



**COLLEGE OF
WESTERN
IDAHO**

Emergency Operations Plan

April, 2023

Table of Contents

- 1. Overview7
 - 1.1. Introduction7
 - 1.2. Purpose.....7
 - 1.3. Scope7
 - 1.4. Emergency Management Phases8
 - 1.5. Situations8
 - 1.6. Planning Assumptions9
 - 1.7. Concept of Operations.....9
 - 1.8. Campus State of Emergency.....10
 - 1.9. Employee Responsibility.....10
 - 1.10. Plan Development and Maintenance10
- 2. Organization and Assignment of Responsibilities11
 - 2.1. Organization for Planning11
 - 2.2. College Emergency Management Structure11
 - 2.2.1. Emergency Activation Levels11
 - 2.2.2. Emergency Incident Management.....12
 - 2.3. Presidents’ Cabinet.....12
 - 2.3.1. President’s Cabinet Responsibilities13
 - 2.3.2. Cabinet Activation13
 - 2.3.3. Overview of President’s Cabinet and Essential Staff13
 - 2.4. Incident Command Team14
 - 2.4.1. Incident Command Staff (ICS)14
 - 2.4.1.1. Roles and Responsibilities of the Incident Command Staff15
 - 2.4.2. Incident Command Team (ICT) Activation16
 - 2.4.3. Emergency Response & Support Sections16
 - 2.5. Emergency Operations Center (EOC).....17
 - 2.5.1. EOC Activation17
 - 2.5.2. Notifications.....17
 - 2.5.3. EOC Setup17
 - 2.5.4. EOC Security and Access Control18

- 2.5.5. Incident Documentation.....18
- 2.5.6. EOC Deactivation and Demobilization18
- 2.5.7. Communications between the EOC and Response Organizations19
 - 2.6. Training.....19
 - 2.7. Emergency Authority.....19
- 3. Direction, Control, and Coordination.....20
 - 3.1. National Incident Management System (NIMS).....20
 - 3.2. Incident Command System (ICS).....20
 - 3.3. ICS and the College21
 - 3.4. Coordination with Local Agencies.....21
- 4. Communications.....21
 - 4.1 Campus Emergency Notifications.....21
 - 4.1.1 CWI Alerts21
 - 4.1.2 Clery Act Communications21
 - 4.1.2.1 Emergency Notifications21
 - 4.1.2.2 Timely Warnings22
- 5. Administration22
 - 5.1 After Action Report and Improvement Plan.....22
 - 5.1.1 Protection and Dissemination of AAR/IP Information22
 - 5.2 Purpose of After-Action Reports22
 - 5.3 College After Action Report/Improvement Process23
 - 5.3.1 Responsibility for After Action Report.....23
 - 5.3.2 AAR Documentation.....23
 - 5.3.3 AAR Preparation.....23
- 6. General Emergency Procedures24
 - 6.1. Emergency Handbook.....24
 - 6.2. Preparing for Emergencies25
- 7. Figure 5-1: Sample After Action Report Outline26

April 4, 2023

Dear Students, Faculty, and Staff,

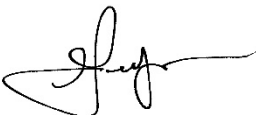
The College of Western Idaho (CWI) is committed to protecting the welfare of its community members. We have updated the CWI Emergency Operations Plan (EOP), the official plan designated to assist us effectively prevent, mitigate, prepare for, and respond to potential emergencies on campus.

This EOP provides direction for emergency management and coordination of all phases of emergency response to minimize the impacts of disasters and incidents, protect people and property, and restore any interruptions to college operations. The framework outlined in the EOP has been developed with input from emergency management professionals and is designed to address a wide range of situations that could possibly face the College.

I ask all of you to review the EOP and take it seriously. College of Western Idaho can best prepare to meet the enormous challenges emergencies present by working together. CWI expects individual departments to adhere to the guidelines contained herein to accomplish designated training and implement the plan's guidance in emergencies.

I appreciate your cooperation in assisting us in maintaining a safe and secure campus community.

Sincerely,



Gordon Jones
President

Record of Distribution

The College of Western Idaho Emergency Operations Plan (EOP) has been distributed to each member of the President's Cabinet and all members of the Incident Command Team.

Copies of this plan are to be made available to the following external partners:

- Local Police Departments
- County Sheriff Offices
- Local Fire Departments
- County Emergency Manager(s)

An electronic version of the EOP has been posted on the MYCWI site

Emergency Operations Plan Glossary of Commonly Used Terms

Crisis Communication Team – A team of people who determine the communication process for informing the campus community, the public, and other relevant parties of emergency situations.

Emergency Operations Center (EOC) - The physical or virtual location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Incident Command – The role/responsibility of the first person on scene. They take command of the incident until someone more qualified arrives. The person in command of the scene is referred to as the Incident Commander and is in charge of the organization's on-scene response.

Incident Command System (ICS) - A standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure designed to aid in the management of on-scene resources during an incident.

Incident Command Team (ICT) - This group operates within the ICS structure. It directs, coordinates, and provides the necessary support for emergency response activities. It consists of the Incident Command Staff and the Emergency Response Support Sections.

