



All Hazard
Emergency
Operations
Plan
July 2020

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Plan Distribution List

Copies of this plan have been electronically provided to the following jurisdictions, agencies, and persons with the correct number of printed copies given to Facilities, Linfield Public Safety and placed in the EOC kits. An electronic copy has also been placed on a campus share point so that it can be accessed from any EOC location by the EOC team. Updates will be provided when available. Recipients will be responsible for updating their respective Emergency Operations Plans when they receive changes. The Linfield University Emergency Management Coordinator is ultimately responsible for Dissemination of all plan updates.

Full plan including all annexes:

Date	No. of Copies	Jurisdiction/Agency/Person
	1 each (electronic)	Cabinet Members
	1 each (electronic)	Executive Committee of the Trustees
	1 each (electronic)	Department Heads
	2 hard copies	Linfield Public Safety
	2 hard copies	Facilities Department
	6 hard copies	Emergency Operations Center Kits

Plan without Support Annexes (Resource List, Call Lists and Vital Services):

Date	No. of Copies	Jurisdiction/Agency/Person
	1 each (electronic)	City of McMinnville Emergency Management
	1 each (electronic)	Yamhill County Emergency Management
	1 each (electronic)	University web site

INTRODUCTION

In the wake of the 9-11 terrorist attack in New York, the Federal Government established a National Incident Management System (NIMS) for emergency response. NIMS purpose is to enable different agencies, organizations, and businesses to work together more effectively to protect life, control incidents, preserve property, and the environment. This document is an “All Hazards Emergency Management Plan” incorporating core concepts, principles, and some terminology from NIMS, using the Incident Command System (ICS), and adapted for use in a higher education environment. ICS is designed to be used for all types, sizes, and complexities of emergencies and selected pre-planned incidents and events. ICS is designed to provide structure and flexibility, meaning it can be scaled up and down depending on the needs of the incident and the direction of the response strategy.

Most activities in this plan become activated when conditions exist where normal operations are interrupted or ineffective. This type of interruption would require Linfield University’s immediate action and coordination of resources and information to save lives, protect property or the environment, and contain or control the incident. The need for heightened coordination may require that an Emergency Operations Center (EOC) be opened to assist in coordinating the response.

In many emergency situations, we can expect that Linfield Public Safety would notify an authorized person with a request to activate the EOC. A Public Safety Officer may act as the initial EOC Manager until such time more appropriate individuals report for duty. The President, The Provost, all Vice-Presidents, the Director of Communications, and the Director of Linfield Public Safety have authority to activate the EOC and act as the initial EOC Manager until the Emergency Operations Center Management Team is assembled.

The Emergency Operations Center Management Team coordinates and carries out the response to the incident and supports campus offices and departments in their response. In most circumstances, the assigned staff and functional directors maintain the operation responsibilities and acts as the Emergency Operations Center Management Team.

PLAN BASICS

INTRODUCTION & POLICY DIRECTION

Disasters or emergencies can happen suddenly, creating a situation in which the normal support services for the University can become overwhelmed. During crises, the University requires special programs to address the needs of emergency response and recovery management. This All Hazards Emergency Operations Plan establishes a standardized, all-hazards system for responding to an incident, emergency or natural disaster affecting the campus. This plan will not be all-inclusive or detail every action but is intended to provide an organized response to emergency situations.

The Emergency Preparedness Planning Committee provides general oversight for the entire emergency planning process and it meets as needed to address ongoing preparedness, mitigation, response, and recovery issues.

Effective emergency and disaster management is the responsibility of both the University and individuals within the Linfield community. The University has an obligation to provide a safe place to work, study, and live while individuals have the responsibility to conduct the affairs of the University safely and to prepare themselves adequately for potential emergencies.

UNIVERSITY DESCRIPTION

Linfield University is a private, not for profit, comprehensive, undergraduate and post graduate institution with the main campus located within the city limits of McMinnville, Oregon. Linfield connects the traditional liberal arts with practical education through collaborative, service and experiential learning opportunities. There are two physical campuses for the university. The McMinnville Campus, which has the College of Arts and Science and the School of Business, and the School of Nursing located in Portland, Oregon. The University also has an online campus for students that live anywhere in the world offering undergraduate degrees and continuing educational opportunities.

The McMinnville campus is 193 acres with administration, academic, athletic and residential buildings located on it. The campus incorporates several sports facilities (i.e.; football, baseball, soccer, tennis, swimming pool, and track) as well. There are between 1600 and 2000 students that attend classes on the main campus. Linfield Ave, College Ave, Chandler St, and Cowls St are all public streets that run through the campus. There are several streets on campus that are owned and maintained by the University. There is a freight railroad right-of-way that runs through the Southeast corner of the campus that is owned by Portland and Western Railroad.

The McMinnville campus hosts many private events throughout the year including the International Pinot Noir Festival, football camps, basketball camps, and soccer camps. Some of the events bring people to the campus from every part of the world.

The Portland campus is located in North East Portland on 132nd Ave. There are academic and administration buildings on 20 acres. The campus sits just South Interstate 84 with a walking/bicycle path between the interstate and the north side of the campus. The campus is surrounded by

residential areas and is fenced on three sides, North, East and South. There are approximately 400 students enrolled on the Portland campus.

PURPOSE

The All Hazard Emergency Operations Plan is designed to provide the management structure, key responsibilities, and assignments to facilitate the coordination and effective utilization of resources and personnel immediately following a major incident, emergency or disaster on campus to:

- Provide for the safety, health, and welfare of members of the Linfield community and the public
- Mitigate or contain the incident and its effects
- Preserve property and provide safe occupation of University owned/leased buildings
- Manage communications and information
- Continue essential services and operations
- Collect and analyze information to support decision-making and incident action plans
- Manage University resources effectively in the emergency response and recovery periods
- Restore general University operations, facilities, and academic programs
- Cooperate with other agencies

RISK MANAGEMENT POLICY STATEMENT

For humanitarian, social, legal, and financial reasons, Linfield University will make every reasonable effort to protect the health and safety of members of its own community and guests of the University from hazards incidental to operations of the University. We strive to protect people and to preserve the resources of the University from harm or losses, thereby enabling the University to educate for lives of thoughtful inquiry, service, leadership, and care. It is the responsibility of all members of our community to conduct themselves in a manner that will not cause personal injury or damage to University facilities.

SCOPE

The Linfield University All Hazards Emergency Operations Plan guides preparedness, response and recovery actions. It may be activated during a broad range of emergency incidents. Most of these incidents could require a response at a Level 1, 2 or 3 depending on the severity of the situation. The types of incidents include, but are not limited to:

- Earthquakes
- Hazardous Materials Release
- Violent Incidents or Imminent Threats
- Atmospheric Contamination
- Social Unrest
- Terrorism
- Flooding
- International Crisis Affecting Students or Employees
- Utility Disruption
- Mass Casualty Incidents
- Fires and Explosions
- Weather or Storm Incidents
- Traumatic Incidents

- Technological Incidents
- Structural Failures
- Airplane Crash
- Bombs
- Pandemic Illnesses

The All Hazards Emergency Operations Plan may also be activated during a community or regional crisis that may affect the University personnel or business operations indirectly.

