

Gonzaga University Emergency Operations Plan

Basic Plan

Revised [REDACTED]

Version [REDACTED]

This edition of the Basic Plan was redacted or edited for public distribution in October 2017. It may not represent the most current version of the working plan document.

This document is intended to share the general concepts of operations that guide emergency planning efforts at Gonzaga University.

For more information about this document or emergency preparedness at Gonzaga University, please contact:

The Office of Emergency Preparedness & Risk Management
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509-313-6358

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Office of the President

Letter of Introduction - Significant Event Plan

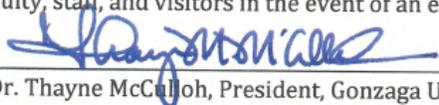
Gonzaga University is committed to protecting the welfare of all of its community members. To that end, I endorse the Gonzaga University's Significant Event Plan (SEP). This Plan addresses the challenges and responsibilities of pre-event mitigation and post-event recovery in addition to preparedness and response. It is established under and is in accordance with state, federal, and presidential laws, statutes and authorities for emergency preparedness. The National Incident Management System (NIMS) and Incident Command System (ICS) are incorporated into this plan and will be implemented in the event of an emergency.

The purpose of this plan is to provide the framework for an effective system of comprehensive emergency management, utilizing an all-hazards approach to achieve the following:

1. Provide an emergency management system embodying all aspects of pre-emergency preparedness and mitigation, as well as post-emergency response and recovery
2. Reduce the vulnerability of people and facilities
3. Prepare for prompt and efficient response and recovery
4. Respond to emergencies using all systems plans and resources available
5. Recover from emergencies by providing for the rapid and orderly start of rehabilitation

With the knowledge that the most timely and appropriate responses can best occur when a well-documented plan has been implemented and integrated throughout the University, it is my expectation that all departments of the University will use this document as a guide and with the assistance of the Office of Emergency Preparedness and Risk Management will develop their own detailed plans to effectively organize, coordinate, and direct available resources toward emergency response and recovery. Certain personnel and units are assigned additional emergency responsibilities and must have a detailed knowledge of functions and actions to be prepared to act in accordance with the plan when emergencies occur.

The Significant Event Plan (SEP) is designed to help University employees respond appropriately when emergency conditions exist. Although these incidents are unpredictable, this plan allows for an immediate response by University faculty, staff, students and administrators, thereby minimizing danger and disruption to our campus. Gonzaga University's Office of Emergency Preparedness and Risk Management is charged with coordinating the emergency preparedness efforts. Every member of the Gonzaga University community should understand his or her role in emergency situations. I urge you to review this plan and support your colleagues in the protection of our students, faculty, staff, and visitors in the event of an emergency.

Approved by:  October 7, 2015
Dr. Thayne McCulloh, President, Gonzaga University

Program Division Sponsor: Charles Murphy, Vice President Finance

Implementing Department: Joe Madsen, Director of Emergency Preparedness & Risk Management

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APPROVAL AND IMPLEMENTATION

The Emergency Operations Plan (EOP) is an organizational, conceptual document that outlines how Gonzaga University will manage emergency events. As part of the larger Gonzaga Emergency Preparedness and Risk Management program, the EOP demonstrates a collaborative, holistic, and comprehensive approach to emergency management. The EOP clearly delineates roles and responsibilities, areas of authority, and defines the difference between standard responses and emergencies, disasters, or catastrophes. The EOP also establishes the foundation for operationally-oriented annexes intended for use during specific event response and recovery efforts.

The primary audience of the EOP are members of the Gonzaga University community tasked with creating, executing, reviewing, or approving emergency procedures during any phase of the emergency management cycle. In addition, the EOP is intended to provide information and clarity to local emergency management officials, first responders, and members of the Spokane community, as appropriate.

The EOP is updated at least annually to reflect minor information correction, such as updated contact information or to correct typos. Significant revisions to the EOP are coordinated on a five-year rotating bases and are conducted in compliance with the planning standards established by Presidential Policy Directive #8. The Office of Emergency Preparedness and Risk Management is responsible for coordinating and distributing all updates to the EOP, and for convening and chairing a planning committee to undertake significant updates. No other department, division, position, or person is authorized to make changes to the EOP without approval from the Office of Emergency Preparedness and Risk Management or by the University President. Should multiple versions of the EOP (or other emergency plans) be enacted during the response to an emergency, disaster, or catastrophe, the Office of Emergency Preparedness and Risk Management will determine which version is the most current and thus which will guide response efforts for the event. The Office of Emergency Preparedness and Risk Management will make all reasonable efforts to keep all official copies of the EOP current and remove outdated copies from circulation.

The EOP supersedes all previous emergency management planning efforts for Gonzaga University. The EOP compliments and supports the emergency procedures for campus security, safety, risk management, or other departments responsible for Emergency response and recovery. The EOP does not address or supplant standard operating procedures for any department, but rather encourages collaboration between departments to ensure the best possible response efforts are available to the Gonzaga community.

The EOP, and all supporting documentation, is considered sensitive/secure. Distribution of the plan is documented and tracked, and the plan should not be distributed to other readers without written approval from the Office of Emergency Preparedness and Risk Management.

This document is approved effective [REDACTED] by the publication of the Promulgation Document

ACKNOWLEDGEMENTS

This document is the product of the hard work and collaboration of the dedicated leadership and employees at Gonzaga University. The EOP has been developed through the active participation and stewardship of the [REDACTED] Collaborative Planning Team, with support and endorsement from the University President and the University President's Cabinet.

Questions pertaining to the contents of this plan or its development process may be addressed to:
Gonzaga University, Office of Emergency Management and Risk Management
502 E. Boone Ave. AD Box 96, Spokane WA 99223 - Telephone 509-313-6358

RECORD OF CHANGES

Date of Change	Section	Page #	Description of Change	Changed or Approved By
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PURPOSE, SCOPE, SITUATION OVERVIEW AND ASSUMPTIONS

1.1 PURPOSE AND OBJECTIVES

The purpose of the Gonzaga University Emergency Operations Plan (EOP) is to provide guidance regarding the coordination of the response and immediate stabilization activities the University takes following an emergency. The EOP is designed to uphold the mission of Gonzaga University and embrace the holistic culture of the institution.

The key objectives of the EOP are:

- Provide for the safety of Gonzaga students, staff, faculty and visitors
- Protect University assets
- Maintain or promptly restore essential services and operations
- Maintain or promptly restore the educational mission
- Manage event communications and information effectively
- Manage University resources responsibly

The EOP is organized into two major sections. The Basic Plan (this document) outlines the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency or disaster. It serves as the framework for all response activities undertaken by the University, including any response activities not explicitly contained within this document.

In addition to the Basic Plan, a complete Emergency Operations Plan contains a series of Functional and Hazard-Specific annexes. Hazard-Specific annexes contain the specific procedures and considerations necessary to execute the specific tasks not contained in the Basic Plan that are associated with a unique hazard. Functional annexes contain the information necessary to execute the functions described or referenced in the Basic Plan that are common to all (or the vast majority of) all emergency responses. Annexes are designed to draw from the foundations established in the Basic Plan but can operate as standalone procedures from one another.

1.2 SCOPE

The Emergency Operations Plan (EOP) outlines the efforts and activities necessary to respond to and stabilize emergencies or disasters that occur within the boundaries of the main University Campus, located in Spokane, Washington. Plans to prevent, mitigate, prepare for, and recover from emergencies are connected to the EOP through the emergency management cycle.

The EOP applies to all Gonzaga University students, staff, faculty, campus partners, and volunteers involved in University owned or sponsored efforts and activities and includes provisions to accommodate guests on Gonzaga property or attending Gonzaga-sponsored functions. The EOP also defines the interaction of these efforts and activities with other organizations, both public and private, and their respective plans.

This EOP supersedes all previous emergency management planning efforts for Gonzaga University. The EOP compliments and supports the emergency procedures developed by departments who handle incident response as part of their daily operations. The EOP does not address or supplant standard operating procedures for any department, but rather encourages collaboration between departments to ensure the best possible response efforts are available to the Gonzaga community.

1.3 SITUATION OVERVIEW

Gonzaga University is a private, four-year higher education institution located in the central part of the City of Spokane, Washington. The campus covers 131 acres along the Spokane River, and dates back to 1881. There are approximately 7,500 enrolled students, about 3,000 of whom live on campus, and about 1,200 staff and faculty on the main campus. The campus is comprised of a variety of buildings including repurposed industrial factories, warehouses, museums, houses (both converted for office and classroom use and for residential use), residence halls and apartments, dining facilities, libraries, classrooms and laboratories, athletic facilities, administrative offices, and parking structures. Located in the University District, the campus resides northeast of downtown Spokane, bordering residential areas, the Spokane River, and industrial/multipurpose retail areas. A major rail line runs parallel to the University along the Spokane River, and the major interstate highway is located a few city blocks south of the University’s border.

1.4 HAZARD ANALYSIS SUMMARY

A thorough analysis of potential hazards and a ranking of vulnerability to those hazards serves as the starting point for all emergency planning efforts. This process is called a Hazard Identification and Risk Assessment (HIRA) and is used at the local, state, and federal levels. Emergency planners use the results of the HIRA to schedule appropriate plan development and maintenance, determine exercise topics and training priorities, and to prioritize hazard mitigation projects.

Gonzaga’s current HIRA draws on the findings of the 2014 Spokane City and County Hazard Mitigation Plan, which focuses on natural hazards. The Gonzaga HIRA is revised and updated in the Gonzaga University Hazard Mitigation Plan. The current hazard ranking for Spokane is listed in Table 1 Hazard Risk Rating.

Table 1 Hazard Risk Rating

Hazard Ranking	Hazard Event	Category
1	Severe Weather	High
2	Earthquake	High
3	Wildfire	High
4	Flood/Dam Failure	High
5	Landslide	Medium
6	Volcano	Low
7	Drought	Low
The hazard ranking was determined by determining the probability of the event (based on current conditions and the frequency of past occurrences) and the weighted impact of each hazard on the community, and then multiplying the two factors together.		

In addition to community-wide natural hazards, Gonzaga is vulnerable to campus-specific hazards such as building fires, gas leaks, protests or civil disturbance, acts of terrorism or active shooters, information security failures or breaches, loss of electricity, building or isolated natural flooding, or events significantly impacting the reputation of Gonzaga. Gonzaga University is also vulnerable to hazards occurring elsewhere in the state or region that interrupt supply lines, cause widespread environmental hazards, damage transportation routes, or induce critical shortages of essentials such as electricity, petroleum products, natural gas, medications, and food. Gonzaga University is also susceptible to infectious disease outbreaks and pandemic events. While Gonzaga is more susceptible to infectious diseases or illness than the general public, this risk is equal to that of other colleges and universities.

1.4.1 Capability Assessment

Gonzaga University is capable of responding to any situation that falls within the daily standard operating procedures for the University, which are outside the scope of the EOP. Gonzaga University is also capable of responding to the hazards listed above during the initial response time, providing immediate aid and assistance to stabilize casualties, minimize the loss of property, or limit damage to the environment. Gonzaga will prioritize all response efforts in that order. Gonzaga University is also prepared to transition incidents into multi-agency response efforts as necessary, partnering with city and county emergency response personnel, public health officials, or other response agencies. Gonzaga can also support neighbors and community partners experiencing emergencies or disasters that do not impact Gonzaga.

Gonzaga is prepared to implement continuity and recovery operations for most probable incidents that do not reach the catastrophic level. Gonzaga acknowledges that continuity and recovery operations from catastrophic events will require additional support and resources from community partners.

The duration of Gonzaga's capabilities to manage an emergency or disaster ranges from a few hours for the most complex and critical types of events to several days or weeks for less complicated or more common types of events. The capability assessments of Gonzaga University are continually assessed, tested, and refined through the education, training, and exercise process.

1.4.2 Mitigation Overview

The Office of Emergency Preparedness and Risk Management (EPRM) engages in community education and awareness efforts to inform all members of the Gonzaga community about potential hazards and threats to the University, and appropriate mitigation and preparedness efforts for individuals, groups, or organizations to undertake. Education is offered to all incoming students and employees, and continuing education opportunities are offered throughout the year. Periodic awareness campaigns, often in joint collaboration with other Gonzaga departments or community partners such as Spokane Fire and Spokane Police, are also offered.

Plant Services constantly evaluates facilities and the campus grounds for life safety and security enhancements and for ways to harden facilities against prioritized risks and threats. Improvements are made based on the availability of funding. The University uses rigorous preventative maintenance to protect infrastructure, and responds promptly to severe weather incidents to mitigate hazards and protect University infrastructure from damage.

Campus Security and Public Safety provides an on-campus presence focused on mitigating crime and social behavior risks to the campus, as well as providing life safety services such as after-hours security escorts, lockout services, and first-response capabilities to address campus events.

Specific and detailed mitigation plans are contained in the hazard mitigation planning documents. The list of training and education efforts offered by the campus are coordinated through the University's training and exercise program. Specifics regarding campus security and public safety, facilities, human resources, environmental health and safety, marketing and communications, risk management, or other related programs are available from the specific departments.

1.5 PLANNING ASSUMPTIONS

- All members of the emergency management team and the policy group are familiar with the contents of the Emergency Operations Plan.
- Departments and divisions are well-equipped and trained for the execution of standard operating procedures, which do not require the activation of the Emergency Operations Plan.
- Any of the hazards identified in this document are possible, and they may occur simultaneously or consecutively, have the potential to significantly impact the Gonzaga community in whole or in part, and may occur with little or no warning.
- Incidents requiring EOP activation require the coordinated response of multiple divisions and departments within Gonzaga University and/or involvement of community response partners.
- Incidents can overwhelm the capacity of Gonzaga University. Organizations (e.g. vendors) normally relied on to provide critical resources may also be impacted and unable to provide resources. Gonzaga will participate in Multi-Agency Coordination as required to manage complex incidents.

2 CONCEPT OF OPERATIONS

The Concept of Operations section outlines the anticipated flow of events from the moment an emergency or disaster occurs through demobilization and the after action review process. This section does not contain specific procedures or other functional documents, although this section does drive the development of functional tools, education and training resources, and other supporting materials. This section should clarify, to an outside reader, the emergency management response program and how it relates to the other phases of emergency management.

2.1 THE EMERGENCY PREPAREDNESS PROCESS

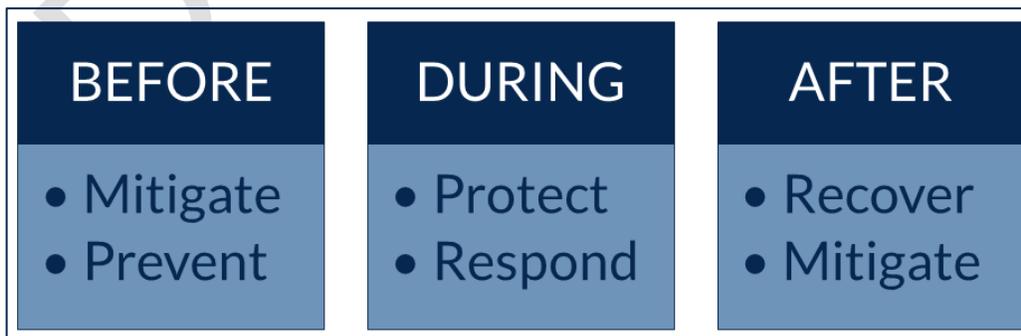
Gonzaga University utilizes an emergency preparedness process to guide all plans and programs developed to address emergencies or disasters that could occur on, or impact, campus. The emergency preparedness process is a cycle that encompasses five major phases: prevention, protection, mitigation, response, and recovery. Each set of capabilities (including skills, plans, training and education efforts, and response actions) build on the prior phase to create a comprehensive preparedness approach to emergency preparedness. Collectively, these activities are also called ‘emergency management’ and the terms are used interchangeably. The emergency preparedness cycle is illustrated in *Figure 1*.

Figure 1 Emergency Preparedness Cycle



Preparedness activities occur before, during, and after an emergency or disaster event. Mitigation and prevention activities are most effective before an event occurs, while protection and response efforts occur during the event. Recovery operations, and new mitigation projects, occur after the event has concluded, which also serves to transition the cycle and the proactive activities resume. *Figure 2* illustrates this relationship.

Figure 2 Phases of Emergency Preparedness



2.2 AREAS OF RESPONSIBILITY

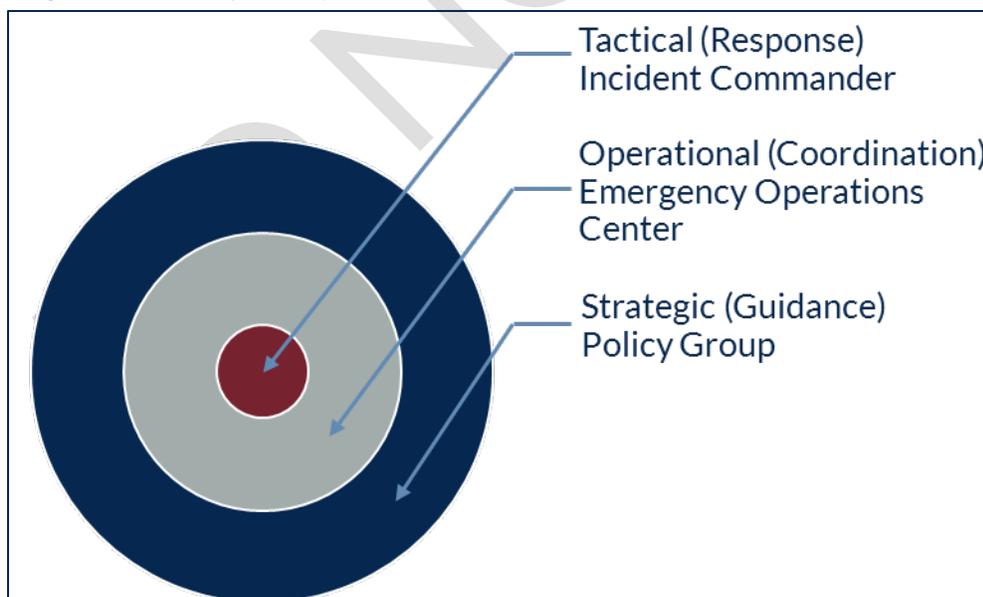
One of the functions of emergency management is to help coordinate the activities that occur during each phase of the cycle across the three major areas of responsibility. The three areas are **Strategic, Operational, and Tactical**. To prevent confusion of roles and responsibilities, it is important for all participants engaged in emergency management activities to understand the different areas of responsibility, how the areas relate to each other, and which area(s) they are working in. This relationship is depicted in *Figure 3*.

The **strategic** area is the most encompassing, and consists of the overarching policy governance for an organization. The strategic area supports the other areas by establishing levels of authority and expenditures, coordinating large public communication efforts, and setting expectations or goals. At Gonzaga, the Policy Group is responsible for executing strategic area responsibilities, and coordinates with the staff of the Emergency Operations Center.

The **operational** area coordinates between the other two areas to ensure information flows smoothly. Operational area responsibilities focus on coordinating resource procurement, tracking and documentation, and financial recovery from the disaster. The Emergency Operations Center (EOC) is the primary location for operational activities. Personnel in the EOC coordinates with both the Incident Commander and the Policy Group.

The **tactical** area is focused on response activities and on immediate incident stabilization. Examples of tactical arena responsibilities include fire suppression, cleaning up a hazardous materials spill, conducting scene security, removing debris, or plowing roads and walkways after heavy snow. The Incident Commander is responsible for tactical actions and coordinates with personnel in the EOC.

Figure 3 Areas of Responsibility



2.3 STANDARD RESPONSES AND EMERGENCIES

Standard responses include any situation, planned or unplanned, that occurs on Gonzaga University property or directly affects or impacts members of the Gonzaga University community, but does not involve special response or recovery considerations. **A standard response may escalate to an emergency or trigger the activation of the Emergency Operations Plan if any of the following conditions occur:**

- The event is likely to have a significant impact on Gonzaga community members
- High public, media, or political interest that has or may stimulate high levels of concern, negative press, reputational damage, or unusual interest in the University
- The delivery of normal Gonzaga University services is affected
- Outside resources are needed to respond to the event
- Coordination between multiple Gonzaga University department or divisions is necessary
- On-scene responders activate the ICS
- Specific escalation triggers defined in the Hazard Specific Annexes are reached

It is important to note that emergencies are not always unplanned, and are not always caused by hazards or threats to the University. In addition to the risks identified earlier, events such as concerts, playoff games for college sporting events, or guest speakers with national or international prominence can all potentially escalate to emergency conditions, and the procedures in this document may be beneficial to these special event planners. Finally, some events escalate so rapidly, or clearly have such an enormous impact on the community, that it does not make sense to type them at each level of escalation. Occurrences are activated at the appropriate level of response, even if lower levels of escalation are bypassed to do so.

2.4 LEVELS OF ESCALATION

Any event or occurrence will escalate and de-escalate over time. There are four levels of escalation used in the Gonzaga Emergency Operations Plan: Standard Response, Emergency, Disaster, and Catastrophe. Within each level of escalation, there are many different types of events possible. An event may begin at one level, and escalate or deescalate to a different level over time. This process is illustrated in Figure 4: Levels of Escalation.

2.4.1 Standard Response

These are events or occurrences which are handled using the standard operating procedures for the department(s) involved in response and recovery activities. Standard responses fall outside the scope of the Emergency Operations Plan (EOP). Procedures for managing standard responses are housed at the department level. Standard response procedures should include triggers to identify the event is escalating to a more severe status, which in turn would activate components of the EOP. When standard responses meet any of the criteria established in Section 2.3 of this document, the response should be evaluated for potential escalation. EPRM is available to consult on or observe standard responses where escalation may be necessary.

2.4.2 Emergency

A standard response becomes an emergency when it exceeds the daily operational capabilities for any affected department(s) involved in the incident response and recovery **OR** when escalation triggers for an event are reached. Emergencies require limited support from the emergency management team and may involve a limited response role from Spokane emergency response personnel (fire, EMS, police, etc.) The Policy Group is typically activated in an extremely limited capacity, and may only need updates or status reports. Emergencies are typically of a short duration (a few hours) and have a limited exposure for the campus community. Examples of an emergency may include a building fire, severe weather, a gas leak, a localized and small chemical spill, limited infectious disease exposure, or a short-term mass care and sheltering operation.

2.4.3 Disaster

Events escalate into disasters when the response and recovery departments require extended support from the Gonzaga emergency management team, and possibly from other community partners such as other institutions of higher education. During disasters, the Gonzaga Policy Group is usually required to activate, and the response role from outside agencies expands beyond traditional first responders (example: the health department is involved.) Disasters have a larger potential impact on Gonzaga's reputation, and probably impact a significant portion of the greater Spokane area as well. During a disaster, a Unified Command (UC) is likely, and it may be necessary for the University to engage in joint information dissemination capabilities. It is also possible that the Greater Spokane area will experience a disaster that only minimally impacts Gonzaga University, but where coordination and cooperation are still necessary. Examples of disasters include active shooters, severe weather and their subsequent impacts, chemical or hazardous materials spills along the rail-lines, flooding, wildfires, or localized small earthquakes not affecting Gonzaga directly. Emergency situations such as infectious disease outbreaks have the potential to escalate to disasters rapidly.

2.4.4 Catastrophe

A disaster escalates to a catastrophe when the response and recovery operations are moved outside of Gonzaga's primary control. In these scenarios, Local, County, State, or Federal first authorities will coordinate response and recovery efforts for major priorities identified in their respective emergency operations plans, and Gonzaga will participate in the Multi-Agency Coordination efforts. Gonzaga will still function in response and recovery roles for the campus in a localized capacity, but must consider and account for the wider situation. Catastrophes impact the greater Spokane community, and may extend to state- or nation-wide considerations. Catastrophes may occur in or near Spokane, or within the state or region. Examples of catastrophes include a mass casualty incident, incidents involving the Cascadia fault line or volcanic systems, large or extensive acts of terrorism, widespread outbreaks of infectious disease or pandemic illness events, or regional infrastructure failures.

Figure 4 Levels of Escalation



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2.5 THE RESPONSE PHASE

This document deals primarily with the activities that occur during emergencies, disasters, or catastrophes and is focused primarily on response. This effort guides the development of response training and tools, and helps connect the preparedness, mitigation, recovery, and continuity procedures to the response process in support of the emergency management cycle. The anticipated actions are flexible, and some actions may be skipped or rearranged to suit the specific requirements of the hazard or event.

2.5.1 Emergency Management Process Walkthrough

The Emergency Operations Plan Basic Plan (EOP) activates whenever an event occurs, or is likely to occur, that requires coordination and collaboration among multiple departments of the University or that escalates beyond normal operating procedures. Any individual that identifies an actual or potential event meeting these guidelines should either notify campus dispatch or the Office of Emergency Preparedness and Risk Management (EPRM).

EPRM, in partnership with other key partners involved in the response efforts, will develop a briefing for the President's Chief of Staff. The Chief of Staff will then activate the Policy Group, activating the members most appropriate based on the specifics of the situation. The Policy Group is responsible for conducting all policy approval and strategic oversight and support of the Emergency. A public information officer (PIO) assists the policy group with coordinating and developing community messaging for the event if necessary.

The Incident Commander (IC) is responsible for executing all tactical response activities necessary to resolve the incident. The IC should immediately conduct the following steps once appointed: conduct a transfer of command from the first responders (if applicable), staff the ICS structure as appropriate, designate an Incident Command Post (ICP) and complete an Incident Action Plan. The roles and responsibilities of the IC are further clarified later in this plan.

EPRM is responsible for coordinating all operational activities necessary to support the IC and Policy Group. EPRM will continue to monitor the situation and will activate the Emergency Operations Center (EOC) at the appropriate level and staff the EOC. Through the EOC, EPRM will also facilitate the flow of information between the EOC and ICP and between the EOC and the Policy Group. The roles and responsibilities of the EOC are further clarified later in this plan.

As the emergency begins to wind down, functions activated under the EOP will either decommission or transition to recovery efforts. These considerations are captured in appropriate Continuity of Operations Plans (COOP), Business Continuity Plans (BCP) or Disaster Recovery (DR) plans. Once the event has moved entirely into recovery, EPRM will coordinate an After Action Review (AAR) with all participants. The findings of the AAR will drive the revision of the EOP, in anticipation of future emergencies, and will shape future prevention, mitigation, and preparedness efforts.

2.6 NOTIFICATION OF AN EMERGENCY

Gonzaga University may be notified of an actual or potential emergency impacting the University through several sources, including:

- Gonzaga community members
- Members of the public
- Emergency response personnel
- Emergency management personnel
- Media (traditional and social) reports
- The escalation of an event to an emergency

Gonzaga maintains a 24-hour emergency dispatch center and widely publicizes the campus emergency number (509) 313-2222. Dispatchers follow notification protocols and maintain emergency contacts to ensure emergency alerts occur in a timely manner.

EPRM should be notified whenever there is an actual or likely occurrence of an emergency or more severe event in order to ensure communication lines about the event remain clear, consistent, and collaborative.

2.7 ACTIVATION AND DEPLOYMENT OF ADDITIONAL RESOURCES

The resources necessary to manage an emergency are identified in two categories: **tactical** and support. Tactical resources are those necessary for the execution of response activities and all associated tangible assets, and typically fall under the authority of the IC. **Support** resources are those necessary to sustain and maintain the operations of the responders (including supplying the logistical needs of the ICP, EOC, Policy Group Room and Media Staging Areas) and university functions.

All resource requests go through the Logistics section, and are forwarded to the Finance section for tracking, payment, and reimbursement. If the EOC is active, resource requests from the ICP should go through the EOC whenever possible. If the EOC is not active, the ICP logistics chief can request resources directly from the source. Resource requests are documented on the ICS 213 form, as adapted for Gonzaga University. If the ICS 213 form is not available, resource requests must be documented in writing.

Activated resources are sent to most appropriate staging area as determined by the resource purpose. At Gonzaga, all event response equipment and personnel (fire trucks, police cars, heavy equipment, decontamination units, etc.) are sent to the staging area near the Incident Command Post (ICP). Supplies and support equipment (paper, computers, printer, toners, generators, fuel, food supplies, water, etc.) are assigned either to the ICP or the EOC based on their intended use and audience.

2.8 DE-ESCALATION OF AN EMERGENCY

As the emergency begins to wind down, resources activated in support of the event should be demobilized and released from duty, returned to regular operation, or gathered for proper disposal. The Incident Commander (IC) and EOC Coordinator are responsible for all activities within their areas, including the appropriate management and demobilization of resources. As the event begins to conclude, the Policy Group may require more frequent status reports and briefings to support the recovery operations, which tend to increase in the immediate aftermath of an emergency. Command staffs should carefully track resources as they are demobilized to ensure accurate documentation of costs incurred to manage the emergency, and ensure compliance with safety and security procedures for the resources. The IC and EOC Coordinator are the last positions to demobilize. If the IC has demobilized the ICP but the emergency is not transitioned to recovery operations, the IC will function within the EOC.

2.9 TRANSITION TO RECOVERY

Once all life safety response and stabilization efforts are complete and the emergency is deemed stable or has concluded, the situation transitions into recovery operations. The time a recovery operation takes varies from a few hours to many years, depending on the nature and severity. Many of the same key contributors to the incident response will also play a critical role in the recovery of the University, although primary and supporting roles may change. A recovery manager serves in the position similar to an incident commander, and should be activated during the de-escalation stages (or sooner, resources permitting) of an emergency. The Incident Commander (IC) conducts a formal transfer of command to the recovery manager to mark the end of response operations. The EOC may remain active well into the recovery phase to support the recovery manager. Specifics for recovery management are contained in the University's continuity and recovery plans.

3 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1 ORGANIZATION

This section outlines how the University will physically organize during activations of the EOP. It includes an overview of organizational structure for staffing (the Incident Command System) and an explanation of the different physical locations used to house activated staff.

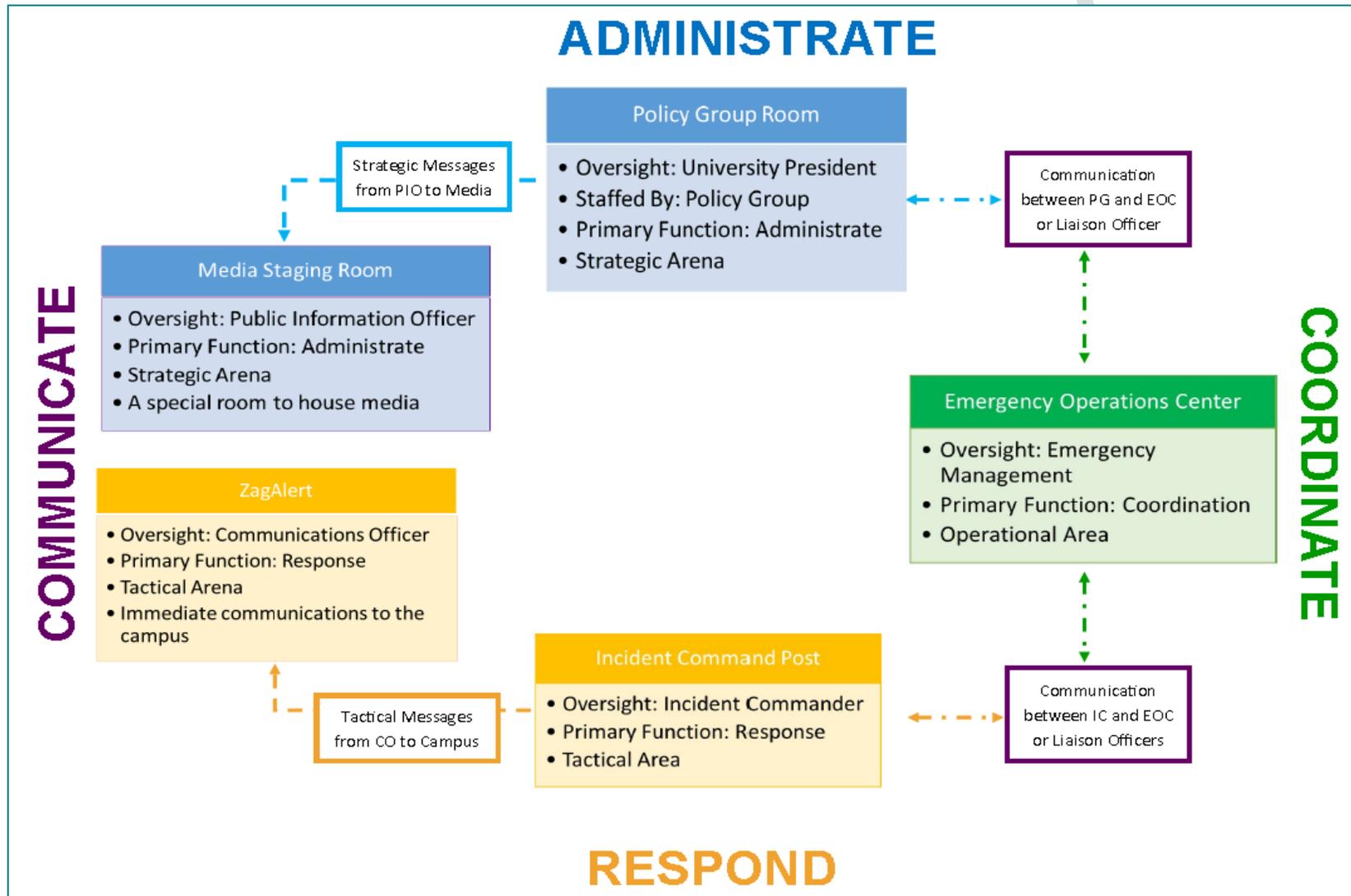
3.2 STAFFING USING ICS

All emergencies that require activation of the EOP will be managed according to the principles established by the Incident Command System (ICS) and in compliance with the National Incident Management System (NIMS). The ICS is a well-established management model for both large and small incidents. NIMS-compliant emergency plans are required to use ICS to manage incident response. The benefits of ICS include a flexible modular design, clear chain of command, manageable span of control, accountability, and a comprehensive planning component. ICS is designed to be used for “all-hazards” and is suitable for planning and managing any event or incident, regardless of the escalation level or cause. Sample ICS structures for each component are located in the ‘Go Kit’ section of the Emergency Operations Plan binder, and in specific annexes where appropriate.

3.3 EMERGENCY MANAGEMENT LOCATIONS

Emergencies are managed from a variety of different locations, each of which is designed to support the functions and activities assigned to it. The locations used by Gonzaga University include the Incident Command Post (ICP) and staging area, the Emergency Operations Center (EOC), the Policy Group location, and the media staging area. The locations should not be co-located unless specifically noted in an annex. The recommended sites for each location were selected with care and consideration to the risks, threats, and hazards facing the University and in order to support specific capabilities for each area. Each of the emergency management locations supports a different arena of responsibility. The relationship between the different emergency management locations is depicted in *Figure 5*.

Figure 5 Organization and Relationships Between Locations



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3.4 INCIDENT COMMAND POST

The Incident Command Post (ICP) is the area where all response activities and resources in the field are staged and coordinated, and houses the Incident Commander (IC) and the IC's immediate staff. The ICP location is determined by the IC and should be located near power and support facilities (bathrooms, etc.), away from potential hazards of the incident, in an area secure from media or bystander observation, and centrally and easily accessible to ICS staff. The ICP is a secure location and unauthorized personnel should be prohibited from entry.

3.4.1 Incident Commander Selection

Incident commanders naturally occur during the initial response to an event, and may also be designated as part of the planning process. The most qualified individual to manage the event should be the Incident Commander (IC) and the University should institute a Unified Command (UC) if multiple ICs are necessary. The IC will execute immediate emergency actions designed to protect life safety and will remain active until command is transferred to another IC or until the incident is resolved and transitioned to the EOC or to recovery efforts. If a separate Incident Command Post is not necessary, the IC/UC will oversee the Operations section within the larger EOC structure.

3.4.2 Unified Command (UC)

During larger events, multiple organizations playing lead roles may direct the response together in a Unified Command (UC). During a UC, each organization with tactical response considerations contributes an IC, who works in equal partnership with the other IC members of the UC. If the larger Spokane City or County community activates a UC, the Gonzaga Incident Commander (IC) will represent Gonzaga University. Detailed explanations of UC, and training on how to function in a UC, are provided to potential IC candidates at Gonzaga through the IS 300 and IS 400 training.

3.4.3 Staging Area

If the Emergency requires multiple or large resources, the IC should also establish a staging area. The staging area is a location of sufficient size to accommodate the anticipated resources, is located in a convenient proximity to the ICP and with sufficient support resources to enable the resources to prepare for activation and deployment. The staging area is also considered a secure location and should be protected from unauthorized entry.

3.5 EMERGENCY OPERATIONS CENTER

Based on the scope of the event, EPRM will activate the EOC at the appropriate activation level. The EOC is managed by a coordinator, who functions in the role of the Incident Commander for the EOC on an ICS chart. The EOC centralizes the coordination of operational functions necessary to support the tactical response efforts of the ICP. This includes the coordination of information, situation assessments, resource support, document production, and finances. While the ICP remains the focus for operational tasks and logistics/staging, the EOC assumes the finance, logistics/procurement, and planning functions in support of the ICP. The EOC provides a bridge between the ICP and the Policy Group. The EOC should be located in a secure, safe area, away from media or bystander access, with readily available access to the ICP, Policy Group and media staging areas. The EOC is a secure location and unauthorized personnel should be prohibited from entry.

The following locations are identified for use as an EOC. The EOC may move if activation levels increase, as detailed in the EOC Activation annex.

- █ [REDACTED]

EPRM changes the activation level of the Emergency Operations Center (EOC) when they receive notification of a potential or actual emergency from any source. Campus Security dispatch should always be notified in the case of an actual or potential emergency and should, in turn, contact EPRM. EPRM will also notify dispatch when the EOC activation levels change. EPRM will partner with any current IC/UCs and key stakeholder partners (dependent on the event type) to develop a recommendation to address the event. The Chief of Staff (or designated alternate) will work with this group within the EOC to approve the proposal for implementation.

3.5.1 Emergency Management Team

The emergency management team is a pool of department and division staff who are trained and appointed to fill the positions within the Gonzaga ICS. Team members are drawn from leadership and key technical personnel from all departments and divisions at the University, who receive special training in their ICS roles prior to their use in an actual Emergency. Team members are used to staff both the Incident Command Post (ICP) and the Emergency Operations Center (EOC) as appropriate. Members of the team are activated as necessary to fill the positions required in the ICS as determined by the specific needs of the event and according to the procedures contained in the EOC Activation annex.

3.5.1.1 Emergency Management Team Assignment

Based on the staffing needs of the emergency, qualified emergency management team personnel will be assigned to support the event in a variety of roles appropriate to their skills and the needs of the event. These procedures are contained in the EOC Activation annex. See the Assignment of Responsibility section for more information on how team assignments are made.

3.5.2 Media Staging Area (MSA)

If on-site media are expected, the Public Information Officer, in partnership with the EOC and ICP, should designate the media staging area. The EOC and ICP will partner to ensure adequate security and support is provided for the media area. The media staging area location should be communicated as part of all public information briefings. Media staging is designed to limit media access to the ICP and the emergency scene while still providing a collaborative and timely vehicle for information dissemination from the University. The PIO runs the media staging area in accordance with procedures established in Communications annex.

The following locations are identified for recommended use as a media staging area. The area should be activated in partnership with the EOC to prevent confusion and ensure adequate resource support.

- █ [REDACTED]

3.6 POLICY GROUP

The Policy Group serves in an advisory role to the President, or designee, and assists the President in conducting strategic efforts necessary to support operational and tactical response efforts. The membership of the Policy Group varies according to the specific needs of the event, and may change as the event changes. Staff in the EOC will partner with the Policy Group to ensure there is a liaison dedicated to facilitating accurate, timely flow of information between the EOC and the Policy Group. The Policy Group receives information from the ICP via the EOC.

3.6.1.1 Policy Group Room

The Policy Group meets in an area specifically designated for strategic-level policy discussion and decision making that is secure, safe, and protected from weather, exposure to the hazards of the emergency, and away from media or bystander observation. The Policy Group should be physically separated from the Incident Command Post (ICP), the Emergency Operations Center (EOC), and the media staging areas, although it should be easily accessible to at least the EOC and the Media Staging areas for larger events.

The following locations are identified for recommended use by the Policy Group. As part of the recommendation actions briefing, the EMT will suggest which PGR is most appropriate for the event.

- [REDACTED]
- [REDACTED]
- [REDACTED]

3.7 ASSIGNMENT OF RESPONSIBILITY

The type of event or incident determines which departments and individuals are most likely to have primary response capabilities and which are likely to function in support roles. Identifying the primary and supporting roles before an emergency allows the University to staff appropriately for response and recovery actions, while minimally impacting standard University operations. More detailed information is contained in the annexes as appropriate, and whenever possible, annex material should be used when organizing and assigning personnel to work on an event or incident. This is clarified under the Assignment of Responsibilities sec

3.7.1 Incident Commander

The Incident Commander (IC) has overall operational authority and responsibility for the response to an emergency, as directed and in compliance with the authorities, regulations, guidelines, or restrictions approved and/or delegated by the President as advised by the Policy Group. The IC manages the Incident Command Post (ICP), approves the Incident Action Plan (IAP) in partnership with the EOC coordinator for each operational period, and ensures that the ICS is activated in accordance with NIMS standards. The IC is designated based on the most qualified individual available at the time. It is often necessary for the IC to transition command to a more qualified IC as an incident grows in complexity. If a unified command (UC) for the greater Spokane area is activated, the IC represents Gonzaga University for response-oriented decisions.

3.7.2 Emergency Operations Center Coordinator

The Emergency Operations Center Coordinator manages the Emergency Operations Center (EOC) and supports the needs of both the IC and the Policy Group. The coordinator activates the emergency management team as necessary to staff the EOC, or to support the ICP if requested. The EOC is usually appointed from the Office of Emergency Preparedness and Risk Management (EPRM), although other qualified individuals may be appointed as well in partnership and support of EPRM. As with an IC, the coordinator is expected to transfer command to the next coordinator as appropriate between operational periods or as the event changes in severity.

3.7.3 University President or Designee

The President, or designee, is responsible for establishing the strategic considerations of the University that are supported by the operational and tactical response efforts taken during an emergency. The President accomplishes this by delegating authorities to the Incident Commander (IC) and the EOC Coordinator, approving external public information messages, setting and approving expanded authorities for the ICP and EOC, and implementing high-level, critical continuity and recovery objectives and priorities. The President coordinates with the Board of Trustees and also provides direction to, and coordinates with, the Faculty Senate, Deans, and Directors not directly involved in management of the event. The President may also choose to activate the Policy Group to support them in these tasks.

3.7.4 Policy Group

The Policy Group supports the President, or the President's delegate, in producing strategic guidance in support of operational and tactical response efforts taken during an emergency. The Policy Group membership changes based on the specifics of the event, and the hazard-specific annexes contain recommended policy group membership. The Policy Group should be kept small, and only the necessary members should be activated, to facilitate the best flow of information and decision-making during an event. It is possible for members of the policy group to activate for one part of an emergency and not activate for others.

3.7.5 Office of Emergency Preparedness and Risk Management

The Office of Emergency Preparedness and Risk Management (EPRM) has overall coordination authority and responsibility to support the management and recovery of an emergency, as directed and in compliance with the instructions issued by the President as advised by the Policy Group. In addition, EPRM is responsible for coordinating University preparedness activities including facilitating the provision of training, developing and distributing educational information, making recommendations regarding the purchase and placement of equipment and supplies, coordinating after-action reviews, and updating the Emergency Operations Plan (EOP). EPRM is also the primary resource for staffing the position of emergency operations center coordinator position, and is primarily responsible for managing the Emergency Operations Center (EOC) during an emergency. If EPRM is incapacitated and cannot operate the EOC function, the function is delegated appropriately, as outlined in the EOC Activation annex.

3.7.6 Emergency Management Team

Emergency management team members are employees of the University who possess skills, qualifications, and training necessary to support the response and recovery efforts during and after an emergency. These individuals staff the ICS positions in the Incident Command Post (ICP) and the Emergency Operations Center (EOC) as needed. Team members are identified based on the roles, responsibilities, and skills necessary to complete their assigned functions, and are trained and certified for their roles through a combination of online and in-person training using a variety of mediums including classroom, video, workshop, and practical exercise. Training is delivered both in-house from the Gonzaga Office of Emergency Preparedness and Risk Management, and from external vendors and subject matter experts. EPRM maintains a list of qualified team members and their contact information. These members are primarily drawn from the following departments:

- Academics
- Admissions
- Athletics
- Campus Security and Public Safety
- Controller's Office
- Disability Resources
- Environmental Health and Safety
- Finance
- Gonzaga University Event Services Team (GUEST)
- Health and Counseling Center
- Housing and Residence Life
- Human Resources, including
- Information Technology Services and Telecommunications
- Marketing and Communications
- Office of Emergency Preparedness and Risk Management
- Plant Services
- Purchasing
- Student Development
- Sodexo Food Services
- University Advancement
- University Mission and Ministry

3.7.7 Division and Department Responsibilities

Divisions and Departments are responsible for insuring that University emergency guidelines, site plans, floor plans, and active shooter checklists are prominently displayed and communicated to students, staff, and faculty within their facilities or program areas. Divisions and Departments are also responsible for ensuring that staff and faculty are sufficiently trained to respond appropriately to emergencies and other emergencies. Divisions and departments are responsible for supporting the assignment and training of employees identified to serve on the emergency management team.

Divisions and departments are also responsible for developing plans and protocols specific to their academic or business function. For example, each division or department is responsible for developing a business continuity and recovery plan that specifically addresses steps to maintain and/or restore essential services for their specific function. Divisions and departments are also responsible for participating in University testing and training when requested.

3.7.8 Faculty and Staff

University faculty and staff are considered leaders during an emergency and must be prepared to provide support to the students in their care during these situations. Faculty and staff should clearly understand department emergency and building evacuation and sheltering procedures in areas where they work and teach, and should participate in University testing and training drills of emergency response procedures if requested to do so. Faculty and staff may be the first at the scene of an event and are responsible for following standard response procedures and contacting the appropriate individuals for assistance during an event. Training and education on emergency guidelines is offered to all faculty and staff during new employee orientation. Continuing education and training opportunities are available online, via classroom format, or via workshops and videos throughout the year. Staff and faculty are encouraged to register with ZagAlert to expedite communications during emergencies.

3.7.9 Students

Students are responsible for maintaining situational awareness and understanding the University emergency guidelines. In the event of an emergency, students are responsible for watching or listening for and following directions provided by emergency responders and/or University staff. Students may also be initial reporters of emergencies, and should understand when and how to contact 911 services and Campus Security. Students are encouraged to register with ZagAlert to expedite communications during emergencies.

3.7.10 Guests

Guests visiting the University are offered basic emergency procedures information from their host. Hosts are expected to include guests when taking any emergency response action. Prior to hosting a large planned event, hosts should contact the Office of Emergency Preparedness and Risk Management (EPRM) to ensure risks and threats are appropriately mitigated and to help prepare information about events and emergencies appropriate for the guest(s).

3.7.11 Community Emergency Response Partners

Emergency response partners such as fire, law enforcement, emergency medical and ambulance providers, the public health department, the American Red Cross, or the Greater Spokane Emergency Management (GSEM) are available to support Gonzaga University during an emergency. In some cases, partners are activated automatically (such as when calling 911) and in some cases they must be requested. Usually, fire, law enforcement, and EMS providers support the Operations section at the incident command post (ICP), while service providers such as the American Red Cross or GSEM support the emergency operations center (EOC). In all cases, community partners work with Gonzaga University as much as possible to address the emergency at the lowest response level possible. If it becomes necessary for a community partner to take a leadership role in the emergency management, Gonzaga University enters into a Unified Command with the partners.

4 DIRECTION, CONTROL, AND COORDINATION

This section describes the framework for response activities for the University, and identifies who has tactical and operational control of response assets, and addresses how multi-agency coordination efforts are intended to operate.

4.1 INCIDENT COMMAND TENANTS

Gonzaga University will deploy an incident command structure to address emergencies that activate the Emergency Operations Plan. The structure adheres to the principles outlined in the National Incident Management System (NIMS) and in keeping with Incident Command System (ICS) standards. The structure ensures adequate oversight for span of control, assigns positions based on experience, and delineates communication pathways between the different elements of the structure. The three main elements of the structure are the Policy Group, the coordination group located in the Emergency Operations Center (EOC), and the response group, commanded by the Incident Commander (IC) and located in the Incident Command Post (ICP). The University will utilize Unified Commands when appropriate to best manage an event or emergency, and will respect the other ICS best practices including span of control, transfer of command, and respect for assigned position and skills rather than titles. Sample ICS structures for each component are located in the 'Go Kit' section of the Emergency Operations Plan binder, and in specific annexes where appropriate.

4.2 COMMUNITY RELATIONSHIP

Gonzaga University is a large and iconic feature of Spokane, and contributes to the overall wellbeing of the city and county of Spokane by bringing in tourists and revenue, offering community outreach and partnership resources, serving as a positive anchor in the Logan neighborhood, and contributing to socioeconomic growth and development. As part of the Spokane community, emergency response efforts on the Gonzaga campus must integrate with larger emergency response functions. This becomes especially important during disaster or catastrophic level events, where Gonzaga may be asked to support community partners, rather than receiving support. Gonzaga is committed to participating in community planning, education, training, and testing efforts to support the development of these relationships.

4.3 SPOKANE EMERGENCY MANAGEMENT

The Greater Spokane Emergency Management department (GSEM) may provide additional resources, expertise, or support to Gonzaga University if requested through EOC protocols, and if the emergency is of sufficient size or impact to the greater Spokane community. During catastrophic levels, GSEM may activate the Spokane County Emergency Coordination Center (ECC) and assume the majority of coordination roles for the emergency. In these circumstances, Gonzaga University will participate in the ECC, in addition to any activities occurring on the campus.

4.4 LAW ENFORCEMENT

Gonzaga University houses an internal campus security and public safety team, which oversees and coordinates general campus safety and awareness and active shooter preparedness and training. Gonzaga security are noncommissioned personnel. All legal law enforcement requests or needs are dispatched to Spokane Police Department. During emergencies involving active shooters, acts of violence, or in the case of bomb threats, civil disturbance or riots, chemical or hazardous materials exposures and decontamination efforts, or dangerous infrastructure failures, Gonzaga University anticipates that Spokane Police Department will participate in a Unified Command with Gonzaga.

4.5 FIRE

Gonzaga University does not have an internal fire response mechanism, and relies on the services of the Spokane Fire Department. During emergencies involving fire suppression, chemical or hazardous materials exposures and decontamination efforts, or dangerous infrastructure failures, Gonzaga University anticipates that Spokane Fire Department will participate in a Unified Command with Gonzaga.

4.6 MEDICAL SERVICES

Gonzaga University has a campus medical center available for student use as well as minimal employee use (i.e. vaccinations and basic health screening during and after an event.) The Health and Counseling Center is staffed with a combination of physicians, nurse practitioners, nurses, medical assistants, and counseling staff. The Health and Counseling Center falls under the oversight of a medical director, and is the primary coordinator for response efforts related to infectious disease. Other medical services necessary for the University's response and recovery efforts are provided via emergency medical personnel and first responders such as the Spokane Fire Department or private ambulance companies like American Medical Response (AMR), or from the local healthcare networks.

4.7 CONTROL OF RESOURCES

There are many resources available with little or no lead time for use in emergency management at Gonzaga. The resource list is maintained by the Purchasing team, and includes the type of resource, the location, the time needed to deploy the resource, the cost of the resource, and the resource owner. Resources not contained on this list are obtained through Logistics section.

Resources contributed towards emergency management through community partners engaged in Unified Command or Multi-Agency Coordination efforts belong to the contributing agency, and are subject to the rules, regulations, policies, and procedures established by their owners. The Safety Officer (SO) may override any procedure or policy to protect the immediate life safety of personnel.

5 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Information is generated by all participants in an emergency. The information must be quickly and accurately collected in a central location, analyzed for content and purpose, and disseminated to key stakeholders to facilitate good emergency management.

5.1 RESPONSIBILITY

The Planning section has primary responsibility for collecting all information generated about the emergency, analyzing the information for content, intended audience, and purpose, and disseminating that information to the appropriate users. When both the Incident Command Post (ICP) and the Emergency Operations Center (EOC) are active, information is collected by the general staff in the ICP and forwarded for processing to the EOC.

5.2 DISSEMINATION METHODS

Internal dissemination of information and the revision and publication of the Incident Action Plan (IAP) and other awareness documentation occurs within the ICP and EOC. The appointed liaison officer ensures a rapid and accurate dissemination of information from the EOC to the Policy Group. The Public Information Officer (PIO) coordinates all public messaging.

Based on the nature of the Emergency, information may be distributed to Gonzaga Community members via the use of morning mail or targeted email, ZagAlert, social media, or telephone messaging. The Gonzaga University Crisis Communications Management Appendix details these information outlets and procedures.

5.3 ICS FORMS

Individuals supporting the event or incident will utilize ICS forms whenever possible to streamline and standardize the information generated through the course of response actions. Annexes may contain additional information, paperwork, forms, or documentation expectations for their topics. If no ICS forms are available or suitable, individuals should document their actions in writing and forward those records to the EOC for retention.

6 COMMUNICATION

Communication is a key metric for successful emergency management. Communication occurs between first responders, between first responders and the EOC, between the EOC and policy makers, between the response organizations and the community, with the media, and with special interest groups such as parents, donors, and the Board of Trustees.

An overview of anticipated communication standards is outlined in this section. The complete list of communication systems and more detailed information regarding communications management during an emergency is addressed in the Communications annex.

6.1 COMMUNICATION BETWEEN EMERGENCY MANAGEMENT TEAM MEMBERS

The majority of communication between activated emergency management team members should occur in writing through the use of ICS forms and email. Where a written format is not practical, radio or telephone communication may be used and logged on the appropriate ICS form. Meetings and in-person conversations should also be documented on the appropriate ICS form for records. All communications regarding an emergency are considered confidential, sensitive, and the property of Gonzaga University. The information gathered during an emergency should not be shared, distributed, duplicated, or communicated except through authorized venues. Individuals who supported an emergency should be particularly careful when discussing the emergency outside of operational capabilities, so as to minimize accidental information leaks or exposures.

6.2 COMMUNICATION WITH THE POLICY GROUP

The Policy Group (PG) relies on timely and accurate communication from the Emergency Operations Center (EOC) to inform them of emergency management progress, assist them in formulating policy decisions, and to help drive the creation and distribution of public messaging. In general, the Policy Group should have no direct contact with the incident command post. A liaison officer is staffed for large incidents or emergencies to ensure information flows adequately between the Policy Group and the EOC. When a liaison officer is not necessary, the EOC coordinator and IC partner to provide timely briefings to the Policy Group.

6.3 COMMUNICATION WITH THE MEDIA

Media coverage of an emergency is inevitable. The communication of information from the University to the media is one of the greatest risks to response and the University's reputation. Appropriate control of the public message, timely and well-crafted updates to the media, and a consistent and trustworthy public information interface are crucial to good communication with the media. All media and public communication will be conducted by the Public Information Officer (PIO), or with input from the PIO if a different authority is more appropriate to deliver the message. All information publicly delivered by the PIO will be developed in conjunction with the Policy Group.

6.4 COMMUNICATION TO THE GONZAGA COMMUNITY

The ability to effectively communicate with Gonzaga community members, parents, community partners, and the public during an emergency is critical. Priority communication issues include message development, internal communication, partner and stakeholder communication, media communication, public communication and information monitoring.

Gonzaga University has built several layers of redundancy into the communications systems, providing multiple ways to communicate with staff, students, community partners, and the public during an emergency. ZagAlert, the University's primary emergency notification program, provides alerts and information via phone, email, text, and social media to registered users, including faculty, staff, and students, in the event of an emergency involving an immediate threat to life or safety on campus. Gonzaga also recognizes the importance of monitoring and guiding the flow of social media to ensure users follow topics trending with accurate information. The social media communication strategy is also contained in the Communications annex..

7 TRAINING AND EXERCISES

Gonzaga recognizes the importance of conducting training for the key elements and concepts outlined in the Emergency Operations Plan (EOP). As training and education programs progress, it is also necessary to test and exercise the concepts outlined in the EOP. Gonzaga embraces the exercise standards established by the Homeland Security Exercise and Evaluation Program (HSEEP). As such, exercises at Gonzaga are progressive (they build in complexity and scope) and are part of a multi-year program.

Exercises are a critical method of evaluating the EOP and related threat- or hazard-specific annexes, procedures, or documents. The careful evaluation of exercises and the implementation of improvement plans drives the major updates and corrections of the EOP. The training and exercise programs are closely related to EOP development and maintenance. All training and education efforts related to Emergency prevention, preparedness, response, recovery, or mitigation are documented, and records are maintained in the Office of Emergency Preparedness and Risk Management.

Exercises of the EOP and related components are coordinated into a multi-year exercise program, which ensures a variety of exercise scenarios and methods are used to test the greatest vulnerabilities and risks to the University, while also ensuring the lessons learned from the exercises are documented and improvement plans are formulated and executed. The exercise program at Gonzaga University is reviewed by and, where necessary, coordinated through the Emergency Management Committee.

Emergency Operations Plan

8 ADMINISTRATION, FINANCE AND LOGISTICS

In general, departments not involved in the primary response to an emergency are available to provide support and make up the primary staffing pool for the EOC. Supporting departments ensure that policies and procedures are followed maintain good administrative, financial, or logistical oversight per their assignments, and assist in documenting the response and recovery efforts of the University.

8.1 HUMAN CAPITAL CONSIDERATIONS

Human capital refers to the human assets available to support response and recovery operations during an event or incident. This plan anticipates that the majority of human capital activated and staffed for response and recovery efforts will come from existing employees, students, campus partners, or volunteers within the community.

Human Resources has overall responsibility for assisting. Human Resources ensures hours worked by employees are appropriately documented, establishes and enforces procedures for human capital check in/check out and assignment duties and establishes the tracking mechanism for injuries or accidents incurred during the emergency by Gonzaga University staff or faculty. Human Resources also coordinates and oversees the applicable labor laws.

8.2 FINANCIAL CONSIDERATIONS

The Finance Department has overall responsibility for establishing the procedures, policies, and guidelines affecting the retention of financial records, resource acquisition, tracking, or other management, and general compensation for resources utilized or disrupted during an emergency. Members of the emergency management team with finance or logistics responsibilities will be trained on these requirements.

If special financial authorities are required during an emergency, approval to amend purchasing and financial standards is obtained from the Policy Group.

8.3 DOCUMENTATION

During an event, all activated emergency management team members will document their activities on the Activity Log (214) and other appropriate ICS forms, or online, as directed by the event coordinators.

A Documentation Unit Leader reports to the Planning Section Chief and oversees the collection, organization, and storage of appropriate response documents. These documents become part of the after action review process and support cost recovery efforts for the University. All documents produced during a Emergency must be surrendered to the Documentation Unit prior to demobilization of the resource. All documents created during the management of an emergency are considered sensitive and are the property of Gonzaga University. When necessary, Gonzaga will provide copies of information to other first response agencies.

8.4 RESOURCES

The Procurement department, in partnership with the Finance department, has overall responsibility for establishing the policies, procedures, and guidelines affecting resource ordering. The IC has the authority to direct University resources (both personnel and material) to meet the objectives of the Incident Action Plan (IAP) for the event. In cases where Gonzaga University resources are exhausted or are likely to be exhausted, the IC has the authority to request additional resources (both personnel and material) from outside of the University, preferably through the venue of the EOC. Gonzaga University may also utilize existing business relationships, contracts, and agreements to secure additional resources. Resource requests should **always** be coordinated through the Logistics section, either in the EOC or at the IAP, for ordering and processing, and documentation should be submitted to the Finance section for tracking, payment, and restitution efforts.

8.5 MUTUAL AID AGREEMENTS AND MEMORANDUMS OF UNDERSTANDING

The Office of Emergency Preparedness and Risk Management holds primary responsibility for coordinating the establishment of Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU) in support of this document. MAAs address resource sharing between entities and MOUs address the use of specific resources such as facilities that have been developed for key resource needs. The Logistics section of the EOC is responsible for tracking the status of MAA and MOU documents for execution during an emergency.

8.6 VITAL RECORDS

There are several repositories of vital records at Gonzaga University, including the Health and Counseling Center, Human Resources, Admissions, Information Technology, and Student Development. In addition to possible availability needs during an emergency, these records must be protected and maintained for continuity of operations of the University. Although it is the responsibility of the record owners to plan for record protection in their Business Continuity Planning (BCP) efforts in partnership with the Information Technology department, additional support and assistance for protecting records may be required during an emergency.

9 PLAN DEVELOPMENT AND MAINTENANCE

9.1 PLAN REVIEW SCHEDULE

The Emergency Operations Plan Basic Plan (this document) is reviewed and revised annually for small edits, terminology updates, contact information, references, and to verify any links are correct and functional. The plan is revised for major content shifts or adaptations on a [REDACTED] or after any emergency where the after action review or functional exercise.

9.1.1 Office of Emergency Preparedness and Risk Management

Annual reviews and small updates or corrections identified in after action reviews are implemented by the Office of Emergency Preparedness and Risk Management. This department corrects the master document, updates the record of changes, and ensures accurate copies of the revised document are available to all entities listed in the Record of Distribution.

9.1.2 Collaborative Planning Team

During [REDACTED] major reviews or during major reviews instigated as a result of an after action review, a collaborative planning team will be established to conduct the update. The collaborative planning team will be chaired by the Office of Emergency Preparedness and Risk Management, and will include membership from all stakeholders of the Emergency Operations Plan. The planning team will use the planning process established in the *2013 Guide for Developing High Quality Emergency Operations Plans for Institutions of Higher Education*.

9.1.3 After Action Reviews

Gonzaga University conducts After Action Reviews (AAR) of all events or incidents, real or simulated, that requires activation of the Emergency Operations Plan (EOP) activation. Often, the AAR process identifies areas of improvement necessary for incorporation into the EOP. These areas of improvement are intended to mitigate the severity of future occurrences and, in some cases, prevent the events from recurrence. When improvements result in updates to the EOP, those changes are documented in the Record of Changes section of the Basic Plan.

AARs are coordinated and chaired by the Office of Emergency Preparedness and Risk Management, and all departments who participated in the response or recovery efforts of an emergency, whether real or simulated, are expected to provide documentation generated during the emergency and participate in the AAR process.

10 AUTHORITY AND REFERENCES

10.1 AUTHORITIES AND POLICIES

- Letter of Introduction from the Gonzaga University President. This letter, which prefaces the EOP, provides the expectations and approval of the Office of the President for emergency management activities and the Emergency Operations Plan.
- Gonzaga University Class Cancellation and School Closure Policy (updated 5/25/2012). These procedures define essential facilities and essential personnel, and identifies authority for cancelling classes and closing the University.
- National Incident Management System (NIMS). NIMS mandates the use of the Incident Command System (ICS) to address authorities and responsibilities for emergency planning and management.
- Presidential Policy Directive (PPD) #8. PPD 8 (issued by the United States) establishes the national preparedness system and outlines the core competencies expected of local, state, and federal institutions to adequately prevent, protect, prepare for, mitigate, respond to, and recover from emergencies.

10.2 REFERENCES

This section contains reference information including common definitions and acronyms found in the EOP, EOP distribution, a record of changes to the EOP, and external plans which are referenced in the EOP.

- Comprehensive Planning Guide 101 (CPG101)
- Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Spokane City/County Comprehensive Emergency Management Plan (CEMP)
- Spokane City/County Disaster Mitigation Plan
- Spokane City/County Emergency Coordination Center (ECC) Plan

10.3 LIST OF ANNEXES

Hazard- Specific Annex Title		
Active Shooter		
Earthquake		
Explosions and Hazardous Materials		
Extended Loss of Power		
Extreme Heat		
Fires and Air Quality		
Flooding		
Infectious Disease		
Severe Storms		
Severe Winter Storm		
Functional Annex Title		
Access Control and Protection		
Accounting for Personnel		
Communications		
Donations Management		
EOC Activation		
Evacuation		
Human Care and Concern		
Mass Care and Sheltering		
Recovery		

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10.4 ACRONYMS

AAR	After Action Report
COOP	Continuity of Operations Planning
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPRM	(Office of) Emergency Preparedness and Risk Management
FEMA	Federal Emergency Management Agency
GSEM	Greater Spokane Department of Emergency Management
HAZMAT	Hazardous Materials
HIPAA	Health Insurance Portability and Accountability Act
HIRA	Hazard Identification and Risk Analysis
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MAA	Mutual Aid Agreement
MOU	Memoranda of Understanding
MSA	Media Staging Area
NIMS	National Incident Management System
PIO	Public Information Officer
PPE	Personal Protective Equipment
SFD	Spokane Fire Department
SO	Safety Officer
SOP	Standard Operating Procedure
SPD	Spokane Police Department
UC	Unified Command

10.5 GLOSSARY

Advisory: An official notification that provides urgent information about an unusual occurrence or threat of an occurrence, and may offer recommended protective actions for advisory recipients. For example, a weather advisory that includes recommended actions for individuals.

After Action Report (AAR): The document that describes the incident response and findings related to system response performance.

After Action Review: The process of reviewing an incident or exercise response to assess response performance. This can be considered to be one component of the After Action Report process.

Alert: An official notification that provides urgent information about an unusual occurrence or threat of an occurrence and indicates the response actions necessary to protect life safety for recipients. An alert can be used for initial notification of an incident, and for ongoing notification throughout an incident to convey incident information and directed or recommended actions. For example, an alert may be issued to warn residents of an active shooter.

All-hazards: A descriptor that denotes a specific strategy for managing activities in an emergency management program. Throughout the four phases of EM, management structure, processes and procedures are developed so they are applicable to every significant identified hazard.

Annex: A document containing stand-alone procedures designed to provide additional clarification or operational considerations to a Basic Plan. Annexes may be hazard-specific or functional in nature. Annexes are developed and maintained by the Collaborative Planning Team.

Attachment: Supplementary material to a plan or annex document. This material is often maintained by individual departments and may be updated or revised more frequently than the plan or annex it is attached to.

Authority: The power or right to give orders and/or to make decisions. Authority may be delegated from one entity to another. See “responsibility” to contrast terms.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Collaborative Planning Team: A group made up of key constituents and stakeholders of the emergency management team, who develop and review emergency operations plans and annexes as coordinated and directed by the Office of Emergency Preparedness and Risk Management.

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Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Concept of Operations: A document that explains how a system and its components function through the successive stages of emergency response and recovery.

Continuity of Operations (COOP) Program: The collective activities of individual departments and agencies and their sub-components to ensure that their essential functions are performed.

Continuity Planning: An internal effort within an organization to assure that the capability exists to continue essential business and service functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack/terrorist-related emergencies.

Crisis: A crisis is a type of event at Gonzaga University, usually marked by a personal experience or mental health issue. A crisis affects a small number of people and can be resolved using standard operating procedures. Examples of a crisis includes suicide attempts or threats, sexual assault, mental health issues, domestic or partnership disturbances, etc. or criminal actions caused by a state of emotional crisis.

Demobilization: the ICS/IMS phase that begins the transition of Management, Operations, and Support functions and elements from the incident activities back to normal operations or to their baseline standby state as their operational objectives are attained.

Drill: A training application that develops a combination or series of skills (for example – a drill of mobilizing the decontamination area). It can also be referred to as an “instructional drill” for clarity. A drill conducted primarily for evaluation rather than training should be referred to as an “evaluative drill.”

Emergency: An emergency is defined as an event that is likely to have a significant impact on Gonzaga students, staff, faculty, and visitors and has a high public, media, or political interest; involves an acute or serious event that has or may stimulate high levels of concern or interest; affects the delivery of normal Gonzaga University services; requires outside resources to respond to the event; or involves more than one University Division. Emergencies include disasters, emergencies, crises, incidents, and large or complex planned events.

Emergency Operations Plan (EOP): Overarching plan that provides guidance to activities directed to the response to emergencies at Gonzaga University. The EOP integrates with preparedness, mitigation, prevention, and recovery planning efforts.

Emergency Management: Organized analysis, planning, decision making, and assignment of available resources to mitigate (lessen the effect of or prevent) prepare for, respond to, and recover from the effects of all hazards. The goal of emergency management is to save lives, prevent injuries, and protect property and the environment if an emergency occurs.

Emergency Management Program: A program that implements the organization's mission, vision, management framework, and strategic goals and objectives related to emergencies and disasters. It uses a comprehensive approach to emergency management as a conceptual framework, combining mitigation, preparedness, response, and recovery into a fully integrated set of activities. The "program" applies to all departments and organizational units within the organization that have roles in responding to a potential emergency.

Emergency Manager: The person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities. The local emergency management position is referred to with different titles across the country, such as civil defense coordinator or director, civil preparedness coordinator or director, disaster services director, and emergency services director. It now commonly is referred to as homeland security director. Within organizations, this person may be the safety director, emergency program coordinator or another title.

Emergency Preparedness: Activities and measures designed or undertaken to prepare for or minimize the effects of a hazard upon the civilian population, to deal with the immediate emergency conditions which would be created by the hazard, and to effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by the hazard.

Exercise: A scripted, scenario-based activity designed to evaluate the system's capabilities and capacity to achieve overall and individual functional objectives, and to demonstrate the competencies for relevant response and recovery positions. The purpose of exercise evaluation is to determine a valid indication of future system performance under similar conditions, and to identify potential system improvements.

Finance/Administration: The ICS functional area that addresses the financial, administrative, and legal/regulatory issues for the incident management system. It monitors costs related to the incident, and provides accounting, procurement, time recording, cost analyses, and overall fiscal guidance.

Function: In the Incident Command System, refers to the five major activities (i.e., Command, Operations, Plans/Information, Logistics, and Finance/Administration). The term function is also used when describing the activity involved (e.g., the planning function).

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General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Hazard: A potential or actual force, physical condition, or agent with the ability to cause human injury, illness and/or death, and significant damage to property, the environment, critical infrastructure, agriculture and business operations, and other types of harm or loss. Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Intentional Hazard: A hazard produced primarily by threatened or executed intentional actions, threatening or resulting in human or property impact of sufficient severity to be deemed an emergency. Intentional hazards cover a very wide range of forces (chemical, biological, radiations, incendiary and explosive, cyber, disruption of services or products, and others). The intent may be sabotage, criminal actions, conflict and civil disobedience or disturbance, or acts of terrorism.

Natural Hazard: Any hazard produced primarily by forces of nature that result in human or property impact of sufficient severity to be deemed an emergency (see definition of an emergency). Natural hazards include hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, drought, fire, infectious disease epidemic, or others.

Technological Hazard: A hazard created primarily by manmade technology or unplanned and non-malicious actions, which result in human or property impact of sufficient severity to be deemed an emergency. Technological hazards include industrial, nuclear or transportation accidents, unintentional natural gas and other explosions, conflagration, building collapse from primary structural failure (insufficient supports during construction or renovation, corrosion or other predictable materials deterioration, overload of structural elements, etc.), power failure, financial and resource shortage, oil and other hazardous materials spills and other injury-threatening environmental contamination. Note interface between technological, natural and intentional origins: a structural collapse secondary to an earthquake is a natural hazard emergency; one secondary to a deliberate methane explosion is an intentional hazard emergency; one secondary to construction error is a technological hazard emergency.

Hazard Identification: The process of recognizing that a hazard exists and defining its characteristics.

Hazard Mitigation: Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment.

Hazard Probability: The estimated likelihood that a hazard will occur in a particular area.

Hazard Risk: A quantitative product of the probability of a hazard occurring and the projected consequence of the impact.

Hazard Identification and Risk Analysis: A systematic approach to identifying all hazards that may affect an organization and/or its community, assessing the risk (probability of hazard occurrence and the consequence for the organization) associated with each hazard and analyzing the findings to create a prioritized comparison of hazard vulnerabilities. The consequence, or “vulnerability,” is related to both the impact on organizational function and the likely service demands created by the hazard impact.

Hazardous Material (HAZMAT): Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.

Incident Action Plan (IAP): The document created by Gonzaga Emergency Team (SET) leadership that guides activities for a given operational period. It contains the overall event objectives and strategy, general tactical actions and supporting information to enable successful completion of objectives. An IAP may have a number of supportive plans and information as attachments (e.g., traffic plan, safety plan, medical plan, communications plan, and floor plans/maps). In addition to its usefulness for managing response and recovery activities, the IAP may be used to prepare for planned emergencies.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. 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 used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. (NIMS)

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

Logistics: Providing resources and other services to support incident management. *Logistics Section:* The [ICS] section responsible for providing facilities, services, and material support for the incident.

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Mass Casualty incident (MCI): A casualty-creating hazard incident in which the available organizational and medical resources (both “first” and “second response”), or their management systems, are severely challenged or become insufficient to adequately meet the medical needs of the affected population. Insufficient management, response, or support capability or capacity can result in increased morbidity and mortality among the impacted population. “Mass casualty” equates to a “disaster,” whereas “multiple casualty incident” equates to an “emergency.”

Mitigation: Mitigation is a component of comprehensive emergency management that encompasses all activities, planning efforts, training and education, or projects designed to reduce or eliminate the probability of a hazard occurrence or reduce the impact from the hazard if it occurs. Mitigation is closely related to prevention and protection activities in the preparedness cycle.

Mutual Aid: Voluntary aid and assistance by the provision of services and facilities including but not limited to: fire, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide adequate resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

Mutual-Aid Agreement: A written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and policy.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups. This section is headed by a chief, and is part of the general staff of the ICS.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: This section is responsible for the collection, evaluation, and dissemination of operational information related to the incident, for the preparation and documentation of the Incident Action Plan (IAP), and for maintaining information on the current and forecasted situation. The planning section also supports overall documentation of the incident for use in the after action review. This section is headed by a chief, and is part of the general staff of the ICS.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Probability: The likelihood of a specific outcome, measured by the ratio of specific outcomes to the total number of possible outcomes. Probability is expressed as a number between 0 and 1, with 0 indicating an impossible outcome and 1 indicating an outcome is certain. (*Standards 1995*)

Public Information Officer: This position within ICS is responsible for coordinating the collection of information from the Incident Commander for distribution to the public. The PIO is responsible for collaborating with the Policy Group Information Officer (PGIO) and for staffing and briefing the media. This position serves in the Incident Command Post and is a member of the command staff in ICS. This position may also serve with a Joint Information Center (JIC) and function as part of a joint information staff.

Recovery: This is a phase of collaborative emergency management and includes all activities and programs implemented before, during, or after a Emergency that are designed to return the University to a normal state of operations. This includes “return to readiness” activities for first response agencies on the University. Recovery is also part of the Business Continuity process, and serves to link the operations and continuity functions together.

Recovery Manager: This position oversees the execution of tactical recovery and continuity capabilities. The role is similar to an incident commander, and will often continue operations using the ICS for structure and the SECC for support. The recovery manager begins operations as the incident begins to wind down, thus operating in a UC with the IC, and receives a formal transfer of command when all response operations cease.

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Response: This is a phase of comprehensive emergency management and addresses the immediate and short-term effects of a Emergency. This includes all activities designed to address the immediate and short-term effects, whether they are taken immediately before, during, or after the Emergency. Response can be proactive to the actual occurrence of a Emergency.

Risk Analysis: A detailed examination performed to understand the nature of unwanted, negative consequences to human life, health, property, or the environment; an analytical process to provide information regarding undesirable events; the process of quantification of the probabilities and expected consequences for identified risks.

Risk Assessment: The process, including both risk analysis and risk management alternatives, of establishing information regarding an acceptable level of that risk for an individual, group, society, or the environment.

Risk Management: A management science that employs the findings of the Hazards Vulnerability Analysis process to make strategic and tactical decisions on how risks will be treated – whether deferred, reduced (through mitigation and preparedness activities), transferred, or avoided.

Safety Officer: The Safety Officer (SO) is a member of the Command Staff activated under the IC and staffed at the ICP. The SO is responsible for ensuring overall life safety for personnel addressing the tactical response efforts during a Emergency. The SO reports directly to the IC and can halt any response operation if they determine the risk to life safety to be excessive. The SO is also responsible for completing the Safety Message components of the Incident Action Plan (IAP) and briefing the IC on any current, potential, or changing safety considerations. In large and complex incidents with many resources, the SO may also have a staff of deputies to assist them.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas [where assets assigned to operations are staged].

Stakeholder: Key people, groups of people, or institutions that may significantly influence the success of the process, plan, program or project.

Standard Event: At Gonzaga University, a standard event is addressed and resolved by responsible departments completely by using standard operating procedures. Standard events are typically very small in scale and scope, do not cause any significant threat to Gonzaga's larger community or reputation, and are considered 'routine' for the departments that manage them. Examples of standard events include drinking contacts; crimes such as sexual assault, trespassing, burglary and larceny; car accidents; standard snow removal, etc.

Training: Training is instruction that imparts and/or maintains the skills (and abilities such as strength and endurance) necessary for individuals and teams to perform their assigned system responsibilities. Training objectives should be competency-based and specify a level of proficiency that relates to the relevant competencies (“awareness, operations, or expert”). As much as possible, training should address skills function under the conditions likely when the skill must be conducted.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Vulnerability: The likelihood of an organization being affected by a hazard, and its susceptibility to the impact and consequences (injury, death, and damage) of the hazard.

Vulnerability Assessment: A vulnerability assessment presents the extent of injury and damage that may result from a hazard event of a given intensity in a given area. The vulnerability assessment should address impacts of hazard events on the existing and future built environment.

Warning: Dissemination of notification message signaling imminent hazard which may include advice on protective measures. For example, a warning is issued by the National Weather Service to let people know that a severe weather event is already occurring or is imminent, and usually provides direction on protective actions. A “warning” notification for individuals is equivalent to an “activation” notification for response systems.

Watch: A watch is a notification issued by the National Weather Service to let people know that conditions are right for a potential disaster to occur. It does not mean that an event will necessarily occur. People should listen to their radio or TV to keep informed about changing weather conditions. A watch is issued for specific geographic areas, such as counties, for phenomena such as hurricanes, tornadoes, floods, flash floods, severe thunderstorms, and winter storms.