Shepherd University

Shepherdstown Campus, Agricultural Innovation Center, and Martinsburg Center

Emergency Operations Plan

Version 1.0, March 2, 2020

Anticipated Update by June 30, 2020 to include Annex and Continuity Plans

EMERGENCY PREPAREDNESS

To the Shepherd University Community:

Shepherd University has incorporated the various pieces of major emergency planning programs into an overarching Emergency Operations Plan (EOP). The EOP is intended to ensure that Shepherd University is prepared to marshal our resources and react to the best of our abilities in response to incidents that may affect the academic and administrative functions of the university.

In developing a campus EOP, Shepherd University has embraced National Incident Management System (NIMS) concepts, requirements, and policies.   Designated University leadership staff and first responders are trained in and comply with the Incident Command System (ICS), which is used to establish the architecture of university personnel who will lead the planning for and response to challenges faced within emergency incidents. Divisions, departments and offices should familiarize themselves with information in this plan and other safety and security resources available on line.

The Emergency Operations Plan is a tool. To be successfully used, it requires that the faculty, staff, and students of Shepherd University stay vigilant, embrace the preparedness concepts, and work together collaboratively to assure that the goals and objectives of this plan are accomplished.

Protecting the safety and security of our University community is a responsibility we can fulfill by working together to mitigate and minimize harmful impacts to our campus.

Mary J.C. Hendrix, Ph.D.

President, Shepherd University

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1. Introduction

1.1. This Emergency Operations Plan (EOP) is for use at Shepherd University within the main Shepherdstown Campus, adjacent properties within the town of Shepherdstown, at the Martinsburg Center in Martinsburg, WV, and the Agricultural Innovations Center (AIC) near campus within Jefferson County.

  1.1.1. Shepherd University, a public liberal arts university founded in 1871, has an enrollment of approximately 3,700 students with about 900 students residing on campus. The Shepherdstown campus, including the Agricultural Innovation Center (Tabler Farm), comprises 323 acres partially located within the town limits of Shepherdstown in Jefferson County, WV. The Martinsburg Center at 261 Aikens Center, Martinsburg, WV is located in Berkeley County.

  1.1.2. Shepherd University maintains a staff of approximately 650 across the various campuses and properties.

  1.1.3. Shepherd University operates over 30 buildings on the main campus as well as two buildings within the town of Shepherdstown, the AIC (Tabler Farm, approximately two miles away from the main campus in Jefferson County), and the Martinsburg Center in Berkeley County.

  1.1.4. Shepherd University hosts numerous athletic, performing arts, and other special events that range from small meetings to gatherings in excess of 5,000 visitors. Among these events is the Contemporary American Theater Festival which draws over 5,000 patrons throughout its summer season.

  1.1.5. The following are among the emergency resources available on campus: the Shepherd University Police Department (SUPD), counseling services, and the Health Center (both located in Gardiner Hall).

  1.1.6. The town of Shepherdstown is located in the northern part of Jefferson County. The town has just over 1,700 residents and runs adjacent to the Shepherd campus. It is part of the National Register of Historic Places. Jefferson County has a population of just over 50,000. It is largely rural with five incorporated towns including Shepherdstown, Charles Town, Ranson, Harpers Ferry, and Bolivar.

  1.1.7. The Shepherd University campus maintains property adjacent to the Potomac River with the state of Maryland directly across its waters.

  1.1.8. The Shepherd University Police Department (SUPD) maintains mutual aid agreements with numerous local first responding agencies within Jefferson County, WV.

  1.1.9. While the town and campus are in a rural environment, vehicular traffic along route 480 can create potential threats. A busy rail line runs through the north and east sections of town presenting challenges. Other potential threats include flooding to adjacent areas that can affect access to town and campus, high winds, and other related weather challenges.

1.2. Shepherd University is committed to the safety of its students, faculty, staff, visitors, and adjacent communities. As a partner within our region, the institution will use technical expertise and resources to mitigate, prepare for, respond to, and recover from natural, technological, and man-made events that may affect the campus and community. **The Mission of the Shepherd University Emergency Operations Plan (EOP)** is to accomplish the following:

    1.2.1. Protect life safety,

    1.2.2. Create a culture of preparedness through education, communication, and instilling a belief in personal and institutional resilience in the face of adversity,

    1.2.3. Create a system that facilitates, coordinates, and integrates operations necessary to build, sustain, and improve the functional capabilities of the institution to mitigate against, prepare for, respond to, continue operations during, and recover from incidents,

    1.2.4. Secure critical infrastructure, facilities, and University assets including financial, educational, intellectual, and data in the face of threats and emergencies,

    1.2.5. Resume mission critical operations of the University as soon as safety permits.

1.3. The Emergency Operations (Basic) Plan will provide an overall view of the emergency management program at Shepherd University. This plan follows guidelines from the Federal Emergency Management Agency's (FEMA) National Incident Management System (NIMS) Comprehensive Preparedness Guide (CPG) 101 and Incident Command System (ICS) for Higher Ed. The plan's content is also guided by the West Virginia Higher Education Policy Commission's Series 54 – Campus Safety Procedures (See Appendix 2.1). The Shepherd University EOP will guide chain of command, lead decision making responsibilities, facility operations, and channels of authority and communications utilized during times of crisis. The Basic Plan will provide a frame of reference on how lead Emergency Management personnel will marshal resources to prevent, protect from, mitigate, respond to, and recover from emergency and crisis events that may occur within and around the institution.   The EOP will establish vertical and horizontal lines of operational leadership, coordination, and communication. This plan includes tactics to work with adjacent community emergency management personnel when needed.

1.4. This plan is developed to provide for an effective partnership with the State of West Virginia Emergency Operations Plan (EOP), as well as the work of the Jefferson County Local Emergency Planning Committee (See Appendix 2.1). The University maintains letters of agreement of mutual aid and operational procedures between the University and neighboring governmental organizational units.

1.5. The Basic Plan will be made available to the public. Certain future Annex and Continuity of Operations planning may be kept from public distribution. All identified Senior and Emergency Management staff will be expected to understand and be able to disseminate and deliver as needed training and development of familiarity of the Plan to requisite University personnel. Certain staff, such as Deans, Department Heads, and Building Managers, will be key in making emergency response information available to their assigned constituencies. The ultimate objective is to have all University students and staff well versed in emergency response protocols.

1.6. The Shepherd University EOP defines the following roles (see appendix 1):

    1.6.1. Incident Management Team (IMT) – ensures ongoing campus emergency preparedness planning, disseminates threat assessment information from campus stakeholders to be

folded into strategy and tactics, empowers campus departments to execute ICS tasks, and assesses unfolding events to begin process of executing the EOP ahead of potential threats.

1.6.2. Threat Assessment Team (TAT) – continuously assesses threat probability, magnitude, impact, and likely results against institutional vulnerabilities and capabilities in order to recommend actions to be undertaken by University. Assists in process of updating the EOP on an annual basis.

1.6.3. Lead Incident Commander and Chair of Incident Management Team -Responsibility to act as Incident Commander (IC) or determine IC based on threat at hand. Will assess when and where IC transfer is needed based on emerging situational analysis of a given incident. May determine when/where Unified command is needed (multi-department or agency joint management and authority over event). Determines when crisis demands expansion of roles to include various emergency management functional units (e.g. logistics, operations, finance, etc). Will develop decision process to determine when off campus agency (such as fire department) will need to assume IC and how Shepherd first responders will support that command structure.

1.6.4. Inclement Weather Assessment Team – determines University's operational response to emerging and/or present inclement weather.

1.6.5. Emergency Operations Centers (EOC) – the centralized location(s) from which emergency operations can be directed and coordinated with the campus and community. These centers will be determined by their ability to withstand threats to power and communications disruptions.

1.6.6. Rave Alert System – a text messaging system to alert subscribed participants to University emergencies and threats such as weather announcements.

1.6.7. Behavioral Intervention Team (BIT) - representatives from Counseling, Health, Residence Life, Accessibility Services, SUPD, Student Success, Conduct, and senior Student Affairs staff meet weekly to identify and address situations that merit concern based on the behavior of students (or other members of the campus community) that indicate they may be experiencing difficulty in functioning or may be a threat to self or others. See appendix 5 for Victim Resources Information.

1.7. The Emergency Operations Basic Plan is a scalable and dynamic document. The EOP will be reviewed regularly by the Incident Management Team, Executive Staff, and the Threat Assessment Team for its ongoing viability and need for updates. Ongoing institutional prioritization of emergency planning for potential threats (natural, technical, man-made, external, and internal) will be evaluated.   The teams will use risk assessment tools (see appendix 3 – Unmitigated Risk Analysis template) to identify potential threat events; the probability of threat occurrence; the expected loss from a threat event; and the ability of the University to avoid, mitigate, and respond to the given event. The EOP is scalable, helping to govern the University's response to challenges ranging from small events to large scale emergencies.

1.8. Analysis by the Threat Assessment team will be used to develop area specific "Annex" plans by 6/30/20.

2. Purpose and Situational Overview

2.1 The objective of the Shepherd University EOP is to create and advance a campus wide culture of preparedness and resiliency. The tactical purpose of the EOP is to describe campus emergency procedures and communication channels (horizontal and vertical) and their integration, when needed, with local emergency response authorities to ensure that the campus and community are prepared to act in the event of an emergency. The EOP provides guidelines for response but does not replace sound judgement of staff at the time of the event. Key EOP response plan objectives include:

2.1.1. Protect all campus stakeholders, visitors, and University assets (physical, financial, intellectual, and data) with life safety of paramount importance,

2.1.2. Describe principles of Incident Command as conducted at Shepherd University,

2.1.3. Compliance with NIMS for seamless integration with other response organizations, including Federal, state, and local government entities (appendix 2a – Authorities),

2.1.4. Emphasize preparedness, safety, and efficacy before, during, and after emergencies,

2.1.5. Maintain effective communication with students, staff, faculty, parents/guardians, and the community through the general news media and other methods.

2.2. Situation and Assumptions

2.2.1. The campus will always be vulnerable to various hazards which could result in a major emergency. An incident requiring an emergency response may occur on one or all the campus locations.

2.2.2. Major emergencies may involve the campus and local community and will thus require coordinated efforts between campus and community emergency management personnel and first responders.

2.2.3. The Shepherd University President has engaged the Lead Incident Commander (see appendix 1) to determine appropriate resources to engage in response to a given emergency. An activated response to certain events may be implied (for example, likely weather event).

2.2.4. Campus resources may be inadequate to handle the incident, and interagency coordination with town and county response agencies may be required. The IC for a given emergency should know external resources that may be engaged to respond to a given event. Given this, the university and county will at times engage one another utilizing mutual aid agreements in the face of crisis.

2.2.5. Jefferson County has developed a countywide mutual aid agreement (see Appendix 2.1) and Shepherd University emergency management leadership understands its purpose and content. This document is designed to work in conjunction with town, county, state, and federal emergency management plans.

2.2.6. On-scene responders may initiate the Incident Command System (ICS) following EOP guidelines on chain of command.

2.2.7. Response personnel have received role-appropriate NIMS training.

2.2.8. An event may necessitate an extended response or involve a wide area of either campus or community adjacent to campus(es).

2.2.9. An off-site emergency may involve campus stakeholders or impact the campus in such a way as to necessitate the commitment of University resources to respond and mitigate.

2.2.10. University Communications will work with the local media outlets to effectively inform stakeholders. University Communications should be the main voice of the University and direct communications strategies for engagement with various media outlets within the preparation for emergencies, within emergencies, and after emergencies.

2.2.11. The EOP should be applied to other campus satellite operations including the Martinsburg Center and the AIC.

2.2.12. Shepherd University staff have been charged with the responsibility to develop, assess, review, and reconstitute the University's EOP on an ongoing basis.   These staff members include the University President, the Executive Leadership Team (ELT), the Incident Management Team, the Threat Assessment Team, and the Lead Incident Commander. These staff groupings will continually assess the plan, assess the plan's performance in after-action reports, and update as needed (not to be less than once per year).

2.2.13. Campus leaderships may not be able to travel to or from campus during an emergency. When key staff are unable to report for duty, they should have capable replacements assigned from within their specific areas of responsibility with respect to the EOP.

2.2.14. Faculty, staff, and students will embrace a culture of preparedness and will follow instructions given by first responders and University leadership responsible for the governance of emergency management. If you have been a victim or know of a victim of an incident and/or potential crime, please consult the university's Victim Resource Center (see appendix 5).

3. Concept of Operations

3.1 Initial Incident Actions

3.1.1. Shepherd University will align operations within assigned roles within the Jefferson County EOP, (see appendix 2.1). In cases of shared response to threats, Shepherd will support Unified commands with adjacent local departments.

3.1.2. The Shepherd University Police Department is the primary first response organization on campus and will often be the initial Incident Commander for a given event on campus.

3.1.3. Depending on nature of event, other university departments may be called upon for support.

3.1.4. If you are a university employee seeking contact with a SUPD officer on duty or any other emergency response officer who is on campus, you should acknowledge the officer's role in the oversight of the event and announce your name, university title, and purpose with respect to the given event, being mindful of the officer's need to continue necessary emergency safety response initiatives.

3.1.5. Major incidents such as building fires, hazardous materials spills, equipment and/or technology and building systems failures, may relegate University Police to a support role. In cases where other on-campus or external departments should take over Incident Command for a given emergency, SUPD will ensure that best resources have been notified and engaged such as University Facilities, Information Technology (IT), Counseling Services.

3.1.6. University Police should be notified, when appropriate, upon recognition of any event that may or will potentially impact the safety of the campus community. A university police officer will dispatch to the incident site to assess response needs.

3.1.7. The first arriving officer to the scene assumes the responsibility of command, and remains in command, until relieved by a more qualified person, with training and special skills pertaining to the specific incident (per FEMA guidelines). While maintaining Incident Command, SUPD will operate under their Standard Operation Procedures for engagement and chain of command (internal document).

3.1.8. The on-scene police officer may make next level response requests as needed from assessment including execution of mutual aid agreements via Jefferson County EOP (ESF #13).

3.1.9. On scene police officer will be following SUPD Standard Operating Procedures for engagement and will be notifying the University Police Chief when: (a) the incident requires external agencies to resolve, (b) the incident has or may result in the loss of life, serious injury, or substantial student conduct actions, and/or (c) the incident may cause media interest and/or closures to university operations or facilities.

3.1.10. The University Police Chief will assess the emergency level and resources needed for mitigation of risk and damage. Police Chief will notify Senior Leadership who will determine who will ascend to Incident Command (based on qualifications outlined in Organizational Assignment of Responsibilities chart – appendix 1.4).

3.1.11. The Lead Incident Commander will determine which departments should be engaged to manage emergency. Lead IC will determine if a transfer of command should be made based on addressing tactical responses to the emergency or threat. The Lead IC will appraise, as needed, the University President, the Incident Management Team, and Executive Leadership in a timely manner of ongoing emergency management actions. Where Unified Command is warranted the Lead Incident Commander will define roles and responsibilities within that Unified Command structure.

3.1.12. The Lead Incident Commander will notify key university staff when they should report to stated emergency management locations at given Incident Command Centers (see appendix 1.4).

3.1.13. Other areas that may follow similar communication paths in face of certain challenges:

    a.   Facilities – mechanical, environmental, grounds, and building emergencies should be channeled through the chain of command to Director of Facilities. At any point Facilities staff should contact 911 if there is an immediate human safety threat. Director of Facilities to contact Lead Incident Commander if resources needed beyond department or if challenges will affect other University operations.

    b.   IT - threats and challenges to the University IT infrastructure should be communicated through chain of command to Director of IT Services and VP of Enrollment Management. If IT challenges will affect other University departments, IT will contact Lead IC so issues can be communicated to affected University departments so they may execute their internal annex plans in face of challenge.

    c.   Campus Services (Residence Life, Dining, Bookstore, Student Center, Wellness Center, Rambler Card System, Vending, and Conference Services) – issues threatening the business of services to campus should be communicated through chain of command to VP of Campus Services. Issues that will affect the

broader campus should be communicated to Lead IC so other departments can address as needed. These may include interruptions of food and residential services and/or challenges to card access services.

    d.   Student Affairs – Student Affairs staff will inform VP of Student Affairs (who may serve as Lead IC) of critical threats, including student related health threats and emergencies, in order to engage the EOP as necessary. Student Affairs will lead and most often initiate emergency related communications to students particularly those that relate to recovery.

    e.   Academic Affairs – the University Provost will assess communications from Emergency Operations Leadership to determine the best academic delivery strategies to deliver in the face of threats/emergencies and communicate those strategies to faculty, academic staff, and students. The Provost should insure that staff facing Academic facility issues, particularly when they involve hazardous materials that may be found in lab materials, understand how to engage the EOP to mitigate and face threats and emergencies.

    f.   Athletics – Events that impact the University infrastructure should be communicated through chain of command to VP for Athletics. VP of Athletics to notify Lead IC when athletic events will require other departmental interventions. VP of Athletics to inform VP of Student Affairs and Lead IC when student athlete issues occur when traveling that may affect the health, wellbeing, and academic progress of those student athletes.

  3.2. Communications

    3.2.1. Unless otherwise determined, the Executive Director of University Communications or designee will be the sole communicator to media outlets for the University during times of emergencies.

    3.2.2. Communication methods within a crisis will depend on the nature of the response and departmental operational tactics. Consult departmental standard operating procedures or departmental emergency management planning to understand communication expectations with respect to area emergency management planning.

    3.2.3. Coordination with Jefferson County and other mutual aid agencies will occur through the Lead IC or designee of the Lead IC. The Lead IC will initiate communication, if necessary, with Jefferson County.

    3.2.4. If needed, communication with Jefferson County and other mutual aid agencies during an emergency will be determined by the IC and will maintain communication or delegate to designee depending on the incident.

    3.2.5. The Lead Incident Commander will be notified of ongoing efforts from the field. This can be via cellular communication, radio, or landline. The lead IC will inform Senior Executive Leadership and engage other campus resources needed to address the emergency, ensuring that the needed experts are engaged to assume Incident Command where needed.

    3.2.6. The University's RAVE alert system will be used to communicate emergencies and potential threats when deemed beneficial to the community as outlined by the RAVE protocols (see appendix 2.1.7).

3.3. Phases of Emergency Management (see appendix 4) – successful organizational preparation is predicated on the establishment of effective strategies for each phase of emergency management.

3.3.1. Prevention – any action to prevent, avoid, or stop imminent threats. The Threat Assessment (TAT) and Incident Management (IMT) teams will assess potential threats to campus to help in planning for institutional investment in infrastructure and Annex planning that may result in the avoidance in occurrences of emergencies.

3.3.2. Mitigation – any action taken to eliminate or reduce the impact on life and institutional resources from the occurrence of an emergency. The TAT and IMT will assess potential threats to campus to help construct Annex plans that will reduce or avoid the impact from threats if or when they become an emergency occurrence.

3.3.3. Preparedness – actions taken in advance of an emergency to facilitate preparation for responses in the face of actual emergencies. The Lead IC and IMT will ensure that ongoing exercise and training are taking place across campus to prepare students and staff to respond effectively within actual realized emergencies.

3.3.4. Response – delineated assigned and prescribed duties, responsibilities, and actions for organizational members to execute within an emergency to achieve the mission of the Shepherd University EOP. This document and future Annex plans will define roles within emergency management in the face of an incident for all stakeholders on campus (see Appendix 1.4).

3.3.5. Recovery – activities executed to return the institution's ability to deliver mission critical services to stakeholders. University leadership will ensure that continuity of operations planning is in place with tactics for returning the institution's ability to deliver mission critical services in a timely manner.

4. Organization and Assignment of Responsibilities for Incident Command

4.1. Shepherd University will use a NIMS-compliant Incident Command System (ICS) in coordination with area governmental organizations to meet the safety needs of the institutions stakeholders.

4.2. Primary and alternative staff have been pre-designated for emergency roles (see Appendix 1.4).

4.3. SUPD's main contact to initiate ICS to other university departments will be the Lead Incident Commander who will engage needed campus support departments to address incidents via delegation of assigned roles. See Section 1.6.3 for description of Lead IC's role in emergency management.

4.4. Once Lead IC has engaged departmental leadership, that department will begin execution of specific emergency plans within their scope of responsibility.

4.5. Throughout threat/emergency Lead IC will keep President and ELT appraised of developments as they arise.

4.6. Shepherd University uses RAVE to offer a text-messaging notification system. Emergency communications from the university, including inclement weather announcements, are sent as a text message to those who opt into the plan. This system is only used for school closure and emergency announcements. Specific university staff (including the Lead IC) have been trained on how to launch RAVE messaging. An individual, trained to deliver a RAVE message, will

always be available to deliver such messaging. Typical messaging has already been drafted to face given expected emergencies (see appendix 2.1 for links to the university's RAVE policies).

5. Direction, Control, and Coordination

5.1. The following roles will be utilized to address threats and manage university functions within an emergency.

5.1.1. Command Function (President, Director of Community Relations (DCR), Lead IC, SUPD)

5.1.1.1.   Activate EOP and Incident Command System;

5.1.1.2.   Determine which personnel/department should serve in the various specific roles within the ICS.

5.1.2. Incident Commander

5.1.2.1.   Establish command post/ICC and operating perimeter to manage crisis;

5.1.2.2.   Initiate notification and mobilization of additional agency personnel and resources and obtain support where needed;

5.1.2.3.   Provide information to other campus departments and specifically campus communications officers;

5.1.2.4.   Ensure safety to potentially affected personnel and stakeholders by determining what University assets human and physical should be engaged in response to threat/emergency;

5.1.2.5.   Begin preparation for after action assessments and reporting.

5.1.3. Operations Function (Campus Services, DCR, SUPD, Facilities, IT, Student Affairs)

5.1.3.1.   Establish and secure perimeters and staging areas;

5.1.3.2.   Evaluate threat/emergency environment and assess emerging threats and methods to control emergency;

5.1.3.3.   Maintain command post and scene security;

5.1.3.4.   Ensure connection to vital resources to manage/mitigate incidents;

5.1.3.5.   Provide detainee transportation, processing, and confinement;

5.1.3.6.   Direct and control traffic (pedestrian and vehicular);

5.1.3.7.   Conduct post-incident investigation.

5.1.4. Planning Function (DCR, Provost, IMT, TAT, ELT, Counsel)

5.1.4.1.   Preparing documented incident action plan;

5.1.4.2.   Gather and disseminate information and intelligence;

5.1.4.3.   Plan post-incident demobilization;

5.1.4.4.   Determine methods for and execute delivery of academic instruction through and after emergency/threat event.

5.1.5. Supply, Logistics & Finance Function (Facilities, IT, Procurement, Finance, Campus Services)

5.1.5.1.   Facilitate and open pathways for communications;

5.1.5.2.   Facilitate and provide for (where needed) pathways for transportation onto, off of, and within campus for needed emergency management vehicles;

5.1.5.3.   Connection to additional first responders and medical resources

5.1.5.4.   Supplies - work with Lead IC and IMT to ensure that necessary resources are in place on campus to meet needs of EOP and Annex plans;

5.1.5.5.   Assessing and delivering needed support such as food, water, shelter, rest/recovery areas;

        5.1.5.6.   Proved for specialized team and equipment needs;

        5.1.5.7.   Recording personnel time;

        5.1.5.8.   Procuring needed resources and assets;

        5.1.5.9.   Recording expenditures (related to potential future insurance claims);

        5.1.5.10.   Document injuries and liability issues.

    5.1.6. Community (Student, Faculty, Staff, Building Managers)

        5.1.6.1.   Follow guidance of first responders and Emergency Management leadership;

        5.1.6.2.   Understand how to respond to and engage first responders within an emergency.

        5.1.6.3.   Understand Shepherd University Emergency Guidelines (appendix 2.1.8).

5.2. The following is a list of specific assigned staff roles and responsibilities the University will deploy in the face of a threat or within an emergency.

    5.2.1. President – has engaged Lead IC and key university leadership to prepare for and face impending threats or address current emergencies (on campus or in vicinity). Engages university leadership to identify resources needed to face threats and emergencies and to determine departmental operational capabilities to deliver mission critical services to given stakeholder groups as specific university operational schedules are determined before, during, and after threats and emergencies.

    5.2.2. Director of Community Relations – Acts as President's designee and Lead Incident Commander. Advises President on need to engage EOP but maintains authority to initiate EOP as needed. Assesses threat and determines which Functions must be engaged and assigned IC to appropriate University official. Insures good communication across Function areas during threat assessment, through emergency management, and through recovery. Determines when/where to transfer Incident Command. Leads Incident Management Team and is part of Inclement Weather Assessment Team.

        5.2.2.1.   Chief of SUPD – Leads SUPD efforts to avoid, mitigate, and manage emergencies. SUPD staff will likely be first responder to a given incident and will inform Chief who will inform Lead IC to determine the necessity of executing the EOP (Chief).

            a.   Will often serve as IC and liaison with local first responders during an emergency. Insure ongoing effective mutual aid agreements in place with other adjacent first responders.

            b.   Will be primary communications and operational link to adjacent first responders' agencies when working in a Unified Command environment with other state/local/federal law enforcement and/or first responder organizations.

            c.   Chairs Threat Assessment Committee

    5.2.3. Vice President for Campus Services – takes direction from Lead IC, first responders, and emergency specific IC's to coordinate response efforts within assigned areas including Residence Life, Dining Services, Student Center, and Wellness Center. May utilize resources to support first responders. Insures that vital services, such as food and shelter, are provided to stakeholders remaining on campus during an emergency.

5.2.4. Provost – Assesses EOP operations and emergency/threat environment to determine best execution of delivery of academic course instruction given constraints of situation and based an academic annex plan.

5.2.5. Vice President for Finance – Receives assessments from Lead IC and determines financial and logistical needs during emergency and engages departments to meet procurement and financial needs to manage response to emergency. Through Procurement and working with Lead IC and IMT, ensure that necessary resources are in place to meet emergency management needs. Will compile financial losses during an emergency to lead the processing of insurance claims for the recovery of those losses.

    5.2.5.1. Director of Facilities
- a. Evaluates potential threats and vulnerabilities of University assets and facilities in the face of threats and emergencies.
- b. Oversees response of Facilities staff to support emergency efforts (including cleaning and removal of debris), maintain University facilities or return them to working order, and disengage University processes and infrastructure when needed for asset preservation.
- c. Provide HAZMAT assessment and removal as needed and as possible given resources and expertise at hand. Communicate HAZMAT issues to other first responders.

5.2.6. Executive Assistant to the President
    5.2.6.1. Appraises President of emergency management actions as they occur, keeps President briefed regarding emerging threats;
    5.2.6.2. Prepares President to respond to community and BOG concerns;
    5.2.6.3. Provides communications assistance to Lead IC and engaged ELT members as needed.

5.2.7. Executive Director of Communications
    5.2.7.1. Communicates University operational decisions that are of public interest to media;
    5.2.7.2. Serves as University spokesperson to any new inquires during threat preparation and throughout crisis management operations before, during, and after event;
    5.2.7.3. Determines location and operations of media/communications operations center(s);
    5.2.7.4. Advises University and staff on methods and parameters of staff responses to media inquiries;
    5.2.7.5. Works with University legal counsel for official University responses and declarations that are of public interest;
    5.2.7.6. Assists President in communication with media.

5.2.8. Vice President for Student Affairs
    5.2.8.1. Communicates needed information about University operations to students;
    5.2.8.2. Engages counseling and health services as needed;
    5.2.8.3. Addresses any student life issues that may arise in the face of threats and emergencies;
    5.2.8.4. Ensures communication to families as needed.

5.2.9. University Counsel
     5.2.9.1.   Advises President, ELT, and Emergency Management staff as to legal ramifications of actions both in preparation for an emergency and during emergency response activities;
     5.2.9.2.   Working with HR, ensures all response staff are paid appropriately for time served during emergency events;
     5.2.9.3.   Serves as University counsel regarding any university liability claims that may be filed for or against University as a result of the emergency;
     5.2.9.4.   Assists VP of Finance with claims collection data for insurance purposes.
5.2.10. Community (Student, Faculty, Building Managers, and Staff) – understand the basic emergency procedures of the university within this document and response guidelines to be enacted across campus in the case of an emergency (see Appendix 2.1.8).
     5.2.10.1.   Building Managers, Deans, Chairs – Understand concepts of EOP and resource guides. Ensure that resource guides are available to constituents. Ensure that constituents understand the basic concepts of EOP and are prepared to follow directions of first responders and Emergency Management leaders. Connects constituents with communications from Emergency Management leadership in order to best prepare for threats.
     5.2.10.2.   Students – Be aware of surroundings and know evacuation routes for each building occupied. Understand resources and plans per a given emergency (appendix 2.1.8). Understand the need to follow directions of first responders and emergency management personnel. Have a plan of communication in place for friends and family.
     5.2.10.3.   Faculty and Staff – Understand the EOP and be prepared to initiate a first responders' actions to engage a threat. Understand student commitments in face of emergency and be prepared to lead students and visitors in proper response to emergency (appendix 2.1.8). Have a plan to communicate wellbeing with friends and family in times of emergency.
     5.2.10.4.   All members of the Shepherd University community should understand the victim resources available at the university and how to access or refer a potential victim to those resources when needed (see appendix 5).

6. Training, Exercises, and Preparedness

The Lead Incident Commander working in conjunction with the Incident Management Team, ELT, and with the advisement of the Threat Assessment Team will annually assess what training objectives should be achieved over a given year. The University will comply with training directives established by the West Virginia HEPC – Series 54 rules and policies.

6.1. Training to Include the following exercises:
6.1.1. Tabletop Exercises – conducted annually by Incident Management Team with observation, as needed, by other key ELT staff.
6.1.2. Building evacuation exercises – conducted annually in residence halls and at least one academic building.
6.1.3. After Action Review – completed by Threat Assessment Team and Incident Management Team.

6.2. The following actions will be taken to improve university preparedness for emergencies that may occur.

    6.2.1. The Threat Assessment Team and Incident Management Teams will continually assess the EOP.

    6.2.2. The University will comply with other HEPC Series 54 campus preparedness initiatives.

    6.2.3. Other key groupings of staff that may aid in preparedness efforts will be the Building Managers and the University Safety Committee.

    6.2.4. When possible SUPD will conduct joint exercises with peer first responder agencies.

    6.2.5. Emergency Response procedures will be posted in key locations for easy viewing by all University stakeholders and guests (see appendix 2.1.8). A detailed flipchart will be provided to each Building Manager and is posted on the University's Emergency Management webpage at https://www.shepherd.edu/emergency.

    6.2.6. Event hosts will, at the beginning of an event, provide a briefing or announcement stating the facility's emergency procedures and evacuation information to attendees.

7. Continuity of Operations

7.1. Updated key personnel contact information will be maintained and readily available to all ELT and IMT staff. This information will also be available in key locations.

7.2. Emergency leadership, in the face of and during threats and emergencies, should follow the University Chain of Command structure identified in Appendix 1 for Executive as well as departmental levels.

7.3. When university facilities and resources are compromised in the face of a threat or emergency, key leadership staff should report to the assigned Incident Command Centers defined in Appendix 1.3. Key staff should know secondary Incident Command Centers. When returning to campus is not possible key staff should communicate their inability to be on duty and make necessary arrangements for coverage or insure support via mobile device.

7.4. This section will be updated with specific responses to crisis along with Annex plans by 6/30/20.

Appendix 1 – EOP Designees

1. University Executive Leadership

1.1. This plan implies that the President has given direction to the Lead Incident Commander to engage the EOP as deemed necessary in the face of a crisis. At times, certain minimum criteria may engage the EOP (such as probability of a snow event) without the declaration from the President. Succession planning related to Emergency Management is as follows:

First: University President – Mary J.C. Hendrix

Second: Vice President for Student Affairs and Director of Community Relations – Holly Frye

Third: Vice President for Campus Services – Jack Shaw

2. Incident Management Team

2.1 The EOP establishes an Incident Management Team comprised of Senior leadership and key staff responsible for continuity of services. The Incident Management Team will ensure that the EOP is continuously assessed and updated as needed. The Team will insure completion of Annex Plans and COOP. The Team will ensure that appropriate ICS (including Incident Commanders and ICCs) are set per emergency and incident situation. The emergency roles and assignments of this team are as follows:

Function	Emergency Position	Assignee	Staff Member	Reporting Location
ELT	Chair and Lead IC	VPSA/DCR	Holly Frye	Ikenberry Hall
ELT	Vice Chair	VPCS	Jack Shaw	Wellness Center
Key Staff		Dir. Facilities	Jim King	Ikenberry Hall
ELT	Exec Support	Provost	Scott Beard	Ikenberry Hall
ELT	Exec Support	Exec. Asst. to Pres.	Sonya Sholley	Ikenberry Hall
ELT	Set Member	Exec. Dir. of Comm.	Valerie Owens	Ikenberry Hall
Key Staff	Set Member	Chief - SUPD	John McAvoy	Moler Hall/Campus
Key Staff	Set Member	Dir. of IT	Joey Dagg	Ikenberry Hall
Key Staff	Set Member	Dir. of Procurement	Debbie Langford	Ikenberry Hall

3. Emergency Operations Centers (EOC)

Location	Capabilities
Ikenberry Hall	Generator in key areas, white boards, shelter, confidentiality
Wellness Center	Generator for some emergency power
Potomac Place	Generator for some emergency power, embedded in residential community, access to dining services, convenient field location

4. NIMS Assignments –see Excel document

				Primary Reporting	
Note - specific staff names for each functional assignment are maintained internally. All named staff will have access to full roster of assignements with job description.					
Function	Emergency Position	Primary Assignee	Secondary Support	Location	Notes
Incident Command Staff	Lead Incident Commander	VP with Oversight of SUPD	from Appendix 1.1	Ikenberry Hall	
	Safety & Security Officer	Chief of Police	SUPD Sergeant	Ikenberry Hall	May be in field as needed
	Public Information Officer	Executive Director for Communications	Asst Director	Ikenberry Hall	
	IT Support	Director of IT	Asst Director	Ikenberry Hall	Will serve as Incident Command Center manager
	Facilities Support	Director of Faciities	Asst Director	Ikenberry Hall	May be in field as needed
	Liason Officer/Legal Support	University Counsel	Director for HR	Ikenberry Hall	
Supply, Logistics & Finance	Chief Facilities Administrator	VP for Finance	Asst Director	Ikenberry	
	Damage Assessment	Finance	Exec Dir for Procurement	Ikenberry	In consultation with University Counsel
	Supply	Exec Director for Procurement	Asst Director	Ikenberry	
	Maintenance, Safety, Sanitation	Director for Facilities	Asst Director	Field	
Planning Section	Chief - Chief Academic Officer	Provost	Dean of Grad School	Ikenberry	Could be remote
	Liability/Claims	Finance	Finance	Ikenberry	Could be remote
	Payables	Finance	Finance	Ikenberry	Could be remote
	Staff Support	Director of HR	Asst Director	Ikenberry	Report when needed, could be remote
Operations Section	Chief of Operations	VP for Campus Services	Dir of Residence Life	Potomac Place	or Ikenberry dependant on need
	Residence Life	Director of Residence Life	Asst Director	Potomac Place	
	Dining Services	Foodservice Director	Asst Director	Potomac Place	
	Medical and Counseling	Director of Health Center	Director of Counseling	Field	
	Facilities & HAZMAT	Asst Director	AD for Grounds/Custodial	Field	
	IT	Asst Director	New Level	Ikenberry	

Appendix 2 – Authorities and Glossary

2.1 Authorities

1. West Virginia HEPC Series 54: http://www.wvhepc.edu/wp-content/uploads/2018/09/Series-54-Campus-Safety-SOS-Final-File-2018-08-07.pdf
2. State of West Virginia EOP: https://dhsem.wv.gov/Resources/Pages/WV-Emergency-Operations-Plan.aspx
3. West Virginia Code, Chapter 15 – Public Safety: http://www.wvlegislature.gov/WVCODe/code.cfm?chap=15&art=5#01
4. West Virginia Code Chapter 15, Article 5A (Emergency Response): http://www.wvlegislature.gov/WVCODe/code.cfm?chap=15&art=5A
5. FEMA Comprehensive Preparedness Guide (CPG 101): https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf
6. County of Jefferson West Virginia, Homeland Security and Emergency Management: http://www.jeffersoncountywv.org/county-government/departments/homeland-security-and-emergency-management
7. Shepherd University RAVE Alert System: https://www.shepherd.edu/emergency/rave-alert
8. Shepherd University Emergency Information
   a. Guidelines: https://media.suweb.site/2019/10/Shepherd-Emergency-Guidelines.pdf?v=1569951180
   b. Basics of Emergency Response: https://www.shepherd.edu/emergency/basics-of-emergency-response

2.2 Glossary of Acronyms

AIC – Agricultural Innovations Center	BIT – Behavioral Intervention Team
COOP – Continuity of Operations Plan	DCR – Director of Community Relations
EOC – Emergency Operations Center	EOP – Emergency Operations Plan
FEMA – Federal Emergency Management Agency	HEPC – Higher Education Policy Commission
IC – Incident Commander	ICS – Incident Command System
IMT – Incident Management Team	NIMS – National Incident Management System
SUPD – Shepherd University Police Department	TAT – Threat Assessment Team

Appendix 3 – Unmitigated Risk Template

		SEVERITY = MAGNITUDE of IMPACTS									
HAZARD RISK ASSESSMENT MODEL											
THREAT EVENT/ HAZARD	PROBABILITY	HUMAN IMPACT		FACILITIES IMPACT		INSTITUTIONAL IMPACT		SEVERITY IMPACTS	UNMITIGATED RISK	PREPAREDNESS / MITIGATION	RELATIVE RISK
	Relative likelihood this will occur	Potential deaths or injuries		Physical damage and costs		Interruption of research & teaching Impact reputation/image		Overall Impact (Average)	Probability x Severity Impacts	Level of Preparedness	Unmitigated Risk/Preparedness
Natural Hazards Technological Human Terrorism	P1Likelihood	H1: Extent	H2:Number	F1:Extent	F2:Cost	I1:Duration	I2PR	S1:Severity	U1:Unmitigated	R1:Preparedness	To sort results, Unprotect sheet, GoTo (F5) "ResultSort" then use Sort function
Threat	Probability	HumanExtent	HumanNumber	FacilExtent	FacilCost	InstDuration	InstPR	Severity	RawRisk	Preparedness	RelativeRisk
Sample	2.00	1.00	3.00	1.00	1.00	2.00	2.00	**1.67**	**3.33**	3.00	**1.111**
AVERAGE SCORE											

Appendix 4 – Phases of Emergency Management

Appendix 5 – Victim Resource Center (https://www.shepherd.edu/victim-resource-center)

Shepherd UNIVERSITY

"If you experience sexual violence it is important to know that you are not alone. There are resources both on and off campus to help you through this difficult time. It is your choice to use the resources that feel the most helpful to you and to address the needs you want to address. You can obtain confidential support by contacting counseling services through the Health Center, who can also connect you with a victim's advocate. To report an incident to the University please contact the Title IX Coordinator."

For confidential assistance please contact:

    i.On-campus Confidential Support
- **SU Counseling Services/Health Center**   **304-876-5161**
  Counseling Services has professionally trained clinicians to offer advocacy, support, therapy, and guidance. Counselors are available to provide advocacy to students and connect them to other resources, on and off campus. Any names and information shared with a counselor will not be shared with any other campus personnel except when there is an immediate danger to self or others or a suspicion of child abuse.

    ii.Off-campus Confidential Support
- **Eastern Panhandle Empowerment Center**:   **304-263-8522**
  A confidential domestic violence and sexual assault crisis center serving both men and women. Services include emotional support, counseling, emergency shelter and a 24-hour hot line.
- **The National Sexual Assault Hotline**   **1-800-656-HOPE**
- **Rape, Abuse and Incest National Network (RAINN):**   **(800) 656-4673**
  A confidential, anonymous national sexual assault hotline.   **www.rainn.org**

On campus reporting:

Shepherd University campus community members have the right to make a report to the University by contacting the Title IX Coordinator; or to law enforcement by contacting University Police or any local police department. All members of the campus community have a right to be protected from retaliation for reporting an incident of sexual or gender-based misconduct.
To Report an Incident of Sexual Violence, please contact:

- **Title IX Coordinator, Annie Lewin**   **304-876-5160**
  alewin@shepherd.edu
  The Title IX Coordinator receives and resolves reports of sexual and gender-based discrimination, sexual and gender-based harassment, sexual violence, stalking, and relationship violence. You may also report through an online reporting form found at http://www.shepherd.edu/title-ix

- **Office of Student Conduct**   **304-876-5214**

TO REPORT A CRIME PLEASE CONTACT:
Shepherd University Police Dept.   **304-876-5202**

Chief of Police, John McAvoy   **304-876-5374**
jmcavoy@shepherd.edu