ASSUMPTIONS

The assumptions upon which this EOP is predicated are outlined below:

- The University will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the University campus. Although this plan defines procedures for coordinating such assistance, it is essential for the University to be prepared to carry out disaster response and short-term actions on an independent basis.
- It is possible for a major disaster to occur at any time and at any place on the University campus. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Although the campus does not have sworn Law Enforcement officers or a Fire Department, campus officials recognize their responsibilities for the safety and well-being of students, staff and the public and will assume their responsibilities in the implementation of this emergency plan. The campus does have non-sworn Public Safety Officers and several students and staff members trained as a Community Emergency Response Team (CERT) for response in an emergency/disaster situation.
- Proper implementation of this plan will reduce or prevent disaster related losses.

HAZARD ANALYSIS

In the Hazard Analysis, each of the hazards and threats described is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Hazard	History (WF=2)	Vulnerability (WF=5)	Max Threat (WF=10)	Probability (WF=7)	Total Score
Severe Weather	H	H	H	H	240
Power Outage/Utility Shortage	H	H	H	H	240
Active Threat/Terrorism	M	H	H	H	230
Hazardous Materials	M	H	H	H	230
Health Epidemic	H	H	H	M	205
Earthquake	H	H	H	M	205
Bomb Threat	M	H	H	M	195
Protest/Demonstration	L	H	H	M	187
Volcano	L	H	H	L	159
Transportation	L	H	H	L	159
Off Campus Emergency	L	L	M	H	127
Flooding	L	L	H	L	114
Missing Person	H	L	L	H	105
Fire	L	H	L	M	72

Score for each rating criteria=

Rating Factor (High=10 points; Moderate=5 Points; Low=1 Point) X Weight Factor (WF)

Notes regarding Hazard Analysis chart:

History addresses the record of previous major emergencies or disasters. Weight Factor is 2.

Rating factors: High = 4 or more events in the last 100 years; Moderate = 3 events in the last 100 years; Low = 1 or 0 events in the last 100 years.

Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5

Rating Factors: High = more than 10% affected; Moderate = 1%-10% affected; Low = less than 1% affected.

Maximum Threat addresses the percentage of population or property that could be affected in a worst-case incident. Weight Factor is 10.

Rating Factors: High = more than 25% could be affected; Moderate = 5%-25% could be affected; Low = less than 5% could be affected.

Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7.

Rating Factors: High = one incident within a 10-year period; Moderate = one incident within a 50-year period; Low = one incident within a 100-year period.

POLICIES

The following policies are intended to guide the University's preparedness and response efforts. This section is not all inclusive. There may be other policies not stated here that are relevant during an emergency.

Departmental Responsibility

A crisis or emergency can strike anytime or anywhere and may affect part of or the entire campus community. Planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. Therefore: departments are expected to maintain its own departmental Emergency Response and Business Continuity Plan to protect personnel and programs, and to support campus emergency response and recovery. University leaders including the Provost, Vice Presidents, Directors, and faculty officers should encourage departmental coordination to develop departmental plans that are consistent with University policies, plans, and procedures.

All departments should maintain contact information for their employees. Each department is responsible for sharing information and recalling personnel, as necessary. Each department is responsible for identifying mission critical personnel before an incident occurs.

Personal Responsibility

All employees have a personal responsibility for knowing what to do before, during, and after an emergency to protect their safety and work.

RESPONSE

Concept of Operations

This plan is designed as a flexible system in which part or the entire plan may be activated, as appropriate to the incident, emergency, or disaster. It is a management tool that provides an overall organization and general procedures for the management of information, activities, and operations during an emergency.

When to Activate Response Plan

Most actions in this plan are activated when emergency conditions exist, or are predicted, in which normal operations are interrupted and immediate action and coordination is required to:

- Save and protect lives
- Containment or Control the Incident
- Prevent damage to the environment, systems and property
- Manage communications and information
- Collect and analyze information
- Manage University resources effectively
- Activate and staff the Emergency Operations Center (EOC)
- Restore University operations, facilities, and academic programs
- Cooperate with other agencies to assist others

The EOC may be activated by the President, his designee, or the line of succession listed below.

DELEGATION OF AUTHORITY/LINE OF SUCCESSION

The University President, or his designee, will have overall command during an emergency. Other Cabinet members and Directors will generally oversee their primary areas of responsibility related to the emergency. In the absence of the President or Officer in Charge, the command order shall be:

- Provost and Vice President for Academic Affairs
- Vice President for Finance and Administration
- Vice President of Institutional Advancement and General Counsel
- Vice President of Student Affairs
- Vice President for Enrollment Services
- Director of Linfield Public Safety

Emergency Activation Levels

Emergency incidents shall be classified according to their severity and potential impact or risk of impact, so that emergency response operations can be calibrated for actual conditions. There are three levels of activation. Generally, the EOC is activated under Levels one and two emergencies, although incident command principles should be applied to all emergency responses as prescribed in unit response plans.

Activation Level	Description
3 - Normal Operations/ Steady State	Activities that are normal for the EOC when no incident or specific risk or hazard has been identified. The EOC usually is not activated.
2 - Enhanced Steady- State/ Partial Activation	Certain EOC Team Members/organizations are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident.
1 - Full Activation	EOC team is activated, including personnel from assisting agencies, to support the response to a major incident or credible threat.

Level 3 – Normal Operations/Steady State

Minor, Localized, Quickly Resolved or Contained

Level 3 is a minor, localized organization or building incident that is quickly resolved with existing University resources and organizational structures or limited outside help. These incidents happen with relative frequency. A level 3 emergency has little or no effect on personnel or normal operations outside the locally affected area or organization and relies largely on organizational unit response plans. The process for response at level 3 may involve a unified command of more than one campus department or unit (e.g. Facilities and Campus Public Safety or Campus Public Safety and Residence Life) who co-lead or command the response. It may involve simple coordination by the President’s Cabinet.

Level 2 – Enhanced Steady State/Partial Activation

Major Event, Sizable Portions of Campus, Disrupts Operations or Educational Mission

Level 2 is a crisis or major event that disrupts sizable portions of the campus community. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions and/or life safety. Emergencies happen infrequently. Unit response plans in many departments are activated and a partial or full EOC may be activated to coordinate and support on-scene operations. The President or his designee is responsible for University leadership & policy decisions to align response activities with overall University mission. The operational activities are managed by the EOC staff which is staffed by Directors and designated staff under the guidance of the President's Policy Group.

Level 1 – Full Activation

Entire Campus or Surrounding Community, Little External Help

Level 1 represents a disaster that involves the entire campus and/or surrounding community. Disasters happen even less frequently than emergencies. Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. The University may need to be self-sufficient for a period of hours to days or weeks. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions. Linfield may be asked to provide a liaison in the appropriate local government EOC. The full EOC is activated. All EOC team members report to the campus EOC. Unit response plans for most or all departments are activated, and many personnel are engaged in the University's emergency response. Personnel may be assigned to perform functions that are not part of their normal job functions.