Unified Command – Unified Command is a team process, allowing all agencies with geographical or functional responsibility for an incident, to assign an Incident Commander to a Unified Command organization. The Unified Command then establishes a common set of incident objectives and strategies.

1. Overview

1.1. Introduction

The College of Western Idaho is committed to the safety and well-being of its students, faculty, staff, and visitors. In accordance with applicable laws, regulations, and policies that govern emergency preparedness and response, CWI has established this Emergency Operations Plan (EOP) to address emergencies that may threaten the health and safety of the College community and/or its neighbors, affect College facilities and resources, or disrupt College operations.

The EOP is designed to provide guidance for response to, and management of, minor emergencies, major emergencies, and disasters. An emergency is any unplanned event that may cause death or significant injuries to members of the College community or the public, may disrupt College operations, or may cause physical or environmental damage.

Because this EOP is designed as a flexible management system, part, or all of it may be activated as appropriate to an emergency situation. Its general procedures for the management of information, activities, and operations can be applied as needed during any level of emergency. The overall priorities of the College during an emergency are the protection of lives, property, campus, local community, and the environment. The overall goal is to respond quickly to emergency conditions and manage the process of restoring CWI academics and services.

1.2. Purpose

The College of Western Idaho Emergency Operations Plan is the College's plan to prepare for, respond to, and recover from emergencies and disasters. The College established this plan to address the immediate requirements for an emergency or disaster that interrupt normal operations.

The EOP provides:

- An organizational and conceptual framework for emergency management
- Guidelines and procedures for responding to a broad range of natural and human- caused emergencies
- Key responsibilities and assignments
- Guidelines and procedures for immediate recovery operations following an emergency

1.3. Scope

The EOP provides guidance for the five phases of emergency management and applies to all emergencies that could potentially occur on any property owned or operated by CWI.

However, the EOP may also be activated during a community or regional emergency that may impact CWI personnel or business operations. A regional utility outage, a hazardous material spill on a major highway, or a wildfire in a local area may necessitate EOP activation to coordinate emergency information and support services for personnel.

1.4. Emergency Management Phases

The EOP addresses activities that take place during all five phases of emergency management: prevention, mitigation, preparedness, response, and recovery.

Prevention/Mitigation

Prevention/Mitigation: Actions taken to deter an emergency from occurring. When unavoidable, actions taken to reduce/minimize the severity that emergencies have on people and property – Tool: Monthly Safety Inspections, Emergency Handbook, Policies and Procedures, Security Officer Patrols, Risk Management Program.

Preparedness

Preparedness occurs before an emergency or disaster strikes and is intended to save lives as well as assist with response, rescue, and recovery efforts. Preparedness activities include, but are not limited to, developing, and maintaining Emergency Operations Plans and Continuity of Operations Plans; conducting training for CWI personnel; conducting periodic drills and exercises to test emergency procedures and training.

Response

Response operations are intended to resolve a situation while minimizing casualties and property damage. Response activities include warnings, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, search and rescue, and other associated functions.

Recovery

The recovery phase includes short-term actions to resume normal operations once an emergency incident is under control or over. Examples of recovery programs include restoration of CWI services, debris removal, restoration of utilities, and disaster mental health services. Long term recovery is addressed in CWI's Continuity of Operations Plan.

1.5. Situations

A disaster can strike anytime, anywhere, and can take many forms: blizzard, tornado, flood, epidemic, fire, hazardous material spill, act of nature, or an act of terrorism. It can build over a number of days or weeks or can occur suddenly without warning.

The EOP is an all-hazards plan, meaning it applies to all types of hazards that can threaten CWI, its occupants, and the surrounding community.

Hazards generally fall into three categories:

- **Natural Hazards:** Natural threats such as severe weather, fire, flood, earthquake, epidemic.
- **Technological Hazards:** Technological or industrial accidents such as cybersecurity issues, radiological or hazardous materials release, power failures.
- **Human-Caused Hazards:** Deliberate, intentional human actions to threaten or harm others including criminal or terrorist acts, college violence, or bombings.

1.6. Planning Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions.

The following planning assumptions were incorporated into this EOP:

- The safety of students and the continuity of their education are paramount.
- Incidents are managed at the lowest possible geographic, organizational, and jurisdictional level.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones and information systems.
- A critical incident, crisis, or disaster may occur at any time of the day or night, weekend, or holiday, and with little or no warning and can escalate rapidly.
- Some emergency incidents will necessarily involve a regional response.
- CWI might receive delayed response from, or be without, certain city, county, or contract emergency response personnel and must be prepared to handle these situations until outside assistance arrives.
- Any CWI employee may be tasked under this EOP.
- Local law enforcement agencies and fire departments will respond based on jurisdiction and support agreements or mutual aid agreements.
- Major roads, overpasses, bridges, and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- Conditions may be unsafe to travel off campus and people may become stranded at CWI.
- CWI will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus while emergency conditions exist.
- Emergency conditions that affect our campuses could affect the surrounding communities.
- The decision to declare a Campus State of Emergency rests with the College President or designee.
- Once the emergency is over, CWI will resume normal operations.

1.7. Concept of Operations

In any emergency, the top priorities are:

- Life safety
- Incident stabilization
- Protection and preservation of property and the environment

Campus Safety and Security will immediately respond to an emergency incident occurring at CWI, establishing Incident Command, and will request additional external and internal resources as necessary to address the situation.

