



CAMPUS EMERGENCY PREPAREDNESS AND RESPONSE PROGRAM

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# Campus Emergency Preparedness & Response

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## Purpose and Scope

The University's Emergency Management program was created at the direction of University President Fr. John I. Jenkins, C.S.C. in 2007. The Emergency Management program falls under the Campus Safety & University Operations Division and partners and collaborates with campus, local, state and federal partners including nationally regarded consulting and resource groups.

The Policy Committee for Emergency Management is comprised of ten (10) individuals, including the three executive officers. The Policy Committee is the senior most team responsible for developing a strategy and overall direction during major emergencies. The Emergency Operations Center (EOC) Management Team is the tactical implementation arm of the Policy Committee and is organized into the following teams: Human Life Team (members from Student Affairs, Provost's Office, Human Resources), the Planning & Logistics Team (members from Facilities, Maintenance & Utilities, Athletics, Campus Safety & University Operations, University Enterprises & Events), the Crisis Communications Team, the OIT Team, and the Finance & Administration Team (members from Finance, Budgeting, Procurement).

The University of Notre Dame Campus Emergency Preparedness & Response Plan (the Plan) outlines policies and procedures for managing major emergencies that may threaten the health and safety of the campus community or significantly disrupt its programs and activities. The Plan provides a structure for coordinating preparedness, response, and recovery efforts of Notre Dame personnel and resources.

The Plan is an all-hazards plan and applies to a broad range of major emergencies, including but not limited to: fires, extended power outages, criminal activity, hazardous chemicals releases, security breaches, financial malfeasance, medical and emergency medical response, weather and other events impacting the life and safety of campus constituents, physical condition, or credibility of the University. It is the official emergency response plan for the University and supersedes all previous plans.

The Plan is designed for major emergencies and should be activated when an emergency reaches proportions beyond the capacity of routine departmental response procedures. Campus responding agents such as the Notre Dame Police Department (NDPD), Notre Dame Fire Department (NDFD), and Risk Management & Safety (RMS) respond to the scene of emergencies and coordinate response efforts with community responders. In addition, departments respond to lower-level emergencies that do not impact multiple campus constituents.

Campus-wide emergencies are considered within the scope of this Plan and result in executive leadership managing the response efforts. This Plan provides a comprehensive approach whereas first responders activate and address impacts at a scene and executive management define the strategy to respond and ensure resources are available and organized to support the University response. For example, implementation of the Plan is appropriate in the following situations:

- ☐ An emergency occurs that will cause severe damage with the probability of casualties to members of the campus community;
- ☐ Utility services will be inoperable for at least 24 hours;
- ☐ Coordinated emergency response actions may be required for a minimum of 12 hours;
- ☐ An incident occurs that could significantly damage the University's credibility;
- ☐ Fires (gas leaks, explosions, etc.);
- ☐ Criminal activity (active shooter, bombs, etc.);
- ☐ Hazardous chemicals releases (chemical spills, etc.);
- ☐ Weather (polar vortex, tornado, extreme heat/humidity, lightning, etc.);
- ☐ Security breaches;
- ☐ Financial malfeasance.

## Authority

The President holds executive authority for the entire campus emergency response process. Through this plan, he has defined responsibilities related to emergency preparation and response to the following.

### EXECUTIVE VICE PRESIDENT

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Responsible for establishing and maintaining the campus emergency program, defining leadership roles and empowering the people in those roles to pursue the objectives of protecting and supporting the people, assets and reputation of the University. The EVP possesses budget authority over the emergency program staff and efforts.

### VICE PRESIDENT FOR CAMPUS SAFETY AND UNIVERSITY OPERATIONS

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Responsible to the EVP and President for leading and coordinating the overall effort to define the plans, processes, teams, equipment and facilities that comprise the emergency program and to coordinate and plan training and exercises to support the University's capability and capacity to respond to emergencies in a professional manner should they occur. This responsibility includes coordinating with the University's first responders to ensure their functions are addressed within the overall campus emergency program.

### CHIEF OF NDPD AND EXECUTIVE DIRECTOR OF EMERGENCY MANAGEMENT

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Responsible to the VP for Campus Safety and University Operations for oversight of the efforts to develop and maintain the plans, processes, teams, equipment and facilities that comprise the University's emergency program.

### SENIOR DIRECTOR OF EMERGENCY MANAGEMENT

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Responsible to the Chief of NDPD & Executive Director of Emergency Management for the day to day leadership of the efforts to develop and maintain the plans, processes, teams, equipment and facilities that comprise the University's emergency program.

# National Incident Management System (NIMS)

The Plan is structured under the National Incident Management System (NIMS), the nationally endorsed approach to incident management and response. NIMS provides guidance for a consistent and integrated framework for the management of emergencies. Moreover, governmental emergency agencies (e.g., fire, law enforcement, health, public works, EMS) responding to an incident at Notre Dame will follow such protocol, permitting a coordinated response. Finally, NIMS provides a standardized framework for communications and information sharing at all levels of incident management, ensuring that all affected constituents receive consistent information regarding the emergency.

## ESSENTIAL CHARACTERISTICS OF NIMS INCLUDE THE FOLLOWING:

- ☐ Accommodate the changing dynamics of an incident, by smoothly adding and releasing resources based on need;
- ☐ Outline authority and responsibilities inherent to incident response roles; individuals are assigned to such roles on a temporary basis and can be reassigned, replaced or released as needed;
- ☐ Incorporates and promotes incident command system (ICS) principles

In response to the events of September 11, 2001, the President of the United States established the Department of Homeland Security, which began mandating the widespread use of NIMS. *Homeland Security Presidential Directive Number-5* describes NIMS as follows:

- ☐ *To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System;*
- ☐ *This system will provide a consistent nationwide approach for Federal, State and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size and complexity;*
- ☐ *To provide for interoperability and compatibility among Federal, State and local capabilities, NIMS will include a core set of concepts, principles, terminology and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking and reporting of incident information and incident resources.*

## Policy Committee

The Policy Committee consists of the President, Provost, Executive Vice President, Vice President for Student Affairs, Vice President for Public Affairs and Communications, Vice President for Mission Engagement and Church Affairs, Vice President and Director of Athletics, Vice President and Chief of Staff, Vice President for Campus Safety and University Operations, and the Vice President and General Counsel, who serves as the Chair. The Policy Committee is the senior most team responsible for developing a strategy and overall direction during major emergencies. Moreover, the Policy Committee evaluates the impact of an emergency on the long-term operations of the University in terms of reputation, government regulation, and service delivery. The Policy Committee operations are guided by the Policy Committee Concept of Operations.

### STAFFING

- President - Fr. John I. Jenkins, C.S.C.
- Provost - Thomas G. Burish
- Executive Vice President - Shannon B. Cullinan
- Vice President and General Counsel (Chair) - Marianne Corr
- Vice President for Campus Safety & University Operations - Michael D. Seamon
- Vice President for Public Affairs & Communications - Paul J. Browne
- Vice President for Student Affairs - Erin Hoffmann Harding
- Vice President for Mission Engagement & Church Affairs - Rev. Gerard J. Olinger, C.S.C.
- Vice President and Director of Athletics - John B. "Jack" Swarbrick
- Vice President and Chief of Staff - Ann M. Firth

### PRIMARY RESPONSIBILITIES

- ☐ Consider the impact of an emergency on the long-term operation of the University in terms of reputation, government regulation and service delivery.
- ☐ Develop strategic direction for response and resumption of normal operations.
- ☐ Communication with key University stakeholders, including:
  - Trustees
  - Church
  - Media
  - Elected Officials
  - Peer Institutions

### PROCEDURES

- Obtain a description of the emergency and emergency level recommendation from the VP for Campus Safety and University Operations, Executive Director, or the Senior Director of Emergency Management.
- Identify the emergency level as well as an EOC Leader for ultimate responsibility of emergency response.
- Convene at the EOC Policy Committee Room (500 Main Building Conference Room).
- Refer to Policy Committee Concept of Operations.

# Emergency Operations Center (EOC) Organization

## ORGANIZATION AND REPORTING STRUCTURE

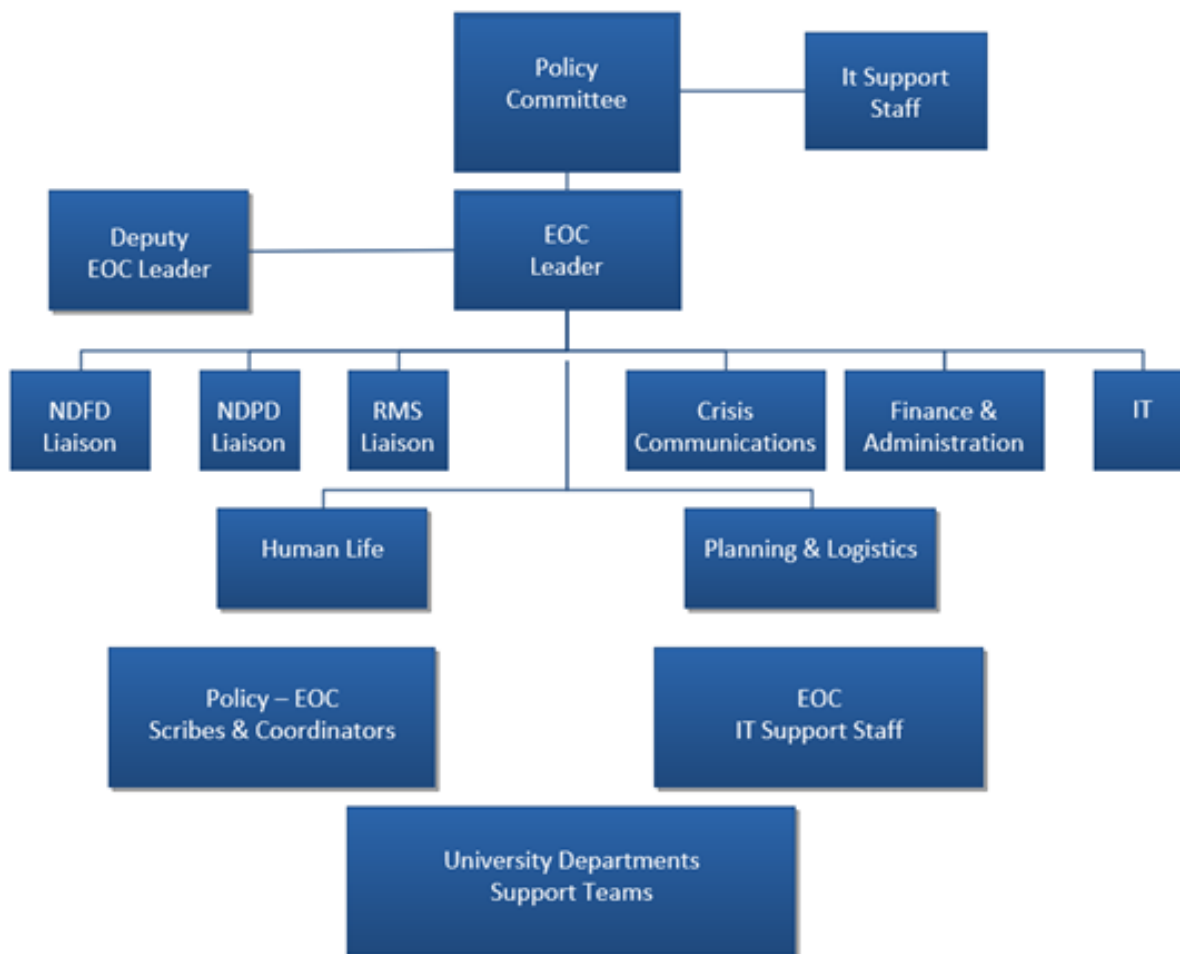
The University's organizational structure during an emergency response may not resemble its day-to-day operations. Employees may report to individuals to whom they do not ordinarily report. Furthermore, if the severity of an emergency increases, assignments may change in the organizational structure, therefore changing an employee's position during the course of a single emergency. The Plan reflects four major organizational components. See [Detailed EOC Organization](#) for a graphic depiction of the organization.