Non-working Hours

If a disaster occurs outside of regular office hours, the normal organizational structure of the University may not be fully in place. Implementation of the All Hazards Emergency Operations Plan will vary depending on available personnel. Individuals assuming responsibility will be those of highest rank available at the time, such as Public Safety Officers and/or Section Directors. These individuals will follow the activation guidelines and task lists presented in this plan, while attempting to notify their superiors of the situation.

Campus Emergency Centers

EOC-Emergency Operations Center

CC-Communications Center

SIRC-Student Information and Resource Center

FAC-Family Assistance Center

The nature of an emergency may dictate the locations of these Centers. When applicable the following are the default locations. The designated location for the Emergency Operations Center (**EOC**) is the computer lab in the Nicholson Library (room 188). The Policy Group will assemble in room 178 of Nicholson Library. If the nature of the emergency makes the Nicholson Library unusable or inappropriate, a number of other suitable locations have been identified. The Communications Center (**CC**) will be located in proximity to the **EOC**, generally this will be the Ford Theater. The Student Information and Resource Center (**SIRC**) will be located in the Rutschman Fieldhouse or a gymnasium

of HHPA if Rutschman Fieldhouse is unusable. The Family Assistance Center (**FAC**) may be co-located with the SIRC in Rutschman Fieldhouse. Alternate locations may be Wilson Gymnasium or Riley Student Center. The EOC will determine the best place for the SIRC and FAC.

Notification

Emergencies may affect only the University, or the University may be affected as part of an event in a widespread region. As a result, the event may isolate the University from local emergency services for hours to days. Emergencies may occur during periods when the University is in session or on break. These eventualities may call for a different mix of personnel in order to effectively respond to the emergency. It is important that the President and all of the President's Direct Reports are informed of the emergency early on in the incident.

In the event of an emergency all personnel carrying specific responsibilities under the University's Emergency Operations Plan, will be notified of the emergency and asked to report to their assigned stations no matter when the emergency occurs. If an individual is unable to carry out her/his responsibilities, another individual from the same administrative area will discharge those responsibilities.

Personnel who are on campus at the time of the emergency, but not assigned responsibilities under the plan, should report to the designated staging area for assignment or dismissal. Personnel who are not on campus at the time of the emergency, and who have no assigned responsibilities under the plan may be asked to remain away from campus and await further information. The primary staging areas are the Intramural Field and the grass area to the west of the Hewlett Packard Park Apartments.

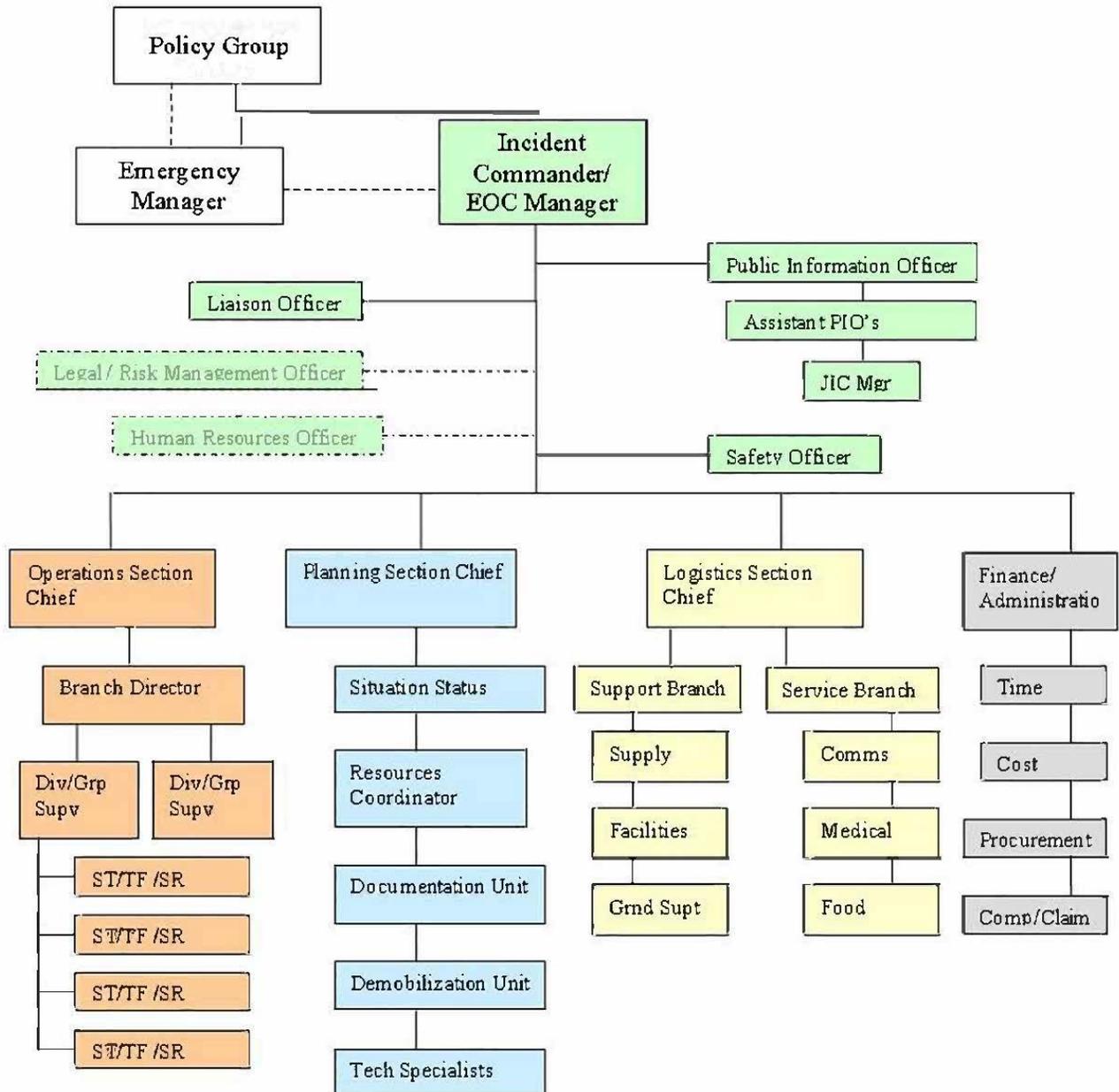
Means of Notification

The campus community will be notified about major emergencies in one or more of the following ways:

- **Emergency Notification System**
Students, faculty, and staff may be notified via the University CatAlert system, which sends out a text message to cell phones, emails and voice messages.
- **Campus Web Site**
The university homepage of www.Linfield.edu will be used to provide updates for the campus community.
- **Emergency Info Line**
Recorded message that can be retrieved by calling 503-883-2287. A special emergency information voice message box (extension 2287) will be used to provide campus updates. A voice message will be updated frequently to provide current, general information to callers and/or to refer callers to other telephone numbers or the University Web site.

EOC Management Team

Here is an example of a command structure for the University. Leaders within the University have been identified to fill essential positions within the structure. This structure is flexible and can be adapted for any size or complexity of an incident. Not all positions have to be filled for smaller, less complex incidents.