The Crisis Communication Team will issue alerts and instructions as the situation warrants.

If a prolonged or extensive emergency operation ensues, the Incident Command Team (ICT) and President's Cabinet will be activated to coordinate support for CWI staff, faculty, and students during and after an incident, and to ensure continuity of CWI operations.

The nature and scope of a given emergency may necessitate partial or full evacuation of buildings and/or campuses, or lockdown of campus facilities. Access to specific campus areas may be temporarily restricted. Normal operations will resume at the discretion of the College President or designee.

1.8. Campus State of Emergency

A Campus State of Emergency is a declaration which usually suspends normal functions of the campus or College, alerts staff, faculty, and students to change their normal behaviors, or implements parts of the Emergency Operations Plan. CWI would normally declare a Campus State of Emergency during a time of natural or man-made disaster.

The authority to declare a Campus State of Emergency rests with the College President or designee. If a Campus State of Emergency is declared, it may become necessary to restrict access to specific areas on campus to authorized individuals. Only those authorized individuals who have been assigned emergency or resource duties will be allowed to enter the area or building affected by the incident.

1.9. Employee Responsibility

An emergency can strike anytime or any place, and a disaster will affect everyone. All CWI employees have a personal responsibility to know what to do before, during, and after an emergency in order to ensure their own personal safety.

CWI employees should read and be familiar with safety and emergency information contained in the Emergency Handbook. Evacuation routes are posted throughout CWI. Additionally, CWI employees should also know the locations of emergency exits, fire extinguishers, Automated External Defibrillators (AEDs), and designated shelter areas, as well as emergency phone numbers to communicate with security and law enforcement.

The measures outlined in this EOP, together with situational awareness, are intended to prevent injury and to minimize property damage. It is important to remember that while first responders will do their best to assist people during an emergency, individuals (including those with access and functional needs) are ultimately responsible for their own safety.

1.10. Plan Development and Maintenance

This Emergency Operations Plan will be reviewed for completeness at least once every other calendar year. Changes will be documented on the Record of Changes and Reviews page at the beginning of this document.

2. Organization and Assignment of Responsibilities

2.1. Organization for Planning

The Director of Safety and Security reviews and coordinates College-level emergency preparedness plans with the Incident Command Team as well as the President's Cabinet.

2.2. College Emergency Management Structure

2.2.1. Emergency Activation Levels.

The plan identifies four threat/activation levels as follows

Level 1 BLUE Emergency (Minor Incident):

Campus incidents which are handled as part of daily operations utilizing minimal internal or external resources; does not affect the daily operations of the campus. Generally, there would be no need to activate the Incident Command Team nor establish formal Incident Command. Typical minor incidents would include minor medical events, minor criminal activity, or short-term utility failures.

Level 2 YELLOW Emergency (Minor emergency):

A localized, contained incident quickly resolved with internal resources or limited external assistance; does not affect the overall functioning of the College; a limited Incident Command structure may be established. Additional elements of the Incident Command Team will probably not be required; external emergency services could be involved; in which case they would assume primary Incident Command. Types of incidents in this category would include a small fire, small hazardous material spill, limited power outage or a minor/peaceful demonstration.

Level 3 ORANGE Emergency (Major/Serious Emergency):

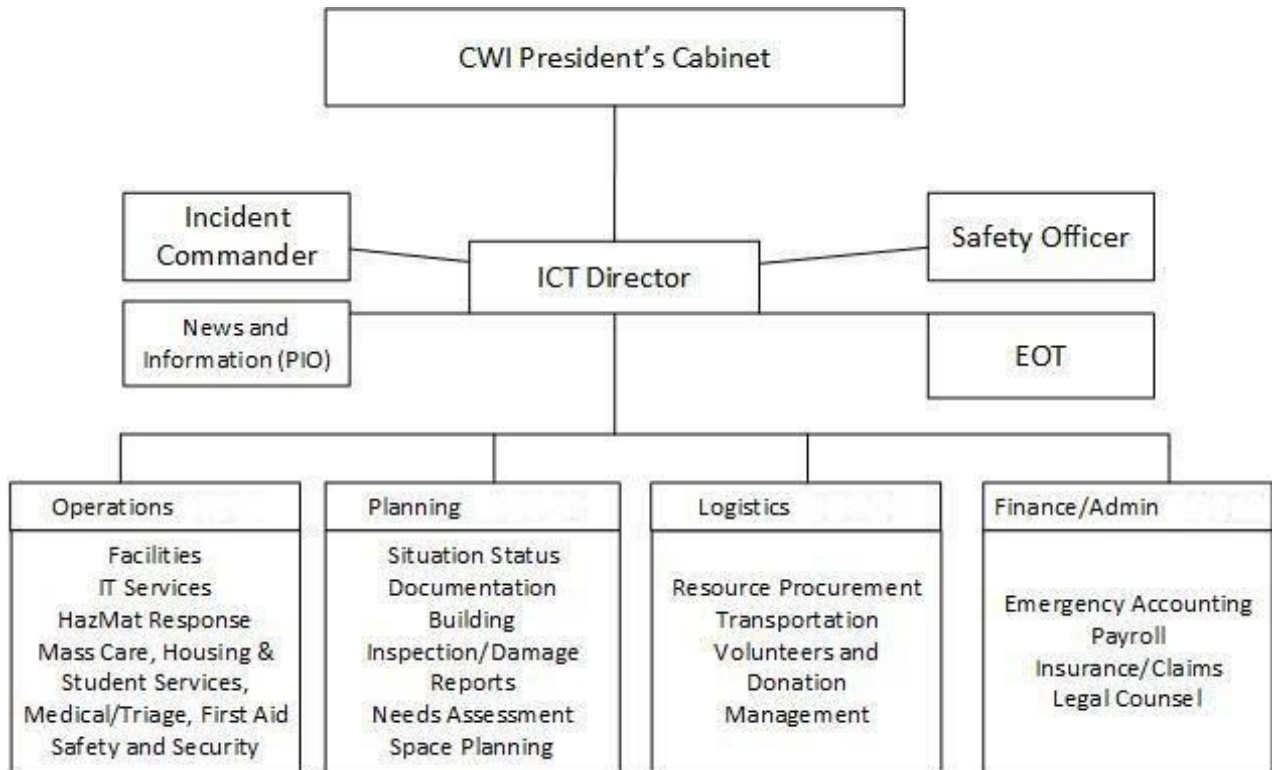
An emergency that disrupts one or more operations of the college; may significantly affect mission critical operations and/or life safety concerns; an emergency with an unpredictable duration and a multiple agency response. CWI would act in a Unified Incident Command capacity with external emergency services agencies. Activation of the ICT, President's Cabinet and the Emergency Operations Center would most probably be required. Typical emergencies in this category could include a major fire, violent criminal behavior, campus-wide power outage, bomb threat, laboratory explosion, workplace violence, or severe weather