- Traditional first responding agents (e.g., Notre Dame Police Department)
- Policy Committee
- Emergency Operations Center (EOC) Management Team
- Function Support Teams

Traditional first responders include those agents that would first respond to the scene of an incident. Examples of University first responders include NDPD, Notre Dame Fire Department, and Risk Management & Safety. First responders are responsible for staffing and operating field command posts near the scene of an incident or at staging areas nearby. As necessary, first responders coordinate efforts with off-site governmental authorities within a unified command. Under the scope of this Plan, first responders respond to all emergencies and, as necessary, communicate with activated teams within the Campus Emergency Response Team structure.

# Detailed EOC Organization

## NOTRE DAME CAMPUS EMERGENCY PREPAREDNESS AND RESPONSE STAFFING





## EOC Management Team Overview

A fundamental component to the success of the University's response efforts is an understanding of the EOC reporting structure. The EOC Management Team serves as the tactical arm of the Policy Committee. In its role, the EOC Management Team creates plans to implement the strategies developed by the Policy Committee, evaluates the incident as it unfolds, and further enhances strategies for an effective response. Secondly, the management team is the primary group that gathers information from various elements and seeks to understand the scope and direction of the emergency. This effort includes serving as the single point of contact for field emergency response operations (e.g., NRPD, NDFD, RMS). Communication between these parties ensures coordination of university-wide response efforts between on-scene responders, departments, and executive management.

An overview of each EOC position is as follows.

### EOC LEADER

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The EOC Leader is appointed by the President (or Policy Committee if the President is not available) and has overall responsibility for the management of emergency response and recovery efforts. After appointment, the EOC Leader assumes ultimate authority for all aspects of emergency response management, including the development and implementation of strategic and tactical response activities and post-emergency assessments.

The EOC Leader will implement a proactive management style, constantly re-evaluating the incident and integrating command, control, and communications for all personnel involved. The EOC Leader will establish a team to bring about a safe and successful conclusion to the event. The positions identified below report directly to the EOC Leader and assist with the immediate campus response.

### DEPUTY EOC LEADER

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The Deputy EOC Leader's role is to support the EOC Leader by having an experienced support staff to address important tasks and assist in ensuring that important information is shared, understood and acted on as the emergency requires. The Deputy EOC Leader maintains the schedule of EOC Management Team meetings and acts to ensure members are informed of EOC Leader's expectations or changes in the near-term schedule of EOC Management Team activities. Acts as the primary link with the Policy Committee outside of normally scheduled updates. The position also initiates and maintains contact with assisting public or private agencies (e.g. American Red Cross, FEMA).

### EOC COORDINATORS

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Responsible for the EOC facility, including supplies, communication equipment, and EOC support staff (e.g., field runners). The SharePoint Coordinator monitors the communication flow through all communication means, consolidates information depicted on the whiteboards, and documents significant information on the SharePoint system. The EOC Coordinator assists the EOC Leader as necessary to include preparing the EOC Leader for updates to the Policy Committee.

### EOC SCRIBE

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The EOC Scribe leads the network of Scribes within the activated Campus Emergency Management Teams in documenting and sharing information. Maintains a complete and accurate record of all

events and key decisions that occur during and after the incident. Such records will be written and may be documented in map form, where useful. The EOC Scribe will coordinate with other Scribes as necessary to ensure the effective use of SharePoint or other information sharing system used.

### LIAISON OFFICER

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In the event of a major campus emergency, first responders are required to notify a Liaison Officer. Information technology incidents should be reported to the Office of Information Technology Liaison Officer; Hazardous Materials incidents should be reported to the Risk Management & Safety Liaison Officer, and all other incidents should be reported to the NDPD Liaison Officer. As a default, responders should notify the NDPD Dispatcher (631-5555) who maintains a list of all trained Liaison Officers. Upon notification of the incident, the Liaison Officer communicates necessary information to the Vice President for Campus Safety and University Operations. The contact may be completed by phone. Alternatively, the Liaison Officer may use the Policy Committee group within the NDAlert mass notification system. Once the Policy Committee has been briefed and an EOC Leader identified, the Liaison Officer concentrates on his/her primary responsibility of communicating between the field operations (i.e., on-scene command post) and EOC Leader.

The Liaison Officer also ensures that appropriate multi-agency response efforts are executed and serves as the primary contact for supporting agencies (e.g., City of South Bend and St. Joseph County).

### PUBLIC INFORMATION OFFICER - CRISIS COMMUNICATIONS

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Serves as the University's representative for communication of information to internal and external stakeholders, including the media or other organizations seeking information about the incident or event. The Public Information Officer ensures that press releases and official statements are issued only by those University officials authorized to issue such information, and directs distribution of messages through the University's various communication tools. The Public Information Officer is the central point of contact at the EOC Management Team for the Crisis Communications Team that activates to support the EOC Management Team and is guided by the Crisis Communications Plan.

*The Public Information Officer clears all communication through the EOC Leader prior to distribution.*

### HUMAN LIFE OFFICER

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Working closely with representatives from Student Affairs, Human Resources, and the Office of the Provost, the Life Officer monitors the status of all students, staff, faculty and visitors following the incident. The Life Officer coordinates communication with students, parents, staff, and faculty, working closely with the Public Information Officer on the nature of messages. All messages must be approved by the EOC Leader, but the Life Officer may assist the Public Information Officer with distribution of such messages. The Life Officer is the primary contact within the EOC Management Team for the Life Team which operates within the guidance provided through the Human Life Plan. The Life Officer is responsible for coordination with the University vendor (BSS) providing the telephone call center and counseling support and for the coordination of medical care. The Life Officer will coordinate with Planning and Logistics Officer and others to deliver needed shelter.

### FINANCE & ADMINISTRATIVE OFFICER

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Responsible for engaging necessary resources to monitor all financial and cost analysis aspects of the incident. The Finance & Administrative Officer will also track incident related costs, personnel records and requisitions. Moreover, this position will work with the Planning and Logistics Officer to obtain a status of all resources available for recovery actions and coordinate the procurement of

resources, supplies, and materials required to conduct an emergency response (e.g., supplies, construction contracts, trailers, etc.).

### PLANNING AND LOGISTICS OFFICER

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Responsible for managing the University's efforts in the recovery stage of the incident, including departmental contributions to campus recovery efforts. The Planning and Logistics Officer, which is appointed by the EOC Leader, will contact and coordinate with various divisions to activate the personnel and equipment necessary to return to normal campus operations. The Planning and Logistics Officer must consider the following aspects of response and recovery:

- *Operations:* In conjunction with the Liaison Officer, manage various campus departments directly related to incident stabilization and resolution. Formulate tactical objectives and operation strategies for resolving an incident and returning the University to normal operations.
- *Planning:* Identify technical specialists and campus resources to assist in planning incident recovery strategies.
- *Logistics:* Provide facilities, services and resources required for the safe and successful return to normal operations. This includes the coordination of volunteers and temporary short and long-term shelter as needed.

### INFORMATION TECHNOLOGY OFFICER

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Responsible for ensuring the EOC Management Team and other activated teams are supported via available technology. In addition, the IT Officer will provide status on any University IT systems impacted by the emergency.

## Additional Roles

### STAFF ASSISTANTS

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Staff Assistants operate primarily in the EOC and will be required to take on assigned special tasks. At least one Staff Assistant will be required to document significant information reported to the EOC on the whiteboard. Upon reporting to the EOC, Staff Assistants will report directly to the Deputy EOC Leader or EOC Coordinator to be briefed on their immediate responsibilities.