Below are the departments that would typically have responsibility for each of the section responsibilities. However, it does not preclude other departments from being responsible or assisting with any of the responsibilities of the sections.

Policy Group: University President, Provost, Vice Presidents and other Direct Reports

EOC Manager: Linfield Public Safety Department Director/Emergency Management Coordinator
Operations: Linfield Public Safety/Facilities Services/Student Health, Wellness, and Counseling
Planning: A composite team from several key areas related to the disaster, which could include representatives from Linfield Public Safety, Facilities, ITS, and other involved departments
Logistics: Facilities Services
Finance/Administration: Finance and Administration/Human Resources

Assembly and Evacuation

Each building will have a designated primary and back-up assembly area in the event of an emergency, which may require the evacuation of the buildings(s) the students and employees occupy. Evacuation plans are posted in each building and evacuation drills will take place for training purposes.

No individual is to return to an area which has been evacuated due to an emergency until official clearance is given by emergency personnel and/or university representative.

Those leaving campus will be asked to record their destination and telephone numbers where they can be reached.

Recordkeeping

Both the Communications Center (CC) and EOC Management Teams will keep a written record of all activities for insurance recovery, possible FEMA reimbursement, and as a legal record. Records of damage and field operations will also be gathered.

Media Relations

University employees shall refrain from giving information to the media and refer all media contacts to the Public Information Officer.

Area Response Plan Outlines by Position or Function

Emergency Operations Center (EOC)

Position: Emergency Operations Center Management Team

Alternate: Listed by Area of Response

Preparatory Activities

- Review applicability of the Emergency Operations Plan annually in the summer time prior to the start of the school year.
- Train to assure that all individuals reporting to the EOC are aware of their responsibilities and appropriate actions to take in the event of an emergency.
- Assure that functional channels are established between campus emergency personnel and emergency service personnel in the community.
- Review and offer suggestions on the President's proposed budget related to this portion of the emergency response plan to include needed supplies and equipment.

Emergency Activities

- Serve as the command and coordination center among on-campus units to campus, local and regional emergency service agencies.
- Implement policies and procedures needed to respond to the nature and scope of the emergency as it unfolds.
- Establish and maintain communications with responding areas

Follow Up Activities

- Review and critique the emergency response performance of the University and revise this document to improve its effectiveness as a planning and execution tool.
- Oversee the restoration of University functions, personnel, physical facilities, information systems, and material.
- Deactivate systems and procedures when it is determined by the Emergency Operations Center that they are no longer needed.

Policy Group Members

The Linfield University Policy Group is comprised of the President, Provost, Vice Presidents, Direct Reports and members from the Board of Trustees. They are responsible for answering policy related questions that come about during the response phase of the emergency. Their primary objective is the planning process to maintain Linfield University's mission and vision during the recovery process. They also approve the primary objectives of the Emergency Operations Center and incident response staff.

Some of the primary responsibilities for the policy group are:

- Faculty and staff care, support, and replacement as needed.
- Student and family assistance at the oversight level.
- Finance and organize staff and equipment to meet organizational goals including facility needs, resource allocation, and assisting community members
- Ensure student, staff, and faculty safety and support
- Planning and resource allocation to ensure that educational plans and curriculum can continue or be restarted as quickly as possible.
- Authorizing access to endowment and emergency funds as needed to maintain Linfield's mission and the safety and health of the Linfield community.
- Assist the Public Information Officer and Media Center in communicating with the Linfield Community as well as alumni, parents, local and regional community. This may include acting as University spokesperson for the response and recovery phases of an incident.

The Policy Group will meet in Nicholson Library room 178 unless otherwise designated. They will be close to the EOC, but not co-located to avoid distraction and confusion. They will receive regular reports from the EOC team and the Media Center in order to help them develop, assign, and evaluate our response and recovery efforts.

Student Information and Resource Center (SIRC)

Position: Dean of Students

Alternate: Director Student Health, Wellness and Counseling

Preparatory Activities

- Develop communication plan that dovetails with emergency response plans for Student Health, Wellness and Counseling and Residence Life
- In conjunction with Director of Communications, develop a system for aiding students in responding to family inquiries and develop a method for assuring orderly communication to and from families.
- Develop a system for evacuation of residences, registration of evacuees and the safe and orderly transition to designated emergency housing facilities.
- In partnership with the food service provider, develop systems that allow for the safe and orderly distribution of food and water for students and staff on campus during and following the emergency.
- Develop with the Director of Religious Life and Chaplain and the Director of Student Health, Wellness and Counseling, a system for responding to the spiritual and emotional needs of students and staff during and following an emergency.
- In partnership with Facilities Services, develop a plan for distributing bedding and other supplies available to students and staff that are housed in temporary facilities.
- In partnership with the Student Health, Wellness and Counseling Center, develop a system for establishing triage and first aid sites and the training of personnel to provide emergency first aid. Establish connection and ongoing communication with public health officials, Red Cross, or support agencies where applicable.
- In partnership with the Area Directors of Residence Life and coordinator of the Community Outreach Program, develop a plan for recruiting and organizing volunteers for the student body, faculty and staff to assist with emergency procedures (such as might occur during non-business hours).

Emergency Activities

- Serve as a communication conduit for the University community and support and pass information to and from the Communications Center and Emergency Operations Center as required.
- Establish contact with key faculty and academic support administrators to develop plans for resolving or addressing academic issues initiated by the emergency.
- Serve as a liaison to the Communication Center and EOC for student related needs and resources
- Gather information that determines where students are located during the emergency and what resources are necessary to support them in their location. Communicate these needs and secure necessary support.
- The SIRC may have a component of the Family Assistance Center (see Family Assistance Center Plan for details).

- Assess ongoing needs of students and university community and communicate needs to the Emergency Operations Center Team.
- Collaborate with Provost/Vice President of Academic Affairs on tools and plans for continuing academic progress.
- Issue general instructions to all students and appropriate personnel regarding such matters as: assembly areas to be utilized by those who have been evacuated, locations of key emergency services and protocol and procedures for getting help.
- Notify the Director of Student Health, Wellness and Counseling immediately.
- Activate the emergency housing system as needed.
- Activate the emergency food service system as needed.
- Activate the system to provide spiritual and emotional support as needed.
- Activate the system for responding to inquiries from families.
- If the situation involves releasing students, obtain travel advisory information for individuals who want to leave the campus and travel home.
- Activate triage and first aid system, relating this activity to those of emergency service personnel and such agencies as the American Red Cross.
- Activate the system for accessing supplies as needed to provide bedding and other supplies to evacuees.

Follow-Up Activities

- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.
- Deactivate systems and procedures when it is determined by the Emergency Operations Center that they are no longer needed.
- Develop and submit to the Policy Group a budget to meet costs incurred during and as a result of the emergency.

Family Assistance Center

Position: Dean of Students

Alternate: Director Student Health, Wellness and Counseling

Preparatory Activities

- Develop communication plan that dovetails with emergency response plans for Student Health, Wellness and Counseling, Human Resources, and Residence Life
- In conjunction with Director of Communications, develop a system for aiding in responding to family inquiries and develop a method for assuring orderly communication to and from families.
- Develop a system for evacuation of residences, registration of evacuees and the safe and orderly transition to designated emergency housing facilities.
- Develop with the Director of Religious Life and Chaplain and the Director of Student Health, Wellness and Counseling, a system for responding to the spiritual and emotional needs of students, families and staff during and following an emergency.
- In partnership with the Student Health, Wellness and Counseling Center, develop a system for establishing a plan for making counseling available for families. Establish connection and ongoing communication with Yamhill County Mental Health, the American Red Cross, and other support agencies where applicable.
- In partnership with the Area Directors of Residence Life and coordinator of the Community Outreach Program, develop a plan for recruiting and organizing volunteers for the student body, faculty and staff to assist with emergency procedures (such as might occur during non-business hours).

Emergency Activities

- Serve as a communication conduit for the University community and support and pass information to and from the Communications Center and Emergency Operations Center as required.
- Serve as a liaison to the Communication Center and EOC for family related needs and resources
- Gather information that determines where students are located during the emergency to assist families in
- The FAC may be a component of the Student Information Resource Center (see Student Information Resource Center Plan for details).
- Assess ongoing needs of families and communicate needs to the Emergency Operations Center Team.
- Notify the Director of Student Health, Wellness and Counseling immediately.
- Activate the system to provide spiritual and emotional support as needed.
- Activate the system for responding to inquiries from families.
- Activate counseling system, relating this activity to those of emergency service personnel and such agencies as the Yamhill County Mental Health and the American Red Cross.

Follow-Up Activities

- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.
- Deactivate systems and procedures when it is determined by the Emergency Operations Center that they are no longer needed.
- Develop and submit to the Policy Group a budget to meet costs incurred during and as a result of the emergency.

Safety and Security

Position: Director of Linfield Public Safety

Alternate: Assistant Director of Linfield Public Safety

Preparatory Activities

- Recommend an annual budget for emergency planning activities, training, and acquisition of materials for use in the event of an emergency.
- Designate an individual to serve as liaison with local emergency planning agencies so that cooperation between University emergency response personnel and those of local emergency services is assured.
- Designate individuals to take part in Emergency Response training and assures means for incorporating the results of this training into the University's emergency planning.
- Ensure an annual review of the University's Emergency Operations Plan related to references to individuals, positions, numbers, and procedures are kept up to date.
- Identify and publish each year a list of suitable assembly areas for students and employees evacuated from residence halls, classroom and laboratory buildings and administrative offices, Develop and publish the system whereby evacuees will be guided to the assembly areas.

Emergency Activities

- Operationally activate the Emergency Operations Center and convene and chair the Emergency Operations Center Management Team or designate a person to respond on his/her behalf.
- If needed and not already done, activate the Campus Community Emergency Response Team (CERT) to assist with the response.
- Utilize available resources in all areas of administrative services to aid the response to the emergency.
- Work with other Emergency Operations Center Management Team members to activate the emergency response systems for which they bear responsibility.
- Initiate contact with local emergency service agencies, City, County and State authorities.
- Identify and assign a priority to incidents and response actions, working closely with the Emergency Operations Center Management Team and those involved in primary response.
- Coordinate response efforts, including campus closure and evacuation, if necessary. When immediate life safety concerns have been addressed, coordinate response to secondary problems.

Follow Up Activities

- Assist in the deactivation of the Emergency Operations Center Management Team and the Emergency Operations Center.
- Convene the Emergency Operations Center Management Team to review the response to the emergency and develop revisions to the Emergency Operations Plan as required.

- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.
- Develop and submit to the Policy Group a budget to meet costs incurred during and as a result of the emergency.

Finance and Administration

Position: Vice President of Finance and Administration

Alternate: Director of Facilities and Auxiliary Services

Preparatory Activities

- Develop with the Facilities Department a system for emergency responses including such matters as:
 - Assessing power supply for campus use, including providing emergency power to carry on essential functions.
 - Shutting down affected areas related to water, gas, and electricity.
 - Complying with OSHA standards.
 - Surveying building damage and safety for occupancy.
 - Searching damaged facilities.
 - Establishing a means for securing potable water.
 - Setting up temporary sanitation facilities.
 - Setting up and equipping emergency traffic flow, including establishing traffic flow patterns on and around campus.
 - Other steps necessary to preserve life and minimize damage to the physical resources of the University.
- Develop with the Director of Human Resources, systems for backing up personnel files and providing access to those files in the event of an emergency.
- Create a system that accumulates an account of employees of the University and that tracks which employees are on campus and off campus in the event of an emergency.
- Create a list of non-essential personnel positions and a plan for the orderly release of those nonessential personnel to go home or be reassigned to a different task in an emergency.
- Create information that aids understanding of how employees will be required to respond in their workplace during an emergency.
- Develop a system for backing up all necessary University financial records and for carrying on basic business functions during and following an emergency.
- For a major or catastrophic event, prepare a financial recovery plan, taking into consideration use of unrestricted, temporarily restricted and permanently restricted funds for approval by the University President and the Board of Trustees.
- Evaluate and where feasible, secure necessary business interruption insurance, disaster support coverage and restoration services for the University.

Emergency Activities

- Develop a system of financial means and support for the ongoing crisis management and disaster recovery.
- Assign staff to the EOC to assist in tracking resources, staffing and expenses related to the emergency response activities.
- Build a communication system for keeping insurance providers involved and in the loop of decision making when applicable.
- Develop with the food services vendor a plan for food service that responds to differing levels of damage to the University's ability to prepare and serve meals, including alternative food preparation and serving sites during and following the emergency.
- Within the EOC and Policy Group, develop contracts with local service providers to cover any emergency needs of the University and its community members.

Follow up

- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.
- Prepare reports and responses to stakeholders on the financial condition of the University if it was affected by the emergency.
- Submit to the Policy Group a budget adequate to restore academic services (e.g., library, registrar) and information technology services (e.g., network, labs, telecommunications systems) to a functional level on a short-term and long-term basis.
- Develop and submit to the Policy Group revisions to the University's budget required to respond to the damage sustained during the emergency.
- Develop and submit to the Policy Group a proposal for interim operation of the University until permanent repair or replacement of physical facilities, infrastructure, and personnel can be made.
- Appoint an individual to work with the Vice President and General Counsel and insurance companies in response to recovery needs and litigation growing out of the emergency.

Facilities and Auxiliary Services

Position: Director, Facilities & Auxiliary Services

Alternate: Utility Trades Manager

Preparatory Activities

- Maintain inventory of all Linfield-owned facilities on McMinnville campus
- Maintain inventory of all Linfield-owned vehicles and equipment that should be made available in an emergency situation on McMinnville campus
- Maintain inventory of any equipment not located on campus that could be made available in an emergency situation on the McMinnville campus
- Maintain inventory of McMinnville campus buildings and respective building systems supported by emergency back-up generator(s)
- Maintain inventory and map of location of utilities within each building on McMinnville campus
- Ensure contracted Food Service provider maintains two (2) week's emergency food and water supply at all times for a campus population of one thousand (1,000).
- Ensure contracted Food Service provider is prepared to continue all Food Services operations during and following a disaster, emergency or catastrophic event(s) per terms of Agreement
- Create a tracking system for Linfield-owned equipment being used in an emergency situation on the McMinnville campus
- Develop a system for emergency responses including such matters as:
 - Assessing power supply for campus use, including providing emergency power to carry on essential functions.
 - Shutting down affected areas related to water, gas, and electricity.
 - Complying with OSHA standards.
 - Surveying building damage and safety for occupancy.
 - Searching damaged facilities.
 - Establishing a means for securing potable water.
 - Setting up temporary sanitation facilities.
 - Setting up and equipping emergency traffic flow, including establishing traffic flow patterns on and around campus.
 - Other steps necessary to preserve life and minimize damage to the physical resources of the University.

Emergency Activities

- Coordinate equipment used during an emergency situation on the McMinnville campus
- Provide resources and services required to support emergency response activities on the McMinnville campus
- Facilitate the ordering of good and services needed to respond to and recover from a declared emergency on the McMinnville campus.
- Coordinate the inspection of buildings on campus for occupancy with the City of McMinnville and/or Yamhill County when appropriate.

- Appoint someone from the department to serve as liaison to the outside contractors needed during the incident.
- Assist in the setup of any needed operational locations, shelters and/or resource centers for the campus.
- Develop with Residence Life, a plan for utilizing bedding and other supplies maintained by the University to support temporary student housing and/or lodging of staff required to stay on campus in the event of an emergency.
- In the situation where an emergency destroys, damages or make portions of the University's housing system uninhabitable, develop emergency housing facilities with Residence Life.

Follow up activities

- Deactivate emergency response systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Develop and forward to the Policy Group a report regarding the costs of replacing damaged equipment, facilities, or supplies utilized in the emergency.

Human Resources

Position: Director of Human Resources

Alternate: Senior HR Specialist

Preparatory Activities

- Develop a policy that directs personnel who are sent home after an incident whether or not PTO is to be taken.
- Develop a policy that directs employees what to do during an emergency when they are off campus and cannot contact the university.

Emergency Activities

- Assist in the tracking of personnel costs during the emergency.
- Document and Credential volunteers prior to sending them to the Staging Area for assignment
- Assist in the staffing of the Finance and Administration section.
- Assist in the hiring of temporary employees as needed for the emergency response and recovery.

Follow-Up Activities

- Deactivate systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Propose a budget to the Vice President of Finance and Administration covering the costs of personnel utilized in emergency response efforts as well as replacing or adding personnel due to needs developing from the emergency incident.
- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.

Information Technology Services

Position: Chief Information Officer

Alternate: Associate Director of Information Technology Services

Preparatory Activities

- Develop a system for backing up all essential data and for carrying on basic computing functions during and following an emergency, in particular email functions to complement other forms of communication.
- Develop a system for maintaining a telephone service during an emergency and for restoring service as promptly as possible once the emergency is past. Develop an action plan that transfers the University's telephone system to emergency status.
- Assure that emergency procedures are in place and available to staff, students, and faculty who utilize various academic and administrative computing sites.
- Assure that systems exist for backing up the University's academic records as a safeguard against loss in an emergency.
- Develop with the other departments, plans to safeguard and obtain access to critical electronic systems and information during and after an incident.
- Assure that systems exist for backing up the University's financial and other electronic records as a safeguard against loss in an emergency. Develop a plan for recovering necessary hard-copy files to the fullest extent possible.

Emergency Activities

- Assist in the Emergency Operations Center with any IT related needs or issues.
- Work with the Communications Center to connect to outside entities and resources.
- Rebuild, as much as possible during the response to the emergency, the regular communications and IT services for the University.

Follow up Activities

- Develop a report to the Policy Group covering the costs of replacing equipment or supplies lost in the emergency.
- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.

Academic Affairs

Position: Provost and Vice President for Academic Affairs

Alternate: Dean of Faculty

Preparatory Activities

- Develop Emergency Preparedness Plans related to personnel, students and programs for the academic areas specifically ensuring that each academic area has an assigned building captain responsible for ensuring that current evacuation locations and known to everyone in the building and emergency procedures are posted in the appropriate locations (faculty, classrooms, records, etc).
- Ensure faculty and other academic personnel are trained in Emergency Response policies and procedures.
- Develop partner institutions that would share resources and facilities in order to maintain each other's educational program. Work with the University Cabinet to cement these partner relationships.

Emergency Activities

- Building Captains assist with Evacuation or Shelter in Place as appropriate to the incident.
- Determine needs for academic personnel to continue the University's educational capabilities during and/or after an emergency incident.
- Identify needs for instructional supplies and equipment essential to restore the academic program and acquire them through purchase, loan, or donation.
- Identify academic facilities which can be occupied safely, and those which need to be closed due to damage.
- Identify available classroom and office space that could accept more occupants.
- Identify and prioritize needs for reallocation of administrative, research, and classroom space.
- Identify as needed space in off-campus academic facilities which can be used until facilities on campus can be restored.
- Assist the Facilities Department in developing temporary classroom and laboratory facilities on campus in manufactured buildings or other suitable structures if needed.
- Coordinate the reallocation of academic space according to pre-established criteria.
- Re-establish the University's system of academic records.
- Activate the emergency system for the Library.

Follow-up Activities

- Deactivate emergency systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Submit to the Policy Group a budget adequate to restore academic services (e.g., library, registrar) and scientific facilities (e.g., labs and equipment) to a functional level on a short-term and long-term basis.
- Review responses during the emergency and develop suggestions for revising the Emergency Preparedness Plan as needed.

School of Nursing

Position: Director of Portland Campus Operations

Alternate: Assistant Director of Portland Campus Operations

Preparatory Activities

- Develop emergency Preparedness Plans related to personnel, students and programs for the Portland Campus and coordinate these plans through the Vice President for Academic Affairs.
- Ensure faculty and other academic personnel area trained in Emergency Response policies and procedures.
- Maintain inventory of all Linfield-owned facilities on Portland campus
- Maintain inventory of all Linfield-owned vehicles and equipment that should be made available in an emergency situation on Portland campus
- Maintain inventory of any equipment not located on campus that could be made available in an emergency situation on the Portland campus
- Maintain inventory of Portland campus buildings and respective building systems supported by emergency back-up generator(s)
- Maintain inventory and map of location of utilities within each building on Portland campus
- Ensure contracted Food Service provider maintains two (2) week's emergency food and water supply at all times for a campus population of five hundred (500).
- Ensure contracted Food Service provider is prepared to continue all Food Services operations during and following a disaster, emergency or catastrophic event(s) per terms of Agreement
- Create a tracking system for Linfield-owned equipment being used in an emergency situation on the Portland campus
- Develop a system for emergency responses including such matters as:
 - Assessing power supply for campus use, including providing emergency power to carry on essential functions.
 - Shutting down affected areas related to water, gas, and electricity.
 - Complying with OSHA standards.
 - Surveying building damage and safety for occupancy.
 - Searching damaged facilities.
 - Establishing a means for securing potable water.
 - Setting up temporary sanitation facilities.
 - Setting up and equipping emergency traffic flow, including establishing traffic flow patterns on and around campus.
 - Other steps necessary to preserve life and minimize damage to the physical resources of the University.

Emergency Activities

- Declare a Portland campus emergency and, with information provided by EOC and local emergency service personnel, designate the scope of the emergency.
- Liaison with local Emergency Services and Emergency Operations Centers as well as with the McMinnville Campus EOC.

(The following should be handled by the McMinnville Campus EOC and Policy Group. However; if there are no communications available to the McMinnville campus, they must be completed by the Portland Campus personnel)

- Determine needs for academic personnel and hire individuals to fill these needs.
- Identify needs for instructional supplies and equipment essential to restore the academic program and acquire them through purchase, loan, or donation.
- Identify academic facilities which can be occupied safely, and those which need to be closed due to damage.
- Identify available classroom and office space that could accept more occupants.
- Identify and prioritize needs for reallocation of administrative, research, and classroom space.
- Identify as needed space in off-campus academic facilities which can be used until facilities on campus can be restored.
- Develop a plan for temporary classroom and laboratory facilities on campus in other suitable structures if needed.
- Coordinate the reallocation of space according to pre-established criteria.
- Maintain or re-establish the University's system of academic records.

Follow-up Activities

- Deactivate emergency systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Submit to the Policy Group a budget adequate to restore academic services (e.g., library, registrar) and information technology services (e.g., network, labs, telecommunications systems) to a functional level on a short-term and long-term basis.
- Appoint an individual to work with the University Vice President and General Counsel and insurance companies in response to litigation growing out of the emergency.
- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.

Online and Continuing Education

Position: Director Online and Continuing Education Programs

Alternate: Instructional Designer

Preparatory Activities:

- Develop a system, in collaboration with the Communications Department, to communicate with online students regarding the emergency and how it will affect their online learning.
- Develop a system, in collaboration with the Communications Department, to communicate with online faculty regarding the emergency and how it will affect their online courses.
- Develop process for sharing files regarding contracts and payroll with Human Resources.

Emergency Activities:

- Contact online students to keep them informed of the emergency and how it affects their online learning.
- Contact online faculty to keep them informed of the emergency and how it affects their online courses.
- If the online learning is disrupted, communicate with the students regarding the expected restoration of the online learning environment.
- Provide assistance to the academic team for offering previously in classroom classes in the online environment to help maintain the university's educational plan.

Follow Up Activities:

- Deactivate systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Review responses during the emergency and to develop suggestions for revising the Emergency Operations Plan as needed.
- Develop and submit to the Policy Group a budget to meet costs incurred during and as a result of the emergency.

International Programs

Position: Director of International Programs Office (IPO)

Alternates: Associate Director of International Programs and the Assistant Director of International Programs, with the assistance of IPO Program Coordinator

Preparatory Activities

- In conjunction with Student Affairs, develop a system for aiding international students in responding to family inquiries and develop a method assuring orderly communications to and from families.
- Assist Student Affairs in developing a system for evacuation of international student residents from their housing, registration of student evacuees and the safe and orderly transition to designated emergency housing facilities.
- In conjunction with Student Affairs, Director of Religious Life and Chaplain, and the Director of Student Health, Wellness and Counselling, develop a system for responding to the spiritual and emotional needs of international students during and following an emergency.

Emergency Activities

- Issue general instructions to all international students regarding such matters as: assembly areas to be utilized by those who have been evacuated, locations of key emergency services and protocol and procedures for getting help.
- If the situation involves releasing international students, obtain and provide travel advisory information for individuals who want to leave the campus and travel home.
- Be the University liaison to foreign embassies for international students and families.

Follow Up Activities

- Deactivate systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Review responses during the emergency and to develop suggestions for revising the Emergency Preparedness Plan as needed.
- Develop and submit to the Policy Group a budget to meet costs incurred during and as a result of the emergency.

University Advancement

Position: Vice President for University Advancement

Alternate: Director of Advancement

Preparatory Activities

- Secure on and off campus storage of electronic alumni data base and development records.
- Prepare a resource base that connects to the Communication Center to provide names, addresses and methods for communication to alumni and parents.
- Create a communication list of important alumni and donors that will require information and provide resource needs related to an incident or crisis.

Emergency Activities

- Coordinate with other areas as needed for the response to the incident.

Follow up activities

- Deactivate systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Meet with Institutional Advancement staff members to evaluate actions taken during the emergency and offer recommendations for revisions to the University's Emergency Operations Plan.
- Coordinate fund raising efforts with the Policy Group to address financial needs growing out of the emergency.

Admissions

Position: Vice President Student Affairs

Alternate: Director of Admissions

Preparatory Activities

- Develop a plan that enables the University to respond appropriately to inquiries from admitted or prospective students who express concern due to an emergency or crisis. Develop a plan that addresses the needs of admission counseling staff who may be away from the office representing the university in other towns or states.
- With Chief Information Officer, develop a method for access to admissions, financial aid, enrollment and institutional research records in the event of an emergency.
- Assist with the development of the Family Assistance Center and assist with a system for responding to family inquiries during an emergency.
- Establish a Building Captain for the Michelbook House and know who the Building Captain is for Melrose Hall and for the Portland Campus.

Emergency Activities

- Activate the plan for responding to inquiries from admitted and prospective students and communicating with staff who are off-site working for the university.
- Determine needs for enrollment personnel to continue the university's enrollment and recruitment capabilities during and/or after an emergency incident.
- Identify needs for supplies and equipment essential to restore the enrollment programs and acquire them through purchase, loan, or donation.
- Work in and with the Communications Center and EOC as appropriate.
- Operate within the Family Assistance Center as needed.

Follow Up Activities

- Meet with Admissions staff to review responses during the emergency and to develop suggestions for revision of the Emergency Operations Plan.
- Develop and submit to the President a budget to meet expenses arising out of the emergency and to keep the University's admission programs operational.
- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.

Public Information Procedures

Position: Director of Strategic Communications

Alternate: Assistant Director of Strategic Communications

Preparatory activities

- Identify sites suitable for media and information centers in the event of a campus-wide emergency.
- Develop procedures to be used for distributing information on and off campus in the event of an emergency, including advising faculty, staff and students regarding proper media protocol.
- Procure equipment necessary to maintain the University's public information function in the event of an emergency.
- Develop a system for responding to family inquiries during an emergency, to include using the Family Resource Center.
- Determine official spokesperson(s) for the University, prepare them for this assignment and establish the time and venue for public statements.