Level 4 RED Emergency (Community, Regional, Nationwide or Major Life-Threatening Event):

This category relates to a widespread emergency impacting a large segment (or all) of the College with long-term implications; impairs or halts College operations; Incident Command will be established (Unified Command with any external agencies) and the ICT, President's Cabinet and Emergency Operations center will be fully activated. Typical incidents in this category would include the potential for mass casualties, natural disaster, large-scale hazardous material spill, widespread utility failure, or an active shooter incident.

2.2.2. Emergency Incident Management

To manage emergency incidents, the College utilizes a three-tiered structure involving the President's Cabinet, the Incident Command Team and Support Sections as is depicted in the following organizational chart.



2.3. Presidents' Cabinet

Under the direction of the President or designee, the President's Cabinet provides direction in making strategic policy decisions for any incident that affects CWI's ability to perform its critical operational functions.

These groups have the authority to proclaim CWI emergencies and to issue directives regarding the status and resumption of CWI educational programs.

The President's Cabinet is also responsible for notifying and informing key CWI constituents and stakeholders.

The President's Cabinet is comprised of:

- The College President
- The Executive Vice President of Operations
- Provost and Vice President of Academic Affairs
- The Vice President of Human Resources
- The Vice President of Finance and Administration
- The Assistant Vice President, Strategic Projects

The President is the senior executive official for the College. In the absence of the President, a designee will assume these responsibilities.

2.3.1. President’s Cabinet Responsibilities

The senior leadership of CWI will provide command and management directives prior to and during an emergency event. The cabinet is responsible for providing campus-wide strategic guidance, direction, and resource support

- Serves as a strategic planning committee that focuses on policy issues separate and distinct from direct operational response to an emergency or disaster.
- Directs communications to key constituents and stakeholders through various means.
- Analyzing actions required for continuity of operations
- Overseeing and providing policy recommendations to the College President in the Preparedness Phase
- Provides direction for the development, approval, and maintenance of the Emergency Operations Plan
- Provides policy direction for emergency preparedness mitigation response and recovery planning activation.

2.3.2. Cabinet Activation

- Cabinet is activated by the President, a designee, or the Incident Command Team Director. When activated, the President’s Cabinet will convene in the President’s Conference room (Administration building, room 201B) or an alternate site depending on the location of the emergency.

2.3.3. Overview of President’s Cabinet and Essential Staff

President	<ul style="list-style-type: none">• Acts as the highest level of campus authority during an emergency, crisis, or disaster• Leads the Cabinet in making critical policy decisions regarding college response and recovery
Provost and Vice President of Academic Affairs	<ul style="list-style-type: none">• Maintains logs of significant events related to student services.• Assesses and coordinates student mental health crisis management and other needs.• Responsible for decisions concerning the cancellation, rescheduling, or relocation of classes, tests, and other programs interrupted by an incident.• Provides policy guidance relating to enrollment, student services and all instructional programs• Ensures compliance with Department of Education regulations.• Delegates tasks to Instruction and Student Services staff as needed

Executive Vice President of Operations	<ul style="list-style-type: none"> • Responsible for resolution of information technology issues • Acts as the primary alternate in the President's absence • Directs all issues related to campus facilities and infrastructure • Coordinates all insurance issues
Vice President of Finance and Administration	<ul style="list-style-type: none"> • Responsible for directing actions related to budgets, grants, and expenditures • Develops and documents costs related to the emergency • Supports the purchase of emergency supplies and equipment
Vice President of Human Resources	<ul style="list-style-type: none"> • Maintains logs of significant events related to human resources. • Provides policy guidance in the areas of employee compensation, employment, benefits, and employee relations • Provides guidance regarding staffing needs • Responds to employee needs during and after the emergency situation
Assistant Vice President- Strategic Projects	<ul style="list-style-type: none"> • Identifies strategic implications of the emergency situation and advises the President
Executive Director Communications and Marketing/Public Information Officer *	<ul style="list-style-type: none"> • Maintains logs of significant events related to media. • Obtains information and periodic updates from the Incident Command Team. • Works with the President's Cabinet and the Incident Command Team to develop the college's internal and external messages. • Provides interface with external college stakeholders • Acts as the official Public Information Officer (PIO) for the College; providing direction to the Incident Communication Liaison
General Counsel *	<ul style="list-style-type: none"> • Responds to requests for legal advice from President's Cabinet or ICT

*Supporting Staff to the President's Cabinet during plan activation

2.4. Incident Command Team

The Incident Command Team (ICT) is drawn from departments or divisions involved in managing emergencies or supporting emergency management. The ICT comprises a cross-disciplinary group of college personnel. This group is responsible for appropriate responses at all CWI campuses. It directs, coordinates, and provides the necessary support for emergency response activities. Due to differing areas of expertise, additional members of the ICT may be included on an as-needed basis. The ICT consists of the Incident Command Staff and the Emergency Response Support Sections.

2.4.1. Incident Command Staff

This group is responsible for the direction, support, and control of emergency operations through either a functional or virtual Emergency Operations Center. This group consists of the Incident Commander, the Incident Command Team Director, a Safety Officer, an Incident Communication

Liaison and the Executive Operations Team.

2.4.1.1. Roles and Responsibilities of the Incident Command Staff

Incident Commander (IC) – Under the Incident Command System (ICS) the first person on the scene takes command of the incident until someone more qualified arrives. For CWI our Incident Commander will typically be the Director of Safety and Security or their designee. Once the 9-1-1 dispatched first responder arrives on the scene, command and control of the incident is transferred to the responding entity. The CWI Incident Commander then acts in a Unified Command capacity with the external agency as long as necessary. Depending on the size and complexity of the operation, delegated College Security or Facilities personnel may act as the initial Incident Commander and shall be the decision maker held accountable for the activation of the College Emergency Operations Plan and ICT to protect the health, welfare and safety of the college community utilizing strategic guidance from the President’s Cabinet and resource support from the ICT.

Incident Command Team Director – When the College ICT is activated, the command structure changes to coordination and the College’s Incident Commander remains at the scene of the emergency to coordinate with local, county or state jurisdictional response operations. The College ICT Director, typically the College’s Executive Director of Facilities Planning and Management or their designee shall activate the required command and support staff for the College’s Incident Command Team and initiate an appropriate Incident Action Plan to support the response and immediate recovery operations. If the incident is isolated to the premises of the College, the ICT Director may demobilize the operation once all objectives have been met and the College resumes normal operations. If long-term recovery operations are needed the College will transition to a Continuity of Operations mode.

Safety Officer – The priority of life, safety, and security is foremost in all operations of the Incident Action Plan. The Safety Officer at CWI would typically be the Environmental Safety and Health Coordinator. The Safety Officer has direct communications with both the ICT Director and the Incident Commander. The role and responsibility of the Safety Officer is to ensure that all response operations personnel can conduct their tasks safely and without endangerment to their lives.

Liaison Officers – In direct support of the operations, Liaison Officers are activated depending on the impact, complexity, size, and longevity of the emergency. One such position that would be needed early on is a President’s Cabinet liaison. A timely and consistent information flow is essential between the President’s Cabinet and the Incident Command Staff.

Incident Communication Liaison (ICL) – This position is attached to the Incident Command Team. It coordinates the direct relationship with the media from the ICT and the Public Information Officer. It maintains dialogue with the media based upon direction from the Public Information Officer and the Incident Command Team Director.

2.4.2. Incident Command Team (ICT) Activation

The ICT is activated by any member of the team, with notification to Presidents Cabinet taking place simultaneously or soon thereafter. The activation notification will be sent out through the CWI Emergency Communications Team or other designees.

A senior on-duty member of the Safety and Security Department may activate the ICT without further discussion by virtue of the likelihood that they may be serving as the Incident Commander at any given scene.

When activated, the ICT will convene in the NCWA (Willow Building) Conference Room or another alternate location depending on the location of the incident.

2.4.3. Emergency Response & Support Sections

The College Incident Command Staff will activate the following four functional task groups (Sections) only as needed to support the incident response.

Operations Section – This Section directs all tactical operations of an incident including implementation of response/ initial recovery activities according to established incident management practices, the Incident Action Plan, and the hierarchy of support requirements. These needs could include several issues related to the safety and welfare of students, faculty, staff, and visitors: evacuation/shelter, first aid, light search and rescue, site security, and damage assessment. As needed, various types of Strike Teams may be established within the Operations Section and dispatched to accomplish these tasks.

Planning Section – This Section collects, evaluates, and disseminates information needed to measure the size, scope, and seriousness of an incident and to plan appropriate incident management activities. The Planning Section will prepare the Incident Management Plan. This Section's duties would include assisting the Incident Commander and the ICT in the collection and evaluation of information about an incident as it develops including site maps and area map of related events, maintaining the incident time log, and documenting all pertinent response operations.

Logistics Section – This Section supports incident management operations by securing and providing needed personnel, equipment, supplies, facilities, resources, and other services required for incident resolution. It coordinates personnel for deployment teams. It facilitates communication among incident responders, including establishing a communications center (if needed), ensuring the flow of information horizontally and vertically, maintaining radio communications capability and developing a telephone tree for after-hours communication. This Section will coordinate access to and distribution of needed supplies and monitor their inventory status.

Finance /Administration Section – This Section oversees all financial activities including the purchase of necessary materials, equipment, and services, tracking incident costs, arranging contracts for services,

timekeeping for emergency responders and submitting required documentation for insurance/reimbursement/grant purposes. Additional duties could also include:

- Responsibility for overall documentation and recordkeeping activities

Photographing or videotaping property damage

Developing a system to monitor and track expenses and financial losses.

2.5. Emergency Operations Center (EOC)

Upon activation of a major campus emergency or a disaster that extends beyond campus, an Emergency Operations Center (EOC) serves as the centralized location to monitor and report the impact of emergencies while providing communication between the EOC and the campus, and between the EOC and surrounding jurisdictions.

An EOC is the focal point for coordination, direction, and control of emergency preparedness, response, and recovery activities for the campus, and is the location to which the ICT will report for duty and assume their roles. Their roles in the emergency response activities, and work assignments will be planned, coordinated, and delegated from the EOC.

The primary EOC location is the NCWA Conference Room. Other possible facilities will be determined at the time of activation. In some situations, the EOC may be activated virtually utilizing Zoom or other communication/software platforms.

In the event the campus is secured, and access is limited, the ICT may be told to report to an alternate location.

2.5.1. EOC Activation

An EOC may be activated when necessary to facilitate CWI's response and subsequent recovery from any emergency. Any member of the ICT is authorized to activate an EOC.

2.5.2. Notifications

In an emergency, if/when an EOC is activated the President's Cabinet and all members of the ICT will be immediately contacted.

A brief message describing the event will be provided for inclusion in the PC/ICT notification. The message will ask for availability and will require a response. When notified of an event requiring EOC activation, personnel should report directly to the designated PC or EOC locations.

2.5.3. EOC Setup

Upon notification of an EOC activation, Facilities Planning and Management will initiate setup. General setup responsibilities include:

- Ensure that the EOC is accessible.
- Post communications information including phone numbers of departments.
- Establish a "quiet space" where EOC staff can take a break and make private calls.
- Continue to monitor EOC operations and logistical needs during the time the EOC is operational.
- Ensure that Status Boards are available

- Post Entry/exit log at the EOC entrance and ensure that staff sign in as they arrive and log out when they leave
- Ensure that computers and telecommunication equipment is available

2.5.4. EOC Security and Access Control

Access to the EOC will be controlled by Security when necessary, utilizing keycard access control to the building. Prior to being allowed access, additional staff must be granted authorization from the ICT Director.

2.5.5. Incident Documentation

It is important that the incident be properly documented from the beginning of the incident until the EOC is demobilized. EOC Activity Logs provided for each EOC position to record include:

- Initial Briefing Report
- Incident Action Plan
- Incident Phone Log
- Event/Decision Log
- Checklists for the position
- EOC Deactivation Checklist
- After Action/Corrective Action Plan

Additional documentation will be provided by message forms provided for messages received and sent by the EOC staff, maps generated to support the incident, damage assessment forms, and media releases developed by the EOC or received from other sources.

2.5.6. EOC Deactivation and Demobilization

The President or designee will determine when to deactivate the EOC and transition to normal campus operations or further Continuity of Operations. The process of demobilizing includes demobilizing all staff, documenting the incident in preparation for requests for city/state/federal disaster recovery funds and documenting the incident in preparation for the "After Action Report" and updates to college plans and procedures. To accomplish this:

- All EOC staff must ensure that any open actions not yet completed will be handled after the deactivation.
- All staff must ensure that all required forms or reports are completed prior to deactivation and have copies made of all logs, reports, messages, and any documents used and received in the EOC. Leave originals in the position folder.
- An official notification will be sent to all involved internal and external participants that the EOC is deactivated.
- Based upon guidance received from the President's Cabinet perform initial actions to support short-term recovery tasks to include debris removal, restoring essential utilities and inspecting facilities for safety, health, and structural integrity

This action signifies the transition from the response phase to the recovery phase. Prior to deactivation, the ICT will transition to a Continuity of Operations Group to facilitate and establish goals for long-term recovery based upon the guidance contained in the CWI Business Continuity Plan.

2.5.7. Communications between the EOC and Response Organizations

An EOC must maintain communications with the Incident Commander, first responders, external agencies, (e.g., Red Cross), the President's Cabinet and other constituents. ICT members will have access to landlines, cellular phones, and the internet as available on campus.

2.6. Training

Training is an integral part of emergency preparedness and response. Leadership and key personnel need to be trained in specific emergency management subject matter to ensure CWI's overall preparedness, and to ensure that college personnel can efficiently and effectively integrate into incident command structures utilized by emergency response agencies.

Relevant training shall be determined by the Safety and Security Department utilizing guidance from the Federal Emergency Management Agency (FEMA). All members of the President's Cabinet and ICT shall receive at a minimum the following on-line training:

- | | |
|----------|-------------------------------------------------------------|
| IS-100.c | Introduction to Incident Command System (ICS) |
| IS-200.c | ICS for Single Resources and Initial Action Incidents |
| IS-700.b | National Incident Management System (NIMS), an Introduction |

Additional Training opportunities are available from the FEMA Emergency Management Institute

2.7. Emergency Authority

The President's Cabinet activates for emergency situations or whenever such incidents occur. In the event of any threatened or actual disaster or civil disorder on campus – at a time when the President is absent from campus – the authority to take all necessary and appropriate actions on behalf of the President is hereby delegated to the following CWI administrators (in the order listed below).

Such authority is delegated to the highest ranked College officials on the list with whom the person reporting the emergency can make contact:

1. Executive Vice President of Operations
2. Provost
3. Vice President of Human Resources
4. Vice President of Finance and Administration

For a civil disturbance or time-critical situation only, the Executive Director of Facilities Planning and Management, is hereby delegated the authority to take necessary and appropriate actions on behalf of the President when:

- Neither the President nor any of the College officers listed above can be contacted within a reasonable time, given the immediacy and other circumstances of the threatened or actual event.
- An actual civil disorder or other violent event is in progress and immediate action is necessary to protect persons or property from further injury or damage.

3. Direction, Control, and Coordination

3.1. National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a structured framework used nationwide for both governmental and nongovernmental agencies to respond to natural disasters and/or terrorist attacks at the local, state, and federal levels of government.

The 2003 presidential directive HSPD-5 required all federal agencies to adopt NIMS and to use it in their individual domestic incident management and emergency prevention, mitigation, preparedness, response, and recovery programs and activities. The directive also required federal departments to make adoption of NIMS by state, tribal, and local organizations a condition for federal preparedness assistance and in applying for federal grant assistance.

CWI has adopted NIMS as its system of preparing for and responding to disaster incidents. This EOP is part of the overall campus and community emergency preparedness efforts. The procedures and guidance contained herein are subject to and compliant with NIMS and Incident Command System.

3.2. Incident Command System (ICS)

The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept that is used by emergency response agencies nationwide to manage incidents of all types, sizes, and complexities. ICS is one component of the National Incident Management System (NIMS), which is a flexible framework of doctrine, concepts, principles, terminology, and organizational processes that apply to all hazards and jurisdictions.

The Incident Command System:

- Uses standardized position titles for all responding agencies.
- Allows ICS positions to be filled by the most qualified personnel.
- Establishes a modular structure that can be expanded to accommodate large-scale incidents or reduced as an incident begins to wind down.
- Uses plain English and common terminology to allow responding agencies to better communicate with one another.
- Establishes unity of command, wherein incident personnel report to only one supervisor.
- Utilizes a management by objective approach.

3.3. ICS and the College

Emergencies and or large-scale events are normally managed with the use of the Incident Command System. ICS has been adopted, recognized, and utilized by all emergency response agencies in the surrounding area, the State of Idaho, and all Federal organizations.

If an emergency and/or large-scale event occurs at CWI, College resources may be quickly depleted or inadequate for the type of incident (i.e., fire, hazardous materials spill). Local emergency agencies responding to assist will most likely implement ICS to control and manage ongoing operations.

College personnel will support the Incident Command structure and may become part of the system as requested by the Incident Commander or the Incident Command Team.

3.4. Coordination with Local Agencies

The College will coordinate with local emergency response agencies for assistance and resources during emergency incidents.

4. Communications

4.1 Campus Emergency Notifications

The responsibility for communications (internal and external) during an emergency incident lies with the CWI Crisis Communications Team.

The College uses various communication formats to relay information about emergency situations on or affecting its campuses.

4.1.1 CWI Alerts

CWI uses Rave Mobile Safety to send emergency messages to its entire community. Emergency notifications are sent via e-mail, text (SMS), and voice mail to mobile and/or home phones.

Students, faculty, and staff are automatically registered to receive CWI Alerts to their CWI email address and the phone/email numbers/addresses that are used for student registration and new employee documentation.

4.1.2 Clery Act Communications

4.1.2.1 Emergency Notifications

Under the Clery Act CWI is required to immediately notify the campus community upon confirmation of a significant emergency or dangerous situation occurring on the campus that involves an immediate (imminent or impending) threat to the health or safety of students or employees.

4.1.2.2 Timely Warnings

The campus community is to be alerted in a timely manner to certain crimes that occur in our Clery Act geographical campus footprint. These crimes are defined in the CWI Annual Security Report. The intent of this warning is to enable individuals to protect themselves and take appropriate precautions against a continuing or serious threat.

5. Administration

5.1 After Action Report and Improvement Plan

The completion of an After-Action Report and Improvement Plan (AAR/IP) is a part of CWI's reporting process. It is used to document the College's involvement in an incident or event to help identify lessons learned and corrective actions.

5.1.1 Protection and Dissemination of AAR/IP Information

The information gathered in the AAR/IP is sensitive and should be used for internal College use only with limited distribution. These documents should be safeguarded, handled, transmitted, and stored in accordance with appropriate CWI security procedures. Reproduction or external distribution of these documents, in whole or in part, without prior approval from a member of the President's Cabinet is prohibited. The AAR/IP will be disseminated only on a need-to-know basis. When unattended, it will be stored in a locked container or area offering sufficient protection against unauthorized disclosure.

