Emergency Operations Center Plan
Interim
December 18, 2012
ADOPTION

The preservation of life and property is a fundamental responsibility of the University of Louisville in the event of major emergencies or disasters, either manmade, or natural. An inescapable function of the University is to mitigate or lessen the possible impact of these conditions by practical emergency planning, advance preparation, coordinated response and recovery. One of the most important components is the activation of an Emergency Operations Center.

The University of Louisville Emergency Operations Center Plan has been designed to ensure coordinated and effective emergency management from a centralized location and a dedicated staff. Therefore, each person identified in this plan has the responsibility and obligation to become familiar with the contents of this plan to ensure that they are prepared to respond appropriately in response to an emergency.

This is a living document that describes existing procedures and personnel; it is subject to frequent updates and will be updated or replaced as procedures and/or staff change.

In summary, the University of Louisville must be prepared for the possibility that an emergency will strike the University or an adjacent area that could be of such magnitude that timely emergency management is paramount to save lives and property. This plan is adopted by the University on this date and it will be the responsibility of the Department of Environmental Health and Safety to serve as its custodian.

Larry L. Owsley
Vice President for Business Affairs

Date 2.5.13
Emergency Operation Center Plan
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The Vice President of Business Affairs establishes the Emergency Operations Center Planning Committee on January 3, 2012. The committee is charged to review and redevelop a plan for the University of Louisville Emergency Operations Center(s). The committee will offer recommendations to the Vice President of Business Affairs regarding the Emergency Operations Center Plan and assist in its training and implementation. The committee is also charged with maintaining the plan and keeping it updated.

The Emergency Operations Center Planning Committee will consist of the following participants and their area of representation:

Chair: Dennis Sullivan  
Vice Chair: Kim Noltemeyer

Kenneth Brown, DPS  
Denita Campo, IT  
Larry Detherage, PP  
John Drees, Communications and Marketing  
Tracey Eells, HSC  
Greg Carmichael, UGA  
Donna Gissen, HSC  
Rick Huck, Administration  
Rick Knighten, KyEM  
Jim McKinney, LMEMA  
Chris Weaver, VPBA

The general duties of the Committee include:

- Develop a purpose and scope for the plan  
- Identify the location(s) of the Emergency Operations Center(s)  
- Develop procedures to activate the Emergency Operations Center(s)  
- Create an operational focus  
- Identify the Roles and Responsibilities of people to be assigned duties in the EOC

It is envisioned that this committee will meet three to four times prior to July 1, 2012 and once annually thereafter. The committee appointments will be reviewed annually and meetings will be called as determined by the chairperson.

Agendas will be provided to the members in advance and all records concerning the committee will be maintained by the Office of the Vice President for Business Affairs.
The Emergency Operations Center (EOC) Plan has been developed based on the following assumptions:

- This plan is interim and only includes University-wide emergency operation being managed out of Belknap Campus, the HSC portion of the plan will be addressed as a phase 2 of this project.
- Email, Police radios, Physical Plant radios, landline telephones and cellular phones will be available and functioning during an emergency. If these communication systems are not available alternate communication systems must be implemented.
- One of the two EOC's must be available and functioning. If an EOC is not available, an ad hoc EOC must be implemented.
- Goods and services needed to support the EOC on a long term basis must be available by vendors.
- Personnel identified to perform duties in the EOC are available or alternates have been identified in advance.
- Personnel identified to perform duties in the EOC have read the Emergency Operations Center Plan and have completed Federal Emergency Management Independent Study Class IS-100.
- Personnel identified to perform duties in the EOC have been provided Essential Employee Identification Cards.
- Personnel identified to perform duties in the EOC must have the authority to commit resources on behalf the university.

In the event that the situation falls outside of the assumptions of this plan, the Incident Manager must implement strategies to maintain effective EOC Operations.
When an emergency occurs at any university facility, the initial steps that should occur are that people at the scene notify emergency officials and then take the appropriate action for that particular type of emergency. The emergency notification will initiate an emergency response from the appropriate agency/unit. This would be the fire department for fires, the police department for police emergencies, EMS for medical emergencies and so on.

During the initial response to an emergency, the duty of the communications specialist is to collect information, dispatch first responders and monitor the events as they unfold providing additional support at the scene. Once the communications specialist becomes aware of a threat that could immediately impact the university community, their next duty is to activate the UofL Alert System.

While continuing to monitor the situation, the communications specialist may determine or be directed to notify university officials to inform them of the event. This notification should be initiated as soon as possible, but the communications specialist’s primary duty during the emergency is to support first responders and monitor the incident.

Depending on the magnitude of the emergency, certain lists of people will be notified by the communications specialist. Even though this list may include a number of people, the initial calls should be to staff that will determine whether to open an Emergency Operations Center (EOC) to support the emergency. If at all possible a second communication specialist should take the notification burden off of the primary dispatcher. The primary people that will make the determination to activate the EOC are listed below:

- Provost (Back-up is EVPHA)
- Executive Vice President for Health Affairs (HSC Only) (Back-up is the Dean of the Medical School)
- Vice President of Business Affairs (Back-up is the Assistant Vice President for Business Affairs)
- Police Chief (Back-up is the Assistant Chief of Police)
- Emergency Manager (Back-up is VPBA Project Manager)
The chart below demonstrates the flow until the decision is made to activate the EOC.

Once that determination is made, the EOC should be activated using the communications strategy that is outlined in the Notification section of this plan. The person(s) making the determination to activate the EOC will use the following guidance to determine the level of activation:

**Minor Emergency (Level 0).** These are localized events (e.g. gas smell, an electrical arc, small chemical spill) not seriously affecting the overall functional capacity of the university. The incident will be handled completely by the university (except in the case of a minor fire requiring a response from the fire Department). An EOC would **not** be activated for a minor emergency.

   Example: Small fire in a single residence hall room

**Emergency (Level 1).** These events have caused minor damage and/or significant power outages that may affect current or immediate future operations affecting portions of a campus and it **may** be necessary to activate an EOC. University-wide warnings and instructions may be required.

   Example: Water main break that has disrupted the water supply for the steam plant

**Major Emergency (Level 2).** These serious events affect a large area, critical infrastructure and/or disrupt the operation of the university. The incident may require multiple University departments and some mutual aid. University-wide warnings and instructions will be required and it will **be** necessary to activate an EOC.
Example: A tornado strike on the CTR building

**Disaster (Level 3).** These events seriously impair or halt the operation of the university. In some cases, mass casualties and severe property damage may be sustained. A coordinated effort of university and external resources is required to effectively control the situation. The EOC will be activated in response to a disaster.

Example: An active shooter in the Medical School

In the event any level of activation is not sufficient to handle the emergency/disaster, the Incident Manager should increase the level of activation.
Emergency Operation Center Plan
Section 5
Organization of the EOC

Level 1 Organization

During Level 1 activation, the EOC group is very small and people will fill multiple roles. Typically, this type of activation will include; the Vice President for Business Affairs, Associate Vice President for Marketing and Communications, and Emergency Manager. Additionally, the Assistant Police Chief or Police Chief and Associative Vice President for Facilities would be notified if it involved their area of responsibility.

During Level 1 EOC activation the policy group does not need to be present in the EOC. Having the ability to contact the Provost/President/Executive group by phone or email if policy decisions are required will suffice.

Below is an example of an EOC group responding to support operations to a water supply interruption to the Steam Plant on Belknap Campus, table below provides a potential division of labor within the EOC.

Level 2 Organization

During Level 2 activation, the EOC group size is increased to include more staff to fill single roles. Typically, this type of activation will include at least the following:

<table>
<thead>
<tr>
<th>Provost</th>
<th>Executive Vice President for Health Affairs</th>
<th>Vice President Business Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Vice President for Facilities HSC</td>
<td>Assistant Vice President for Finance</td>
<td>Director of Contract Adm and Procurement Services</td>
</tr>
<tr>
<td>Associate Vice President for Facilities</td>
<td>Director of Department of Environmental Health and Safety</td>
<td>Associate Vice President for Communications and Marketing</td>
</tr>
<tr>
<td>Police Chief</td>
<td>Assistant Police Chief</td>
<td>Emergency Manager</td>
</tr>
</tbody>
</table>
During Level 2 EOC activation the policy group does not need to be present in the EOC. Having the ability to contact the Provost/Executive group by phone or email if policy decisions are required will suffice. Below is an example of an EOC group responding to support operations to a tornado striking the Center for Translational Research building on HSC Campus, table below provides a potential division of labor within the EOC.

**Level 3 Organization**

During Level 3 activation, the EOC group size is increased even further to support emergency operations. This requires not just individuals to fill single roles, but in some areas staff is added to support some roles. During the initial activation, the staff identified below will be activated. Individual roles reflected in the EOC chart will activate additional staff to support their mission.

Throughout a level 3 EOC activation some portion of the policy group should be present in the EOC. Having the ability to contact the President/Executive group directly will expedite policy decisions. Below is an example of a level 3 activation for a prolonged event. This version has the names of individuals that would fill roles, but these names would be changed due to the availability of staff.
The basic framework of the EOC organization matches the same organization of an on-scene Incident Command System except that there has been added a policy group that is led by the President of the university. This group provides policy direction to the EOC team in areas such as determining priorities of protection of life, securing and maintaining research equipment, materials and samples and the allocation of resources. The policy group does not have to be staffed with each person outlined in appendix 1, but the group should include people with technical expertise regarding the emergency at hand.

During long term level 3 events, the staffing of the organizational framework must be maintained on a 24/7 basis and thus there is redundancy for each position. The Operational Period for the University of Louisville EOC will be twelve (12) hours. The expectation is that no one will work more than twelve (12) hours straight and that twelve (12) hours of rest must be taken between working each operational period.

In the event a person is not available to fill a position outlined above, the next higher position will direct that the position will be filled by someone who is coming out of their 12 hour rest period. People appointed to fill positions on a temporary basis should take advantage of the U of L ICS Job Action Guide to provide a guideline of actions expected for each position.
Operations is the largest component of ICS and in the EOC, it is also the largest component. Generally IT, Physical Plant, Police, Research and the fire marshal all fall under operations. The span of control for operations is ideally 5-7 and in the cases of the university it is currently at 5. Additional units could be added if required. If units are added, the Operations Officer should make every attempt not to exceed the 7 unit span of control.
The planning section is tasked with developing Incident Action Plans, maintaining situational awareness, tracking resources and demobilizing the EOC as operations conclude. The planning section is also responsible for maintaining all files concerning the emergency and conducting the post incident review.

Level 3 Logistics Section

The Logistics section has many tasks and might rival Operations for the largest group in the EOC. The typical EOC duties for Logistics are carried out by the group. This includes obtaining equipment and supplies to meet the needs of the university during response and recovery as well as supporting the actual staff conducting response and recovery operations.

In addition to the traditional Logistics roles, this group also will be responsible for addressing student issues in housing, food service, pastoral care and counseling. Athletics also falls under Logistics, but this does not supersede the Athletic Department emergency plans for sporting events. Once events are canceled, Athletics reverts to their position under logistics.

Level 3 Finance Section
The role of the finance section is twofold during emergency response and recovery. Their role during the emergency response and recovery is to track the costs associated with the response to the emergency including personnel cost, facility costs and any other cost to support the response and recovery. In addition to tracking cost, Finance is also responsible for tracking actions and materials that may require reimbursement through insurance and/or FEMA claims.

Executive Policy Group

Every Emergency Operations Center Response Level has the Executive Policy Group providing policy direction to the Incident Manager. The President is the executive leader of the university and provides policy direction as he or she feels is appropriate. This direction guides the Incident Manager in development of priorities and strategies in responding to the emergency.

While the President is ultimately responsible for the policy direction during the emergency, he has a number of people to rely upon in developing the executive direction during the incident. While the President has the option to select and rely on the members of the Executive Policy Group, it is recommended that the group include at least the following areas:

University Counsel  
Executive Vice President for Research  
Executive Vice President for Athletics  
Vice President for Student Affairs  
Vice President for Human Resources  
Director of Campus Health  
Assistant Dean School of Public Health and Information Sciences

Liaison

Similarly, each response level also has person to serve as a liaison. This liaison has traditionally been the “go between” person to facilitate communications and operations between the university and local government or governmental agencies. The liaison role can be expanded to include liaison with other agencies or units or multiple liaison officers could be appointed with the responsibilities to serve as the connection between different types of agencies.

An example of multiple liaison persons might include a liaison between the university and local emergency response agencies and a liaison between the university and areas hospitals. The determination of using multiple liaison persons during emergency operations falls to the Incident Manager.
The primary location of the Emergency Operations center for the University of Louisville is listed the Department of Public Safety Conference Room (Room 105) at 2126 South Floyd Street. Parking is available in the Belknap Parking Garage or on the street adjacent to the garage. EOC staff should enter at the front of Public Safety Office and have ID available for inspection. This facility has an emergency generator.
The EOC proper will be the conference room in the center of the complex. The Policy Group will use room 118 as a breakout room to make policy decisions. Both of these rooms have been selected due to their size and lack of windows. The building is secure and only people with ID cards registered with ULPD can access without a security guard checking ID’s.

The entire ULPD complex has pervasive wireless and staff will be able to access the university networks from the facility. The facility is also supported by an emergency generator that can power the communications systems and a portion of the building. The generator has a 400 gallon diesel fuel tank. It is the responsibility of the radio room staff to ensure that the tank is filled from time to time in order to not have a power failure during emergency operations. A full load of fuel should last at least three days and additional fuel can be obtained from Miller Oil Co. at 772-1722. Refueling should be coordinated with Physical Plant in order that other fluid levels can be checked and serviced.

VOIP phone lines are located in the conference room, but they are not equipped with phone handsets. Since these lines are extensions from office phones, handsets from the offices should be taken out of the office and connected to the jacks in the Conference Room. The Conference Room also has a stand-a-lone terminal to monitor the closed circuit television cameras on both campuses. Availability of these cameras improves the situational awareness of staff in the EOC. The Conference also has a smart board that can network with smart boards at the CPM, CTR 4th floor Conference Room) and DEHS. The computer assigned to the conference room has been equipped to allow it to videoconference with the Louisville Metro EOC.

In the event that there is a technology failure, the EOC will have to adapt to use any communications system possible. This may include the use of portable radios. Currently ULPD, Parking, Physical Plant and Athletics have hand held radios. These radios may be available, but if power outages occur in the area, repeaters and trunked radio communications systems may not be functioning. The university does not currently have available a reserve of portable radios.

Runners should be considered as an alternate communication tool. Student athletes, members of Greek organizations, ROTC members and/or CERT team members may be resources in providing communications via runners.

Restroom and a kitchenette are located adjacent to the conference room.
Information and request for services will be received by the EOC by four methods; word of mouth, email, telephone and radio.

When a request for services (i.e., need DPS to secure a building) or information (i.e., the front door of the Law School has been blown in) has been received, it will be logged into the EOC log. An example of the EOC log form is found in appendix 2 of this plan. The EOC log will be kept electronically whenever possible and shown on the smart board for all EOC staff to have situational awareness.

When anyone receives a message in the EOC, they will determine if the message requires emergency action. If the message does not require emergency action, the person who received the message will share it with the appropriate group. A request for traffic control officers would be routed to the Operations Officer for action. Once action is taken, the information is provided to the person keeping the EOC log for inclusion.

If the message receiver determines that a message requires emergency action, they will determine the priority that the emergency should be given. This will be done by evaluating the current emergency load and assigning them an emergency ranking. In determining this ranking, the following points should be considered:

- Is there a life safety consideration?
- Is the emergency localized or does it affect the entire building, area or campus.
- Will a response be capable of relieving the emergency?
- And directives as provided by the Policy Group

If the message involves a severe emergency, the message should be given to the Operations Officer for immediate action. The Operation Officer will direct resources to the appropriate emergency. If there are not adequate resources, Operations will reallocate resources available or contact Louisville Metro to obtain more resources.

In the event that a critical emergency exists, the Public Safety Dispatcher may take action and then notify Operations. Units dispatched to investigate or respond to emergencies will be tracked by using the EOC Log.

Field units will communicate information to their supervisor in the EOC, who will log the information and make sure that it gets into the EOC Log. The Operations Officer will then evaluate the information and decide on any other appropriate action.

The Planning Officer will provide a complete briefing to the EOC staff at the beginning of the operational period and at the end.
This information is located on the restricted portion of the DEHS
or
can be obtained from DPS Communications
Incident Action Plan
Incident Information/Response

<table>
<thead>
<tr>
<th>Incident Name:</th>
<th>Date Prepared:</th>
<th>Time Prepared:</th>
</tr>
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<tbody>
<tr>
<td>Operational Period:</td>
<td>Operational Period Date/Time:</td>
<td>From:</td>
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</tbody>
</table>

EOC Log Sheet

Other Critical Information for Operational Period

Prepared By: (Name/Title)  Approved by Incident Manager: