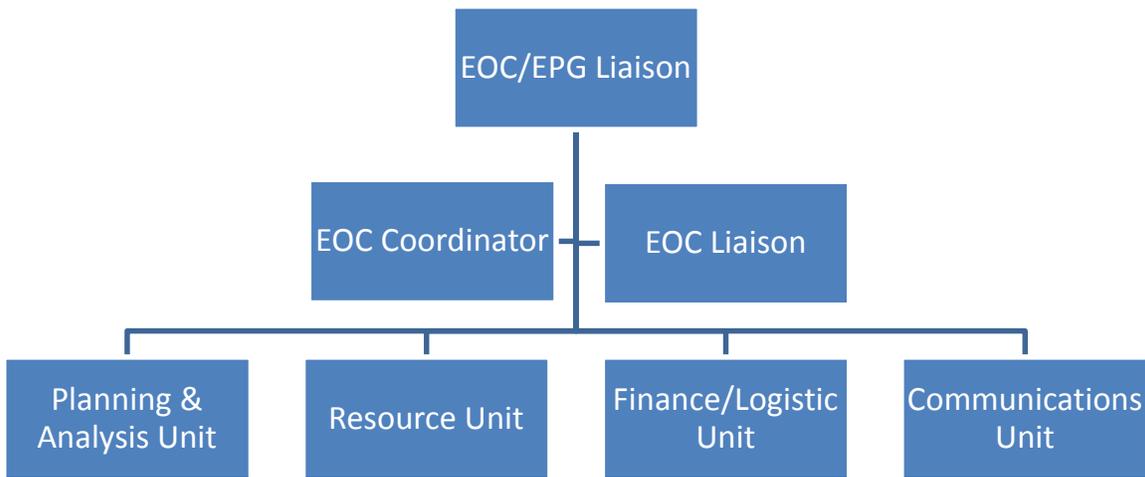
Level 1 – Full (Active State)

Full activation signifies the existence of a campus-wide, city-wide or regional response and recovery effort where incident and resource use priorities require a concerted multi-agency coordination effort. This may require 24 hour staffing of the EOC with all department representatives, supporting organizations, and volunteers needed to provide necessary functions in support of response and recovery operations.

Organization

The EOC is organized using the structure shown in Figure 4 – EOC Organizational Chart.

FIGURE 4 – EOC ORGANIZATIONAL CHART



EOC/EPG Liaison

The EPG Liaison is the contact point for Executive Policy Group and is responsible for assisting and cooperating with the Executive Policy Group, Incident Command and EOC:

- Coordination between EOC, EPG and Incident Command
- Be a point of contact for EPG
- Determines appropriate level of activation based on situation as known
- Keep president and Board of Regents aware of incident status

- Obtain briefing from whatever sources available
- Monitor incident operations to identify current or potential intra-organizational problems
- Participate in planning meetings
- Coordinate activities of visiting dignitaries

EOC Coordinator:

The EOC Coordinator facilitates organizing and accomplishing the mission, goals and direction of the EOC:

- Mobilize appropriate personnel for the initial activation of the EOC
- Obtain briefing from whatever sources available
- Ensure EOC is properly set up and ready for operations
- Monitor general staff activities
- Convene initial Action Planning Meeting
- Ensure PIO conducts news conferences and review of medial releases for final approval
- Ensure Liaison Officer providing for and maintaining effective interagency coordination
- Conduct periodic briefs with general staff and executive policy group
- Authorize demobilization of EOC
- Provides expertise on the functions of the EOC.
- Fills and supervises necessary unit and support positions as needed, in accordance with coordination complexity.
- Arranges for and manages facilities and equipment necessary to carry out the role of the EOC.
- Advises and provides briefings to the EPG.
- Implements decisions by the EPG.

The EOC Coordinator position is filled according to Table 3 – EOC Coordinator Assignment.

Table 3 – EOC Coordinator Assignment

EOC LEVEL OF ACTIVATION	EOC Coordinator
1	OU Emergency Preparedness Manager or alternate
2	OU Emergency Preparedness Manager or alternate
3	OU Emergency Preparedness Manager or alternate or Appropriate Department Head ¹
4	OU Emergency Preparedness Manager or alternate or president or Designee ²

¹Appropriate Department Head is determined by the nature of the incident, emergency or disaster. As the nature of the event changes so can the Appropriate Department Head.

²President Designee should be someone with policy and/or operational authority.

EOC Liaison

The EOC Liaison is the contact point for OU and is responsible for assisting and cooperating with internal and external representatives from other departments, offices and entities:

- Be a point of contact for EOC
- Assist in establishing and coordinating internal contacts
- Monitor incident operations to identify current or potential inter-organizational problems
- Participate in planning meetings
- Coordinate activities of visiting dignitaries

Planning and Analysis Unit

The Planning and Analysis Unit is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the Internal Advisory group. They develop a common operating picture.

Resource Unit

The Resource Unit maintains summary information on critical equipment and personnel committed to incident/disaster response and recovery within campus boundaries. The Resource Unit monitors resource needs as determined by the Incident Commands.

Finance/Logistics Unit

The Finance/Logistics Unit orders and procures necessary resources in support of Incident Commands. This may include purchasing, contracts, leases, and fiscal agreements.

Communications Unit

The Communications Unit provides communication between the EOC and Incident Commands, dispatch centers, other multiagency coordination centers and the State Emergency Operations Center.

MULTIAGENCY COORDINATION CENTER (MACC)

If the incident is of sufficient size or complexity the MACC may be activated as part of the Multiagency Coordination System. The MACC coordinates city and county organizations involved in the incident/disaster response and recovery. OU's EOC requests assistance and resources from the MACC. The MACC requests state assistance and resources and coordinates activities with the State Emergency Operations Center (SEOC).

STATE EMERGENCY OPERATIONS CENTER (SEOC)

If the incident is of sufficient size or complexity the State Emergency Operations Center may be activated as part of the Multiagency Coordination System. The SEOC coordinates state organizations involved in the incident/disaster response and recovery. The county requests assistance and resources from the SEOC. The SEOC requests Federal assistance and resources and coordinates activities with FEMA Region 6 Headquarters in Denton, TX.

INFORMATION COLLECTION AND DISSEMINATION

CRITICAL INFORMATION NEEDS

This section describes the required critical or essential information common to all response and recovery operations. It identifies the type of information needed, where it is expected to come from, who uses the information, the format the information is shared, and any specific times the information is needed. This information is used for situation assessment and to develop the common operating picture.

INFORMATION

The collection, analysis, and sharing of incident-related information is an important element of NIMS/ICS.

- Information may be released to the public/media via the Emergency Communications Center, PIO or his/her designee.
- Operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas:
 - Situation status
 - Resource status
 - Anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.)
- This information and intelligence is used for incident management decision-making.
- Technical Specialists may be used in the Planning Section to provide specific information that may support tactical decisions on an incident.

INTELLIGENCE

Establish a system for the collection, analysis, and sharing, as possible, of information developed during intelligence/investigations efforts.

- Some incidents require using intelligence and investigative information to support the process.
- Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. Intelligence and investigative information may be classified as For Official Use Only (FOUO), Law Enforcement Sensitive (LES), classified, secret, or top secret.
- OU's Behavior Intervention Team (BIT) promotes student, faculty and staff success and campus safety by identifying individuals who demonstrate behaviors that may be early warning signs of possible disruptive or violent behavior and intervene at the earliest possible point. Team members coordinate resources and implement a coordinated response with the goal of providing assistance to the individual while mitigating risk in an effort to keep the OU community healthy and safe.
- OU's Threat Assessment Review Committee assesses the situational background when any situation and/or individual pose an imminent and/or significant threat to the campus community.

INFORMATION SHARING PROCESS

Incident Commands/Area Commands

Information is disseminated throughout the ICS organizational structure as necessary and shared with the Area Command and EOC Planning and Analysis Unit.

EOC Planning and Analysis Unit

- Collects, analyzes, and disseminates incident information received from a variety of sources.
- Compiles a comprehensive common operating picture of the incident.
- Disseminates information throughout EOC organizational structure as necessary.
- Shares information with the Emergency Communications Center, Area Commands, Incident Commands, Fusion Center and other stakeholders as necessary.

Emergency Communications Center

Incident Command Public Information Officers must receive approval from university PIO or designee prior to releasing information to the public or media.

COMMUNICATIONS

The primary method of communications during an incident is by radio. The City of Norman has an 800 megahertz radio system that enables full interoperability with OUPD. Some departments and divisions within OU have separate radio systems that allow them to communicate with staff during emergencies and disasters.

If the radio system is inoperative, command and control functions may be conducted by land line telephones, mobile phones, or satellite phones.

If there is a total failure of the telecommunications system occurs, communications can be accomplished using alternate methods:

- Runners may be used to deliver verbal and written messages. Written messages are preferred over verbal messages to reduce the chance for misunderstanding in an emergency situation.

Use plain language and common terminology to avoid any misunderstanding in an emergency situation.

TRAINING AND EXERCISES

OU conducts no less than one scheduled drill or exercise per year to test the university's emergency response and evacuation procedures and appropriate follow-through activities designed for assessment and evaluation of emergency plans and capabilities. In compliance with the *Clery Act* the test must:

- Be scheduled
- Contain drills
- Contain exercises
- Contain follow-through activities such as after action review and improvement strategies
- Be designed for assessment and evaluation of emergency plans and capabilities
- Publicize emergency response and evacuation procedures in conjunction with test

ADMINISTRATION-FINANCE-LOGISTICS

DOCUMENTATION

Documentation is used for incident management, response and recovery management, incident/event documentation, After Action Reports (AAR), Improvement Plans, and to apply for disaster reimbursement under FEMA Public Assistance Program. Documents are retained pursuant to records retention laws as proscribed by the State Records Management Division.

Incident Action Plans

During certain types of incidents (Hazardous Material, Type 1, Type 2, and some Type 3) and during major emergencies or disasters Incident Command develops and prepares a written Incident Action Plan (IAP) in accordance with NIMS/ICS guidance.

Time records

OU departments maintain time records on non-exempt and exempt employees during major emergencies and disasters. These time records identify regular hours (straight time) and overtime hours for non-exempt employees and hours worked for exempt employees. These time records coupled with reports can be used as documentation to apply for disaster reimbursement under FEMA Public Assistance Program.

Records Management and Retention

Record Retention for University Departments, Archives and Records Disposition and the Records Management Act stated in Title 67, Oklahoma Statutes shall apply. It is the responsibility of each department head to maintain and protect records documents, and reports to provide for Continuity of Operations plans and administration of this EOP.

AFTER ACTION REVIEW

Incident Commanders, OU department heads, and Emergency Preparedness Manager constantly reinforce the need for all personnel involved in the incident/disaster response and recovery operations to document any issues or items that may be included or reviewed in the after-action process.

Responsibilities

Office of Emergency Preparedness Management coordinates after action review with each OU department involved as necessary.

Phase One — Hot Wash (As it applies to the situation)

Hot Washes provide response and recovery participants the opportunity to express their concerns and identify action items to discuss while the focus is still on the incident/disaster and issues are fresh in the minds of the participants. Hot Washes should have the broadest participation of university departments, non-profit organizations and private sector entities participation as appropriate.

Phase Two — Debriefing

Debriefings are formal meetings to conduct a detailed review of response and recovery operations. The appropriate level of participation is based on the scope and complexity of the incident/disaster. This meeting should be scheduled as soon as possible following demobilization from the response and recovery.

The Debriefing shall include at a minimum:

- Overview of response and recovery operations
- Strengths of the response and recovery operations
- Areas for improvement
- Lessons learned
- Improvement strategies

After-Action Report

The After-Action Report includes documentation of activities, strengths or positive aspects, areas for improvement, and recommended Corrective Action Plan. The After-Action Report should be completed as soon as practical after the incident/disaster. The After-Action Report includes:

- An executive summary
- An introduction describing the overview of the incident, major emergency, or disaster.
- A chronology of major events
- Description of response and recovery activities by function or OU department

- Strengths of the response and recovery operations
- Areas for improvement
- Lessons learned
- Improvement strategies
- Best practices

Improvement Plan

The Improvement Plan assigns areas of improvement to the appropriate organizations for remediation, in accordance with established policies and procedures. The Improvement Plan includes:

- Identify areas for improvement
- Recommended corrective actions
- Corrective action steps or tasks
- Organization(s) assigned responsibility for taking the corrective action
- Timeline or time frame to complete the corrective action

Improvement Plan is included as part of the After Action Report.

FINANCE

OU departments practice fiscal responsibility at all times even during incidents/disasters. Incident/disaster response and recovery operations should be efficient and cost effective.

During normal day-to-day emergencies, OU departments and/or incident commanders follow established Purchasing Policies and Procedures.

During an incident/disaster OU departments and/or incident commanders must follow the demonstrable emergency policy found in Regents Policy Manual at 4.11.11. OU Purchasing Policies and Procedures incorporate applicable portions of the Public Competitive Bidding Act of 1974 (61 O.S. Sections 100-138). Pursuant to OU's Demonstrable Emergency:

- The president shall have authority to direct University Administration to enter into such transactions as may be necessary for the University to timely respond to significant emergencies.

During an incident/disaster response and recovery operations, each OU department tracks costs and maintains a record of:

- Personnel directly involved in the response and recovery operations
 - Name
 - Position/Title
 - Hourly rate of pay
 - Overtime rate of pay
- Hours worked
 - Regular time or straight time
 - Overtime
- Equipment used
 - Kind
 - Type
- Equipment mileage or hours equipment was used
 - Certain equipment must have an operator (Personnel and equipment records need to match)
- Materials and supplies
- Contract services
- Other costs and expenses related to incident/disaster response and recovery responsibilities.

This information may be used to determine total university costs for incident/disaster response and recovery. If a Presidential Disaster Declaration is awarded and Public Assistance is authorized, this information is used to seek reimbursement from FEMA Public Assistance Program.

LOGISTICS

Mutual Aid Agreements and Memorandums of Understandings

Mutual Aid Agreements or Memorandums of Understanding between OU and local governments or public and private organizations may be prepared as required for assistance with resources, materials, equipment and personnel.

Intrastate Mutual Aid

When the incident/disaster exceeds the City of Norman's capability to respond, assistance may be requested from mutual aid partners. Mutual aid is provided in accordance with the Oklahoma Intrastate Mutual Aid Compact (63 O.S. 695.1 – 695.10) or Mutual Aid Agreements. OU falls within the jurisdictional boundaries of the City of Norman and may request assistance under the Intrastate Mutual Aid Compact through Norman Emergency Management.

Interstate Mutual Aid

Interstate assistance is provided through the Emergency Management Assistance Compact (EMAC) (63 O.S. 684.1 – 684.13.). All EMAC requests are handled by OEM through the SEOC.

Federal Assistance

The Federal government provides assistance to the State and the City in accordance with the National Response Framework (NRF). OEM makes requests for Federal assistance to FEMA Region 6 Headquarters in Denton, Texas.

PLAN DEVELOPMENT AND MAINTENANCE

The Emergency Preparedness Manager is responsible for EOP development and maintenance. The EOP may be updated periodically as required to incorporate new directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events.

The OU Emergency Response Team has been established to assist with planning and preparedness activities, and reviews revisions to the EOP and its appendices and annexes. This Team is multi-discipline and multi-departmental and uses a collaborative process to make revisions and include the necessary stakeholders in the process.

REVIEW AND ADOPTION

The OU Emergency Response Team has been established to assist with planning and preparedness activities, and reviews revisions to the EOP and its appendices and annexes. The OU president may delegate authority to approve revisions to all or part of the EOP. The Adoption Date is the date the president of OU adopts and approves the EOP.

REVISION PROCESS

This section establishes procedures for changes and full updates of the EOP.

Types of Changes

Changes include additions of new or supplementary material and deletions. No proposed change should contradict or override authorities or other plans contained in statute, Executive Order, or regulation.

Submitting Changes

Any OU department or any organization with assigned responsibilities under the EOP may propose changes to the plan. These changes emanate from lessons learned; best practices and improvement strategies identified during exercises and responses to actual events, or incorporate new information technologies

Coordination of Revision Process

The Emergency Preparedness Manager is responsible for coordinating the revision, review, and approval process for proposed changes to the EOP.

The recommendations of or amendments to the EOP may be adopted or amended by placing on the OU Emergency Response Team agenda for adoption and approval.

Review and Adoption of Changes

The OU EOP is reviewed bi-annually by the Emergency Response Team. The Emergency Preparedness Manager documents in writing the review and any revisions made to the EOP.

Changes and revisions to the EOP will undergo the same review and adoption process as described above.

Notice of Change

After the OU president or designee adopts a revision to the EOP, Emergency Preparedness Manager issues an official Notice of Change. The notice provides the change language on one or more numbered insert pages that replaces the pages in the EOP. Once published, the changes are considered part of the EOP.

The date that the OU president or designee adopts the revision appears in the footer of each revised page of the EOP. Example: "Revised XX/XX/20XX".

Distribution of Change

The EOP is updated to incorporate all adopted revisions. OU Emergency Preparedness Manager distributes Notices of Change to all OU departments and any organization with assigned responsibilities under the EOP.

AUTHORITIES AND REFERENCES

AUTHORITIES

University of Oklahoma Board of Regents Policy Manual

University of Oklahoma Purchasing Policies and Procedures

University of Oklahoma Records Retention Policy

Oklahoma Emergency Management Act of 2003 - Oklahoma State Statute Title 63, Section 683
Oklahoma State Statute Title 63, Section 683.11.A, (Oklahoma Emergency Management Act
2003) mandates the development of an Emergency Operations Plan.

Oklahoma Emergency Management Compact - Oklahoma State Statute Title 63, Section 684

Oklahoma Intrastate Mutual Aid Compact - Oklahoma State Statute Title 63, Section 695

Public Health Law, OS Title 63

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (PL 100-707,
signed into law 1988)

Americans with Disabilities Act of 1990 (ADA), including changes made by the ADA
Amendments Act of 2008 (P.L. 110-325) which became effective on January 1, 2009.

Disaster Mitigation Act (DMA) 2000 (P.L. 206-390) provides the legal basis for FEMA mitigation
planning requirements for State, local and Indian Tribal governments as a condition of mitigation
grant assistance.

REFERENCES

Emergency Management – Concepts and Strategies for Effective Programs, Canton, 2007, John Wiley & Sons

FEMA IS-1 Emergency Manager: An Orientation to the Position

FEMA IS-230 Principles of Emergency Management

FEMA IS-235 Emergency Planning

FEMA IS-701 NIMS Multiagency Coordination Systems

FEMA IS-775 EOC Management and Operations

FEMA SLG 101 – Guide for All-Hazards Emergency Operations Planning, September 1996

FEMA CPG 101 – Developing and Maintaining, State, Territorial, Tribal, and Local Government Emergency Plans, March 2009

Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education – FEMA and Department of Education, 2013

Homeland Security Presidential Directive 5 (HSPD 5) – Management of Domestic Incidents

Homeland Security Presidential Directive 8 (HSPD 8) – National Preparedness

ICS 100 – Introduction to ICS

ICS 200 – ICS for Single Resource and Initial Action Incidents

ICS 300 – Intermediate ICS for Expanding Incidents

ICS 400 – Advanced ICS Command and General Staff Complex Incidents

ICS 420-1 Field Operations Guide, FIREScope, June 2004 and June 2007

Interagency Standards for Fire and Fire Aviation Operations, NFES 2724, January 2007

Introduction to Emergency Management, Lindell, Prater, and Perry, 2007, John Wiley & Sons

National Response Plan (NRP), December 2004

National Response Framework (NRF), March 2008

National Incident Management System (NIMS), December 2008

ACRONYMS

AAR – After Action Review
AC – Area Command
ADA – Americans with Disabilities Act
COOP – Continuity of Operations Plan
CONOPS – Concept of Operations Plan
ECC – Emergency Communications Center
EPG – Executive Policy Group
EMAC – Emergency Mutual Aid Compact
EOC – Emergency Operations Center
EOP – Emergency Operations Plan
ERP – Emergency Response Plans
ESF – Emergency Support Functions
FBI – Federal Bureau of Investigations
FEMA – Federal Emergency Management Association
FOUO – For Official Use Only
HSPD – Homeland Security Presidential Directive
IAG – Internal Advisory Group
IAP – Incident Action Plan
IC – Incident Command
ICS – Incident Command System
JTTF – Joint Terrorism Task Force
LES – Law Enforcement Sensitive
MAA – Mutual Aid Agreement
MAC – Multiagency Coordination
NIMS – National Incident Management System
NPO – Non-profit Organization
NTSB – National Transportation Safety Board
OEM – Oklahoma Emergency Management
OIFC – Oklahoma Information Fusion Center
OU – University of Oklahoma
PDA – Preliminary Damage Assessment
RTF – Recovery Task Force
SEOC – State Emergency Operations Center