5.2 Purpose of After-Action Reports

AAR/IP documents serve the following important functions:

- Provide a source for documentation of response activities.
- Identify problems/successes during emergency operations.
- Analyze the effectiveness of CWI's response components.
- Describe and define a plan of action for implementing improvements.
- Emphasize the improvement of emergency management at all levels.
- Provide a vehicle for documenting system improvements and a work plan for implementing these improvements.
- Assist with coordination of the after-action report process when multiple agencies/agencies/jurisdictions are involved in the emergency.

5.3 College After Action Report/Improvement Process

5.3.1 Responsibility for After Action Report

- At both the field and ICT levels, the planning function is responsible for initiating the After-Action Report process.
- At the completion of the emergency period, and after the field ICT level organizations have been deactivated, the Executive Director – Facilities Planning and Management (FPM) will assume the responsibility for continuing the After-Action Report process.
- The Executive Director FPM will assign the After-Action Report to a team as early as possible in the incident to allow establishment of timelines and expedite the preparation of the After-Action Report.
- AAR team members should be familiar with the planning function, emergency organization functions, and CWI's policies and procedures.

5.3.2 AAR Documentation

- Documentation actions need to be initiated in the early stages of an emergency
- Adequate documentation:
 - Is essential to operational decision-making.
 - May have future legal ramifications.
 - May have implications for reimbursement eligibility.
- Documentation should include materials from the planning function and the entire emergency organization. Key components should be identified prior to an incident or event.
- Recommended documentation includes:
 - Action plans developed to support operational period activities
 - Forms and electronic entries used in the Incident Command System
 - Unit activity logs and journals
 - Written messages
 - Function and position checklists
 - Public information and media reports

5.3.3 AAR Preparation

- Develop a detailed work plan that includes:
 - Scope of work
 - Work schedules with milestones
 - Resource needs
- Compile the results of surveys, critiques, and workshops.
- Identify and contact key agencies involved in the incident (including primary response agencies and secondary or support agencies) to solicit input for the AAR. Options may

include:

- Prepare an incident-oriented survey to distribute to key agencies.
- Conduct interviews with agency personnel when the initial data gathering process has been completed.
- Conduct a facilitated workshop with key representatives of involved emergency response agencies. The workshop should focus on fact-finding and gathering of pertinent information related to emergency response and recovery activities.
- Review, analyze, and sort documentation according to the areas covered in the sample after action report in Figure 5-1, or another format as appropriate to the organization.
- Prepare AAR drafts for review and approval and distribute to designated reviewers.
- Prepare final After-Action Report and forward it to the CWI President and the President's Cabinet.

6. General Emergency Procedures

6.1. Emergency Handbook

The Emergency Handbook (EH) is intended to serve as a quick reference for efficient action during an emergency and to assist students, faculty, staff, and visitors in responding to and managing emergency situations appropriately. The Handbook should always be kept in an easily accessible location.

Everyone should take time to read and become familiar with its contents before an emergency incident occurs.

Faculty should inform students at the beginning of each semester about the Emergency Handbook, evacuation procedures, and the location of evacuation maps and other safety measures regarding their specific area/operations.

In addition to general emergency procedures, the Emergency Handbook provides specific guidance regarding protective measures to take regarding threats/hazards that potentially could occur at our campuses. The CWI Safety and Security webpage has additional information/resources regarding emergency preparedness/response.

The major topics addressed in the Handbook include:

- Safety and Emergency Precautions for Persons with Disabilities
- Medical Emergencies
- Bodily Fluids Protection
- Building Evacuation
- Active Shooter
- Fire/Explosion
- Hazardous Material Spills
- Utility Failure
- Bomb Threats
- Civil Disturbances
- Natural disasters/Weather Emergencies
- Stalking
- Suicide Threat
- Threat Reporting
- Lockout

6.2. Preparing for Emergencies

Emergencies can happen at any time. All staff, faculty, and students should take personal responsibility for themselves and prepare for emergency situations before they happen.

- Review emergency procedures and instructions found in the CWI Campus Safety and Security webpage under Emergency Resources
- Identify primary and secondary evacuation routes from the building.
- Know the locations of designated shelter/assembly areas on campus.
- Know the location of fire extinguishers and Automated External Defibrillators (AEDs), if applicable.
- Maintain your current contact information in the CWI Alerts system

7. Figure 5-1: Sample After Action Report Outline

Sample After Action Report Outline

The after-action report should follow this structure, but can be adapted to the situation:

Introduction and Background

- Administrative handling instructions
- Table of Contents

Part I: Executive Summary

- Mission/objectives
- General description
- Dates, locations, and major participants
- Significant issues
- Limitations

Part II: Lessons Learned

- Observations
- Discussions
- Lessons learned
- Recommended actions
- Comments

Part III: Events

- Chronology of events
- Operations plan
- Standing operating procedures
- Analysis of capabilities

[If an AAR contains graphics, figures, or tables, they should be numbered and listed in the Contents section (e.g., Figure 1, Table 1, etc.)]