Action plan

1. Establish a Media Center, in a location different from the Emergency Operations Center, where information is distributed and where all media covering a crisis must check in.
2. Call together a communications team including media relations director, social media director, webmaster and others. The team will consult with the university's general counsel as needed.
3. Review facts and develop key messages. Establish a schedule of communications by audience and channel, assigning staff as needed.
Audiences: Students, faculty, staff, parents, trustees, media, general public, alumni, governmental officials, retirees, local community.
Channels: Website, email, emergency telephone system, social media, telephone calls, text messages, news conference, ham radio.
4. Immediately establish a communications log and note the timing and nature of all actions and communications taken to respond to the emergency.
5. Coordinate with the Policy Board and Emergency Operations Center all news releases, press conferences, media announcements, etc., regarding the emergency.
6. With the Vice President for Student Affairs, activate the plan for responding to inquiries from families.
7. Keep the Policy Board and EOC advised of the nature of inquiries from the media and general public. Offer advice on coordinating and releasing information.
8. Keep off-campus constituencies informed as needed.

Follow-up activities

- Deactivate systems and procedures when it is determined by the Emergency Operations Center Management Team that they are no longer needed.
- Maintain media contacts to keep them informed about the University's progress in recovering from the emergency.
- Keep the campus community informed of progress toward recovering from the emergency.
- Review responses during the emergency and develop suggestions for revising the Emergency Operations Plan as needed.

Responsibilities of the Public Information Officer

In a disaster situation, the Public Information Officer (PIO) will report to the Joint Information Center (whether on campus or with a governmental PIO team) and is responsible for campus information and the following functions:

- Coordination of the rapid dissemination of accurate instructions and information to the campus community.
- Responding to media inquiries and calls from the campus community.
- Establishment of a Media Release Center for use by representatives of the media.
- Determining the need for additional assistance and submitting requests to the Emergency Operations Center for additional support.

Media Release Center

A Media Release Center shall be established and function at the direction of the PIO. It will remain in operation until determined that need of its function and staff no longer exists.

Within the first hour of operation of the Media Release Center, the Public Information Officer will secure liaison with the Emergency Operations Center; assemble and direct needed support staff; secure communication with state and local agencies that may be involved; establish a public telephone hotline; establish a web page if necessary and activate the Emergency Preparedness Plan.

The Media Resource Center will include, but shall not be limited to, the following:

- Sufficient telephones and lines to accommodate an influx of media inquiries.
- Paper, pens, and office materials
- Photocopier
- White board
- Maps of campus, McMinnville area, State of Oregon
- Portable emergency radio for office and field staff
- Television and radio for monitoring commercial news media broadcasts
- Computer
- Video/photography equipment

In the event of a disaster or emergency, the following positions are designated in rank order to serve as a Chief Public Information Officer in charge of the Media Release Center:

Title

Director of Strategic Communications

Assistant Director of Strategic Communications

Director of Media Relations

Counseling Communications and Response

Position: Director of Health, Wellness and Counseling

Alternative: Senior Counseling Staff Member

Preparatory Activities

- The Director of Student Health, Wellness and Counseling will join with other Student Affairs personnel and University Strategic Communications staff to develop a written plan for a coordinated effort to reach students in the event of an emergency.

Emergency Activities

- Counseling work is carried on during emergencies and disasters as part of the work of Student Health, Wellness and Counseling under the general direction of the Dean of Students and as a part of the Student Affairs Department.
- The Director of Student Health, Wellness and Counseling will meet with the Dean of Students, or his/her designee and other Student Affairs personnel during the emergency to implement their plan for reaching affected students.
- The Director will provide immediate oversight of counseling activities during emergencies and disasters. In the event of the Director's absence or disability, the next senior member of the counseling staff on hand will take charge of counseling activities.
- The Director will assess the scope of the emergency or disaster and call on counseling staff, other campus personnel, and the community mental health professionals as the Director deems appropriate.
- Counselors and others brought in to help handle the emergency or disaster will be deployed and supervised by the Director of Student Health, Wellness and Counseling.
- Those providing counseling services will meet with the Director at least daily to discuss the status and level of distress among those affected by the emergency or disaster, to identify individuals whose response to events is especially tenuous, and to organize efforts for the next day.
- The Director, working with the staff, will decide whether to set up special counseling posts in a location more strategically appropriate to the event than the counseling offices.
- The Director, working with the counseling staff, will determine when to end the services of off-campus providers and will design the kinds of services needed to provide continued care for individuals.

Follow-Up Activities

- The Director will prepare a written report for the Dean of Students summarizing counseling services provided during the emergency or disaster and offering suggestions on the changes needed in the University's emergency system.

LIST OF ABBREVIATIONS

CO	Communications Officer
EOC	Emergency Operations Center
IAP	Incident Action Plan
ICS	Incident Command System
JIC	Joint Information Center
NIMS	National Incident Management System

DEFINITIONS

Command Staff. NIMS lingo that includes the Public Information Officer, Safety Officer, and Liaison Officer who report directly to the EOC Manager.

Critical Incident. Level 1 emergency response. Minor, localized, quickly resolved or contained or a pre-planned event or incident.

Campus Emergency. Level 2 emergency response. Major event, sizable portions of campus. Disrupts orderly operations or educational mission.

University Leadership & Policy Team. The President and members of the President's Administrative staff who form the executive leadership of the University. The President continues to carry out executive leadership of the University during times of crisis and is responsible for policy decisions as it relates to the emergency response operation. Other members of the President's Council may serve in the President's absence or at his request in this capacity.

Disaster. Level 3 emergency response. Entire campus or surrounding community. Little external help.

EOC Management Team. The EOC Manager and appropriate (based on incident needs) In NIMS lingo... Command and General Staff.

Financial Affairs. The Section responsible for all incident costs and financial considerations.

Incident Action Plan (IAP). An oral or written plan containing general objectives reflecting the overall strategy for managing an incident for an operational period. May include operational resources and assignments, safety information, and other information for managing the incident.

Incident Command System (ICS). A standardized on-scene emergency management construct. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is applicable to all types and sizes of incidents.

Incident Objectives. Statements of guidance and direction necessary for the selection of appropriate strategy (ies), and the tactical direction of resources. Incident objectives must be measurable and achievable, yet flexible enough to allow for strategic and tactical alternatives.

Liaison Officer. A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Mission-critical Functions. Activity, device, service, or system whose failure or disruption in normal business hours will result in the failure of business operations. For example, in higher education failure of the enterprise-wide computer system would lead to inability for Linfield University to conduct business.

National Incident Management System (NIMS). A system mandated by HSPD-5 (Homeland Security Presidential Directive) that provides a consistent nationwide approach for Federal, State, local, and

tribal governments; **the private sector**; and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NIMS includes a core set of concepts, principles, and terminology listed as follow:

Multi-agency coordination systems

Training

Identification and management of resources

Qualification and certification

Collection, tracking, and reporting of incident information and incident resources

Operations Section. The Section responsible for all tactical operations at the incident.

Planning Section. Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. This section maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.

Policy Group. Consists of the Office of the President, cabinet members (all VPs and direct reports) and any Trustee member that may be available to assist.

Public Information Officer. A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Response Centers. Departments that are involved in field response operations, such as Campus Public Safety, Facilities Management, Scheduling, Events and Conferences, Residence Life

Strategy. The general direction selected to accomplish incident objectives set by the EOC Manager.

Tactics. Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Unified Command. An application of Incident Command System used when there is more than one agency or Linfield department with incident jurisdiction or responsibility. Departments or agencies work together with a designated Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan.