



WESTERN  
ILLINOIS  
UNIVERSITY

# **EMERGENCY OPERATIONS PLAN**

Public Version  
Revised December, 2015

## Emergency Response Team

Dr. Jack Thomas.....University President  
Dr. Kathleen Neumann.....Interim Provost and Vice President for Academic Affairs  
Mr. Brad Bainter.....Vice President for Advancement and Public Service  
Mr. Matthew Bierman..... Interim Vice President for Administrative Services  
Dr. Ronald Williams..... Interim Vice President for Student Services  
Dr. Joseph Rives.....Vice President for Quad Cities, Planning & Technology  
Digger Oster.....Assistant to the Vice President for Administrative Services  
John Biernbaum.....Assistant Vice President for Student Services  
Anita Sells.....Associate Director, Human Resources  
Scott Coker..... Director, Physical Plant  
Christopher David.....Assistant Director, QC Technology Support Services  
Jim DiTulio.....Director, University Counseling Center  
Dr. Sharon Evans.....Associate Dean, College of Fine Arts and Communication  
Scott Harris.....Director, Office of Public Safety  
John Smith.....Director, Beu Health Center  
Dan Kreps.....Director, McDonough County Emergency Services & Disaster Agency  
Angela Lynn.....Registrar  
Thomas Clark..... Lieutenant, Office of Public Safety  
Ada Neighbors.....Resident District Manager, Sodexo Campus Services  
Shannon Reed.....Purchasing Office  
Darcie Shinberger.....Assistant Vice President for Advancement and Public Service  
Kim McDaniel.....Assistant Director, Center for International Studies

Note: The WIU Emergency Response Team is comprised of individuals who are trained, have sufficient decision-making authority, and are able to respond in the event of an emergency on campus. Many different areas of responsibility are represented on the Team; and individual representatives provide valuable perspective and insight into the planning process. However, individual circumstances of an emergency will dictate which areas are required for an actual response. Not all members will be called upon to respond to every incident. All members are expected, however, to be prepared to respond in a timely manner upon request.

## Table of Contents

SECTION	SUBJECT	PAGE NO.
	<b>Plan Authority and Preface</b>	7
<b>100.00</b>	<b>Introduction</b>	8
100.01	Statement of Policy	
100.02	Plan Applicability	
100.03	Plan Implementation	
100.04	Plan Procedures Should Be Flexible	
100.05	Exceptions to Plan Functions and Responsibilities	
100.06	Plan Changes and Recommendations	9
100.07	Exceptions to Plan as Primary Source Instrument	
100.08	Plan Conflicts	
100.09	Training and Certification Standards	
100.10	NIMS and the Emergency Operations Plan	
<b>100.20</b>	<b>General Response Guidelines to Campus Conditions</b>	10
100.21	Normal campus conditions—No Emergency	
100.22	Critical Incident (Minor Emergency)	
100.23	Crisis (Major Emergency)	
100.24	Disaster (Severe Emergency)	
<b>110.00</b>	<b>General Assumptions</b>	11
110.10	An Emergency may occur at any time	
110.20	Most Incidents are handled locally	
110.30	Incident plans must be flexible	
110.40	Outside resources or assistance may be delayed	
110.50	Media events must be properly addressed	
110.60	Operational requirements must be sustainable	
110.70	Communications are likely to be disrupted or compromised	
<b>120.00</b>	<b>Declaration of a Campus State of Emergency (CSOE)</b>	12
<b>130.00</b>	<b>The Initial Incident Response</b>	
130.10	Involvement of OPS is required	
130.20	Persons on campus must be controlled	
130.30	Nonessential persons Restricted from the Incident Site	
130.40	Perform Communications and Media Relations duties	13
130.50	WIU Emergency Alert System	
130.60	Direct all media inquiries to PIO	
130.70	Other Notification to the Public	
130.80	Mutual Aid Agreements	

<b>SECTION</b>	<b>SUBJECT</b>	<b>PAGE NO.</b>
<b>200.00</b>	<b>Incident Command and Incident Management</b>	14
200.10	The Command Function and NIMS	
200.11	Seven Critical Tasks Performed by First Responding Supervisor	
200.12	Single Command IC	
200.13	Unified Command IC	15
200.14	Area Command	
200.15	Incident Command System Adoption and Training	16
<b>210.00</b>	<b>ICS Organizational Elements and Leadership Positions</b>	<b>17</b>
210.10	University Table of Organization	
210.20	The Incident Management Team	
210.30	The Incident Commander	
<b>210.40</b>	<b>Command Staff Functions</b>	<b>18</b>
210.41	The Public Information Officer	
210.42	The Safety Officer	19
210.43	The Liaison Officer	
210.44	Additional Command Staff Positions	
210.45	Manageable Span of Control	20
<b>210.50</b>	<b>Conduct of Operations</b>	
210.60	The General Staff	
210.61	The Operations Section Chief	
210.62	The Planning Section Chief	21
210.63	The Logistics Section Chief	
210.64	The Finance/Administration Section Chief	22
210.70	Incident Action Plans	
210.80	After Action Reports	23
<b>220.00</b>	<b>Other Administrative Duties and Responsibilities</b>	
220.10	The Incident Commander	
220.20	Public Information Officer	24
220.30	Safety Officer	
220.40	On-Duty Public Safety Supervisor	
220.50	Physical Plant Administration	
220.60	Student Services Administration	25
220.70	University Technology Administration	
220.80	Administrative Services Administration	
220.90	Written Operational Procedures	
<b>220.91</b>	<b>Duties of Building Emergency Coordinators (EC)</b>	
220.92	Coordinate the Development of Emergency Action Plans	
220.93	Review Emergency Action Plans	26
220.94	Other Building EC Duties	
220.95	General Faculty/Staff Supervisor Responsibilities	27
220.96	Deans, Department Heads & Other Campus Employees	

<b>SECTION</b>	<b>SUBJECT</b>	<b>PAGE NO.</b>
<b>300.00</b>	<b>The Emergency Notification Process (ENP)</b>	
300.10	Communication Methods Used to Implement the ENP	
310.00	The Initial Responses to a Reported Emergency	28
310.10	Dispatch an OPS Officer to the scene	
310.20	Dispatch appropriate EMS/Fire Services	
310.30	Dispatch Appropriate Physical Plant Staff	
310.40	Contact the Director of Public Safety	
310.50	The Director shall contact the University President	
<b>310.60</b>	<b>Assignment of Emergency Status</b>	
310.61	Critical Incident (Minor Emergency)	29
310.62	Crisis (Major Emergency)	
310.63	Disaster	
310.70	Deactivation of Emergency Incident Operations	
310.80	Incident Documentation	
<b>320.00</b>	<b>Responding to Emergency Notification</b>	<b>30</b>
320.10	Command Staff	
320.11	Incident Command Staff	
320.12	Operations Section Staff	
<b>330.00</b>	<b>Emergency Facilities</b>	
330.10	Incident Command Post (ICP)	
330.11	ICP Equipment List	31
330.20	Emergency Operations Center (EOC)	
330.21	EOC Equipment List	
330.30	Staging Areas	32
330.40	Media Center/JIC	
330.41	Telephone (Hotline) Operations Center	
330.50	Area Maps	
<b>400.00</b>	<b>Emergency Assistance Contact Numbers</b>	
	This section intentionally omitted from public version of Plan.	
<b>500.00</b>	<b>Annual Training</b>	
500.10	Exercises and Evaluations	
<b>600.00</b>	<b>Infrastructure Protection</b>	<b>33</b>
610.00	Threat Assessment and Evaluation Program	
610.10	Purpose	
610.20	Methodology	
<b>700.00</b>	<b>Law Enforcement Information Sharing Program</b>	
700.10	Purpose	
700.20	Methodology	34

<b>SECTION</b>	<b>SUBJECT</b>	<b>PAGE NO.</b>
<b>800.00</b>	<b>Response to National Threat Alert Levels</b>	
<b>900.00</b>	<b>Annual Plan Reviews</b>	
900.10	The EOP shall be reviewed at least once each year	
900.20	Emergency Action Plans	35
900.30	Reporting Status of Plan Revisions	
900.40	Emergency Communication Plan	
	<b>Primary Source Documents</b>	36
	<b>Plan Legal Basis and Reference</b>	37
	<b>Appendices</b>	38
	This section intentionally omitted from this version of the Plan.	
	<b>Glossary</b>	39

## **Plan Authority**

The Western Illinois University Emergency Operations Plan has been reviewed and endorsed by the University President and all members of the Cabinet. Following is a public version of the Plan that has been made available to members of our campus communities. All official versions of Plan are maintained by the Office of the Vice President for Administrative Services and are formally reviewed on at least an annual basis.

## **Preface**

Most critical incidents and emergencies will be handled by personnel and resources that are located within close proximity to the incident site. Still a small percentage (less than one percent) of incidents will overwhelm local resources and require a coordinated response on the part of campus officials and other emergency responders.

Campus emergency responders should anticipate and plan for all foreseeable events that can negatively affect campus populations or infrastructure. Given the limited availability of planning resources, special attention is given to prior planning, extensive training, and operational exercises, including the use of cost-effective tabletop exercises. Consideration is also given to the pre-positioning and storage of food, water, other critical supplies, and equipment. The primary purpose of a campus emergency response effort is to protect lives and the physical integrity of the campus and to ensure the continued operation of the institution.

Not every incident will be manageable to the degree intended to affect all desired outcomes. Decisions will have to be made as to “if,” “when,” and “how” to deploy the resources available to neutralize the impact of an emergency or disaster.

Emergency response personnel and institutions, from the federal government to local levels, including private sector agencies, must be able to effectively communicate and operate during an emergency or disaster. The federal Incident Command System (ICS) has been implemented and is thoroughly practiced at all levels before, during and after an emergency or disaster.

This plan is not intended to include the tactical and operational considerations necessary to manage an incident. Rather it is intended to provide guidance on the University’s preparedness for responding to emergencies at a strategic level.

In 2006, a federal mandate began requiring all public agencies that depend on federal training funds and/or federal emergency incident management support to become compliant with the principles prescribed in the National Incident Management System (NIMS). It is the intent of the WIU administration to meet these mandates.

<b>100.00</b>	<b>Introduction</b>
---------------	---------------------

**100.01 Statement of Policy**

The complete WIU Emergency Operations Plan is intended to be a comprehensive administrative plan for the protection of life and property at Western Illinois University. It is compatible with the doctrines and methods expressed in the National Incident Management System (NIMS), the Incident Command System (ICS), the National Response Framework (NRF), Homeland Security Presidential Directive-5 (HSPD-5), and Homeland Security Presidential Directive-8 (HSPD-8), and other similar directives.

**100.02 Plan Applicability**

The policies and procedures contained herein will be followed by any administrator, faculty member, or staff member, whose position and/or duties are expressly addressed or are implied by this Plan. Campus emergency operations will be conducted in alignment with the principles of the federal National Incident Management System (NIMS), the federal National Response Framework (NRF), and all applicable local, state, county, and federal laws, ordinances, and regulations.

**100.03 Plan Implementation**

Whenever an emergency affecting the campus reaches such proportions that it cannot be handled by routine measures, the University President, or designee may declare a State of Emergency and shall cause implementation of this Plan by a designated Incident Commander (IC).

**100.04 Plan Procedures Should Be Flexible**

Since any emergency may occur suddenly and without warning, this Plan must be flexible enough to accommodate conditions as they occur. While most incidents are handled on a daily basis by a single jurisdiction at the local level, there are important instances in which successful domestic incident management operations depend on the involvement of multiple jurisdictions, functional agencies, and emergency response disciplines. These instances require effective and efficient coordination across an often-broad spectrum of organizations and activities.

Once a critical incident begins to evolve, the IC shall be continuously mindful of the possibility that University resources and capabilities may be overwhelmed. The IC shall so inform the University President of this fact, or the possibility thereof, so that a request for additional assistance can be forwarded promptly to municipal, county, or state authorities in a timely and effective manner.

The promulgation and maintenance of this Plan is the responsibility of the Planning Section Chief (Assistant Vice President for Administrative Services) as directed by the University President.

**100.05 Exceptions to Plan Functions and Responsibilities**

In general, exceptions to Plan policies and procedures must be requested through the Planning Section Chief (Assistant Vice President for Administrative Services). However, when in the midst of an emergency response, exceptions may only be carried out after obtaining approval from the IC or his/her designee.



#### **100.06 Plan Changes and Recommendations**

Requests for procedural changes and other recommendations must be submitted in writing to the Planning Section Chief for review and finalization. All changes recommended by the Planning Section Chief will be submitted to the President's Cabinet for evaluation and final approval before being integrated into the EOP.

#### **100.07 Exceptions to Plan as Primary Source Instrument**

This University EOP shall be used as the primary source for guiding University administrators, students, faculty, and staff whenever an emergency or a disaster occurs on campus.

It is recognized that, in addition to the procedures outlined in this Plan, there are functions and departments that have specific procedures in place to be followed in an emergency. These additional procedures, including standard operating procedures (SOP), checklists, Field Operations Guides, and other similar guidelines, shall remain in effect as long as they do not conflict with the provisions of this Plan.

#### **100.08 Plan Conflicts**

This EOP supersedes all previously developed administrative policies and procedures that address campus emergency operations. Conflicts with existing plans, including SOPs and similar directives shall be reconciled with this Plan or shall be immediately brought first to the attention of the Planning Section Chief (Assistant Vice President for Administrative Services) as soon as possible for resolution.

#### **100.09 Training and Certification Standards**

All personnel who are defined as emergency responders or emergency management personnel are required to train and/or be certified to minimum levels of competency as required by various federal, state, and local standards, including Homeland Security Presidential Directive-8 (HSPD-8). For most personnel this means, at a minimum, completing training courses such, as the NIMS introductory courses IS 700, IS 100, and IS 200.

Introductory courses are available on-line or by instructor. The Assistant Vice President for Administrative Services will coordinate all training required for the WIU Emergency Response Team and other University officials.

#### **100.10 NIMS and the Emergency Operations Plan**

The National Incident Management System (NIMS) requires that *each jurisdiction develop an EOP that defines the scope of preparedness and incident management activities that are necessary for that jurisdiction*. The EOP describes organizational structures, roles and responsibilities, policies, and protocols for providing emergency support.

The EOP outlines response and short-term recovery activities, which set the stage for successful long-term recovery. It is intended to drive decisions on long-term prevention and mitigation efforts or risk-based preparedness measures directed at specific hazards. This Plan, however, is flexible enough for use in all emergencies (all-hazards).

Jurisdictional and/or functional area representatives for the Incident Commander (IC) or Unified Commander (UC), have been identified where possible to facilitate responsive and collaborative incident management. While the preparedness of the public is generally beyond the scope of the NIMS, this Plan also contemplates pre-incident and post-incident public awareness, education, and communications plans and protocols.

## **100.20 General Response Guidelines to Campus Conditions <sup>1</sup>**

Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5131, an emergency is defined as: “Absent a Presidentially declared emergency, (is) any incident(s) human-caused or natural that requires responsive action to protect life and property.”

In addition, the following four definitions are provided to assist emergency responders with planning for or responding to predicted or existing campus conditions:

### **100.21 Normal Campus Conditions (No Emergency)**

When normal campus conditions exist, no unusual response or planning activities are necessary.

### **100.22 Critical Incident (Minor Emergency)**

A critical incident or minor emergency is any event whose initial impact is limited to a specific segment or subgroup of the University. A critical incident causes significant disruption to the subgroups which they affect, but do not disrupt overall institutional operations. During a critical incident an Incident Command Post (ICP) may be established as determined necessary by the Incident Commander (IC) or designee.

### **100.23 Crisis (Major Emergency)**

A crisis or major emergency is any event that disrupts the orderly operations of the University or its institutional mission. A crisis affects all facets of the institution and often raises questions or concerns over closing or shutting down the institution for a period of time. Outside emergency resources will probably be required, as well as a major effort from available campus resources. A crisis on campus will require establishment of an ICP and may require an Emergency Operations Center (EOC) to be opened. Major policy considerations and decisions will usually be considered by senior University administrators during a crisis.

### **100.24 Disaster (Severe Emergency)**

A disaster is an event whose nature and impact extends beyond the University and disrupts not only operations and functions of the institution, but also those of surrounding communities. During a disaster, resources that the University might typically rely on may be delayed or unavailable because they are being employed within the broader community. In some instances, mass casualties or severe property damage may have been sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation; and outside emergency services and resources will be essential. In all cases of a disaster, an

---

<sup>1</sup> *Incidents are also defined by the U.S. Fire Administration. The training course ICS-400: Advanced ICS Command and General Staff – Complex Incidents, divides incidents according to complexity and the resources required to respond, in an increasing order of involvement from Type 5 to Type 1 @ pp. 2-17, 2-18, 11/05.*

ICP and an EOC will be activated, and appropriate support and operational plans will be executed.

#### **110.00 General Assumptions**

The WIU Emergency Operation Plan (EOP) can provide a realistic approach to the problems likely to be encountered on campus during a critical incident, crisis, or disaster. Therefore, the following general assumptions can be made:

#### **110.10 An Emergency may occur at any time**

A critical incident, crisis, or disaster may occur at any time of the day or night, weekend or holiday and with little or no warning.

#### **110.20 Most Incidents are handled locally**

Almost all incidents are handled locally through standard operating procedures, but some incidents may require the support and resources of local, county, state, federal governments, private institutions, and other entities.

#### **110.30 Incident plans must be flexible**

The succession of events in any incident is not fully predictable. Therefore, this EOP may require modifications in the field to mitigate injuries, damages and/or to recover from the incident.

#### **110.40 Outside resources or assistance may be delayed**

An emergency or a disaster may additionally affect residents within close proximity to the University. Therefore city, county, state, and federal emergency services or resources may not be immediately available.

#### **110.50 Media events must be properly addressed**

Any incident that is likely to result in media coverage should be promptly reported to University Relations. During non-business hours report these incidents to Office of Public Safety (OPS). OPS personnel will then make further notifications. The accurate assessment of information received and accurate reporting will help to mitigate the spread of unfounded rumors, panic, and other effects of misinformation.

#### **110.60 Operational requirements must be sustainable**

During any incident which is perceived to require operations for longer than twenty-four hours, at the discretion of the University President or designee, impacted personnel shall be assigned to 12 hour shifts with cancellation of vacations, holidays, or regular time off from work shift assignments, as appropriate.

#### **110.70 Communications are likely to be disrupted or compromised**

During an emergency or disaster, there is a likelihood of the disruption of communications due to damage to related infrastructure or due to high volume. This is especially true of cellular telephones. Agreements with cellular companies are in place through the Government

Emergency Telecommunications Service/Wireless Priority Service (GETS/WPS) to secure operating channels useable by first responders or University officials during any emergency.

The University will ensure its integrated communications capability through the development and use of a common communications plan, which will include interoperable communications processes and architectures. The Communications Plan addresses equipment, systems and protocols necessary to achieve integrated voice and data incident management communications among assisting agencies. Both hi-tech (electric or battery powered devices) and lo-tech (non-electric or battery powered) solutions are considered in all strategies contemplated in the Communications Plan.

### **120.00 Declaration of a Campus State of Emergency (CSOE)**

The decision to declare a Campus State of Emergency rests solely with the University President or his/her designee.

Upon notification of a critical incident or emergency by the Vice President for Administrative Services (VPAS) or Director of OPS, if the President decides that a CSOE is necessary, the President shall so inform the VPAS or Director of OPS, who shall in turn direct the OPS Telecommunicator (Dispatcher) to make necessary notifications.

### **130.00 The Initial Incident Response**

#### **130.10 Involvement of OPS is required**

Whenever conditions are present that meet the definition of a crisis or disaster, or whenever the University President declares a CSOE, OPS will immediately place into effect procedures that are designed to address the emergency by safeguarding persons and property and maintaining essential functions of the institution.

On-duty OPS personnel shall immediately consult with the Director of Public Safety regarding the emergency and shall initially follow the notification procedures outlined in Sections 310.00 to 310.40 of this Plan.

#### **130.20 Persons on campus must be controlled**

During a CSOE, only registered students, employees, and authorized affiliates (i.e., approved contract vendors) are authorized to enter or remain on campus. Persons who cannot present proper identification (such as a student or employee identification card or other suitable identification showing that they have a legitimate purpose on campus) will be directed to leave the campus. Unauthorized persons remaining on campus may be subject to expulsion, detention, or arrest in accordance with applicable laws.

#### **130.30 Nonessential personnel shall be restricted from the Incident Site**

Only employees and student volunteers who have been assigned to Incident Management duties or who have been issued a University Emergency Identification Pass (EIP) by OPS will be allowed to enter the immediate incident site.

Since any terrorist incident is considered to be a criminal act, an incident site involving terrorism is to be managed as a crime scene that requires the collection and preservation of evidence and other procedural requirements that are critical to the performance of a criminal investigation. No

unauthorized persons will be allowed inside or immediately around a crime scene while under investigation.

#### **130.40 Perform Communications and Media Relations duties**

Effective communication plays a critical role during any emergency. In all emergencies, the University will need to communicate with internal audiences, including students, employees, and other members of the campus community. Depending on the severity of the situation, it is likely that the University will need to communicate with external media sources and through them to wider audiences. A "Communication" appendix to the complete Plan has been established to describe the structure and resources that can be utilized for internal and external communications.

#### **130.50 WIU Emergency Alert System**

The WIU Emergency Alert System (WEAS) will be activated to send voice, text, and e-mail messages to students, employees, and select area agencies when an emergency situation threatens their safety. Emergency communications, including WEAS notifications, are coordinated through and initiated by the Office of the Vice President for Administrative Services.

#### **130.60 Direct all media inquiries to PIO / University Relations**

All media inquiries regarding an emergency on campus should be directed to the Director of University Relations or his/her designee who is serving as the Public Information Officer (PIO). It is important that information provided to outside media persons be coordinated through the PIO to ensure consistency concerning communications about the status of the University during a critical incident or emergency. If the incident involves entities from other jurisdictions, the external communications function of the PIO shall be coordinated through an established Joint Information Center (JIC) in which the University's PIO shall play an active role.

#### **130.70 Other Notifications to the Public**

The PIO, in coordination with the Incident Commander (IC) and the Vice President for Administrative Services (VPAS) or their designees, shall determine when and by what methods it is appropriate to issue emergency alerts and other informational releases to key government officials, community leaders, emergency management response agencies, volunteer organizations, and any other persons and entities essential to mounting a coordinated response to an incident.

It is critical that adjoining jurisdictions be notified whenever an incident has an actual or potential impact on residents, buildings, traffic, or otherwise has an impact on civic health or well being.

Best efforts will be made to ensure that sufficient factual information has first been gathered and evaluated for accuracy to minimize the effects of spreading false rumors and misinformation, prior to disseminating any release of information.

#### **130.80 Mutual Aid Agreements**

The University's Office of Public Safety maintains mutual aid assistance agreements with appropriate law enforcement agencies.

WIU is protected by the Macomb Fire Department for all fire, rescue, and hazardous materials response.

McDonough District Hospital (MDH) provides primary ambulance services.

In addition, the University supports Western Emergency Medical Services (WEMS), which operates basic life-support and first response services. WEMS will be dispatched by OPS if necessary to provide assistance in the event of a crisis or disaster. WEMS is only operational from 7:00 p.m. to 7:00 a.m. throughout the fall and spring semesters – while school is in session. The service is not available during the day or in the summer.

<b>200.00</b>	<b>Incident Command and Incident Management</b>
---------------	---

**200.10 The Command Function and NIMS**

**200.11 Seven Critical Tasks will be performed by the first responding supervisor**

According to current Incident Command System (ICS) doctrine, the first responding supervisor in the crisis phase of any initial response must perform the following seven critical tasks as soon as possible:

- Secure and Establish Communications and Control
- Identify the “Hot Zone” or “Kill Zone”
- Establish an Inner Perimeter
- Establish an Outer Perimeter
- Establish an Incident Command Post (ICP)
- Establish a Staging Area for Personnel and Equipment
- Identify and Request Necessary Resources

**200.12 Single Command Incident Command <sup>2</sup>**

The characteristics of the ICS are outlined within the federal National Incident Management System (NIMS) document. These concepts and principles provide the primary methodology for all operations conducted under this Plan.

When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single command Incident Command should be designated with overall incident management responsibility assumed by the appropriate jurisdictional authority. *In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single command Incident Command may be designated if all parties agree to such an option.*

The designated Incident Commander (IC) will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and release of incident resources. Furthermore, the IC should ensure that common terminology or “plain language” communication is being used during the incident response so that all responding agencies can clearly understand the objectives and actions on the scene.

---

<sup>2</sup> DHS, *National Incident Management System, Chapter II, Command and Management*, pp. 13-14.

Since the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction at the local level, the major functional areas of Incident Command for those incidents where outside assistance is not required should still be organized and function according to the principles and practices of the ICS.

### **200.13 Unified Command Incident Command (UC)**

UC is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines that enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.

The exact composition of the UC structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single IC may be used to promote greater unity and efficiency.

### **200.14 Area Command**

Area Command is activated only if necessary depending on the complexity of the incident and incident management span-of-control considerations. *An area command is established either to oversee the management of multiple or very large incidents being handled by separate ICS organizations.*

Incidents that are not site specific or are geographically dispersed, or evolve over a long period of time such as a biological event, may require the use of area command. Acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between federal, state, local, tribal, private sector, and nongovernmental organizations. Area command also is used when there are a large number of the same types of incidents in the same area. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and may be coordinated through an Emergency Operations Center (EOC).

If the incidents under the authority of area command are multi-jurisdictional, then a Unified Area Command should be established. Area command should not be confused with the functions performed by an EOC. An Area Command oversees *management* of incidents, and the EOC coordinates support functions and provides resources. It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities
- Allocates critical resources according to established priorities
- Ensures that incidents are managed properly
- Ensures effective communications
- Ensures that incident management objectives are met and do not conflict with each other
- Identifies critical resource needs and reports them to EOC
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations
- Provides for personnel accountability and a safe operating environment

## **200.15 Incident Command System Adoption and Training <sup>3</sup>**

In Homeland Security Presidential Directive (HSPD-5), Management of Domestic Incidents, the President directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). On March 1, 2004, the Secretary of the Department of Homeland Security issued the NIMS document to provide a comprehensive national approach to incident management, applicable to all jurisdictional levels across functional disciplines. The NIMS provides a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

*The NIMS establishes standard incident management processes, protocols, and procedures so that all responders can work together more effectively.* NIMS components include:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies and
- Ongoing Management and Maintenance

NIMS training is necessary for compliance. Initially, the training curriculum is to be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards.

Minimum requirements to be accomplished initially included the following:

- Completing the NIMS introductory course: “National Incident Management System (NIMS), An Introduction” (IS 700)
- Formally recognizing the NIMS and adopting NIMS principles and policies
- Establish a NIMS baseline by determining which NIMS requirements are already met
- Establish a timeframe and develop a strategy for full NIMS implementation; and
- Institutionalize the use of the ICS.

Emergency management and response personnel who have already been trained in ICS do not need retraining if their previous training is consistent with Department of Homeland Security standards.

---

<sup>3</sup> *NIMS National Standard Curriculum Training Development Guidance, October 2005*



The ICS is one of three standardized organizational structures established by the NIMS. The ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident. The other two standardized organizational structures outlined in the NIMS include the Multi-agency Coordination System and the Public Information System.

NIMS is based on an appropriate balance of flexibility and standardization in order to provide a framework for interoperability and compatibility during incident operations.

NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation.

NIMS also provides a set of standardized organizational structures – such as the ICS, multi-agency coordination systems and public information systems – as well as requirements for processes, procedures, and systems to improve interoperability among jurisdictions and disciplines in various areas.

Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.) To the extent permissible by law, the University ensures that relevant national standards and guidance to achieve equipment, communication and data interoperability are incorporated into the University acquisition programs.

## **210.00 ICS Organizational Elements and Leadership Positions**

### **210.10 University ICS Organization**

#### **210.20 Incident Management Team**

The Incident Management Team (IMT) is defined by NIMS as the Incident Commander and the appropriate Command and General Staff personnel assigned to manage an incident. Individuals who serve on the WIU Emergency Response Team are trained to serve in the various roles described below based on the circumstances and needs in an emergency situation.

#### **210.30 Incident Commander**

The Incident Commander (IC) has overall responsibility and control in the tactical response for any incident. Decisions that reference campus evacuation, closure or restrictions, postponements and resumptions, and special circumstance personnel policies fall within the purview of the University President, Cabinet members and as designated, the Incident Commander. Generally, the Incident Commander will be a senior fire or Public Safety official who has also had incident command system training and incident related experience. The Incident Commander is responsible for managing overall tactical response, for establishing response objectives, and for keeping the President and his/her designees informed regarding emergency operations.

The Incident Commander is also responsible for ordering the establishment of an Emergency Operations Center (EOC) on campus when appropriate. The IC will identify the departments and agencies that should be represented in an EOC and will appoint a coordinator for establishing EOC operations.

#### **210.40 The Command Staff**

The Command staff consists of the IC and the special staff positions of Public Information Officer (PIO), Safety Officer, Liaison Officer, and other positions that report to the Incident Commander. The functions of the Command Staff shall include, but not be limited to the following:

- Advise the Incident Commander of all tactical and policy matters as they relate to the campus crisis or disaster
- Assist in the implementation of policy strategies developed to mitigate the effects of the crisis or disaster
- Establish a priority list of issues that reference specific crisis and/or disaster situations, and shall approve all communications initiatives and emergency directions
- Maintain liaison with the City of Macomb, McDonough County, State of Illinois, Federal Agencies, and other University leaders.

#### **210.41 The Public Information Officer (PIO)**

Preparedness and training for emergency media communications procedures shall be conducted under the direction of the Director of University Relations or designee who is acting as the PIO.

The PIO will coordinate all communications functions during a CSOE. Using information provided by others, the PIO will provide timely information on the status of the University and information regarding any emergency measures being undertaken. If required, the University PIO will function through the Joint Information System (JIS) to permit coordinated PIO services whenever subordinate to joint or area command functions.

Communication methods may include, but shall not be limited to, the following:

- E-mail messages to all students and employees or subsets of those groups
- Voice and/or text messages
- Emergency voicemail box to provide a status update for incoming phone inquiries
- Web-based messages (i.e. press release, RSS feeds, home page updates, etc.)
- Phone bank with toll-free number that is staffed during emergencies
- Emergency signage
- News releases to the media
- News conferences for the media

The University has two basic guidelines to observe in any emergency incident:

- Only authorized spokespersons such as the University President or the Director of University Relations or his/her designee(s) will meet or talk with the media
- Only factual information is to be released; no speculation is to be offered

#### Additional Guidelines:

- The President, other senior administrators, and the Director of University Relations are to be immediately informed of an existing emergency. Complete details will be made available to these officials.
- The President and the Director of University Relations and any other appropriate personnel involved shall confer and decide on appropriate actions.
- All calls from the news media are to be referred directly to the Director of University Relations at 309-298-1993.
- All executive and supervisory personnel must report emergencies to OPS. No employee should discuss the situation with anyone, especially the media, on behalf of the University.
- Supervisory personnel should instruct subordinates to refer all media inquiries to University Relations.

#### **210.42            The Safety Officer**

The Safety Officer (SO), in conjunction with police, fire, and medical officials, monitors incident operations and advises the IC on all matters related to operational safety, including the health and safety of emergency response personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC and supervisors at all levels of incident management. The SO is responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multi-agency safety efforts, implementation of measures to promote emergency responder safety, and the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a Unified Command (UC) structure, a single SO should be designated, in spite of the fact that multiple jurisdictions or functional agencies may be involved.

#### **210.43            The Liaison Officer**

The Liaison Officer will be designated as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single IC or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

#### **210.44            Additional Command Staff Positions**

Additional Command Staff positions may also be necessary depending on the nature and location of the incident, and/or specific requirements as established by the IC. For example, legal counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bio-terrorism event.

## **210.45 Manageable Span of Control**

Maintaining a reasonable span of control is critical to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates, with the optimum being five subordinates. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

## **210.50 Conduct of Operations**

Day-to-day operations shall be initially directed by the Incident Commander (IC). In the absence of the IC, one of the administrators that fill the positions listed below shall assume the role of the IC, in descending order of preference:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Admin. Section Chief
- Other designee of the University President

## **210.60 The General Staff**

The General Staff is responsible for the *functional* aspects of the incident command structure and typically consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs.

## **210.61 The Operations Section Chief**

The direct operational control of any campus critical incident, crisis, or disaster is the responsibility of the Operations Section Chief.

The Operations Section is responsible for managing tactical operations at the site that are directed toward the coordination of all emergency response functions and campus emergency response teams.

When the number of resources exceeds the manageable span of control of the Operations Section Chief, such resources will be divided into either divisions or groups. Divisions will be established to divide an incident into physical or geographical areas. Groups will be established to divide an incident into functional areas of operation.

The Operations Section directs tactical operations at the incident site to reduce the immediate hazard, save lives and property, establish situational control, and restore normal campus conditions.

***The Operations Section is responsible for implementing the following aspects of the University EOP:***

- Determine the type and magnitude of the emergency and initiate the appropriate Incident Action Plan (IAP)
- In collaboration with the Incident Commander, establish an appropriate Incident Command Post (ICP) or Emergency Operations Center (EOC)

- Initiate an immediate liaison with the University President and his/her Cabinet
- Notify and use OPS personnel, outside law enforcement agency personnel, or other available resources to maintain safety and order
- Notify members of the Command Staff and advise them of the nature of the incident
- Liaison with outside organizations such as police, fire, EMS, and other emergency response personnel
- Ensure that notifications are made to appropriate staff members
- Perform related duties as needed during the campus emergency, and
- In conjunction with the Planning Section Chief, prepare and submit an After Action Report (AAR) directed to the University President informing him or her of the final outcome of the emergency.

The senior fire official at a fire scene is in charge of the actual incident site pursuant to state law. He/she would likely be named the Incident Commander. The Operations Section Chief would have overall *operational* control of the incident as it relates to site security and other duties, but not necessarily as it relates to fire-fighting operations and/or rescue duties. Suitable working arrangements should be preplanned for these types of instances.

### **210.62            The Planning Section Chief**

Training and planning activities to ensure the preparedness of the campus community in dealing with emergency situations shall be conducted as necessary under the direction of the Assistant Vice President for Administrative Services, acting as the Planning Section Chief.

The Planning Section shall collect, evaluate, and disseminate tactical information pertaining to any preplanned or actual incident. This section shall maintain information and intelligence on any current and forecasted situation, as well as prepare for and document the status of all resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident.

The Planning Section has four primary units: the Resources, Situation, Demobilization, and Documentation Units, and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment. The Documentation Unit devises and distributes all ICS Forms and other forms as necessary.

The Planning Section Chief in cooperation with the Director of Public Safety, the Physical Plant Director, and any other related person or entity on campus, shall develop and maintain an Emergency Communications Plan (ECP) prior to the occurrence of any critical incident. This Plan shall be updated at least once each year. It shall describe the status and capabilities of the communications function on campus, and the capabilities related to conducting effective communications with other public and private emergency response organizations and other key emergency management personnel.

The ECP shall provide lists of contact names and numbers, describe the status of communications interoperability, and incorporate all related operational and planning agreements between participants in any emergency.

### **210.63            The Logistics Section Chief**

The Logistics Section function includes the supply of, food, ground support, communications, facilities, and medical units, and meets all of the support needs for the incident, including ordering resources through appropriate procurement authorities from off-site locations. It also

provides facilities, transportation, supplies, equipment maintenance and fueling, food services, communications, and medical services for incident personnel.

Emergency communications equipment and other materials necessary for the operation of an Emergency Operations Center (EOC) and/or an Incident Command Post (ICP) shall be maintained in a state of readiness by the Logistics Section Chief.

The Logistics Section Chief may have a deputy. Having a deputy is encouraged when all designated units are established at an incident site. When the incident is very large or requires a number of facilities with many items of equipment, the Logistics Section may be divided into two branches.

#### **210.64            The Finance/Administration Section Chief**

When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section should be established. The Finance/Administration Section includes the Compensation, Claims, Cost, Procurement, and Time Units.

Under the ICS, not all agencies will require every facet of assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of ICS.

In addition to monitoring multiple sources of funds, the Finance/Administration Section Chief must track and report to the IC the financial "burn rate" as the incident progresses. This allows the IC to forecast the need for additional funds before operations are negatively impacted. This is particularly important if private sector suppliers provide significant operational assets under contract.

The Finance/Administration Section Chief may also need to monitor cost expenditures to ensure that statutory rules are met. Close coordination with the Planning Section and Logistics Section is essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist assigned to the Planning Section could provide.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit does not need to be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned in the Planning Section. Because of the specialized nature of finance functions, the Section Chief has been assigned from the Administrative Services division. This Section Chief may also have an assigned deputy.

#### **210.70            Incident Action Plans**

An Incident Action Plan (IAP) guides preparedness, response, recovery, and mitigation actions and may be activated during any incident.

The Planning Section Chief is responsible for coordinating the planning functions for emergency response. This function includes the development, publishing, and retention of all IAPs. An IAP includes the overall incident objectives and strategies established by the IC or UC. In the case of UC, the IAP must adequately address the mission and policy needs of each jurisdictional

agency, as well as the interaction between jurisdictions, functional agencies, and private organizations.

The IAP addresses tactical objectives and support activities required for one operational period, generally of 12 to 24 hours duration. The IAP contains provisions for continuous incorporation of “lessons learned” as incident management activities progress. An IAP is especially important when:

- Resources from multiple agencies and/or jurisdictions are involved
- Multiple jurisdictions are involved
- The incident will effectively span several operational periods
- Changes in shifts of personnel and/or equipment are required; or
- There is a need to document actions and/or decisions

Any original IAP shall be retained for a minimum period of twenty years by the University within the Planning Section Chief’s files. Copies of any IAP shall be distributed to all primary and supporting departments or units of the University for appropriate tactical, planning, training, and historical uses, or for any other legitimate purpose.

## **210.80 After Action Reports**

Immediately after the conclusion of emergency operations concerned with a critical incident, crisis, or disaster, the Incident Commander shall cause the preparation and publication of an After Action Report (AAR).

The AAR shall be written by the Operations Section Chief with the assistance of the Planning Section Chief and any other section of the Incident Command Group, as required. AAR documents shall be submitted within 30 days of termination of incident operations.

The AAR shall detail all facts and circumstances known about incident causation, the quality and nature of the response effort, and the incident resolution. In addition, the AAR shall determine both deficiencies and highlights that occurred during the resolution of the incident and shall make recommendations about planning, training, and operational needs and improvements for consideration to enhance the efficiency and effectiveness of future responses.

Each original AAR shall be retained on file within the office of the Planning Section Chief for a period of 20 years. Copies of the AAR shall be contemporaneously forwarded to all Chiefs of the Incident Command Group, including the IC.

## **220.00 Other Administrative Duties and Responsibilities**

### **220.10 The Incident Commander**

The duties of the Incident Commander (IC) include the following:

- Responsible for the overall emergency response effort of the University
- Works with the Incident Command Staff to assess the emergency and to prepare the specific response of the University
- In consultation with the University President, declares and ends the Campus State of Emergency as appropriate
- Orders the opening and closing of Emergency Operations Center(s) when appropriate

- Notifies and conducts liaison activities with University Administration, and the Administration of the City of Macomb, McDonough County, Illinois Emergency Management Agency, and of any Federal Emergency Management agencies

#### **220.20 Public Information Officer**

Designated University Relations personnel:

- Are responsible for developing communications to be disseminated to internal and external audiences
- May establish the media center and provides information to the media
- May establish an emergency telephone center to respond to inquiries from families, members of the campus community and general public
- Establishes and leads Joint Information Center (JIC) operations when appropriate
- Coordinates communications content with PIOs from area agencies

#### **220.30 The Safety Officer**

- Ensures that rescue and clean-up operations are conducted in a safe manner to prevent injury to rescue and clean-up personnel and to prevent further injury to victims
- Coordinates rescue and clean-up operations so as to conform to applicable safety, health and environmental regulations
- Provides an accounting summary of the financial impact of the emergency response, clean-up and recovery efforts
- Coordinates to ensure the safe and successful clean-up and disposal of all hazardous materials

#### **220.40 On-duty Public Safety Supervisor**

The on-duty Public Safety Supervisor:

- Maintains OPS facilities in a state of constant readiness during an incident
- Takes immediate and appropriate action to protect life and property and to safeguard University records as required
- Obtains assistance from city, county, state or federal agencies as required
- Provides traffic control, access control, perimeter and internal security patrols and coordinates fire and EMS services as needed

#### **220.50 Physical Plant Administration**

- Provides equipment and personnel to perform shutdown procedures, establish hazardous area controls, erect barricades, and perform damage assessment, debris clearance, emergency repairs and equipment protection
- Provides vehicles, equipment and operators for the movement of personnel and supplies, and assigns vehicles as needed
- Obtains the assistance of utility companies as required during emergency operations
- Furnishes emergency power and lighting systems
- Surveys habitable spaces and relocates essential services and functions



## **220.60 Student Services Administration**

- Provides for the dissemination of all information and directives intended for the on-campus student population
- Provides temporary or alternate housing and food service facilities for the on-campus student population affected by the disaster or emergency
- Provides temporary housing and food services for off-campus students who have been directed to remain on campus or who are unable to leave the campus
- Provides temporary housing and food services for emergency response personnel and University employees directed to remain on campus for extended periods of time
- Provides temporary beds, food, water or other resources as required

## **220.70 University Technology Administration**

- Provides the personnel and expertise necessary to maintain telephone service or establishes emergency landline services or other communications facilities
- Provides for the security of computer and information systems

## **220.80 Administrative Services Administration**

- Provides for temporary computer and information services to facilitate the business procedures necessary and related to emergency purchases, personnel services and accounting functions
- Initiates the WIU Emergency Alert System (WEAS) as approved by President or Vice President for Administrative Services
- Coordinates and has oversight of the activities of outside regulatory, investigative or insurance related agencies
- Initiates the request for the spending authority necessary to conduct emergency operations
- Obtains funding provided for clean-up and recovery expenses
- Monitors campus emergency warning and evacuation systems
- Maintains liaison with County or State Disaster and/or Emergency Services for telecommunications support if necessary

## **220.90 Written Operational Procedures: Devised and Maintained**

The head of each campus department or organization with emergency response duties and functions shall prepare and maintain current written Standard Administrative Procedures (SAPs), Standard Operating Guidelines (SOGs), resource lists, checklists, and other documentation as may be required to support operations during a critical incident or emergency.

## **220.91 Duties of Building Emergency Coordinators (EC)**

Each building EC shall act as a Building/Facility Safety Officer for each campus building/location under their responsibility. An EC has the responsibilities described in sections 220.92 through 220.94 below, prior to and during any emergency.

## **220.92 Coordinate the Development of Building Emergency Action Plans**

An Emergency Action Plan (EAP) has been developed for each building or facility which includes, but is not limited to, the following components, equipment, and/or functions: (29 CFR 1910.38)

- Procedures for reporting a fire or other emergency
- Procedures for emergency evacuation, including the type of evacuation and exit route assignments
- Procedures for employees who remain to conduct critical building operations before they evacuate
- Procedures to account for all faculty, staff, and students after evacuation
- Procedures for evacuation of persons who cannot exit the building using the built environment

In addition, the following subject areas should be considered for inclusion in each Plan:

- Evacuation duties
- Management of designated assembly areas
- Diagrams of specified building/facility exit locations and evacuation routes
- Hazardous conditions reporting and appropriate corrective procedures
- Emergency First Aid information
- Specified locations of available emergency equipment, including Personal Protective Equipment (PPE), where applicable
- Location and maintenance of adequately stocked First Aid kits
- The location and operation of fire extinguishers and other fire suppression equipment
- Lists of available emergency equipment (AED), where available
- Lists of personnel who would normally be present within each building/facility

A revised and updated EAP for each building/facility shall be submitted to the Assistant Vice President for Administrative Services for approval on the 1st day of November of each year, or more often if needed. Building occupant(s) may assist with plan formulation or revision, as required.

The EAP for each building and facility should be as concise as possible. Each Department/Division within a specific building shall have at least one copy of the EAP for their building/facility readily available to all building occupants.

### **220.93                    Review EAPs**

Building ECs must make the EAP available – at least electronically -- to each employee or student covered by the plan. Special effort should be made to inform students and employees of the EAP in the following situations:

- When a new plan is developed
- When an employee/student is initially assigned to the building or facility
- When an employee's or student's responsibilities under the plan changes
- When the plan is revised

Building evacuation information shall be distributed to all employees with follow-up discussions, on-the-job training or additional explanation as required. The Assistant Vice President for Administrative Services will provide assistance with disseminating information if needed.

### **220.94                    Other Building EC Duties**

- Report every emergency by calling 911 or 298-1949 for the Office of Public Safety

- Serve as the primary contact person to receive emergency information from OPS
- Inform building occupants of any emergency conditions
- Evaluate the impact of any emergency on persons or property and take appropriate action including ceasing operations and initiating evacuation of the building or facility
- Maintain emergency telephone communications with University officials from the building or facility or from an alternate site if necessary

**220.95 General Faculty/Staff Responsibilities**

Each faculty or staff member has the responsibility to:

- Educate students or employees on relevant emergency procedures including evacuation procedures for their building or facility
- Inform students and/or employees of any perceived emergency and initiate emergency procedures as prescribed within the Building EAP, the Emergency Reference Guide, and this EOP
- Report all safety hazards as soon as possible when detected to an EC
- Submit a work order to reduce hazards and to minimize accidents promptly to the building representative

**220.96 Deans, Department Heads, Other Campus Employee Duties**

Each Dean and Department Head will develop and implement a business continuity plan for each of their respective areas of responsibility.

Business Continuity Plans will be updated at least once every three years, or more often as the need arises, due to the reassignment of Deans and Department Heads, or other critical circumstance that affect the suitability of such plans. A copy of each revised plan will be submitted to the Assistant Vice President for Administrative Services within thirty days of such revision for approval and retention.

Additionally, it is the responsibility of every campus employee to become familiar with the EAP for his/her work area(s) and to read the Emergency Reference Guide.

<b>300.00</b>	<b>The Emergency Notification Process (ENP)</b>
---------------	---

**300.10 Communications methods used to implement the ENP**

During any critical incident or emergency, the University will use several methods of communication with which to disseminate information. The methods to be used may include, but not be limited to, these listed devices:

- WIU Homepage ([www.wiu.edu](http://www.wiu.edu))
- WIU Emergency Alert System (WEAS)
- Emergency Call Boxes (a/k/a “blue lights”)
- Building intercoms or public address systems
- The University telephone system
- Two-way Radios and Pagers
- Cellular Telephones
- Voice-mail
- E-mail

- Web messages
- Signage
- Fax Machines
- Commercial Radio / Television Messages
- University Television Public Service Announcements

### **310.00 The Initial Responses to a Reported Emergency**

Each emergency occurring on-campus shall be reported immediately to the OPS at 911 or 298-1949. Upon receiving notification of a reported emergency, the OPS dispatcher shall initiate the following chronology of events:

#### **310.10 Dispatch an OPS Officer to the Scene**

One or more police officers shall be dispatched to the scene to confirm the existence of a critical incident, crisis, or disaster.

#### **310.20 Dispatch Appropriate EMS/Fire Services**

OPS dispatch shall request appropriate assistance from Fire or Emergency Medical Services personnel when necessary.

#### **310.30 Dispatch Appropriate Physical Plant Staff**

OPS dispatch shall request appropriate assistance from the Physical Plant if an emergency or disaster has been identified as one that affects University buildings, property or other infrastructure in a manner that requires corrective action.

#### **310.40 Contact the Director of Public Safety**

OPS dispatch will immediately contact the Director of Public Safety or designee.

#### **310.50 The Director shall contact the University President**

The Director of OPS shall immediately contact one or more of the following persons:

- University President
- Vice President of Administrative Services
- Provost and Academic Vice President
- Vice President for Student Services
- Director of Physical Plant
- Director of University Relations
- Vice President for Advancement and Public Services

#### **310.60 Assignment of Emergency Status**

After consulting with the University President or a designee, the OPS Director may assign one of the following three emergency status conditions to the incident and shall activate the Emergency Notification Process (ENP), if appropriate:

### **310.61 Critical Incident (Minor Emergency)**

During a Critical Incident or Minor Emergency, ENP may be activated. Incident Command staff members may not necessarily meet as a group, but will still be advised of conditions. An Incident Command Post (ICP) may be established.

### **310.62 Crisis (Major Emergency)**

During a Crisis or Major Emergency, ENP will be activated. Command Staff members will report as directed by the Incident Commander. An Incident Command Post will be established. An EOC may be activated.

### **310.63 Disaster**

During a Disaster, the ENP will be activated. All Incident Command Staff members will report to the ICP or EOC as directed. If a primary site is not available, the Incident Commander will establish an alternate ICP or EOC site. Command Staff members will report as requested.

### **310.70 Deactivation of Emergency Incident Operations**

At the close of Incident Operations, the Incident Commander will notify the Operations Section Chief to begin the stand-down phase of operations according to the procedures developed as part of the Incident Action Plan for that incident.

### **310.80 Incident Documentation**

Each participating building EC, department, section, function manager, or supervisor is responsible for documenting all activities and expenditures associated with the discharge of his/her emergency functions. Additionally, each emergency response entity will retain documents associated with its activities during the response. These documents, although local in origin, will be based primarily on the formats and purposes devised for federal ICS forms for the following purposes:

- Provide a basis to assess the emergency and evaluate the response
- Identify areas where campus preparedness activities worked well and those areas that need improvement
- Verify all emergency related expenses and document efforts to recover such expenses
- Assist in recovery in the event of litigation

All documents, status sheets, daily logs, and forms shall be kept along with all financial records and photographs related to the emergency. The Finance/Administration Section Chief or Planning Section Chief shall request documentation, including post-incident reports, from any responding agency that participated in the incident response.

### **320.00 Responding to Emergency Notification**

The Emergency Notification Process (ENP) is only activated by order of the University President or designee.

Once the ENP is activated, OPS dispatch or designee will contact all WIU Emergency Response Team members and provide them with the appropriate instructions for reporting to either the ICP or the EOC, as directed by the IC.

### **320.10 Command Staff**

The following members of the Command Staff will report to the ICP or EOC as directed or shall remain on Stand-By status.

- University President
- Provost and Academic Vice President
- Vice President of Administrative Services
- Vice President for Student Services
- Vice President for Advancement & Public Services

### **320.11 Incident Command Staff**

Incident Command Staff members will be contacted and requested to:

- Report to the ICP to conduct IC operations
- Report to the EOC to perform policy group, resource allocation and critical support functions, or
- Remain on stand-by status

### **320.12 Operations Section Staff**

The Operations Section shall serve in a direct support capacity to the Incident Command Staff. The Operations Section shall include representation from, but is not necessarily limited to the following:

- Public Safety
- Student Services
- Physical Plant
- Business Services (depending on size and nature of incident)
- Beu Health Center (depending on size and nature of incident)

Once the EOC has been activated, all Operations Section staff will report to the EOC unless directed otherwise by the Incident Commander or Operations Section Chief. If only an ICP is being staffed, the Operations Section staff will be contacted by the Operations Section Chief and shall either report to the ICP or remain on standby alert, as directed.

### **330.00 Emergency Facilities**

Whenever a critical incident, crisis, or disaster occurs or is imminent, it shall be the responsibility of the on-duty OPS personnel to set up and staff an Incident Command Post (ICP) and/or an Emergency Operations Center (EOC), as appropriate. In addition, OPS facilities are to be appropriately staffed and operational at all times during the incident.

### **330.10 Incident Command Post (ICP)**

The ICP is to be located as close to the emergency scene as safely possible to enhance tactical control. An ICP need not necessarily be a building or other structure. For example, an OPS vehicle or other suitable vehicle may be used as an Incident Command Post (ICP). At least one uniformed officer or police dispatcher is to staff the ICP at all times until tactical operations terminate. A small stationary office with a desk, chairs, and a telephone may also be established

as near to the scene as may be determined necessary by the IC. The ICP may be maintained in addition to any EOC at the discretion of the IC.

During the selection of any stationary ICP location, an alternate site should also be selected, in the event that relocation of the ICP is required due to safety concerns or other reasons.

### **330.11 ICP Equipment List**

The following types and quantities of equipment suitable for an ICP should be considered for staging as required:

- Radios (StarComm 21, if available)
- Barricades, barrier tape, and signage for the scene
- Portable hand radios (minimum of two) with spare batteries
- Portable public address system
- First aid kit
- Campus telephone directory, a State Government Telephone Directory or list, and a local Telephone Directory to include Yellow Pages sections
- Three copies of the University EOP
- Flashlights (minimum of 10) with extra batteries
- Cellular Telephone(s) and extra batteries and/or charging capabilities
- High Visibility Vests (10)
- Command Post Location Marker or other suitable means of ICP identification, and
  - Campus Maps/Area Maps
  - ICS Forms
  - Pens and tablets
  - Laptop computers (with extra batteries)

### **330.20 Emergency Operations Center (EOC)**

If any incident exceeds or is likely to exceed available campus capabilities and resources, an Emergency Operating Center (EOC) will be established. OPS dispatch should be made aware of the exact location of the EOC once established. At least one uniformed police officer is to staff the EOC at all times until the incident is resolved.

During the selection of any stationary EOC location, an alternate site should also be selected, in the event that relocation of the EOC is required due to safety concerns or other reasons. This space is activated at the direction of the Incident Commander and remains so until it can be deactivated. The main EOC and back-up EOC should become operational as soon as practical.

### **330.21 EOC Equipment List**

The following types and quantities of equipment suitable for an EOC should be considered for staging as required:

- All equipment contained within an ICP, plus
- An emergency power source (gas generator & fuel sufficient for an initial 72 hour period)
- Tables, desks and chairs sufficient to accommodate IC Staff and all support staff, to include a refrigerator and coffee maker
- Copy machine
- Two-way radio base station, battery operated AM/FM radio and a television

- Telephone equipment as follows:
  - Dedicated lines for Incident Commander use (min. of 2)
  - Dedicated lines for Incident Command Staff use (min. of 2)
  - Cellular telephones (min. of 3)
- Sanitary facilities
- Campus maps, drawings/blueprints of buildings, HVAC systems, etc.
- Computer work station and printer that has network capabilities
- Pads, envelopes, writing implements and other office supplies
- A Fax machine with broadcast capabilities
- Cots suitable for temporary sleeping areas

**330.30            Staging Areas**

One or more staging areas for arriving off-campus responders, equipment, and other resources shall be established by the Incident Commander or a designee. Staging areas should be located either on or as near to the campus as possible, but not in such close proximity to the incident site as to interfere with site operations or to be endangered by the incident.

**330.40            Media Center/JIC**

If a campus incident is expected to last for more than eight hours, a site for a media center/Joint Information Center (JIC) may be established at the direction of the Public Information Officer (PIO). Parking adjacent to these facilities will be reserved for media and staff vehicles.

The media center/JIC will include space for the media reporters, a podium, a multimedia box, backdrop, appropriate signage, and appropriate credentialing materials. If a JIC is established, the site should contain enough space for meeting rooms and have the capacity to support JIC operations.

**330.41            Telephone (Hotline) Operations Center**

At the direction of the President or his designee, a Telephone Operations Center may be established. The telephone operations center will be used to answer inquiries from students, employees, families, and members of the public regarding the nature and consequences of the emergency. An appendix detailing hotline operations is included in the full version of this EOP.

**330.50            Area Maps**

Physical Plant personnel will supply maps of potentially affected campus and surrounding areas.

<b>400.00            Emergency Assistance Contact Numbers</b>
---

This section of the EOP has been intentionally omitted from the public version of the Plan. The full version of the Plan that is maintained by members of the Emergency Response Team includes team member and local, state and federal agency contact information.

<b>500.00            Annual Training</b>
--

All members of the WIU Emergency Response Team are expected to complete at least introductory level training on the National Incident Management System (NIMS). Some



members may be required to complete more detailed NIMS training based on their individual responsibilities with regard to emergency response.

Refresher and specific skills training will be conducted on at least an annual basis for the WIU Emergency Response Team and all designated first responders. Training may include tabletop exercises, full scale exercises, and other contextual training. The Assistant Vice President for Administrative Services will oversee and coordinate training.

#### **500.10 Exercises and Evaluations**

The Assistant Vice President for Administrative Services shall develop a program of periodic evaluation and training that is compatible with the federal, state and local governments and that coincides with the goals and doctrines of the U.S. Department Homeland Security, Office of Domestic Preparedness, and the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP contains doctrine and policy for designing, developing, conducting and evaluating exercises. HSEEP is a threat and performance based exercise program that includes a cycle, mix and range of exercise activities of varying degrees of complexity and interaction.

<b>600.00 Infrastructure Protection</b>
---

#### **610.00 Threat Assessment and Evaluation Program**

As soon as practical, and periodically thereafter, the Physical Plant, together with the Assistant Vice President for Administrative Services, shall devise and implement a program whereby each physical asset and/or facility of the University shall be inspected and evaluated for risk potential.

##### **610.10 Purpose**

The purpose of this program will be to perform an assessment of vulnerabilities that exist in physical and environmental aspects of campus, to implement solutions identified during these assessments, to enhance security, and to improve campus emergency preparedness.

##### **610.20 Methodology**

Upon completion of such inspection, a report shall be filed with the Office of the Vice President for Administrative Services that details the evaluation of risk and makes recommendations on ways to decrease the vulnerability of the asset or facility. The TEEX/NERRTC Campus Preparedness Assessment Instrument or its equivalent may be used to collect and evaluate the necessary data.

In addition, diagrams, blueprints and similar materials shall be assembled for each campus facility for use during both routine and emergency operations.

<b>700.00 The Law Enforcement Information Sharing Program</b>
---

A Law Enforcement Information Sharing Program is maintained by the Office of Public Safety.

##### **700.10 Purpose**

The purpose of this program is to increase communications between campus public safety and other law enforcement agencies at all levels of government, to enhance safety and security

measures against criminal and terrorist threats against the campus and surrounding communities, and to enhance cooperative efforts to combat such threats.

## **700.20 Methodology**

The program is designed to maximize the interaction of the campus law enforcement community with the appropriate members of government law enforcement agencies. In order to ensure the timely receipt of threat information, OPS has established a working relationship with:

- The FBI field office
- The regional Joint Terrorism Task Force (JTTF)
- State and local law enforcement officials, and
- Others, as appropriate

<b>800.00 Campus Response to National Threat Alert Levels</b>
---

Campus officials consider the following, as well as any others, to determine the University's response to local, state, or national threat alert levels:

- Assign officers as liaisons with international student groups on campus – in addition to potentially eliciting life saving information, liaisons build trust and address the unique needs of such groups
- Immediately review the campus EOP and mutual aid agreements with the WIU Emergency Response Team, command staff and jurisdictional partners
- Ascertain the need for additional staff training
- Assign a campus liaison officer to the local EOC
- Review leave policies and SOPs for reassignment of plain clothes officers to uniform duty to enhance visibility and coverage to critical areas
- Update the most recent risk assessment inventory
- Increase physical checks of critical facilities during periods of increased alert
- Establish a single point of access for each critical facility and institute 100% identification checks
- Limit public access to critical facilities and consider escort procedures for authorized persons
- Increase administrative inspections of persons and their possessions entering critical facilities
- Increase administrative inspections of vehicles and their contents
- Assess adequacy of video monitoring
- Assess adequacy of physical barriers outside sensitive buildings and the proximity of parking areas
- Ensure adequacy of emergency alert and communication system for students, faculty, staff and visitors
- Review parent communication and reunification plan and educate all stakeholders

<b>900.00 Annual Plan Reviews</b>
-----------------------------------

### **900.10 The EOP shall be reviewed at least once each year**

On or about January 1 of each year, the President of the University shall cause an annual review of the EOP to be conducted. As a result of this review, any updates and/or changes shall be submitted to the Assistant to the Vice President for Administrative Services who will facilitate

appropriate review and approval prior to changes being incorporated into this Plan. Any changes of this plan shall be documented in the Record of Changes section (full version) and the updated Plan shall be distributed to users as soon as possible.

#### **900.20           Emergency Action Plans**

On or about July 1 of each year, each Building Emergency Action Plan review shall commence. Updated Plans shall be submitted to the Assistant Vice President for Administrative Services for approval by no later than November 1 of the same year.

#### **900.30           Reporting Status of Plan Revisions**

The Assistant Vice President for Administrative Services shall manage and track the updating of all campus wide EOP and Building/Facility Plans.

#### **900.40           Emergency Communication Plan**

On or about July 1 of each year, the Assistant to the Vice President for Administrative Services shall conduct a review of the campus Emergency Communications Plan. As a result of this review, any updates and/or changes shall be incorporated into this Plan. Any changes of this Plan shall be documented in the Record of Changes section (full version) and the updated Plan shall be distributed to users as soon as possible.

## Primary Source Documents

<u>Reference #</u>	<u>Title/Subject</u>
1	<b>Homeland Security Presidential Directive-5 (HSPD-5)</b> <a href="http://www.nimsonline.com/docs/hspd-5.pdf">http://www.nimsonline.com/docs/hspd-5.pdf</a>
2	<b>Homeland Security Presidential Directive-8 (HSPD-8)</b> <a href="http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm">http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm</a>
3	<b>IAP Planning Process Synopsis</b> <a href="http://www.nonprofitrisk.org/ws-ps/topics/em/plan-ps.htm">http://www.nonprofitrisk.org/ws-ps/topics/em/plan-ps.htm</a>
4	<b>IAP Sample</b> (for Internal Incidents Only) (Posted on WWW. IACLEA.org)
5	<b>List of Primary Source Materials</b> (Posted on WWW. IACLEA.org)
	<b>Model Responses to Terrorist Alert Information</b>
6	<b>Minnesota State Colleges</b> <a href="http://www.firecenter.mnscu.edu/ehs/Terrorism%20Color%20Code%20System9-27-04.pdf">http://www.firecenter.mnscu.edu/ehs/Terrorism%20Color%20Code%20System9-27-04.pdf</a>
7	<b>Georgia Institute of Technology PD</b> <a href="http://www.police.gatech.edu/homeland/gtthreatguidelines.html">http://www.police.gatech.edu/homeland/gtthreatguidelines.html</a>
8	<b>Threat Alert Status Worksheet</b> <a href="http://www.nssc1.org/White%20HS%20Advisory%20System%20Worksheet.pdf">http://www.nssc1.org/White%20HS%20Advisory%20System%20Worksheet.pdf</a>
9	<b>NIMS: Training Development Guidance Synopsis</b> <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">http://www.fema.gov/pdf/nims/nims_training_development.pdf</a>
10	<b>Phases of Emergency Management Synopsis</b> <a href="http://www.ci.irving.tx.us/emergency_management/emo.asp">http://www.ci.irving.tx.us/emergency_management/emo.asp</a>
11	<b>Specified Emergencies</b> (Posted on WWW. IACLEA.org)
12	<b>General Response Plan</b> (Posted on WWW. IACLEA.org)
13	<b>10 Common Critical Incidents and Response Strategies</b> (Posted on WWW. IACLEA.org)
14	<b>Terrorism Research Chart</b> (Posted on WWW. IACLEA.org and included in the Full Plan as Attachment #1)
15	<b>Incident Command System Synopsis</b> (Posted on WWW. IACLEA.org)
16	<b>Anti-Terrorism Training Chart &amp; Active Links</b> (Posted on WWW. IACLEA.org)
17	<b>DHS, Hurricane Katrina: Lessons Learned Synopsis</b> (Posted on WWW. IACLEA.org))

## Plan Legal Basis and References

### Public Laws (PL)

- Federal Civil Defense Act, as amended (50 USC 2251 et seq.), 1950
- Disaster Relief Act, PL 93-288, as amended (42 USC 5121 et seq.), 1974
- Superfund Amendment and Reauthorization Act (also known as the Emergency Planning and Community Right to Know Act), PL 99-499, 1986
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, as amended (42 USC 5131 et seq.), 1988
- Disaster Mitigation Act, PL 106-390, 2000

### United States Code (USC), Title 42, Public Health and Welfare

- Chapter 68, Disaster Relief
- Chapter 116, Emergency Planning and Community Right-To-Know (EPCRA)

### State Statutes ILCS:

- Chapter 110 12/1 Campus Security Enhancement Act of 2008
- Chapter 330 5/5 Illinois Emergency Management Agency
- Chapter 430 Act 45 Illinois Chemical Safety Act
- Chapter 220 Act 20 Illinois Gas and Pipeline Safety Act
- Chapter 415 5/22 Hazardous Waste Fees and Liability
- Chapter 745 49/2 Good Samaritan Act
- Chapter 430 130/1 Emergency Evacuation Plan For People with Disabilities
- Chapter 55 5/5 –15014 Flood Control
- Chapter 70 605/2 Rights of Drainage
- Chapter 50 205/12 Records Essential for Government Operation

### Pandemic Flu Resources:

- Blueprint for Pandemic Flu Preparedness planning for Colleges and Universities, Gallagher Higher Education Practice Group, Jan 2006
- *Campus Housing Guidelines for Pandemic Planning*, ACUHO-I, Sept 29, 2006
- *Colleges and Universities Pandemic Influenza Planning Checklist*, Dept of Health and Human Services and the Centers for Disease Control and Prevention, Version 2.2, March 20, 2006
- *Guidelines for Pandemic Planning, American College Health Association Guidelines*, July 7, 2006
- *HHS Pandemic Influenza Plan*, November 2005
- [http://www.umd.edu/emergencypreparedness/pandemic\\_flu/](http://www.umd.edu/emergencypreparedness/pandemic_flu/)
- *McDonough County Health Department's Pandemic Influenza Plan*, August 1, 2006
- *Mental Health and Behavioral Guidelines for Response to a Pandemic Flu Outbreak*, Center for the Study of Traumatic Stress and American Public Health Association
- *Pandemic Influenza Preparedness and Response Plan*, State of Illinois, Version 2.04 (final draft), March 17, 2006
- *Report on the Estimated Impact of the Next Influenza Pandemic on Illinois*, Illinois Department of Public Health, April 10, 2006
- [www.pandemicflu.gov](http://www.pandemicflu.gov)

## **Emergency Operations Plan Appendices**

Plan Appendices include logistical details regarding establishment of emergency operations on campus.

These appendices have been intentionally omitted from this public version of the Plan. Questions regarding Plan appendices may be directed to the Assistant Vice President for Administrative Services.

# Glossary

*For the purposes of this Plan, the following terms and definitions, extracted from the National Incident Management System (NIMS) unless otherwise specified, may apply to this Plan:*

## **Agency**

An Agency is a division of government with a specific function offering a particular kind of assistance. In an Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

## **Agency Representative**

An Agency Representative is a person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

## **Area Command (Unified Area Command)**

Area Command is an organization established (1) to oversee the management of multiple incidents that are each being handled by an Incident Command System organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

## **Assessment**

An Assessment is the evaluation and interpretation of measurements and other information to provide a basis for decision-making.

## **Assignments**

Assignments are tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

## **Assistant**

An Assistant is a title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

## **Assisting Agency**

Assisting Agency is an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

## **Available Resources**

Available Resources are resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

## **Branch**

Branch is the organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

## **Campus State of Emergency (CSOE)**

Declaration made by the University President when emergency circumstances warrant specific actions to be taken.

## **Chain of Command**

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

**Check-In**

Check-In is the process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief**

Chief is 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**

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

**Command Staff**

In an incident management organization, the Command Staff consists of the Incident Commander 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.

**Common Operating Picture**

Common Operating Picture is a broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit**

Communications Unit is an organizational unit in the Logistics Section responsible for providing communication services at an incident or an Emergency Operations Center. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency**

Cooperating Agency is an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate**

Coordinate is to advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Deputy**

A Deputy is a fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch**

Dispatch is the ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division**

Division is the partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the Incident Command System between the branch and resources in the Operations Section.

**Emergency**

Emergency, absent a Presidential declared emergency, is any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Identification Pass (EIP)**

Credential, arm band, or other item that identifies an individual as a member of the WIU Emergency Response Team or other essential personnel who may need to be present on campus during times when facilities and/or property are secured.



**Emergency Operations Centers (EOCs)**

An EOC is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan (EOP)**

An EOP is the "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information**

Emergency Public Information is information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider**

Emergency Response Provider, or Emergency Responder, includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Evacuation**

Evacuation is the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event**

An Event is a planned, non-emergency activity. Incident Command System can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Federal**

Federal means of, or pertaining to, the Federal Government of the United States of America.

**Function**

Function refers to the five major activities in Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff**

General Staff is 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.

**Group**

A Group is established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*.)

**Hazard**

A Hazard is something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident**

An Incident is an occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP)**

An IAP is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP)**

An ICP is 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)**

ICS is 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 IC is 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.

**Incident Management Team (IMT)**

The IMT is composed of the IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives**

Incident Objectives are the statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident Scene/Site**

The National Fire Protection Act defines an incident scene or site as “the location where activities related to a specific incident are conducted, including the entire area subject to incident related hazards and all areas used by response personnel and equipment in proximity to the incident.”

**Initial Action**

Initial Action is the actions taken by those responders who are first to arrive at an incident site.

**Initial Response**

Initial Response means the Resources initially committed to an incident.

**Intelligence Officer**

The Intelligence Officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Joint Information Center (JIC)**

The JIC is 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.

**Joint Information System (JIS)**

The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC

concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

### **Jurisdiction**

Jurisdiction means a range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

### **Liaison**

Liaison is a form of communication for establishing and maintaining mutual understanding and cooperation.

### **Liaison Officer**

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

### **Local Government**

Local Government is a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

### **Logistics**

Logistics means providing resources and other services to support incident management.

### **Logistics Section**

The Logistics Section is the section responsible for providing facilities, services, and material support for the incident.

### **Major Disaster**

As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a Major Disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

### **Management by Objective**

Management by Objective is a management approach that involves a four-step process used to achieve the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

### **Mitigation**

Mitigation is the activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

### **Mobilization**

Mobilization is the process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

### **Multiagency Coordination Entity**

A Multiagency Coordination Entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, remove conflict from agency policies, and provide strategic guidance and direction to support incident management activities.

### **Multiagency Coordination Systems**

Multiagency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, Emergency Operations Centers, specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the National Incident Management System.

### **Multijurisdictional Incident**

A Multijurisdictional Incident is an action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed through the use of Unified Command.

### **Mutual-Aid Agreement**

A Mutual Aid Agreement is 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**

National means of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

### **National Disaster Medical System**

The National Disaster Medical System (NDMS) is a cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

### **National Incident Management System (NIMS)**

NIMS is 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. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

### **National Response Framework (NRF)**

The NRF is a plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

### **Nongovernmental Organization (NGO)**

An NGO is an entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

### **Operational Period**

Operational Period is the time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

### **Operations Section**

The Operations Section is the section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

### **Personnel Accountability**

Personnel Accountability is the ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

### **Planning Meeting**

A Planning Meeting is 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**

The Planning Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

### **Preparedness**

Preparedness is 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 National Incident Management System, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

### **Preparedness Organizations**

Preparedness Organizations are the groups and forums that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness Organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

### **Prevention**

Prevention includes the actions taken to avoid an incident or to intervene to prevent an incident from occurring. Prevention involves actions taken 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**

The Private Sector is 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.

### **Procedure**

The National Fire Protection Act defines a procedure as “an organizational directive issued by the authority having jurisdiction or a department that establishes a specific policy that must be followed.”

### **Processes**

Processes are systems of operation that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

### **Public Information Officer (PIO)**

The PIO is a member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

### **Publications Management**

Publications Management is a subsystem that includes materials development, publication control, publication supply, and distribution. The development and distribution of National Incident Management System materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

### **Qualification and Certification**

Qualification and Certification is a subsystem that provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

### **Reception Area**

The Reception Area is a location separate from staging areas, where resources report for in-processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of Incident Action Plans, supplies and equipment, feeding, and rest areas.

### **Recovery**

Recovery is the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

### **Recovery Plan**

The Recovery Plan is the plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore an affected area.

### **Resources**

Resources include personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

### **Resource Management**

Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource Management, under the National Incident Management System, includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

### **Resources Unit**

The Resource Unit is a functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

### **Responder/Response Personnel**

The National Response Framework (NRF) defines responder/response personnel as “local and nongovernmental police, fire, and emergency personnel, who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment.”

### **Response**

Response includes activities that address the short-term, direct effects of an incident. Response also includes immediate actions to save lives, protect property, and meet basic human needs.

Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

### **Safety Officer (SO)**

The Safety Officer is a member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section**

Sections are the organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control**

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

**Staging Area**

The Staging Area is the location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedure (SOP)**

The National Fire Protection Act defines a SOP as "a written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of a designated operation or actions."

**State**

When capitalized, State refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Strategic**

Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team**

A Strike Team is a set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy**

Strategy means the general direction selected to accomplish incident objectives set by the Incident Commander.

**Supporting Technologies**

Supporting Technologies means any technology that may be used to support the National Incident Management System is included in this subsystem. These technologies include Orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force**

A Task Force is any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance**

Technical Assistance is support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity such as mobile-home park design and hazardous material assessments.

**Terrorism**

Under the Homeland Security Act of 2002, Terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat**

A Threat is any indication of possible violence, harm, or danger.

**Tools**

Tools include those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal**

Tribal refers to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type**

Type is a classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command (UAC)**

A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See *Area Command*.)

**Unified Command (UC)**

UC is an application of Incident Command System 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 Incident Action Plan.

**Unit**

A Unit is the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command**

Unity of Command is 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.

**University**

For the purposes of the plan, the terms University and College are synonymous and shall be used wherever applicable to refer to a professionally accredited public or private institution of higher learning unless indicated otherwise.

**Volunteer**

For purposes of the National Incident Management System, a Volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101

**WIU Emergency Alert System (WEAS)**

A system that enables the delivery of voice, text, and e-mail messages to both the Macomb and Quad Cities campus communities.