

ALASKA PACIFIC UNIVERSITY
EMERGENCY RESPONSE PLAN

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**ALASKA PACIFIC UNIVERSITY
EMERGENCY RESPONSE PLAN**

TABLE OF CONTENTS

INTRODUCTION.....3-4

Purpose
Scope

GLOSSARY OF TERMS.....5

PLAN FUNDAMENTALS.....6-11

Emergency Response Priorities
Emergency Response Team (ERT)
Building Response Teams (BRTs)

EMERGENCY RESPONSE.....12-16

Emergency Levels
Emergency Response Structure
Emergency Information and Communications
Emergency Notification for Faculty, Staff and Students
Internal Mechanisms
External Media Mechanisms
Media Relations in an Emergency

RECOVERY.....17-19

Plan De-activation
Critical Incident Stress Debriefing (CISD)
Cost Recovery

PLAN EVALUATION.....20-22

Plan Evaluation
After Action Report
Plan Testing and Validation

APPENDIX:

Additional Resources

PURPOSE

The Alaska Pacific University (APU) Emergency Response Plan outlines the University's procedures for managing major emergencies that may threaten the health and safety or disrupt the programs and activities of the APU campus community. Remote operations, including the Kellogg Farm and Lowell & Tay Thomas Training Center on Eagle Glacier maintain risk management and emergency response plans consistent with this document. The plan identifies departments and individuals that are directly responsible for emergency response and critical support services and it provides a management structure for coordinating and deploying essential resources following the nationally recognized Incident Command System.

At APU, planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. Accordingly, this plan outlines specific responsibilities to be addressed by senior management, as well as area and department administrators. These responsibilities include preparedness, response, and recovery. An emergency can strike anytime or anywhere and a disaster will affect everyone. Therefore:

- APU is developing this University wide Emergency Response Plan in order to provide an overview of emergency fundamentals, responsibilities, and recovery.
- The Building Response Team is required to prepare a building-wide Emergency Plan to protect personnel and programs, and to support campus response and recovery actions. The Emergency Response Team distributes Building Emergency Planning Guidelines with forms for developing local plans and integrating them with the campus policies and procedures.
- The University maintains a comprehensive emergency preparedness and safety-training program to mitigate potential hazards and to familiarize students, faculty, and staff with emergency procedures.
- Off Campus Risk Management Committee oversees off-campus travel and course work, including emergency response plans that integrate with the larger campus plan.

The APU Emergency Response Plan is re-examined and amended regularly (but not less than annually) by the Risk Management Steering Committee.

SCOPE

The APU Emergency Response Plan guides **preparedness, response, mitigation** and **recovery** actions. It applies to a broad range of emergency incidents, and may be activated during:

- **Natural Disasters**
 - Volcanic Eruptions
 - Major Snow or Ice Storms
 - Earthquake
 - Disease
 - Epidemic/Pandemic
- **Acts of Violence**
 - Mass Casualty
 - Civil Disruptions
 - Terrorism
 - Cyber-Terrorism
 - Domestic Violence
- **Off Campus Crises**
 - Crises associated with course-related out of state & back country travel
 - Crises associated with non-course related travel
- **Other**
 - Fires or Explosions
 - Mechanical Disruptions

The Emergency Response Plan may also be used during major emergencies that occur adjacent to campus, but do not necessarily require APU to coordinate emergency information and support services (e.g. major toxic spill on a nearby roadway). Alaska Pacific University maintains that a major emergency in the community that affects our students, faculty, and staff is a University emergency.

GLOSSARY OF TERMS

EMERGENCY LEVELS—A ranking that classifies APU emergencies according to their severity and potential impact (p. 11-12).

Minor	Minor localized emergency
Moderate	Moderate emergency that disrupts sizable portions of the campus community
Major	Major disaster involving suspension of normal University operations and/or significant community impact.

EMERGENCY INFORMATION HOTLINES—Dedicated telephones that disseminate recorded emergency bulletins.

Emergency Information/Campus Closure Hotline	564-8312
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INCIDENT COMMAND SYSTEM (ICS) - The nationally recognized system of combining facilities, equipment, personnel, procedures, and communications into a common organizational structure to effectively accomplish stated objectives pertaining to an incident.

MITIGATION—The process of minimizing the impact and damage to persons or property after or during a critical incident. Mitigation should be a bi-product of implementing, training and following the APU Emergency Response Plan.

EMERGENCY PERSONNEL

RISK MANAGEMENT STEERING COMMITTEE—Chaired by the Risk Management Officer, consisting of the Chief Financial Officer, Dean of Students, Human Resource Coordinator, Academic Dean, Assistant to the President, Director Recreation Programs, Information Officer, Director of University of Advancement and other staff, faculty and student representatives as needed. The Risk Management Steering Committee provides general oversight and ongoing review of the process. This committee meets regularly, but not less than annually.

EMERGENCY RESPONSE TEAM (ERT)— On-Call Administrator drawn from the University’s senior administrative and academic management that oversees the campus emergency response to major emergencies (p. 4).

BUILDING REPOSE TEAMS (BRT)—Teams located within each building consisting of personnel from specific departments, divisions, etc., which coordinate emergency response for that area with the Emergency Response Team.

INCIDENT COMMANDER (IC) —The initial IC is the first person on the scene, until relieved by someone more qualified. The IC is the person directly responsible for the combining of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure who is also responsible for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

PLAN FUNDAMENTALS

EMERGENCY RESPONSE PRIORITIES

In an emergency situation, Alaska Pacific University's overriding mission is to:

- I. Protect life safety
- II. Protect critical infrastructure, facilities, and environment
- III. Implement communication channels

University Senior Management, Deans, Chairs, Directors, and laboratory and facility managers are essential personnel in major emergencies or disasters, and their emergency roles and responsibilities are specified in their respective Building Emergency Plans.

EMERGENCY RESPONSE TEAM

APU Emergency Response Team (ERT) consists of the University's senior administrative and academic management. They oversee the campus response to moderate emergencies and major disasters. The President provides executive oversight for the emergency response process. The Risk Management Officer serves as the Emergency Response Team Leader. After emergency conditions have been verified and, if necessary, after consulting with the President, the Emergency Response Team Leader determines whether to activate the Emergency Response Plan and whether to convene all or part of the Emergency Response Team. In the absence of the Risk Management Officer, the Chief Financial Officer, the Dean of Students, Academic Dean or other senior manager performs that role.

The Risk Management Officer alerts the Team and informs them that a mobilization is required. Any and all Emergency Response Team members who live within a 2 mile radius are expected to report to campus upon notification of an emergency.

After assembling in a safe location, the Emergency Response Team's responsibilities are as follows:

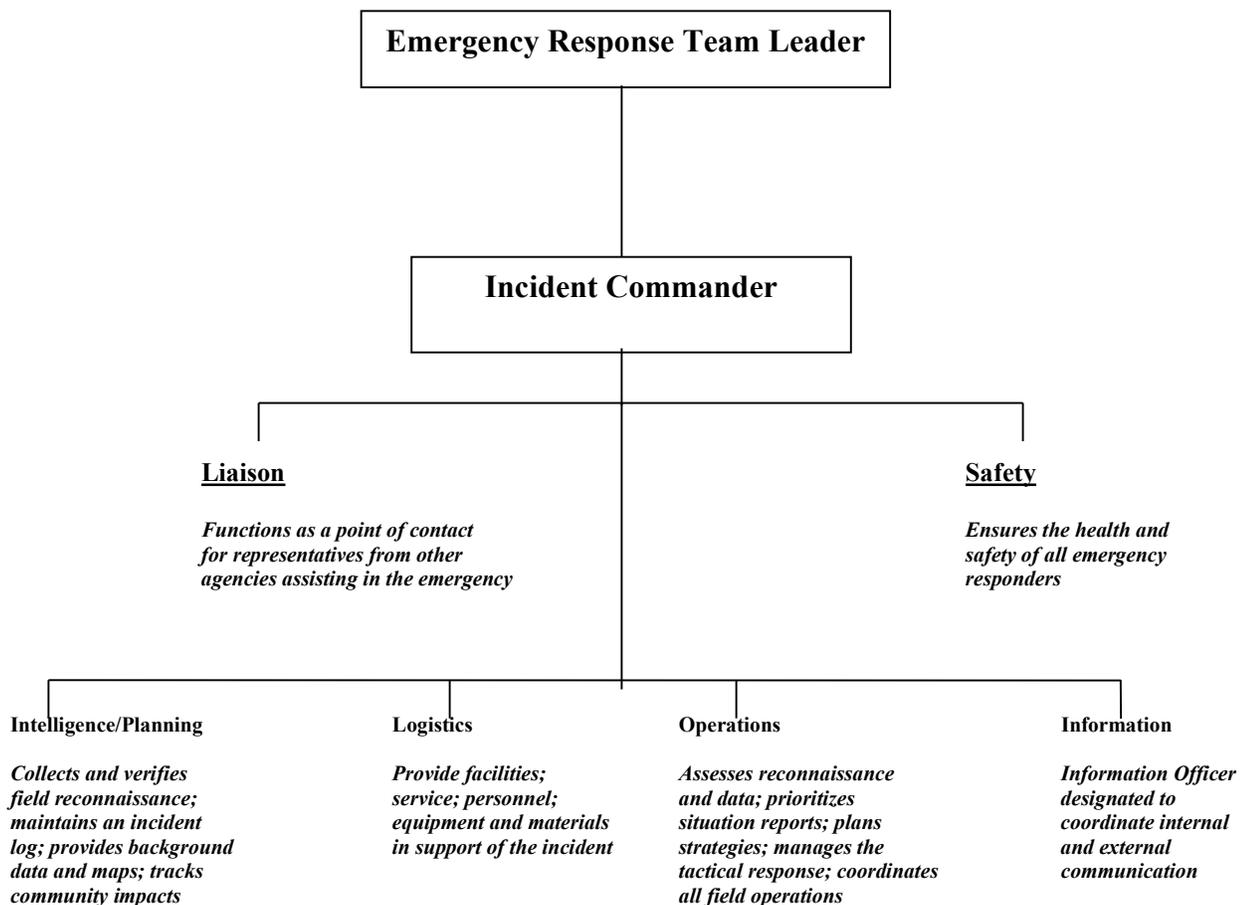
- ◆ Assess the scope and impact of the incident, including potential implications for the public radio/television studios, the Spine Institute, USGS facilities and APU trail system.
- ◆ For severe emergencies, notify appropriate local emergency response agencies if possible.
- ◆ For all significant emergencies, provide appropriate campus notifications as soon as possible.
- ◆ Prioritize emergency actions
- ◆ Deploy resources and equipment
- ◆ Communicate information, coordinate action steps and provide information and instructions to all affected parties including students, staff, campus visitors and the media.
- ◆ Monitor and re-evaluate conditions

The Incident Commander (IC) shall be a member of the Emergency Response Team. The person selected to serve in this capacity depends upon the nature of the situation. The IC shall be in direct command of emergency operations, serving as liaison to the Emergency Response Team leader in order to facilitate direction and decision making for the Emergency Response Team. The IC will delegate people to make and field phone calls. The IC will use their cell phone as little as possible.

When emergency conditions abate, the Emergency Response Team will determine the appropriate time to de-activate the Emergency Response Plan.

The Emergency Response Structure expands or contracts for Moderate emergencies or Major disasters. It includes the Emergency Response Team, which consists of the policy, financial, and information groups as well as the incident commander. The structure also includes operations, logistics, information, safety, intelligence, and liaison operations that report to the IC.

EMERGENCY RESPONSE TEAM



PLAN FUNDAMENTALS

Emergency Response Team members report to Information Technology (IT) in Grant Hall to coordinate decisions and resources. The alternate site is the Admissions Office in Carr Gottstein. If both Grant Hall and Carr Gottstein are sites are unavailable, the Chapel in Atwood will be the command center. Building Response Team will convene in a room close to the Emergency Response Team. Family members/witnesses/concerned parties will be housed in the following locations in Grant Hall: president's office, academic dean's office and president's conference room. Family members/witnesses/concerned parties will be housed in the following locations in Carr Gottstein: Veco. Family members/witnesses/concerned parties will be housed in the following locations in Atwood: Art Room.

Equipment and supplies are stored in a manner to facilitate transportation to a suitable location if emergency conditions affect the functionality of the designated sites.

The following departments are responsible for monitoring these key areas of emergency response:

- **Facilities:** tools, maintenance equipment, maintenance vehicles, keys
- **Recreation Programs:** fuel, camping gear, snow machines, satellite phones, passenger vehicles, first aid supplies.
- **Food Service:** food stores, cooking supplies
- **Campus Safety:** responsible for monitoring inventories of key emergency response items, preparation of the Emergency Response Team Resources Directory and access to locked areas.

The Emergency Response Team Resources Directory, containing critical internal and external contact information and emergency action checklists is posted online and paper copies are kept at both Emergency Response Team sites.

BUILDING RESPONSE TEAMS (BRTs)

The Building Response Teams are organized by the following offices/individuals:

- **Grant Hall:** Information Technology
- **Carr Gottstein:** Admissions
- **Atwood Center:** Dean of Students
- **Moseley Sports Center:** Recreation Programs Director/Assistant Director
- **University Village/Segelhorst Hall:** Director of Campus Life

Building Response Teams are pivotal communications resources. They transmit critical impact reports and requests for assistance to the Emergency Response Team, and then receive and forward information and instructions to their constituents. Building Response Team is also responsible for securing the affected building. After initial duties are complete, they will secure all doors and chaperone parents and students.

PLAN FUNDAMENTALS

Many Building Response Teams in service units also provide implementation and logistical support for Emergency Response Team directives and deliver resources to impacted areas. Some of the basic services, and potential service providers, include:

Communications Support, Information Central.....	Information Technology & University Advancement
Facility Damage Assessment & Repair.....	Facilities Management & Janitorial
Health & Safety Evaluation and Remediation.....	Emergency Response Team
Emergency Shelter and Food.....	Campus Life & Food Service, Student Affairs
Psychological Services.....	Student Affairs
Employee Assistance Program.....	Human Resources
Security and Crime Prevention.....	Campus Safety & Campus Life
Student Support Services.....	Student Affairs
Financial Support Services.....	Chief Financial Officer, Accounting & Finance

PLAN FUNDAMENTALS

Emergency Response Team (ERT) will take the following steps to plan ahead for their critical roles and linkages:

- Prepare a written emergency plan to specify area preparedness, response, mitigation, and recovery strategies.
- Identify a primary and alternate site as a central base for communications and decision making.
- Establish communication resources to support Emergency Response Team functions (e.g. electronic mail, emergency hotlines, faxes, telephone notification lists, wireless telephone, radio communications).
- Designate key personnel: An Emergency Response Team Emergency Coordinator, and an Information Officer to coordinate internal and external communication Information Central.
- Ensure appropriate Building Response Teams and plans are established.
- Train and rehearse personnel for emergency situations.
- Evaluate the effectiveness of the plan and debrief all parties involved in the incident.

The Building Emergency Response Planning Guidelines are supplements to this APU Emergency Response Plan. These documents contain materials that support the organization and management of BRT's.

EMERGENCY RESPONSE

EMERGENCY RESPONSE

EMERGENCY LEVELS

Emergency incidents are classified according to their severity and potential impact so that emergency response operations can be adjusted for actual conditions.

MINOR_____ **A localized department or building emergency** that is resolved with existing University resources or limited outside help. A minor emergency has little or no impact on personnel or normal operations outside the locally affected area.

Minor incidents do not require activation of the University Emergency Response Plan. Impacted personnel or departments coordinate directly with Security, Facilities Management, or Student Services to resolve Minor conditions. In some emergencies, the Information Officer may be asked to activate public information systems to provide necessary bulletins.

Examples: Odor complaint, localized chemical spill, plumbing failure or water leak.

MODERATE_____ **An emergency that disrupts sizable portions of the campus community.** Moderate emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions, or may threaten life safety.

The Emergency Response Team Leader receives intelligence from responding operational departments, determines Plan activation, and convenes an Emergency Response Team (ERT). It evaluates the scope of the emergency, coordinates essential services and provides emergency information.

Normally the Emergency Response Team convenes at the IT Office; however, specific situations may dictate that the ERT convenes at some other location.

The Emergency Response Team may also request that a particular Building Response Team (BRT) be activated if it is a critical service provider, or if it is significantly affected by the event.

Examples: Building fire, major chemical spill, extensive power or utility outage, severe flooding. This may also include an existing or imminent external emergency that may affect APU personnel or operations.

EMERGENCY RESPONSE

MAJOR _____ **A disaster involving the entire campus and/or surrounding community.** Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions.

The Emergency Response Plan is activated and Emergency Response Team members report to IT Office or alternate site. Appropriate Building Response Teams are engaged in the University's emergency response.

Examples: Volcanic eruption, airplane crash, major hazardous materials (HAZMAT) incident, major weather related disaster, major civil disturbance.

IMPORTANT NOTES:

- ✓ The University Emergency Response Plan is fully activated for moderate emergencies and major disasters only.
- ✓ The Emergency Response Team Leader designates emergency level.
- ✓ The designated level for an incident may change as conditions intensify or ease.
- ✓ The University President in consultation with the Emergency Response Team authorizes suspension of University operations.

EMERGENCY RESPONSE STRUCTURE

The University coordinates its Emergency Response Plan with the Municipality of Anchorage, and other local, state and federal agencies and organizations to ensure the following:

- Procedures are consistent with current government practice.
- Effective emergency communications and coordination are maintained during an emergency.

EMERGENCY RESPONSE

EMERGENCY INFORMATION AND COMMUNICATIONS

In an emergency, notifications to affected students, faculty and staff must begin as the emergency response itself begins.

During a minor emergency, Security or Facilities Management alerts the effected Department managers of the situation. In some incidents, the Information Officer may also issue bulletins to affected departments.

Making timely internal and external emergency announcements during a moderate emergency or major disaster requires a much broader approach involving many participants. Students, faculty, staff, and visitors must know what happened, where it happened, and what to do next.

The delivery of internal and external emergency information is planned and coordinated by the Information Officer. The Office of University Advancement acts as the Information Officer. Campus status bulletins and external press briefings are issued as necessary. Every effort will be made to inform the media and public of changes in the status of the incident.

EMERGENCY NOTIFICATION FOR FACULTY, STAFF AND STUDENTS

Once the Emergency Response Team determines that an emergency situation exists and decides on a course of action, the following internal and external mechanisms can be used to communicate with faculty, staff and students on campus.

INTERNAL MECHANISMS

- Information Officer and the Emergency Response Team will choose and select previously prepared emergency notifications.
- President's Council members notify their direct reports, asking for dissemination through their communication channels. Each President's Council member should maintain relevant employee e-mail distribution lists and have a telephone tree for telephone notification.
- Information Central sends the approved APU-ALERT, an e-mail notice that goes to all employee and/or student e-mail addresses.
- Information Central with the assistance of communication support, posts an approved message to the APU Alert Web site that is designated as an official "APU Emergency Notification" page where faculty, staff and students are to check for any changes in University operational status, and even messages that there is no change in status due to weather.

EMERGENCY RESPONSE

EXTERNAL MEDIA MECHANISMS

The "Media Relations Procedures in Emergency" will be activated and implemented by the Information Officer.

MEDIA RELATIONS IN AN EMERGENCY

- Notify the Office of University Advancement and President's Office of the emergency immediately:
 - *Please refer to Emergency Response Team Directory*
- All calls from media or requests for interviews and information will be routed to the Office of University Advancement.
- The Information Officer and Emergency Response Team will assign a spokesperson(s) and determine when and where they will be made available. The Information Officer and the assigned spokesperson(s) are the only individuals with authority to speak with the media.
- Request for student or victim information will first be cleared by Student Affairs or Human Resources, and/or the Office of University Advancement.
- Information Officer or his/her alternate(s) will respond to scene, command center, or hospital, to handle media.

News conferences will be held at the Emergency Response Team headquarters in Grant Hall, unless determined otherwise by the Emergency Response Team. The Admissions Office in the Carr Gottstein building will serve as a secondary location.

In the event that emergency conditions suspend power and telephone service, emergency communications will be profoundly restricted. Modes of communication such as messengers, radios, cellular phones, text messages, e-mails and/or satellite radios will be used until systems can be restored.

RECOVERY

RECOVERY

Based on the nature of the incident, the recovery process may be initiated prior to plan deactivation.

PLAN DE-ACTIVATION

When emergency conditions are stabilized the Emergency Response Plan will be de-activated by the Emergency Response Team and normal University operations will resume. Information Central using appropriate emergency information and notification systems will disseminate a formal announcement.

If the nature of the incident requires an extension of some emergency services, special Emergency Response Team work groups may be appointed to coordinate those continuing activities. These groups may need to consider:

- ◆ Temporary space relocations
- ◆ Support services for impacted students, faculty or staff
- ◆ Community relief assistance

CRITICAL INCIDENT STRESS DEBRIEFING (CISD)

Critical Incident Stress Debriefing is the process by which individuals who have experienced or been exposed to a traumatic event can be professionally helped to resolve the concerns or anxieties that such an experience causes. CISD enables participants to understand that they are not alone in their reactions to a distressing event, and provides them with an opportunity to discuss their thoughts and feelings in a controlled, safe environment.

Professionally conducted CISD will be offered for APU community after major emergencies within 72 hours of the incident. The Incident Commander, in consultation with the Emergency Response Team, will determine the individual or individuals that will assist in the Critical Incident Stress Debriefing. Individual faculty, staff and students in need of personal counseling after a traumatic incident should contact Counseling and Wellness Center 907-564-8232 (Atwood Center 110).

COST RECOVERY

One of the final Emergency Response Team actions may be to appoint an Emergency Cost Recovery Work Group. The composition of the Work Group will be related to the nature and magnitude of the emergency. A core membership may include, but is not limited to:

- ◆ Chief Financial Officer
- ◆ Academic Dean
- ◆ Dean of Students
- ◆ Information Technology Director
- ◆ Office of University Advancement Director
- ◆ Controller
- ◆ Assistant to the President

APU departments receive advance copies of internal cost and loss documentation forms (to prepare them for the claims process) in the Building Emergency Response Planning Guidelines. Additional copies, as well as insurance materials or guidance documents from external funding sources, Federal Emergency Management Administration (FEMA), or other agencies, will be distributed as needed.

PLAN EVALUATION

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Upon request of the Emergency Response Team Leader, and following the cessation of emergency operations, a survey of the Emergency Response Team and affected departments will be conducted by the Incident Commander (IC) to evaluate the effectiveness of the response effort. Results of the survey will determine whether areas of the Emergency Response Plan must be modified.

A written After-Action Report will be prepared by the Emergency Response Team Leader and presented to the Risk Management Steering Committee.

AFTER ACTION REPORT

After Action Debrief

Following each major emergency or incident response, the Incident Commander will conduct an after action debrief to identify major strengths, major areas for improvement, lessons learned, and best practices. The participants of debrief include Incident Command Team members, Emergency Response Teams, and any other community members involved with the response. The initial debriefing should occur not less than twenty-four hours, but not more than one week following the conclusion of an incident.

In general, after action debrief answers these questions:

1. What was planned?
2. What really happened?
3. Why did it happen?
4. What can we do better next time?

After Action Report (AAR)

The completion of an After Action Report is part of the standard emergency reporting process. The report serves the following important functions:

- Documentation of response activities.
- Identification of successes and problems during emergency operations.
- Analysis of the effectiveness of Incident Command.
- Definition of a plan of action for implementing improvements.

The Emergency Response Team Leader will be responsible for completing the After Action Report within two weeks after the incident. Other members of the APU community may also be required to complete reports respective to their tasks. The report will be distributed to the community for review as appropriate.

The recommended four step process to prepare the after action report:

1. Compile all the documentation from the emergency response and the after action debriefing.
2. Review and analyze documentation according to the areas covered in the after action report.
3. Prepare after action report drafts and distribute for review and approval to APU Risk Management Steering Committee, other appropriate APU community members and possibly to outside agencies that participated in the response.
4. Prepare final after action report for APU Risk Management Steering Committee. Final copies will be forwarded to the President and the Board of Trustees.

Contents of After Action Report:

- Executive Summary of events (a concise synopsis of emergency and response)
- Introduction and Background.
- Type and location of event.

- Chronological summary of emergency response.
- Summary of response from outside emergency services (as appropriate)
- Summary of interaction with other systems: Cooperating agencies (utilities, Red Cross, other U Med organizations and businesses, etc.); telecommunications and media interactions.
- Improvements, Conclusions, Recommendations: Include a detailed plan with description of actions taken, assignments, associated costs or budget, timetable for completion or revision, and follow-up responsibility.
- Future training needs.
- References: Maps, charts, training materials, etc.

Many other types of documentation can be included to support After Action Report. Some recommendations include:

- Action plans written during operations.
- ICS Forms. (<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>)
- Activity logs and journals
- Written messages.
- Task checklists.
- Public information and media reports.
- Other forms or documents used during an emergency.

PLAN TESTING AND VALIDATION

This emergency response plan will be updated and tested at least once a year independent of any actual emergency events.