### STUDENTS / FACULTY / STAFF

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All students, faculty and staff should read and familiarize themselves with the emergency related documents provided to them. Specifically, students should be aware of the evacuation procedures for their respective residence halls and the classroom buildings they frequently use. The Office of Student Affairs (574-631-5550) can assist students should they have questions regarding the appropriate response procedures. Staff should acquire an understanding of their department and building response procedures. In addition, faculty members should be prepared to direct students to safe areas in the event of an emergency.

## Function Support Teams

Several members of the EOC Management Team members have standing Function Support Teams that have members, responsibilities and guidance to follow in support of their function's representative. Other EOC Management Team members may activate support staff members to assist them in completing the tasks that fall to them during an emergency response. Other EOC Management Team members may develop teams and supporting plans at their discretion or as requested by the VP for Campus Safety and University Operations or Emergency Management Task Force.

A description of each of the Function Support Teams follows:

### CRISIS COMMUNICATIONS TEAM

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The Crisis Communications Team includes very visible roles such as Public Information Officer and University Spokesperson, as well as a variety of support roles in completing the tasks described and supported in the Crisis Communications Plan. The team activates and supports the effort of communicating with University stakeholders during an emergency.

No information is to be released without authorization from the Public Information Officer and EOC Leader. However, the Public Information Officer may work with individuals from Human Resources, Student Affairs, the Provost Office, Athletics, and the Alumni Association to develop and disseminate messages appropriate for respective members of the Notre Dame community once the core message has been approved by the EOC Leader.

### HUMAN LIFE TEAM

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The Human Life Team is comprised of personnel from a variety of departments that have support for people as a primary role in day-to-day operations. During emergencies, they gather to support the Life Officer and serve the people affected by the situation and its implications. The Human Life Team can call on all available campus resources and a vendor (BSS) that provides telephone call center and specific emergency counselors that can be activated to support the University when needed.

### PLANNING AND LOGISTICS TEAM

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The Planning Team directs field operations related to Utilities and Facilities, as well as provides information to the EOC Management Team on the status of various utilities and facilities impacted by the emergency. The Planning Team also coordinates for and secures resources necessary for the University's response (e.g. temporary shelter, volunteers).

### INFORMATION TECHNOLOGY TEAM

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The Information Technology Team support for the Campus Emergency Response Team is critical to the early success during an activation in understanding the various aspects of the emergency and in coordinating a multifaceted response effort. The IT Team will ensure the facilities and communications/coordination capabilities are activated and ready for use quickly so that the EOC Management team and other activated teams can focus their full attention on the situation at hand and tactical response activities and post-emergency assessments.

## First Responders

First Responders are on duty continually to support the University and are called on to address minor incidents and emergencies on a daily basis. During major emergencies, they activate and manage the scene(s) of the emergency, establish Incident Command and call on additional first responders from the local community to support the emergency response. Each of these units are organized within the Campus Safety & University Operations Division and report to the VP for Campus Safety and University Operations or Emergency Management Task Force.

A description of each of the First Responders follows:

### NOTRE DAME POLICE DEPARTMENT (NDPD)

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The NDPD has mobile officers, established control points and is responsible for staffing the Dispatch office for the University. They address scene control and investigations for emergencies involving potential criminal offenses and provide support for Fire or Safety at scenes where those elements have command due to the nature of the incident.

### NOTRE DAME FIRE DEPARTMENT (NDFD)

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The Fire Department maintains equipment, the Fire House and maintains a minimal staff on campus to address initial response to fire and medical emergencies. The Fire Department is heavily reliant on mutual support fire capabilities and capacity in a major fire or medical emergency.

### OFFICE OF RISK MANAGEMENT & SAFETY (RMS)

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The Office of Risk Management & Safety has designated and trained Safety Officers that would respond to and manage the response and cleanup to hazardous material (HAZMAT) incidents. They would rely on the Fire Department and outside resources to address significant HAZMAT incidents.

### MUTUAL AID AGREEMENTS

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The University relies on formal agreements and relationships with external agencies and partners in the community to respond to major emergencies. These agreements/relationships represent a significant source of resources that would be called on if the Plan is implemented to address an incident that exceeds the University's existing resources.