The Ohio State University

Department of Public Safety
Division of Emergency Management

Comprehensive Emergency Management Plan

REVISED: OCTOBER 2017

THE OHIO STATE UNIVERSITY

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PROMULGATION STATEMENT

The Comprehensive Emergency Management Plan (CEMP) addresses The Ohio State Universities planned response to emergencies associated with natural, technological, and man-made incidents/disasters. This document is the underlying framework for protection of health, safety, and property of students, staff, faculty, and visitors during incidents/disasters at The Ohio State University. It is intended to facilitate multiple-agency/jurisdiction coordination; specifically between the University and Local, State, and Federal governments operating under a national incident management framework.

The comprehensive approach integrates the four phases of emergency management which include:

1. **Mitigation**- sustained action to reduce or eliminate risk to people and property from hazards and their effects.
2. **Preparedness**- activities devised by organizations, departments, individuals, to save lives and minimize damage.
3. **Response** - immediate actions to save lives, protect property, and meet basic human needs.
4. **Recovery** – short and long term activities which begin after disaster impact has been stabilized and seek to restore lost functions.

In order to execute this plan effectively, all emergency response personnel must have knowledge and familiarity of the procedures set forth in this plan. Organizations having roles and responsibilities established by this plan are expected to develop plans and procedures in support of this plan.

This plan is a statement of policy regarding emergency management and assigns roles and responsibilities to University organizations and individuals. This plan formally incorporates National Incident Management System concepts and processes during activations of components within this plan either in whole or in part. Revision of this plan and its promulgation will commence on an annual schedule.

_____   _____
Monica Moll   Date
DIRECTOR, Department of Public Safety

_____   _____
Robert Armstrong,   Date
DIRECTOR, Emergency Management and Fire Prevention

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APPROVAL AND IMPLEMENTATION

The Comprehensive Emergency Management Plan (CEMP) of The Ohio State University serves as the foundational framework of emergency response to incidents and disasters at the university.

As an emergency operations plan, the CEMP provides an all-hazards framework for emergency response that enables the implementation and application of emergency management best practices during emergency operations.

The plan is a scalable and comprehensive emergency operations plan that clearly defines the concept of operations, roles and responsibilities, emergency management functions, organizational structure, authority, and operationally specific approaches to addressing incidents and disasters at the university.

The CEMP is an emergency operations plan with three major sections:

Basic Plan: This portion of the CEMP provides an overview of the universities preparedness and response strategies. It describes expected hazards, outlines departmental roles and responsibilities, and explains how this plan is maintained and revised.

Emergency Support Functions: These are individual chapters which focus on essential missions during emergency operations. It details how the university manages a specific function before, during, and after a disaster and identifies the departments that implement that function.

Hazard-Specific Appendices: These appendices describe strategies for managing missions for a specific hazard.

The implementation of this CEMP supersedes all previous emergency management plans and methodologies and serves as the updated emergency operations plan for all incidents and disasters at The Ohio State University.

Monica Moll
Director, Department of Public Safety

Robert Armstrong
Director, Division of Emergency Management

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REQUEST FOR CHANGE OR REVISION

Any person finding the necessity to add to, subtract from, or introduce new methodology into the CEMP is required to submit their change in writing to the Director of Emergency Management or designee. Once the request has been submitted, the Director and/or designee will review the change and consider the revision. If the change is not implemented, a written or verbal explanation will be given to the submitter from the Division of Emergency Management. If the change is approved, it will be disseminated to appropriate individuals for implementation and reflected and updated in the Basic Plan.

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Monica Moll
<u>Director</u>, Department of Public Safety

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Robert Armstrong
<u>Director</u>, Division of Emergency Management

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RECORD OF CHANGE

	Plan Section	**Description/Department**	**Date**
1.	Entire document	Complete revision; Division of Emergency Management	July, 2011
2.	Entire document	Complete revision; Division of Emergency Management	October, 2017
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RECORD OF DISTRIBUTION

	Title	Name	Department/Organization	Date	Control #
1.	Director of Emergency Management	Robert Armstrong	DPS/EMFP	July 2011	MASTER 1.1
2.	Director of Emergency Management	Robert Armstrong	DPS/EMFP	October 2017	MASTER 1.2
3.					MASTER 1.3
4.					MASTER 1.4
5.					MASTER 1.5
6.					MASTER 1.6
7.					MASTER 1.7
8.					MASTER 1.8
9.					MASTER 1.9
10.					MASTER 2.0

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1. PURPOSE, SITUATION, AND ASSUMPTIONS

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c. Situation Overview
d. Assumptions

A. PURPOSE

i. The Comprehensive Emergency Management Plan (CEMP) documents and describes emergency management concepts and principles as an operational framework in which to respond to disasters at OSU in order to protect students, faculty, staff, and visitors of the university and its physical environment.

ii. The CEMP plan coordinates departmental plans and procedures, defines disaster specific mitigation/prevention, preparedness, response, and recovery strategies, outlines response roles and responsibilities, and provides a coordinating mechanism in which OSU will collaborate with Local, State, and Federal emergency operations plans and frameworks during emergencies and disasters.

iii. This plan serves as an operational plan and strategy for emergency response before, during, and after the impacts of a disaster. The Basic Plan of the CEMP provides the framework for response and emergency management. The Emergency Support Function annexes, Support Annexes, and Hazard Specific Appendices address essential emergency management support functions and hazard specific strategies required to implement emergency operations objectives.

iv. The CEMP supports the development of departmental standard operating procedures (SOP's) and standard operating guidelines (SOG's) which supplement objectives found within this plan. This plan does not replace or contain individual department SOP's and SOG's unless otherwise stated or present within this plan in collaboration with the respective department.

B. SCOPE

i. This plan is designed to address emergency operations at OSU when standard emergency response strategies and capabilities become overwhelmed and require higher levels of coordination, sustained response, and/or strategic/policy support.

ii. This plan is an emergency response framework that applies to the geographic area of all Ohio State property and OSU affiliated activities.

iii. This plan may be activated or implemented at the discretion of those with the explicit assigned authority within this plan in a manner consistent with the response and recovery requirements or appropriate level of emergency operations.

iv. This plan may be activated due to the presence of a localized disaster or local emergency at OSU, presence of a regional disaster or emergency, nationally significant event or emergency, or upon any incidence of a terror attack at the local, state, or national level.

v. This plan may be activated upon any declaration of emergency at a university, local, state or federal level of authority as required and deemed appropriate by individuals with the activation authority to implement components within this plan.

C. SITUATION OVERVIEW

　i.　Population

　　1.　OSU is a large institution of higher-education located in central Ohio within the city limits of Columbus, and directly adjacent to several jurisdictions. Its students, faculty, staff, and visitors comprise populations of nearly 100,000 people on campus each day. Occasionally during special events population may increase to nearly 200,000.

　　2.　The university consists of nearly 500 buildings which include hospitals, stadiums, research facilities, laboratories, residence halls, academic and administrative buildings, libraries, hotels, and a host of other types of buildings and structures which comprise campus. Organizationally OSU consists of hundreds of individual departments each having unique roles vital to the academic and research missions of the university. Regionally, the university impacts organizations and communities across Franklin County and the State of Ohio both economically and culturally.

　ii.　Geography

　　1.　OSU lies along the boundaries of the Glaciated Alleghany Plateau to the East, and the Till Plains (Ohio Lowland) to the West. The university is bisected by the Olentangy River, which originates in Crawford County 50 miles to the North of Columbus. The total drainage area supplying surface runoff to the Olentangy River is 543 sq/mi. The river system is a tributary of the Scioto River, and a part of the Scioto River Watershed.

　　2.　The university is neighbored by the communities of Columbus, Upper Arlington, Grandview Heights, Clintonville, and Clinton Township. Total land area of the Columbus campus is nearly 1,800 acres.

　　3.　Several major highways and railways surround campus. State Route 315 runs through the center of campus on elevated freeways and earthen mounds. Interstate I-71 lies just to the East of campus connecting Columbus to the cities of Cincinnati and Cleveland, as well as intersecting with I-70 3 miles south of campus in downtown Columbus. CSX Transportation Corp. operates and owns a railway that runs alongside Route 315 through campus utilizing double tracks. Norfolk Southern Corp. operates railways east of campus between High St. and I-71.

　　4.　Approach and departure paths for aircraft serving Port Columbus International Airport, located 5 miles east, are situated in airspace directly over campus. A Class I airport, it may serve scheduled operations of large carrier aircraft, unscheduled operations of large carrier aircraft, and scheduled operations of small carrier aircraft. The Ohio State University Airport is situated 4 miles northwest of campus. A Class IV airport, it may serve unscheduled passenger operations of large air carrier aircraft. It cannot serve scheduled large or small air carrier aircraft.

　　5.　Elevation at the University ranges from 715 ft. above mean sea level (AMSL) to 830 ft. AMSL. Climate in the region of the university is classified as a Humid Continental Climate (Koppen Climate Classification dfa). On an annual basis, Franklin County receives an average of 37.57 inches of precipitation and has an average temperature of 56.4 degrees.

　iii.　Hazard Identification and Risk Assessment (HIRA) Summary

　　1.　A hazard represents an event or condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to environment, business interruption, or other types of harm or loss. Severe storms, wind storms, and flooding represent the primary types of hazards which result in disaster losses in this area.

　　2.　The OSU Hazard Identification and Risk Assessment identified key vulnerabilities that provide for the basis of mitigation, preparedness, response, and recovery activities at

OSU. Hazards are identified and ranked by individuals in multiple disciplines at OSU according to natural, technological, or man-made hazards. Ultimately it's how a hazard interacts with OSU that determines the vulnerability of campus and from disasters.

These interactions and the type of hazard are represented in the HRIA as variables which include:

- Type of event
- Probability of occurrence
- Human impact
- Property impact
- Business impact
- Preparedness
- Internal response
- External response

When these variables are considered comprehensively, the result is a ranking of hazards and overall vulnerability based on a comprehensive set of variables meant to represent the unique dynamics each type of hazard may contain before, during, and after a disaster. The process is completed on an annual basis and coordinated through the OSU Division of Emergency Management.

From the planning perspective, OSU develops priorities and comprehensive planning approaches based on the analysis of hazards and related interactions identified in the HIRA.

iv.   Incident Timeline/Disaster History

Natural Disasters:

1. **Blizzards**: Franklin Co. in 1910, 1918, 1950, 1978, and 2008.
2. **Drought**: 25 droughts recorded by the National Climatic Data Center (NCDC) since 1950.
3. **Earthquake**: Magnitude VI earthquake with an epicenter in Lima, OH shaking homes from Columbus to the District of Columbia. In recorded history, Ohio has experienced over 200 earthquakes since 1776 according to Ohio DNR.
4. **Pandemic**: 1918 Spanish Influenza, 1957 Asian influenza, Rubella (1962), Hong Kong Influenza (1968), and 2009 H1N1 Influenza.
5. **Flooding**: OSU lies within a 100 yr floodplain along the Olentangy River. Multiple floods have occurred throughout OSU history. Notable floods occurred in 1913, 1927, 1928, and 1959. Near flood/dam failure in 2005.
6. **High Winds**: Franklin Co. region has 256 recorded high wind events according to the NCDC. The Columbus region, according to the National Severe Weather Laboratory, is geographically in one of the most vulnerable areas of the nation. Most recently the remnants of Hurricane Ike in 2008 brought wind gusts of 75mph to central Ohio. This event caused millions in damage, and resulted in damage reimbursement from FEMA.
7. **Ice Storms**: Since 1950, Franklin Co. has experienced 32 ice events since 1950 according to the NCDC. Central Ohio ranks as one of the highest impact areas for ice storms just behind the Mid-Atlantic and Northeast regions.
8. **Severe Thunderstorms**: Records indicate over 250 severe thunderstorms in Franklin Co. since 1950. Between 1990 and 2003, there were 34 fatalities due to lightning County wide.
9. **Severe Winter Weather**: OSU routinely receives snowfall, sleet, freezing rain, and icing. The average yearly snowfall amount for Columbus is 27.6 inches.
10. **Temperature Extremes**: Columbus temperatures can vary widely as a classified Continental Humid Climate. The record high temperature for Columbus was 102 degrees in 1954. The record low was -28 in 1950. In 1999, lack of rain led to a

major drought which caused crop losses and disaster declarations for 6 central Ohio counties.

11. **Tornadoes**: Across Ohio since 1950, there have been over 947 tornadoes. In Franklin Co there have been 26 tornadoes reported, 2 of them reached F3 in magnitude. On Sept 16, 2010 an EF2 tornado struck the OSU-Wooster campus damaging or destroying 30 buildings and causing millions in damages.

Technological Hazards:

1. **Aircraft Accidents**: OSU operates and maintains the OSU Airport. Since 1978, there have been 29 minor incidents. Annually, over 100,000 flights depart or fly into OSU Airport. The most recent accident occurred in 2010 when a twin engine cargo aircraft failed to reach the runway and narrowly avoided an adjacent neighborhood.

2. **Communications Failure**: In 2008 an electrical fire in an OSU tunnel severed communications and data to 44 buildings on campus. In 2009, a power outage disrupted communications in 27 buildings after a construction crew damaged an underground conduit.

3. **Dam Failure**: Twenty-three miles north of OSU, the Delaware Dam manages the flow of the Olentangy River and a 543 sq/mi runoff basin. In 2005, water rose within 1 ft. of the spillway gates. An emergency release of water to preserve the integrity of the dam would have caused significant flooding at OSU.

4. **Electrical Failure**: Outages at OSU occur relatively infrequently and typically involve a regional outage. The most recent major outage occurred in 2009 involving 27 buildings that experienced outages for up to 2 days.

5. **Fire**: In 1947, a 3 alarm fire ignited in Ohio Stadium while constructing residence halls causing the relocation of 44 students. In 1958, the Armory building was severely damaged in a major fire and subsequently demolished a year later. In 1971, an office building was set on fire at High St. / 15th. An additional 7 fires were set in buildings across campus preceding the office building fire. Other smaller fires have occurred at OSU in various residence halls, laboratories, administrative spaces, and hospitals on a routine basis.

6. **Hazardous Materials Incident**: In 2005, an incident occurred at the McCracken Power Plant when solvent and sodium hypochlorite mixed and released a gas cloud injuring 17 individuals.

7. **HVAC Failure**: A power outage during scheduled maintenance in 2006 led to HVAC system problems at Graves Hall. An HVAC unit was left in a fail on position upon restoration of power which resulted in overheating the building which resulted in the death of 689 research animals by the next morning with total losses estimated at 1.5 million.

Man-Made Hazards:

1. **Abduction/Kidnapping**: An OSU student was abducted, raped, and murdered in 1994 just off campus. An OSU student was abducted and found murdered north of campus near high street.

2. **Active Shooter**: In 1997, OSUPD Officer Michael Blankenship was shot and killed in the Wexner Center after responding to reports of theft. In 2010, 2 staff members were shot by another staff member in the Maintenance Building resulting in 2 deaths and 1 injured.

3. **Arson**: In 1962, a fire was set in a lounge on the 11th floor of Lincoln Tower killing 2 and injuring 14. A suspected arsonist in 2003 killed 5 students in an off-campus apartment after setting the front porch on fire.

4. **Bomb/Threat of Violence**: In 2010 a bomb threat was received by the FBI on 4 buildings at OSU which disrupted campus activities while emergency crews investigated the areas of campus.

5. **Civil Unrest**: In 2002 riots following a football game led to overturned cars, fires, and vandalism around campus.

6. **Cyber-Attack**: In 2007, a hacker accessed 14,000 current and former staff member names, SSN's, ID#'s and birth dates. A server attack containing donor and alumni information was hacked affecting up to 137,000 individuals. 760,000 names and possible identifying credentials may have been accessed in 2010 in another breach that occurred at OSU.

v. Hazard Ranking Assessment Results

1. In May 2011, teams of individuals at OSU completed survey's to assess the overall vulnerability of specific hazards to campus. The ranking of hazards was based on probability and severity of a given hazard. Consideration for all types of hazards was represented in the survey materials.

2. Probability assessed the likelihood of a given event based on historical perspective and the current status of campus preparedness, facilities, and vulnerable populations. Severity was determined by assessing human impact, property impact, and business impact. Mitigation measures were also represented in the survey and factored in by considering overall preparedness for a given event, internal resources, and external resources.

3. Surveys were collected and tabulated into master documents to provide a general consensus of OSU's overall vulnerability. Below, are the top 10 hazards most likely to impact OSU:

1.	Fire
2.	Severe Thunderstorm/Tornado
3.	Cyber Attack
4.	Electrical Failure
5.	Bomb/Violence Threat
6.	Snowfall
7.	Active Shooter
8.	Ice Storm
9.	Flooding
10.	Civil Unrest

D. ASSUMPTIONS

i. A disaster may occur with little or no warning; may escalate far more rapidly than OSU's first response capabilities; and could require outside assistance from other public sector/private sector/non-governmental agencies and organizations.

ii. OSU may be impacted by any selection or combination thereof, of hazards listed in the OSU Hazard Identification/Risk Analysis. These may be natural, technological, or man-made in nature.

iii. Disasters differ in character depending upon magnitude, duration, onset, distribution, area affected, frequency and probability.

iv. The OSU Division of Emergency Management utilizes comprehensive emergency management principles to prepare for, respond to, mitigate against, and recover from disasters. This approach addresses all types of hazards, and facilitates collaborative relationships across the university.

v. Disasters may be local, regional, or nationally significant in nature.

vi. Disaster effects may extend beyond OSU's boundaries, and many areas including OSU may experience casualties, property loss, disruption of normal life support systems, and loss of critical infrastructures.

vii.   In a large scale disaster, it could take up to 72 hours before OSU receives assistance. If surrounding areas of OSU are impacted, resources may be delayed or unavailable completely.

viii. The National Incident Management System and Incident Command System will be the foundation of all emergency response activities before, during, and after incidents/disasters on campus.

ix.   Departments tasked in this document are aware of their emergency response roles and responsibilities and will fulfill these requirements in an emergency utilizing their capabilities, including staffing, equipment, supplies, and skills; according to their own policies and procedures.

x.   The pre-established policies and procedures of individual departments are used as the basis of this plan and not superseded by it.

xi.   Each department will utilize their own resources before requesting additional assistance.

2.   CONCEPT OF OPERATIONS

a.   General Overview
b.   Incident Management Standards, Frameworks, and Coordination
c.   Integration of ICS into Operational Standards
d.   Target Capabilities List/National Planning Scenarios
e.   Operational Priorities and Special Needs Planning
f.   Plan Activation Authority
g.   Declaration of Emergency
h.   EOC Activation
i.   Levels of Emergency
j.   Demobilization, Transition, and Recovery
k.   Remedial Action and After Action Review
l.   Supporting Plans
m.   Promulgation
n.   Distribution

A.   GENERAL OVERVIEW

i.   The overall approach to emergency operations at OSU is designed to promote and apply best practices and national standards of emergency management.

The following guidelines form the overall framework of incident response and emergency operations at OSU:

- Emergency operations and related activities will utilize national standards and best practices of incident response and emergency management to include exclusive use of the National Incident Management System and Incident Command by all personnel employed by OSU who are assigned roles and responsibilities during emergency operations.

- OSU Incident Management Teams comprised of pre-designated roles and positions identified by the Department of Public Safety will assume tactical command of an incident on-scene using Incident Command System approaches to include use of a Unified Command structure when applicable.

- Upon activation of the University Emergency Operations Center (EOC), emergency operations across departments of the University will coordinate activities through the EOC fulfilling predefined roles and responsibilities described in portions of this plan or as assigned.

- Departmental Emergency Operations Centers (DEOC) will provide EOC representatives to coordinate activities and resources during all operational periods of an incident at the University EOC.

- All multiagency coordination activities and external resources required to support an incident at levels above OSU will be coordinated and flow through the University EOC during all phases of emergency response.

B. INCIDENT MANAGEMENT STANDARDS, FRAMEWORK, AND COORDINATION

   i.   Emergency Management/Incident Management Standards

   1. The Ohio State University operates in accordance with nationally accepted guidelines and best practices regarding emergency management and incident management.

   2. It is based on standards and practices established by the following:
      o Comprehensive Preparedness Guide 101 (CPG 101)
      o NFPA 1600: Standard on Emergency Management and Business Continuity Programs
      o National Incident Management System (NIMS)
      o National Response Framework (NRF)
      o National Preparedness Guidelines
      o Target Capability List (TCL)
      o Universal Task List (UTL)

   ii.   Incident Management Framework

   1. The national structure for incident management, promulgated by *Homeland Security Presidential Directive -5 (HSPD-5),* establishes a clear progression of coordination and communication that begins at the OSU level to Local, State, and Federal levels of emergency management. Local incident command structures are responsible for on-scene tactical command and control of the incident. Support and coordination components consist of EOC's and Multiagency Coordination entities. This fundamental structure between command and coordination outlines emergency operations at OSU, and across the United States as a whole.

   2. EOC's serve to provide centralized locations for operational information sharing and multi-agency coordination in support of on-scene efforts. EOC's also aid in establishing priorities for resource allocation, resolving unit/agency conflicts, and providing strategic guidance to support incident management activities. In accordance with NIMS concepts, emergency response and policy issues are resolved at the lowest organizational level possible. If emergency response issues cannot be resolved at the lowest level, then they are forwarded to the next level for resolution.

   3. At OSU, we are fortunate to have a wealth of resources at our disposal. These resources are incorporated into all levels of emergency management to include mitigation, preparedness, response, and recovery to formulate our comprehensive emergency management program. This provides not only smart response but also commonality between all levels of emergency management from OSU to the national level. Ultimately, the use of NIMS and ICS standards allows OSU to coordinate within the Local, State, and Federal emergency management frameworks.

   4. Graphic depicting command and coordination between Local, State, and Federal jurisdictions.
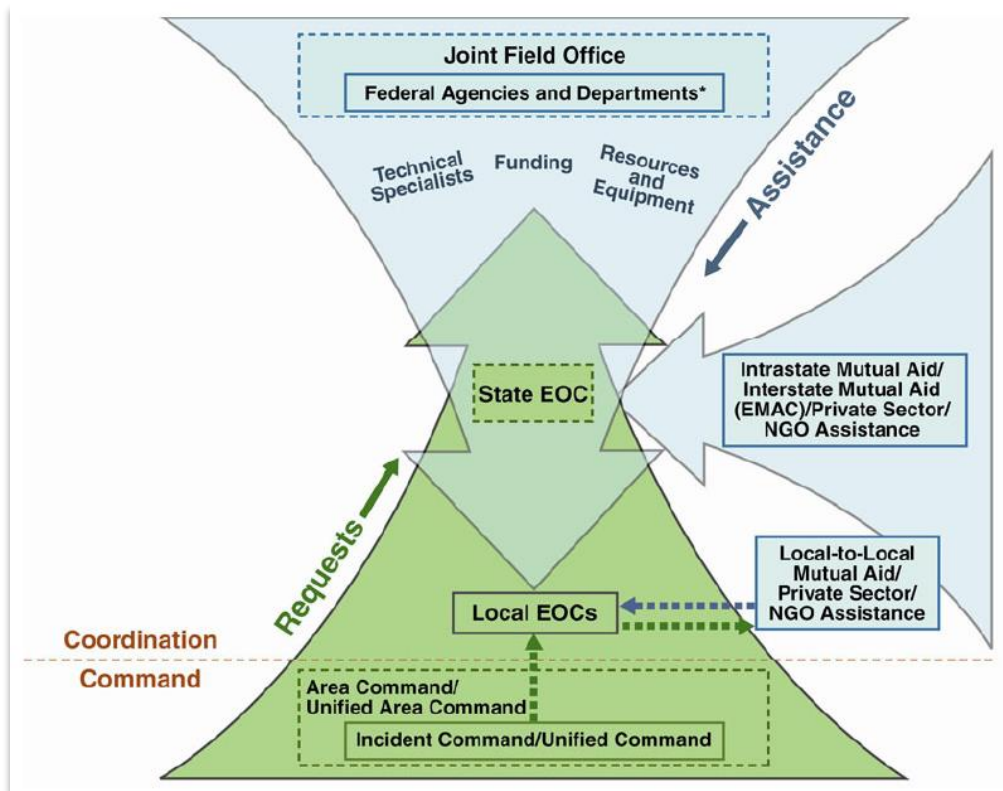
iii.   Integration of ICS Into Operational Standards

1. The University EOC uses an ICS/Emergency Support Function (ESF) based EOC organizational structure for the operation of the OSU EOC. This multi-departmental structure can be scaled or organized according to the needs of the incident, and mirrors the standardized use of ESF's at Local, State, and Federal levels.

2. To facilitate operation of the University EOC and compliance with the National Incident Management System, representatives assigned to the EOC must maintain and complete the following courses at a minimum:

    - **ICS-100.HE** (Incident Command System for Higher Education)
    - **ICS-200** (ICS for Single Resources and Initial Action Incidents)
    - **IS-700** (National Incident Management System)
    - **IS-800B** (National Response Framework)
    - **EOC Specific Training/Plan Orientation** (Workshops/Seminars)
    - **Elective Courses through Franklin County or the State of Ohio EMA** (As determined applicable

    Contact OSU Emergency Management for information about training opportunities and requirements.

3. In order to facilitate communication between the incident site and the EOC, the OSU Department of Public Safety assigns an Incident Management Team (IMT) to conduct tactical management of the incident scene. The IMT will use ICS structures and concepts to manage personnel and resources at the scene of an incident. Incident management is driven by 14 essential features provided by ICS which includes:

    - Common Terminology
    - Modular Organization
    - Management by Objectives
    - Incident Action Plan
    - Chain of Command/Unity of Command
    - Unified Command

- Manageable Span of Control
- Pre-designated Incident Locations and Facilities
- Resource Management
- Information and Intelligence Management
- Integrated Communications
- Transfer of Command
- Accountability
- Deployment

4. In addition to the EOC and IMT, OSU integrates and coordinates with University Departmental Emergency Operational Centers. The DEOC serves to provide a means of supporting the incident scene, via the OSU EOC, to provide personnel and resources via an EOC representative and ESF's. The use of DEOC's also promotes management of day to day activities and processes that must be sustained by the department during an incident.

OSU Emergency Management and The Ohio State University mandates the adoption and application of ICS concepts and operational constructs through training and collaboration with Local, State, and Federal partners among all first responders at OSU conducting emergency operations within the IMT or EOC. In addition, concepts should be integrated into departmental Standard Operating Procedures (SOP) and ESF planning documents to promote synchronization within this plan.

C. TARGET CAPABILITIES AND NATIONAL PLANNING SCENARIOS

i. *Homeland Security Presidential Directive-8 (HSPD-8)* -National Preparedness, directed the Secretary of Homeland Security to develop a national domestic all-hazards preparedness goal. The *National Preparedness Guidelines* (previously the *National Preparedness Goal*), published in September 2007, sets forth the doctrine, priorities, and systematic approach for enhancing the level of preparedness across the Nation.

ii. The Target Capabilities List (TCL) Version 2.0, released in September 2007, supports the *National Preparedness Guidelines* by providing guidance on the specific capabilities and levels of capability that Federal, State, local, tribal, and non-governmental entities should develop and maintain in order to ensure readiness for all-hazards.

iii. The TCL provides references and baseline information for 37 capabilities across the prevention, protection, response, and hazard mitigation mission areas. While the 37 capabilities found in the TCL are not the only capabilities that should be built and maintained, they are those that have the highest payoff in terms of readiness.

iv. The Ohio State University in accordance with the *National Planning Scenarios* and *Target Capabilities List* recommendations and guidance has incorporated applicable components of this common vision and framework into our response, planning, organization, training, exercise, and evaluation capabilities as applicable. The University vision of "One" University along with a unified national vision of preparedness aligns The Ohio State University comprehensive emergency management program and our Local, State, and Federal partners preparedness and response.

List of 37 Target Capabilities:

Common Capabilities:	**Respond Mission Capabilities:**
Planning Communications Community Preparedness and Participation Risk Management Intelligence and Information Sharing and Dissemination	On-Site Incident Management Emergency Operations Center Management Critical Resource Logistics and Distribution Volunteer Management and Donations Responder Safety and Health Emergency Public Safety and Security Animal Disease Emergency Support Environmental Health Explosive Device Response Operations Fire Incident Response Support WMD and Hazardous Materials Response and Decontamination Citizen Evacuation and Shelter-in-Place Isolation and Quarantine Search and Rescue (Land Based) Emergency Public Information and Warning Emergency Triage and Pre-Hospital Treatment Medical Surge Medical Supplies Management and Distribution Mass Prophylaxis Mass Care (Sheltering, Feeding, and Related Services) Fatality Management
Prevent Mission Capabilities: Information Gathering and Recognition of Indicators and Warning Intelligence Analysis and Production Counter-Terror Investigation and Law Enforcement CBRNE Detection	
Protect Mission Capabilities: Critical Infrastructure Protection Food and Agricultural Safety and Defense Epidemiological Surveillance and Investigation Laboratory Testing	**Recover Mission Capabilities:** Structural Damage Assessment Restoration of Lifelines Economic and Community Recovery

v. The TCL is derived from the tasks identified to be performed to prevent, protect against, respond to, and recover from the 15 National Planning Scenarios that are representative of the range, scope, magnitude, and complexity of major incidents including terrorism, natural disasters, and other hazards.

The suite of 15 National Planning Scenarios:

Improvised Nuclear Device	Major Earthquake
Aerosol Anthrax	Major Hurricane
Pandemic Influenza	Radiological Dispersal Device
Plague	Improvised Explosive Device
Blister Agent	Food Contamination
Toxic Industrial Chemical	Foreign Animal Disease
Nerve Agent	Cyber Attack
Chlorine Tank Explosion	

vi. A means of determining recommended capabilities or *performance objectives* is based on an assignment of jurisdictional class, which is derived from the *Post-Katrina Emergency Management Reform Act* (PKEMRA). This method allows for jurisdictions to look at varying vulnerability characteristics by jurisdiction to more accurately determine capabilities and needs. Its ultimately defines, who should possess how much of a capability.

vii. In total, there are 5 classes identified in the Target Capabilities List User Guide which most accurately fit a jurisdiction or organizations characteristics as a community. The Ohio State University bases its capabilities and performance objectives upon the determination of a Class 4 designation. That is, a jurisdiction or entity with populations more than 100,000 but less than 500,000, and, population density greater than 2,500 people per square mile. Based on this class designation, performance objectives can be identified to drive the development of mitigation, preparedness, response, and recovery capabilities for our community.

D.   OPERATIONAL PRIORITIES AND SPECIAL NEEDS PLANNING

   i.   When conducting emergency operations at The Ohio State University, special considerations are given to the following priorities in this order:

   - Protecting life (highest priority), property, and environment.
   - Meeting the immediate needs of students, staff, faculty, visitors, and those with special needs during an emergency at OSU to include rescue, evacuation, medical care, food, and shelter.
   - Restoration of critical infrastructure and key resources that are essential the health, safety, and welfare of all students, staff, faculty, and visitors (such as sanitation, hospitals, water, electricity, building systems).
   - Mitigating hazards to protect life, property, and the environment.
   - Resumption of business processes and normal operations.

   ii.   Special Needs Considerations and Planning

   1.   Comprehensive emergency management is a process that involves consideration and preparedness for all individuals including those with special needs. During all emergency operations on campus, attention to those with special needs will be incorporated into all University and Departmental level operations, planning and response activities. Specific individual planning should be coordinated with respective building coordinators and departments with synchronization in the Building Emergency Action Plan (BEAP) for each building on campus.

   2.   Broader planning for sheltering, campus evacuations, and other functional areas of response during an emergency will occur via ESF planning contained in annexes within this plan, and through specific Incident Action Plans (IAP) drafted by IMT members and EOC representatives specific to the incident as part of the NIMS/Incident Command planning process.

E.   PLAN IMPLEMENTATION AND AUTHORITY

   i.   The authority to revise, implement, or distribute aspects of this plan remains solely at the direction and discretion of the Director of the Division of Emergency Management via promulgated authority of the Office of Director of Public Safety. In the event that individuals or departments desire to amend or revise portions of this plan or implementation strategy, forward all requests through the Division of Emergency Management for approval and coordination.

   ii.   This plan will be promulgated annually and any revisions to this plan will be shared among all emergency response entities involved in emergency operations or mentioned in this plan. A tally of revisions will be included at the beginning of this plan on the Record of Change page. A tally of departments and/or individuals mentioned in this plan will be kept on the Record of Distribution page at the beginning of this plan; each copy will be assigned a document control number.

F.   DAMAGE ASSESSMENT

   i.   The collection of incident information, reports of injury, physical damage, and business interruption are a critical layer of the university's response. From this information, response strategy and tactics are developed and resources are coordinated and prioritized.

   ii.   The Department of Public Safety will take a lead role in conducting a damage assessment during the initial stages of an evolving incident. As the impact of the incident is understood, university resources are brought into the process of analyzing the situation and determining the course of action.

   iii.   The goal of an initial damage assessment is to gain an understanding of the immediate situation, and to make quick decisions to preserve life and property. As the incident develops further, a more detailed view of the situation is developed in consultation with departments, local, state, and federal agencies, and subject matter experts.

   iv.   Upon determination of the incidents scope and scale of impact, decisions will be made by the Director of Emergency Management or authorized individuals to activate the University Emergency Operations Center.

    v.   Information gathered during the initial stages of incidents requiring

G. PLAN ACTIVTION

    i.   The authority to activate this emergency operations plan either in full or partial during an emergency is limited to the following individuals:

- University President
- Provost
- Senior Vice President of Administration and Planning
- Director of Public Safety
- Director of Emergency Management
- Chief of Police
- Deputy of Chief of Police

    ii.   Implementation of aspects within this plan, development of departmental emergency operation plans, creation of standard operating procedures, and testing/exercising of departmental plans remains the responsibility of Deans and Administrators of OSU Schools, Departments, and individual units. OSU Emergency Management is available to assist, consult, and help coordinate emergency operations planning at a college/departmental/unit level upon request.

    iii.   The decision to activate components of this plan during the course of an emergency are at the discretion of those with plan activation authority as described in this section.

H. DECLARATION OF EMERGENCY

    i.   During a disaster, decisions will be made that impact operational priorities and personnel assignments to facilitate emergency operations at OSU. These decisions serve to meet the needs of the incident, protect individuals and property; and to provide emergency resources in response to an incident on campus. A part of this decision making process, along with personal protective actions recommendations, is to declare and inform OSU students, staff, faculty, and visitors that a state of emergency exists at OSU. The authority to declare a state of emergency at OSU remains solely with:

- University President
- Senior Management Council
- Senior Vice President of Administration and Planning
- Director of Public Safety
- Director of Emergency Management
- Chief of Police
- Deputy of Chief of Police

    ii.   Upon this declaration, activation of the OSU EOC will occur to assist in incident management, planning, coordination, and demand for resources. The declaration of emergency in accordance with established protocols will be forwarded to the Franklin County Emergency Management and Homeland Security Agency via the OSU EOC. This action allows for Franklin County to remain informed or to assist OSU's response and recovery efforts as well the potential initiation of formal assistance via State and Federal entities following further declarations of emergency at the County and State level.

I.   LEVELS OF EMERGENCY

    i.   The Ohio State University uses a range of variables to assess and declare levels of emergency at OSU. Decision making is driven by the needs of the incident. At OSU there are 3 levels of emergency that may be declared. Determination of the OSU Level of Emergency may be determined by:

- Director of Public Safety
- Director of Emergency Management

Level of Emergency	Summary/Description	Examples	Policy Group/Senior Management Council
Level 1	**Level 1 – Monitoring:** During normal operations, emergencies occur on campus but remain within the scope and capability of OSU first responders. The ability for incidents to escalate into a broader more complex incident is assumed and monitoring of all incidents on campus occurs by the Department of Public Safety and the Division of Emergency Management & Fire Prevention for any need for activation of the EOC.	Odor complaints Localized chemical spill Small fire Localized power failure Plumbing failure Normal fire, EMS, Police service calls.	No direct input needed Normal daily activities
Level 2	**Level 2 – Partial Activation:** Emergency incident is severe and causes damage and/or interruption to OSU operations. A partial or full activation of the Policy Group/OSU EOC may be required. The Ohio State University may be the only affected entity.	Structure fires Regional power outage Significant hazardous materials release Extensive power or utility outage Severe flooding Multi-fatality incident	Selected EOC & Senior Management Council members to assist with disaster management requirements.
Level 3	**Level 3 – Full Activation:** Disaster conditions exist in which The Ohio State University may activate the full OSU EOC and Policy Group. While conditions exist, OSU may be required to be self-sufficient for a period of hours or days. OSU *may* declare a state of emergency initiating assistance from Franklin County, the State of Ohio, or Federal agencies in accordance with pre-established NIMS/NRF guidelines.	Any event which severely interrupts the daily operations of OSU. Large portions of campus may not be accessible to students, staff, and faculty.	Senior Management Council to provide input & support regarding policy decisions affecting disaster response and short/Long term recovery.

    ii.   Dissemination of the Level of Emergency will originate from the University EOC via redundant communication channels intended to target a variety of audiences to include first responders, students, faculty, staff, and visitors. This information may be found in official media releases, the www.osu.edu website, 614-247-7777 emergency information hotline, across public safety radio communications networks, mass emails, text messages, voice calls, social networking sites, and others as determined by those having authority to declare a Level of Emergency at OSU.

J.   EOC ACTIVATION

i.   A Declaration of Emergency is not required to necessitate an EOC activation. The decision to activate the OSU EOC is based on demands of the incident or situation. The decision to activate is at the discretion of those with the decision making authority as described below.

ii.   The basis to arrive at decisions regarding EOC activation is based on damage assessments, incident needs, incident type, location, escalation potential, and situational complexity among a variety of factors. All decisions regarding activation of the EOC are intended to support the needs and demands of the incident and incident command.

The following individuals retain the authority to activate the OSU University EOC:
- University President
- Provost
- Senior Vice President of Administration and Planning
- Director of Public Safety
- Director of Emergency Management
- Chief of Police
- Deputy Chief of Police

iii.   INCIDENT TYPE AND EOC ACTIVATION

1.   The typical progression of some incidents may include a moderate escalation period that precedes the decision to activate the University EOC. In these types of situations, response activity will have already commenced and incident command structure is likely established on campus.

2.   Occasionally, some types of incidents may provide little to no warning before a decision is made. It's important to be prepared for many types of EOC activation and personnel recall. Personal preparedness for EOC representatives should reflect the potential situations and activations that may occur at OSU.

3.   All representatives and emergency management team members should be prepared to serve in roles in the University EOC with:
   o   Little to no warning of activation (Major/Complex Incidents)
   o   Moderate warning of activation (Escalating Incidents)
   o   When the decision to activate has been determined, EOC representatives should respond to the EOC site prepared to represent their subsequent areas of responsibility in a timely manner prepared to serve for at least the first 12 hour period of incident duration.
   o   Upon arrival, EOC representatives need to begin assessing the incident, and determine the need for additional departmental representation within the EOC and/or staff for the next operational period.

4.   Some Key features of a Major/Complex Incident include:
   - Involve more than one agency and/or political jurisdiction.
   - Involve complex management and communication issues.
   - Require experienced, highly qualified supervisory personnel.
   - Require numerous tactical and support resources.
   - Involve multiple victims with injuries, fatalities, or illnesses.
   - Include widespread damage to property/environment.
   - Result in psychological threat/trauma.
   - Span multiple operational periods (days/weeks).

- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- Are designated an Incident of National Significance.

K. DEMOBILIZATION, TRANSITION, AND RECOVERY

   i.   Demobilization:
   1. The decision to demobilize resources and personnel during emergency operations is primarily driven by the needs of the incident and those with command and control of resources at the incident scene via incident/unified command.
   2. When a centralized coordinating presence is no longer required, members of the OSU EOC and DOC's will develop demobilization and transition plans to transfer responsibilities and close out mission related operations being centrally coordinated through the OSU EOC. All actions taken to demobilize at the EOC and DOC level are in support of the needs of the incident. These plans are shared among all emergency operations personnel for purposes of planning and situational awareness.
   3. Authority to demobilize EOC operations remains with the following individuals:
       o   University President
       o   Provost
       o   Senior Vice President of Administration and Planning
       o   Director of Public Safety
       o   Director of Emergency Management
       o   Chief of Police
       o   Deputy Chief of Police

   ii. Transition to Recovery

   1. While immediate lifesaving and property preservation efforts occur, OSU will begin assessing how soon the response phase of emergency operations can begin the transition into the recovery phase. Recovery may initially begin with an overlap of some response operations on campus. Critical response operations will gradually shift to assisting individuals and University departments in meeting basic needs and self-sufficiency. Short term recovery will initially be coordinated via the OSU EOC. At a time determined by those departments impacted by the disaster, a decision will be made to transition coordination of recovery activities to other areas outside of the Department of Public Safety.

   2. A resumption of normal business processes and the execution of continuity plans will occur gradually over a period relative to the incident. It's imperative that individual departments routinely assess the efficacy of continuity plans and the accuracy of tasks defined within those plans.

   iii. Recovery:

   - The recovery phase of a disaster is often defined as restoring a community to its pre-disaster condition. More realistically, the recovery is the process of re-establishing a state of new normalcy to the University community. Specific approaches to recovery will be determined by the location, type, magnitude, and effects of the incident. Realistically, recovery occurs in two phases; short-term and long-term recovery.

   - Short-Term Recovery:

   Short-term recovery operations begin concurrently with or shortly after the initiation of response operations. Short term recovery may typically last from days to weeks. Short term recovery includes actions required to:

- Stabilize the situation

    - Restore services
    - Implement critical infrastructure recovery plans to maintain operations during emergencies and   recovery phase.
    - Begin planning for the restoration of the University.

- Long-Term Recovery

    Long-term recovery continues the short term recovery actions but focuses on community restoration. Long-term recovery may continue for a number of months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the inevitable changes that result from a major disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate vulnerabilities after a major incident and may include the following:

    - Reconstruction of facilities and infrastructure including the technology systems and services necessary for restoration of all operational functions.
    - University planning including the development of long-term alternative housing.
    - Seeking legal waivers, zoning changes, and other land use legislation or assistance to promote recovery and mitigation at the University.
    - Integration of mitigation strategies into recovery efforts.
    - Restoration of normal University processes and businesses operations.
    - Documentation of eligible disaster-related costs for reimbursement through federal grant programs and University insurance providers.

- Stakeholders in the recovery phase will coordinate recovery activities, develop strategies, and implement specific recovery plans that address the needs of long-term sustainability and disaster resilience.

- Specific recovery plans will assign specific roles and responsibilities, describe tactics, and describe the overall concept or framework. There will exist both University-wide and departmental plans which all will be coordinated and unified under a recovery framework developed by stakeholders and University leadership.

    Recovery plan content at the unit/departmental level may include these items for consideration:
    - Business continuity/resumption processes
    - Damage assessments
    - Demolitions
    - Debris Removal and storage
    - Expedited repair permitting
    - Fiscal management (document accounting, expenditures and losses)
    - Hazards evaluation
    - Hazard mitigation opportunities
    - Historical buildings
    - Land use
    - Non-conforming buildings and uses
    - Moratorium procedures
    - Rebuilding plans
    - Redevelopment procedures
    - Relation to the unit/departments emergency response plans
    - Restoration of standard operating procedures
    - Temporary and replacement housing

Note: It is imperative following a disaster that all units within the University be prepared to document accounting, expenditures and losses for purposes of reimbursement, disaster assistance, and insurance claims. Each ESF within this plan will be required to develop cost documentation procedures that comply with laws and requirements set forth by the State of Ohio, FEMA, and/or OSU's insurance carrier as applicable.

L. CORRECTIVE-ACTION AND AFTER-ACTION REPORTING

i. The opportunity to capture lessons learned supports the continued development of OSU's capability to effectively respond to incidents and coordinate response and recovery activities across departments and jurisdictions.

ii. The Division of Emergency Management & Fire Prevention will facilitate an after-action meeting within a reasonable timeframe following the occurrence of a major incident, exercise, or disaster on the OSU campus.

iii. After-action meetings subsequently provide information that allows all of the major players at OSU to review the university's response to the incident, and develop a plan of action to either institutionalize successful practices or resolve outstanding issues termed corrective-actions.

iv. Findings from these meetings will be collated into a report to be disseminated among the OSU community and to executive leadership for review.

v. The Division of Emergency Management will track and coordinate the implementation of emergency management best practices across the university and corrective-actions assigned to individual departments.

vi. After-action reporting and corrective action planning is a requirement of Department of Homeland Security funded exercises and programs.

M. SUPPORTING PLANS AND STANDARD OPERATING PROCEDURES

i. Departmental Emergency Operations Plans:

1. Departmental Emergency Operations Plans (DEOP) provide individual departments the opportunity to address common issues that impact a department and its personnel during a disaster. DEOP's serve to document and address these issues in a manner that facilitates preparedness.

ii. The process of developing individual DEOP plans and exercising them can resolve issues such as mobilization, recall, safety procedures, property protection, staff and site relocation, departmental operations center functions, resource allocation, and a variety of other common issues found during a disaster specific to a department.

iii. In addition, certain departments with primary or support roles as identified by this plan are tasked with specific roles and responsibilities in support of this plan. In order to properly address those roles and responsibilities, departments are tasked with completing an ESF Annex to this plan that address the following functions required to support this plan:

- Provide framework for departmental response and mission support.
- Describe the departmental concept of operations during an emergency and how a department will interface, and coordinate with the University EOC.
- Detail specific roles and responsibilities to support overall response and assignments within specific functional annexes of this plan.
- Describe communications /contact information, mutual aid agreements, and lists of available resources.
- Establish lines of authority and alternative site locations to command resources during an incident.

- Describe standard operating procedures and cost documentation, expenses, and losses associated with a disaster.
- Assistance or questions regarding DEOP formatting, plan synchronization, SOP development, or clarification of roles and responsibilities can be addressed by contacting OSU Emergency Management & Fire Prevention.

iv. Building Emergency Action Plans (BEAP):

- Building Emergency Action Plans (BEAP) are maintained through the Division of Emergency Management & Fire Prevention within the Department of Public Safety. These plans aim to address building specific emergency procedures, special needs, and evacuations.
- BEAP plans exist for most individual buildings on campus, and are typically maintained and revised by the Building Coordinator. This plan assigns specific duties to building occupants in support of aspects within the plan.

v. Departmental Business Continuity Plans:

- The OSU Enterprise Continuity Management program, along with Environmental health & Safety and OSU Emergency Management assists departments with the development and maintenance of continuity plans. These plans address the initial response, recovery of critical processes, and resumption of operations within departments who have completed the process of continuity planning. These plans are updated every 6 months and exercised annually.

vi. Standard Operating Procedures:

- SOP's are complete references documents that provide the purpose, authorities, duration, and details of the preferred method for performing a single function or a number of interrelated functions in a uniform manner.
- Departments should develop SOP's in support of tasks or roles and responsibilities found within this plan.

N. PROMULGATION

i. Approval and promulgation of this plan will occur on an annual basis through the and Director of Public Safety and serve as a statement of university policy in regards to disaster response and emergency operations on campus.

ii. The Comprehensive Emergency Management Plan will be submitted for approval by the Director of Emergency Management.

iii. Upon approval and promulgation of this plan, the Director of Emergency Management will notify the university community of this document, and make portions of this plan either in whole or in part; available for review by individuals requesting it or through an accessible website link.

O. DISTRIBUTION

i. Distribution of this plan will occur via the Division of Emergency Management & Fire Prevention at the discretion of the Director of Emergency Management or the Director of Public Safety.

ii. Distribution of this document will be tracked and controlled by the Division of Emergency Management & Fire Prevention in order to preserve sensitive programmatic or operational information contained within this plan and attached annexes and appendices.

iii. Individual departments or organizations who have been assigned a copy of this plan, will be provided information to facilitate orientation with this plan and included on the distribution list page at the beginning of this plan.

3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

SUB-SECTION OVERVIEW

a. Outline of Roles and Responsibilities Assigned to Organizations or Individuals at OSU
b. Outline of Roles and Responsibilities with State and Local Agencies at OSU
c. Prevention Roles and Responsibilities/Linkages with Ohio Strategic Analysis Information Center
d. Critical Infrastructure and Key Resources
e. Volunteer Organizations/ Coordination and Organization
f. Mutual Aid Agreements
g. Standard Operating Procedures/Notification Rosters
h. Task Matrix
i. Public Safety Enforcement Actions

A. OUTLINE OF ROLES AND RESPONSIBILITIES ASSIGNED TO ORGANIZATIONS OR INDIVIDUALS AT OSU

Every member of the OSU campus community has a role in campus emergency preparedness and response. Specific responsibilities to manage incidents are pre-determined as defined in this plan. All students, faculty, and staff are expected to be aware of departmental or university policies regarding responsibilities during a state of emergency.

The following gives an overview of roles and responsibilities as related to emergency operations or preparedness before, during, and after an incident/disaster on an OSU campus.

i. Students:

- Familiarize yourself with emergency procedures and evacuation routes in buildings, resident halls, or areas most frequently visited on campus.
- Be prepared to make decisions in response to activity on campus to ensure your own safety needs are met, or if assistance will be required.
- Regard warnings and protective action recommendations with diligence and due regard.
- Formulate and act on a personal plan to secure your own needs for the first 72 hours during an emergency on campus. Items could include basic necessities, alternative housing, and communications.
- During a disaster, phone and email communications may become overwhelmed or out of service. Develop a communications plan to make contact with family, friends, and loved ones in the event of an emergency to include a contact list of other individuals located outside of the area immediately surrounding OSU or the Columbus area if possible.
- Seek advice or assistance about procedures or personal plan development by contacting your Division of Emergency Management at OSU by calling 614-247-4911

ii. Faculty and Staff:

- Familiarize yourself and/or departments with the Building Emergency Action Plan (BEAP) available through your building coordinator.
- Understand the general organization of emergency operations on campus during an incident/disaster.
- Know and understand campus emergency procedures, evacuation procedures, locations of those with special needs, and assist OSU with disseminating warning information or protective action recommendations when they are issued.
- Notify appropriate individuals on campus of situations or incidents as they occur or upon discovery.
- Lead students, visitors, and other staff away from hazards. Notify first responders of locations that may house individuals with special needs that may be unable to evacuate.
- Be aware of OSU policies regarding essential, alternate, or stand-by status and job description.

- During an incident/disaster, understand policy that may require you to work outside of usual classifications and duties.

iii. University President:

- Authority to determine the scope of emergency management authority and implementation of emergency operations plans.
- Authority to declare a state of emergency or activation the OSU Emergency Operations Center.
- Oversees and leads the Senior Management Council/Executive Emergency Policy Council either in person or by direction.
- Authority to create, delegate, and direct policy creation in response to emergency or normal operating conditions.

iv. University Provost:

- Chief academic officer and number two administrator of the University.
- Authority to activate the OSU Emergency Operations Center.
- Line of succession authority to assume roles and responsibilities of the University President.
- Member and leadership role in Senior Management Council/Executive Emergency Policy Group.
- Authority to assume roles and responsibilities as delegated by the University President.

v. Senior Management Council/Executive Emergency Policy Council:

- Authority to activate the OSU Emergency Operations Center.
- Role to determine the scope of EOC activation and/or composition of the policy group.
- Authority to dictate policy and directives in relation to emergency operations and/or daily operations at OSU.
- Authority to oversee and modify incident management structure, response activity, future planning, or other items of university interest as needed.

vi. Director of Public Safety:

- Fulfill duties to preserve life safety, protection of critical infrastructure and property, and the University and Department of Public Safety missions.
- Serve as liaison between Senior Management Council and the Emergency Response Management Team/EOC.
- Direct or oversee response and operations of overall University emergency response, incident management, response goals and objectives, and coordination with local, state, and federal authorities as needed or directed.
- Direct and oversee the OSU Department of Public Safety in the assignment of duties assigned during an emergency.
- Assist in facilitating EOC/DEOC operations, and leadership relations between colleges, departments, and other units.
- Collect and disseminate information through the chain of command to allow for policy creation and information exchange between operations level staff and senior leadership.
- Assist and/or coordinate duties assigned or delegated to initiate preliminary damage assessments and determination of resource needs.
- Fulfill roles and responsibilities required during normal daily operations.

vii. Deans, Department Heads, and Administrators:

- Understand the Building Emergency Action Plan (BEAP) and Business Continuity plans specific to your areas of leadership and responsibility.
- Understand the specific threats and hazards in your area of responsibility.
- Formulate or delegate the development of Departmental Emergency Operations Plans (DEOP).

- Implement, exercise, and modify DEOP's to fulfill roles in an emergency.
- Update call lists, determine and document lines of succession, and develop business continuity plans and standard operating procedures (SOP) in support of your area of responsibilities mission and goals.
- If an Emergency Support Function (ESF) has been assigned to your area in either a Primary or Supportive role, ensure that appropriate training, SOP's, Standard Operating Guidelines (SOG's), and plans related to fulfilling those ESF's are completed.
- Communicate preparedness related information to Staff, Faculty, and Students to assist in developing a culture of preparedness at OSU.
- Participate in drills, exercises, and information sharing with OSU Emergency Management and local, state, or federal authorities as required.
- Fulfill leadership roles and responsibilities required during normal daily operations.

viii.   Director of Emergency Management:

- Coordinate and oversee the Division of Emergency Management & Fire Prevention.
- Liaison with Senior Management Council / Executive Emergency Policy Council.
- Direct, manage, and facilitate EOC operations and multi-agency coordination.
- Assist in establishing protocols and procedures, goals and objectives, or mission assignments to DEOC's and Primary or Support ESF representatives.
- Organize planning groups and committees.
- Liaison with local, county, and federal agencies and organizations.
- Formulate or coordinate plans, exercises, and corrective actions in support of emergency preparedness at all campuses of OSU.
- Release communications and/or emergency notifications to the OSU community.
- Oversee administrative, budgetary, accounting and legal needs before, during, and after incidents/disasters.
- Formulate cost-estimates, coordinate damage assessments, need for assistance or resources.
- Process and forward Declaration of Emergency to the Director of Emergency Management & Homeland Security of Franklin County and the Director of Campus Safety and Security at the Ohio Board of Regents.
- Ensure access to training in support Ohio laws and guidelines for emergency preparedness.
- Fulfill roles and responsibilities required during normal daily operations.

ix.   Emergency Response Management Team:

- Comprised of the Public Safety, Chief of Police, Deputy Chief of Police, Associate Legal Counsel, and Director of Emergency Management.
- Makes recommendations to the Senior Management Group when requested.
- Conduct Damage Assessments
- Additional departments, agencies, or personnel may be requested to attend the management meetings to provide technical expertise.

x.   Department of Public Safety:

- Police division provides law enforcement, investigative, and emergency services to OSU during normal operations as well as incidents/disasters.
- Incident command and management of incidents at sites around OSU.
- Coordinate need for resources or mutual aid in response to events or incidents around OSU campus.
- Operates and maintains communications infrastructure, video surveillance, and alarm systems/monitoring during normal operations as well as incidents/disasters.
- Provides IT support to command posts, EOC, off-site relocation's, and normal operating locations within the Department of Public Safety.
- Monitors camera and video surveillance, tracks and documents incidents, and dispatches resources.

- Provides emergency management planning, training, operations, and exercises; conducts fire inspections, tests equipment, fire training, plan review, and compliance in accordance with regulatory requirements.

xi. University Emergency Operations Center:

- Develop plans, policies, and procedures for EOC management.
- Develop standard operating procedures for activation, operation, and de-activation of EOC.
- Develop security and access control plans for EOC.
- Develop, adapt, or implement plans to support IC/UC or other agencies as needed.
- Develop line of succession and continuity procedure consistent with NIMS.
- Assess, test, and maintain all communications networks, equipment, redundancy, and priority restoration status.
- Develop and implement EOC training and exercise plans.
- Organize and coordinate liaison incident management structure for Primary and Support organizations.
- Establish roles and responsibilities for DEOC's and EOC staff based on incident.
- Identify point of contact for individuals with technical or subject matter expertise.
- Maintain or develop resource tracking capabilities, information collection capability, and standardized documents and forms.
- Reference the Respond Mission Area subsection of the Universal Task List for further guidance.

xii. Departments with Primary and Support ESF Roles:

- Assume a Primary or Support role as assigned by ESF.
- Participate in planning groups and committees to map out a plan of action, identify resources, recognize gaps, alleviate shortfalls, develop relationships, identify training opportunities, and become an integral part of the OSU emergency management response.
- Conduct gap analysis to identify resource insufficiencies, training needs, and organizational preparedness for the specific ESF.
- Develop operational plans and DEOC capability.
- Develop Standard Operating Procedures (SOP's) based on operational plans.
- Assess or develop resource management capabilities, and communications.
- Develop a training program, identify sources of training, create training schedule, document competencies and maintain or integrate with existing training records.
- Implement and coordinate plans.
- Develop exercises based on operational plans in coordination with OSU Emergency Management to validate operational plans and satisfy testing and corrective action requirements.
- Perform after action review and lessons learned, document and forward to Support Departments and OSU Emergency Management.
- Reference Common Capabilities for further guidance located in the Universal Task List.

B. OUTLINE OF ROLES AND RESPONSIBILITIES WITH STATE AND LOCAL AGENCIES AT OSU

i. American Red Cross of Greater Columbus

- Provides first aid/CPR/AED training
- Disaster preparedness and response services
- Blood donation
- Mass care and shelter management services

ii. Central Ohio Trauma System

- Coordinates emergency medical services and hospital services across the central Ohio region.
- Data collection across the regional area and dissemination of information pertaining to resources during mass casualty incidents or pandemic events.
- Exercise and preparedness planning.
- Affiliate of the Columbus Medical Association.

iii. Columbus Division of Fire

- Emergency services
- Support services
- Fire prevention
- Training
- Plan review
- Permits
- Inspections
- Administration
- Community outreach

iv. Columbus Division of Police

- Administration
- Investigations
- Patrol
- Homeland security
- Support services
- Training
- Special services

v. Columbus Public Health

- Monitors, tracks, and investigates patterns of illness at OSU and the Columbus community.
- Provides information and guidance to the public and medical professionals to prepare for and in response to incidents or outbreaks of illness.
- Maintains lab and clinical facilities in support of public health needs.
- Facilitates the Chemical Emergency Preparedness Advisory Council in accordance with Ohio and Federal laws requiring a Local Emergency Committee formation and function that provides community right to know information and chemical inventory reporting and management.
- Health and safety inspections on facilities dispensing or operating food and water services.

vi. Franklin County Board of Health

- Monitors, tracks, and investigates patterns of illness at OSU and around Franklin County.
- Provides guidance and information to members at OSU for disease prevention and awareness.
- Maintains lab and clinical facilities in support of public health needs.
- Maintains plans and policies in response to outbreaks of illness or disease at OSU.
- Enforces laws and regulations to provide for the safety of OSU students, faculty, and staff.

vii. Franklin County Emergency Management & Homeland Security

- Assists OSU with training, exercises, and planning guidance.
- Develops county hazard and vulnerability assessments.
- Coordinates incident response and resource requests with the OSU EOC when resources are exhausted.

- Formally declares a State of Emergency to the State of Ohio Emergency Management Agency in response to requests from OSU as needed upon exhaustion of Franklin Co. resources and mutual aid with neighboring jurisdictions.
- Provides warning/alert information such as sirens, and emergency public information to the OSU campus.
- Joint Information and Public Information coordination with OSU as needed.

viii.   Franklin County Sheriff's Office

- Jurisdiction covering all of Franklin County Ohio.
- Support to OSU law enforcement and investigations.
- Enforcement role in the Franklin County courts system.
- Resources and special teams available in support of emergency operations at OSU.
- Intelligence gathering and information sharing.

ix.   State of Ohio Division of State Fire Marshal

- Code enforcement
- Fire prevention
- Inspections
- Permitting
- Training
- Forensic laboratory
- Investigations
- Administration

x.   State of Ohio Emergency Management Agency

- Assists OSU with training, exercises, plan review, guidance, and incident response and coordination.
- Activates EOC to assist w/ multi-agency coordination and deployment of resources during incident/disasters as needed.
- Maintains authority to formally process a State Declaration of Emergency through the Ohio Governor or requests for assistance from partnering states or federal entities.

xi.   Ohio State Highway Patrol

- Protection, management, and jurisdiction over highways, state routes, and roads surrounding OSU.
- Emergency response services in support of OSU and other public and law enforcement entities.
- Investigation of state-owned and leased properties on OSU.
- Security and protection for the Governor and other dignitaries.
- Intelligence gathering and information sharing.

xii.   State of Ohio Homeland Security Agency

- Execution of threat assessments to Critical Infrastructure/Key Resources (CI/KR) and other facilities or location on OSU campus.
- Collection, analysis, and dissemination of timely information, alerts, and intelligence to OSU.
- Support and monitoring of OSU during special events.

xiii.   State of Ohio Strategic Analysis and Information Center

- Serve as catalyst and facilitator for effective information collection and exchange.
- Issue alerts and bulletins to members of OSU.
- Issue reports on trends, technology and success stories via daily/monthly summaries.

- Electronically file, cross reference, and catalog sensitive intelligence bulletins, advisories, and alert messages for access by law enforcement.
- Compile threat assessments.
- Assess threat levels for special events at OSU.
- May implement activations of state-wide law enforcement response plan.

C. PREVENTION ROLES, CRITICAL INFRASTRUCTURE, AND RESPONSIBILITIES/LINKAGES WITH OHIO STRATEGIC ANALYSIS INFORMATION CENTER

   i. The Department of Public Safety, as well as other departments around campus; collaborate and participate in programs designed to protect critical infrastructure and facilities. These programs and activities are coordinated or regulated by Federal and State agencies, and specific details are sensitive in nature and remain omitted from this plan.

   ii. The State of Ohio has a robust fusion capability in which OSU actively engages and participates as a public safety partner.

   iii. Some of the roles and responsibilities undertaken by either OSU or collaborating agencies include:

- Information gathering and recognition of indicators and warnings.
- Intelligence analysis and production.
- Intelligence/information sharing and dissemination.
- Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) detection.
- Law enforcement investigations and operations.

D. VOLUNTEER ORGANIZATIONS/ COORDINATION AND ORGANIZATION

   i. Volunteer organizations throughout the United States provide critical services before, during, and after an incident/disaster. Organizations like the Red Cross, Citizen Corps, Salvation Army, VOAD, Community Emergency Response Teams (CERT) and many other NGO's and organizations can allocate volunteer resources when OSU becomes overwhelmed. They offer equipment and trained personnel to deliver vital services and functions during an incident/disaster.

   ii. The incorporation of these unaffiliated volunteers into the OSU incident management structure depends on the needs of the incident and organization providing volunteer services. Typically, incorporation will happen in one of two ways:

- Incorporated directly through the OSU EOC organizational structure.
- Incorporated into individual ESF's, Incident Commands, or DEOC's and deployed at or near the scene of an incident, shelter, or other related operation.

   iii. Operating in any incident requires that individuals participating in the response adapt to the incident management structure of the jurisdiction having authority. This requires that all volunteer organizations receive adequate information pertaining to specific roles and responsibilities that have been assigned to them. OSU as a matter of procedure will clearly delineate and communicate the missions and the corresponding lines of authority to all participating volunteer organizations.

   iv. The development of specific missions and assignments will be through a mutual decision making process involving the volunteer organization and the Director of Emergency Management and/or OSU leadership.

   v. OSU routinely collaborates with volunteer organizations through our planning process or during actual events such as football games or special events on campus. The application of these services during a disaster is an extension of the types of roles these organizations already fulfill while supplementing OSU's public safety stance on campus.

E.   MUTUAL AID AGREEMENTS

    i.   Mutual aid agreements exist to verify resources, develop relationships, and secure availability during periods of time when OSU resources face exhaustion. Drawing upon the resources of the surrounding community will be vital to any moderate to large response at OSU. Throughout the year during normal emergencies and special events on campus, it's routine for OSU to request these resources and execute mutual aid agreements.

    ii.   During significant and catastrophic incidents/disasters at OSU, it is likely that OSU will require assistance from county, state, and federal partners. Resources and agreements at the State level exist through state-state mutual aid compacts that can deliver resources from neighboring states via congressional mandate through the Emergency Management Assistance Compact (EMAC) managed through the State of Ohio Emergency Management Agency (OEMA).

    iii.   Overview of Mutual Aid Agreements at OSU:

- Fire, Police, EMS services.
- Neighboring Fire, Police, EMS services.
- Access to EMAC resources via Ohio EMA between neighboring states.
- Agreements and contracts for emergency alert and notification services.
- Agreements between OSU WEXNER MEDICAL CENTER and surrounding community hospitals and organizations.
- Evacuation/sheltering agreements.
- Agreements with private sector organizations and resources.

    iv.   Some specific mutual aid resources and agreements will be incorporated into functional annexes and hazard specific appendices to more clearly identify or explain how mutual aid directly supports a specific function found within this plan.

F.   STANDARD OPERATING PROCEDURES/NOTIFICATION ROSTERS

    i.   Individual departments/units and associated colleges and offices maintain notification rosters and SOP's in support of the OSU Comprehensive Emergency Management Plan. It is the responsibility of each individual department/unit and associated college and office with roles and responsibilities in the OSU CEMP to develop plans, SOP's, notification rosters, checklists, and related content to carry out assigned tasks relating to Primary or Support roles assigned by ESF.

    ii.   These items must be reviewed, updated, and promulgated annually to ensure accuracy and compliance with best practices in emergency planning. Completed documents or plans should be forwarded to OSU Emergency Management for future reference and review.

    iii.   Coordinating planning across campus requires that the Department of Public Safety oversees the final promulgation of plans and procedures to ensure each ESF is being adequately tasked and satisfied. The Division of Emergency Management & Fire Prevention has been assigned the task and responsibility of coordinating the preparedness, mitigation, response, and recovery activities within the Department of Public Safety.

    iv.   Refer to the task matrix in the following section for more specific review of roles and responsibilities.

G. TASK MATRIX

CEMP EMERGENCY SUPPORT FUNCTION MATRIX		
EMERGENCY MANAGEMENT FUNCTIONS	**DEPARTMENTS w/ PRIMARY ROLES**	**ESF's w/ PRIMARY OR SUPPORTING ROLES**
Direction and Control	All Departments and Units	All ESF's
Continuity of Operations/Line of Succession	All Departments and Units	All ESF's
Communications/Information Management	OIT (P)	ESF 2- Communications ESF 3-Public Works & Engineering ESF 5- Emergency Management ESF 13-Public Safety & Security
Warning	Department of Public Safety (P)	ESF 2- Communications ESF 3-Public Works & Engineering ESF 5- Emergency Management ESF 13- Public Safety & Security
Crisis Communications/Joint Information Center	University Communications (C), OSU Emergency Management (P)	ESF 5- Emergency Management ESF 15- External Affairs
Population Protection	OSU Department of Public Safety (P)	ESF 1-Transportation ESF 2- Communications ESF 3- Public Works & Engineering ESF 4- Fire Fighting ESF 5- Emergency Management ESF 10-Oil and Hazardous Materials Response
Mass Care/Emergency Assistance	Office of Student Life (P)	ESF 5-Emergency Management ESF 6- Mass Care ESF 13- Public Safety & Security
Health and Medical	OSU WEXNER MEDICAL CENTER (P)	ESF 5-Emergency Management ESF 8- Public Health & Medical Services
Logistics Management/Resource Support	OSU Purchasing (P)	ESF 5-Emergency Management ESF 7-Logistics Management & Resource Support
Prevention and Protection Activities	University Police (P)	ESF 5-Emergency Management ESF 13-Public Safety & Security
Critical Infrastructure/Key Resources Restoration	Facilities Operations and Development (P)	ESF 3-Public Works & Engineering ESF 13 – Public Safety & Security
EOC Operations	OSU Emergency Management (P),	ESF 5-Emergency Management ESF 13 – Public Safety & Security
Decontamination	Environmental Health & Safety (P)	ESF 3-Public Works & Engineering ESF 8-Public Health & Safety
Search and Rescue	Columbus Division of Fire (P)	ESF 1 - Transportation ESF 3 – Public Works & Engineering ESF 4 – Fire Fighting ESF 5 –Emergency Management ESF 13 – Public Safety & Security
Mass Casualty	OSU WEXNER MEDICAL CENTER (P)	ESF 5-Emergency Management ESF 8-Public Health & Medical Services
Accountability	Human Resources (P)	All ESF's
Damage Assessment	Department of Public Safety (P)	All ESF's
Debris Removal	Facilities Operations, and Development (P)	ESF 3-Public Works and Engineering
Training Program/NIMS Compliance	OSU Emergency Management (P)	ESF 5-Emergency Management
Business Continuity	Enterprise Continuity Management (P)	ESF 14- Long Term Community Recovery
Child Care	Human Resources (P),	ESF 7-Logistics Management & Resource Support

(P) – Denotes primary coordinating ESF role
(C) – Denotes a coordinating ESF role
(S) – Denotes a Support ESF role

ESF ASSIGNEMENTS AND DECRIPTIONS

ORGANIZATION	ESF # / NRF TITLE	ROLES & RESPONSIBILITIES
Transportation & Traffic Management (P) (C) Department of Public Safety (S) Facilities Operations and Development (S) OSU Airport (S) Department of Aerospace Engineering & Aviation (S)	ESF -1 Transportation	Aviation/airspace management and control Transportation safety Restoration/recovery of transportation infrastructure Movement restrictions Damage and impact assessments
OIT (P) Facilities Operations and Development (S) Department of Public Safety (S) Volunteer Organizations (S)	ESF -2 Communications	Coordination w/ telecommunications and information technology industries Restoration and repair of telecommunications infrastructure Protection, restoration, and sustainment of cyber and IT resources Oversight of communications with the incident management and response structures
Facilities Operations and Development (P) Department of Public Safety (S) OIT (S) OSU Wexner Medical Center (S) Office of Student Life (S)	ESF -3 Public Works & Engineering	Infrastructure protection and emergency repair Infrastructure restoration Engineering services and construction management Emergency contracting support for life saving and life sustaining services
Responding fire departments (P) Department of Public Safety (S) Facilities Operations and Development (S)	ESF -4 Firefighting	Coordination of firefighting activities Support to wildland, rural, and urban firefighting operations
OSU Emergency Management (P) Department of Public Safety (S) Office of the Controller (S) Office of Human Resources (S)	ESF -5 Emergency Management	Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management
Office of Student Life (P) Department of Public Safety (S) Human Resources (S) Volunteer Organizations (S)	ESF -6 Mass Care, Emergency Assistance, Housing, and Human Serv.	Mass care Emergency assistance Disaster housing Human services
Office of Administration & Planning (P) Human Resources (P) Emergency Management (S) Office of Student Life (S) Stores & Receiving (S) Transportation & Traffic Management (S) University Purchasing (S) Facilities Operations & Development (S) OIT (S)	ESF -7 Logistics Management & Resource Support	Comprehensive, incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services)
OSU WEXNER MEDICAL CENTER (P) Counseling & Consultation (S) Student Life (S) Human Resources (S) Volunteer Organizations (S)	ESF -8 Public Health and Medical Services	Public health Medical Mental Health Services Mass fatality management
Responding fire department (P) Department of Public Safety (S) State, Regional and National USAR Teams (S)	ESF -9 Search & Rescue	Life-saving assistance Search and rescue operations
Facilities Operations and Development (P) Responding fire department (S)	ESF -10 Oil & Hazardous Materials Response	Oil and hazardous materials (chemical, biological, radiological, etc…) response Environmental short and long-term cleanup
College of Veterinary Sciences (P) College of Food, Agriculture, and Environmental Sciences (P) OARDC/ATI Extension (S)	ESF -11 Agriculture and Natural Resources	Nutrition assistance Animal and plant disease and pest response Food safety and security Natural and cultural resources and historic properties protection and restoration. Safety and wellbeing of household pets.
Facilities Operations and Development (P) Department of Public Safety (S) Transportation & Traffic Management (S)	ESF -12 Energy	Energy infrastructure assessment, repair, restoration Energy industry utilities coordination Energy forecast
Department of Public Safety (P) Facilities Operations & Development (S) Transportation & Traffic Management (S)	ESF -13 Public Safety and Security	Facility and resource security Security planning and resource assistance Public safety and security support Support to access, traffic, and crowd control

Enterprise Continuity Management (P) Emergency Management (S) Enterprise Risk Management (S) Office of Business and Finance (S) Office of Research (S) Facilities Operations & Development (S)	ESF -14 Long-Term Recovery	Social and economic community impact assessment Business continuity planning Long-term community recovery assistance Analysis and review of mitigation program implementation
University Communications (P) Department of Public Safety (S) Departmental PIO's (S)	ESF -15 External Affairs	Emergency public information Media, government, and community relations
	ESF -20*	
	ESF -21*	
	ESF -22*	
	ESF -23*	
	ESF -24*	
*Indicates OSU specific ESF, expanding beyond the National Response Framework		

(P) – Denotes primary coordinating ESF role
(C) – Denotes a coordinating ESF role
(S) – Denotes a Support ESF role

H. PUBLIC SAFETY ENFORCEMENT ACTIONS

i. During an incident/disaster, it may be necessary to maintain public order during the period of response before and after an incident/disaster. The Ohio State University is well versed and experienced in this role due to frequent special events and large public gatherings which require proactive approaches to law enforcement to enforce university policies and state law. During an incident/disaster, the Ohio State University Police Division functions as the lead role in guiding this response.

ii. Because of the size and nature of a university campus, the OSU Police Division has developed strong relationships with local, state, and federal law enforcement agencies. On many occasions, all supporting players in our law enforcement response are brought together under an umbrella of leadership led primarily by the OSU Police Division under a Unified Command approach.

Overall management of the law enforcement actions to preserve public safety will occur as they traditionally do at OSU, through Incident Action Planning/Operations Plans and the NIMS/ICS structure.

As with any operation involving law enforcement, the approaches taken to sustain public safety are overwhelmingly incident driven or situational. In all cases, existing and applicable laws provide the justification for law enforcement response from a legal and operational perspective. All actions are based upon legally entitled authority provided by the State of Ohio as Ohio Peace Officers in consultation/coordination with jurisdictional authorities and OSU legal counsel recommendations.

Some aspects of the law enforcement response include supportive personnel that do not hold status as Ohio Peace Officers. These may include personnel from the Department of Public Safety, Security and Protective Services, Wexner Center Security, and Student Safety Services among others. These positions have roles and responsibilities to support the OSU Department of Public Safety.

Common Agencies/Organizations Participating in OSU Law Enforcement Response include but not limited to:
- The Ohio State University Department of Public Safety (Primary)
- The Ohio State University Police Division (Primary)
- The Ohio State Division of Security and Protective Services
- The Ohio State University Division of Emergency Management & Fire Prevention
- The Ohio State University Student Safety Services Division
- Columbus Ohio Division of Police
- Franklin County Sheriff's Office
- State of Ohio Department of Public Safety
- State of Ohio Highway Patrol
- Federal Bureau of Investigation
- Bureau of Alcohol, Tobacco, Firearms, and Explosives

- Department of Homeland Security

4. DIRECTION, CONTROL, AND COORDINATION

SUB-SECTION OVERVIEW:
a. Overview
b. Initial Notification
c. Incident Assessment
d. Incident Command
e. Emergency Operations Center

A. OVERVIEW

i. Direction, Control, and Coordination describes the processes used to issue an initial notification of emergency, assessment of the incident, the implementation of ICS to manage emergency operations, and the processes for activating and utilizing an EOC to support and coordinate emergency operations.

B. INITIAL NOTIFICATION

i. The initial notification of an emergency on campus marks the point in which resources are reassigned for the explicit purpose to respond to a specific situation. This important first stage in response occurs in a variety of ways at OSU.

1. Public Safety Dispatch/Central Alarm Center: OSU maintains and operates dispatch facilities designed to facilitate communications, receive emergency 9-1-1 calls, allocate resources, monitor video and security systems, and disseminate emergency notifications to officials within OSU and partner agencies and organizations.
2. When emergencies occur on campus, calls are directed to dispatchers who follow specific procedures to notify appropriate OSU officials, agencies, or departments based on the nature of the incident.
3. First responders may directly witness an incident or emergency and notify Public Safety Dispatch.
4. Calls may be received by individuals in leadership roles within the Department of Public Safety either from within the university or from outside agencies.
5. Depending upon the nature of the incident, the source of the information, and the level of detail provided by the initial notification; the Department of Public Safety will use varying levels of verification before initializing procedures to notify leadership and the campus community of an emergency on campus.
6. As information about an incident is received, individuals within the Department of Public Safety follow procedures and policies outlined within divisional plans and SOP's.

ii. Upon occurrence of an incident on campus, information will typically flow directly through dispatchers who follow Standard Operating Procedures for response. Each dispatcher is trained and oriented to these procedures, and these processes are reviewed and revised on a continuing basis.

iii. In the event that an incident escalates beyond the scope of everyday emergency response, notifications are sent to Director level leadership within the Department of Public Safety. Upon review of this information, decisions are made to provide an effective and timely response which may involve university resources or outside assistance or mutual aid.

iv. Notifications to the broader OSU community are guided by Federal regulations and standards set forth by the Clery Act and Higher Education Opportunity Act (HEOA) which require notifications that The Ohio State University will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system or systems, unless issuing a notification will, in the professional judgment of responsible authorities, compromise the efforts to assist a victim or to contain, respond to, or otherwise mitigate an emergency.

v. Official emergency notifications to the OSU community are guided by standard operating procedures maintained and updated by the Division of Emergency Management.

vi.   Upon determination that an incident may place an adjacent jurisdiction at risk, notification will be made to the primary agencies impacted by an incident either directly or through partner dispatch facilities who provide notification to those adjacent agencies. Upon deployment of mutual aid resources, Unified Command incident management approaches will procedurally define the manner in which OSU and other agencies coordinate and collaborate in response.

vii. OSU has adopted the use of Emergency Levels to define the operating condition of the university during an emergency. Generally defined, OSU use a three tier system to define EOC operations and university status.

   - **Level 1:** Assessment – An emergency in which normal OSU emergency response resources and staffing can manage an incident without a need for EOC activations or significant amounts of resources. This may include incidents such as severe weather systems approaching OSU, vehicle accidents, fires, medical emergencies, and other everyday incidents that commonly impact the campus on a routine basis.
   - **Level 2:** Partial Activation – An incident requiring higher levels of coordination and resources, but not requiring a full scale response of all resources at the university. The incident will typically be severe enough to cause damages and business interruption. These conditions will generally warrant an activation of the OSU EOC for at least one operational period.
   - **Level 3:** Full Activation – Conditions exist in which significant damage may have occurred or will occur; and the need for resources and high levels of coordination are needed in order to facilitate emergency response. Incidents that cause moderate to large scale damages, long duration business interruption greater than 12 hours, special events that task large amounts of resources, loss of life or injury, and/or the potential to escalate in nature; are typical examples of conditions which may warrant the full activation of the University EOC.

C. INCIDENT ASSESSMENT

i.   Incident Assessment is the process of identifying the risks associated with a hazard or disaster, the resource needs of first responders, and a review of objectives and future needs of the community impacted by the incident. Primarily this is accomplished through first responder scene information, information sharing between the Incident Commander, EOC, and outside agencies/organizations.

ii.   At OSU, the first individual on the scene of an incident will assume command of the incident scene. That individual will retain the position of incident commander until a senior or higher qualified individual assumes command.

iii. Upon determination of the scope of the situation, information will be forwarded verbally to Public Safety Dispatch via the OSU 800 MHz radio system on a primary channel or directly via mobile phone. Dependent upon the nature of the incident, that information will be forwarded through the chain-of-command based upon dispatch procedures and/or at the request of the Incident Commander.

iv. For most Level 1 type incidents, the Incident Commander will be capable of making final decisions with regard to protective actions and the development of response priorities. In the event a situation escalates, or is of the nature in which it could impact the university in a manner the extends beyond the scene of the initial incident; protective action decision making and the development of some response priorities may be placed within the responsibility of the EOC and/or more senior officials at the request of the Incident Commander.

v.   In the event the Incident Commander determines higher levels of decision making or coordination need to become involved with incident management; leadership within the Department of Public Safety will determine the appropriate level of response and involvement of university incident management structures in consultation with the Incident Commander.

vi. Level 2 and Level 3 incidents may often require the activation of the University EOC and associated structures within the EOC to include the Joint Information Center and Senior Management/Executive Emergency Policy Council.

vii. The University EOC serves in a support role to the Incident Commander and the scene of the incident. The Incident Commander retains tactical control of response resources throughout the duration of an incident. The EOC provides strategic decision making, planning, resource coordination, public information, and policy support for the overall incident. In this role, the EOC will assess and monitor the conditions on the ground, and its impacts to the university community. Strategy and policy development between ESF representatives, individual departments, and leadership of the university will coincide with objectives identified during the development of an Incident Action Plan or in consultation with the Incident Commander.

D. INCIDENT COMMAND

i. The implementation of ICS, by design, is flexible and modular in nature. Depending upon the type of disaster impacting campus, command of the incident may shift as appropriate to areas with expertise and resources most applicable to that hazard. This may include not only OSU first responders, but also individual departments during recovery periods where appropriate.

ii. OSU will expand and contract the ICS organizational structure based upon the needs of the incident utilizing standardized NIMS/ICS key positions. An incident involving multiple agencies and organizations will necessitate the use of a Unified Command approach. A verbal or written Incident Action Plan (IAP) will be utilized to ensure information and the planning process is utilized to map out objectives, assignments, accountability, and operational information for each operational period. The use of ICS Forms are at the discretion of the Incident Commander (IC).

iii. The Incident Command Post (ICP) will be co-located near the incident scene via a command vehicle, or the nearest enclosed structure and made known to all via radio call, green light, or flag.

iv. The interface between the Incident Command Post and the EOC implies communication, coordination, and other interrelationships between the on-scene IC and EOC operations. During a disaster at OSU, verbal or written Incident Action Plans will exist for each operational period. These plans are based on objectives, and promote a unified approach between the IC and EOC in which both clearly understand the role and needs of each level of incident management. Communication between the IC and EOC will occur via 800 MHz radio, mobile phone, incident management software, telepresence, and other means. The Incident Commander will direct the request of resources through the appropriate channels either via the EOC for resources outside of the Department of Public Safety or direct through Director level leadership within the Department of Public Safety for internal resources or communication.   The IC may request the activation of the University EOC via Public Safety Dispatch or by request directly through Department of Public Safety leadership.

v. Volunteers play an integral part of response in disasters. Trained volunteer groups will be accepted on campus pending registration with volunteer reception point's set-up in collaboration with the Franklin County Emergency Management & Homeland Security Agency.

E. EMERGENCY OPERATIONS CENTER

i. The University EOC serves a supporting to role to the Incident Commander and on-scene emergency operations. Strategy and resource coordination primarily occur through the EOC. Attached within the EOC organization structure, the Joint Information Center provides a coordinated point of communications and public outreach during a crisis. The university Crisis Communication Plan brings together communicators from all areas of campus. Senior Management/Executive Emergency Policy Council provides policy support and assistance as formal component of the EOC organization.

ii. The EOC will activate based on circumstances that require activation which include:

- When a Unified Command or Area Command is established.
- When more than one jurisdiction becomes involved in response.
- When the Incident Commander indicates that the incident could expand rapidly or involve cascading events.
- If similar events in the past required EOC activations.
- When University leadership directs activation of the EOC.

- When an emergency is imminent such as a destructive severe thunderstorm, blizzard, slow flooding, elevated threat levels, or special events.

iii. The primary EOC location is 901 Woody Hayes Drive, Blankenship Hall Columbus, OH 43201. Alternative EOC locations include 1314 Kinnear Rd., and the Telecommunications Network Center located on West 8th Ave. A specific alternate location will be disseminated in the event of a relocation from the primary EOC by the Department of Public Safety.

- The University EOC serves as a back-up facility for the Franklin County Emergency Operations Center.

iv. Upon notification of an emergency, and a request or decision to activate the EOC in support of the incident; OSU will activate members of the emergency operations center in a manner of ways. These messages will originate only from the Department of Public Safety.

1. **Text Message** – This alert will be broadcast locally to only EOC representatives, and indicate a general description of the situation, and a notification to report to the University EOC.
2. **Email** – Mass emails will be sent out with a description of the situation, notification of the EOC activation, and instructions to report to the EOC to take on pre-designated roles and responsibilities.
3. **Phone** – The Division of Emergency Management maintains phone records for each EOC representative to include a work phone, work cell phone, home phone, and home cell phone, and pagers if applicable. Phone notifications will be made by the Department of Public Safety notifying representatives that an incident has occurred, and that the University EOC has been activated.

v. The EOC will be led by the Division of Emergency Management. Individuals who will coordinate activities within the EOC will assume the position of EOC Manager and fall within the organizational constructs set forth below. The Director of Emergency Management or the Emergency Preparedness Coordinator will rotate duties within the EOC as defined by the staffing schedule drafted during the first operational period.

vi. Operations within the EOC will follow an ICS based management structure utilizing ESF assignments as functional roles within the ICS structure. In addition to ESF assignments within the ICS organizational structure, additional roles may also be filled to meet the needs of the incident. All positions are scalable and the scope of the organizational structure is defined by the needs of the incident. Below is a model organizational structure to be utilized during an incident/disaster on campus.
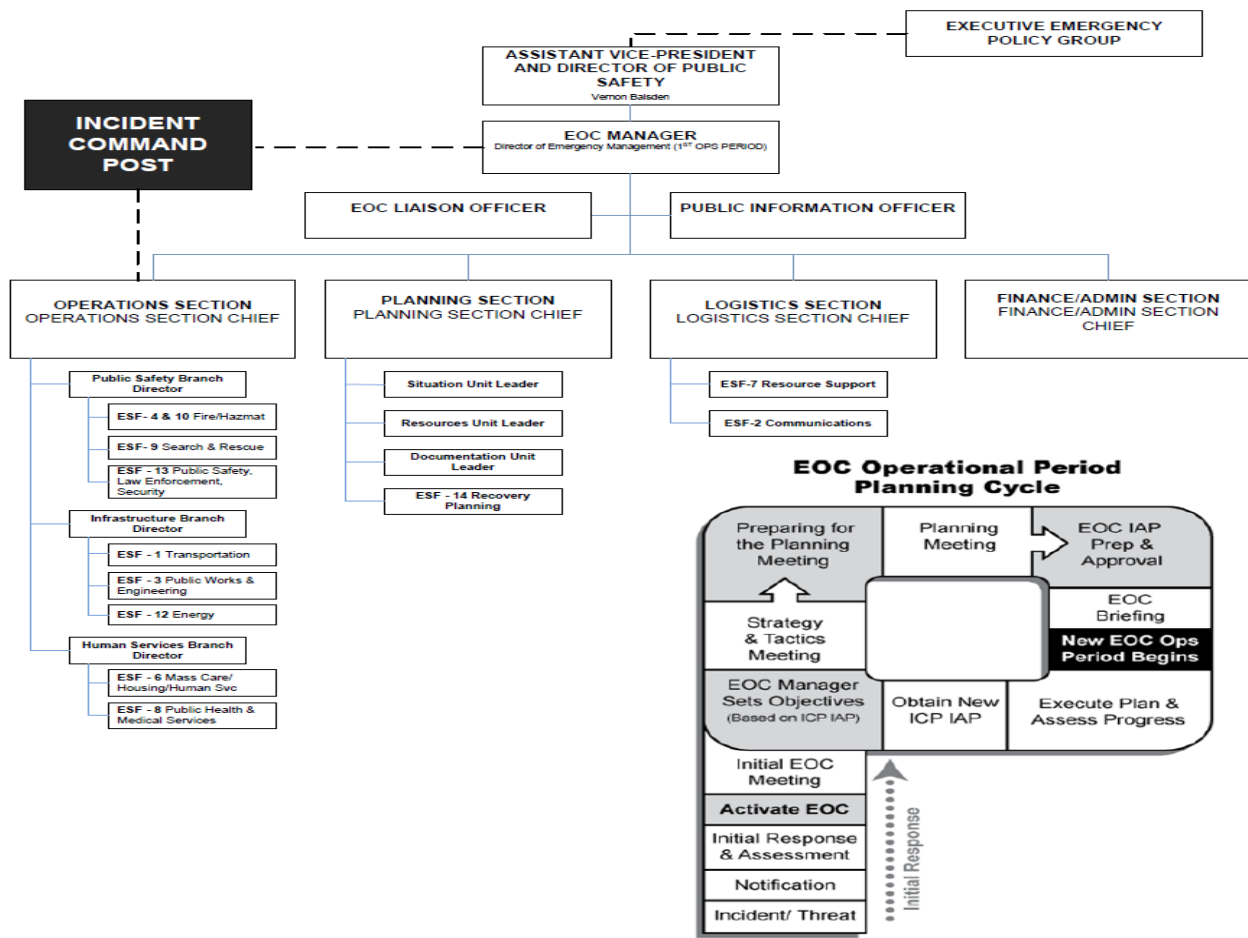
*Sample EOC Organizational Chart

vii.   The University Emergency Operations Center relies on digital information, electronic/verbal/radio communications, high definition displays and mapping. Real-time incident management occurs through OSU's Incident Manager, 24/7 Software. When assigned to function within the EOC, representatives should arrive prepared to work in an environment apart from their own office spaces, computer networks, and modes of communication. The EOC will require representatives to have access to portable computers/laptops, contact lists, digital files, and paper copies of vital records, plans, or policies specific to their areas. In addition, computer data from departmental networks may be uploaded onto hard drives within the EOC; and shelf space is available for notebooks, job aids, and binders.

viii.   A critical role of the EOC is to gather and share pertinent information between the scene of the incident, outside agencies, and within the EOC.

1. Information flow will follow the chain of command established within the EOC. Section Chiefs will pass forward pertinent information to the EOC Manager. The EOC Manager has final authority to disseminate information outside of the EOC unless it is within your own area of responsibility.
2. Communications with the incident scene will flow between the EOC Manager and Section Chiefs within the EOC and the Incident Commander directly unless otherwise delegated by the EOC Manager or Section Chief.

3. Damage reports will be collected through Public Safety Dispatch and the EOC. Public Safety Dispatch routinely receives reports of damages and injury through 9-1-1, non-emergency phones, and radio traffic. This information will be shared with the University EOC in accordance with established policies and guidance within the dispatch areas. The EOC will proactively assess, gather, and analyze reports of damage or injury and share that information with Incident Command, EOC, and Public Safety Dispatch as applicable. Each EOC representative will be responsible for gathering reports of damage or injury for the areas they represent. This information should be passed forward to Section Chiefs or the EOC Manager.

4. Pertinent information received by the EOC may be timely in nature and have significant impact on decision making and the incident. Information pertaining to damages, injury, the incident scene, resources, and other types of operational details should be passed along to Section Chiefs or the EOC Manager promptly. The dissemination of pertinent information to the right individuals involved in the incident will remain the responsibility of the EOC Manager, Section Chiefs, and others as delegated.

5. Resource requests or identified resources needs will be processed through the University EOC for the duration of its activation in an emergency following procedure for resource requests within the EOC.

6. The sharing of information between Local, State, and Federal EOC's is the responsibility of the EOC Manager unless otherwise delegated.

ix. The capability of the University EOC to manage incidents for long durations provides a level of continuity and flow of information which positively impacts the outcome of incident response.

- Each primary EOC representative is responsible for providing staffing information for the creation of a staffing schedule created by the EOC Manager/Section Chiefs. Staffing schedules will be created when an incident is expected to require the activation of the EOC beyond an initial operational period.
- Immediately upon reporting to the EOC, EOC representatives should begin identifying replacement representatives to report approximately 8-12 hours after arriving in the EOC.
- EOC resources such as alternative power, food services, sleeping areas, and showers will be arranged by the EOC Logistics section or others as delegated. Blankenship Hall is equipped with alternative power, showers, restrooms, kitchen, and sleeping areas. Food services will be arranged through University Catering or outside vendors.

x. The transition from response to recovery is gradual in nature, and occurs simultaneously. Short-term recovery will be coordinated through the University EOC.

1. Recovery planning will be undertaken at the direction of the EOC Manager or other Public Safety official until it is determined that the need for the lead coordinating role of recovery planning and coordination no longer lies within the OSU Department of Public Safety.

2. The decision to transition authority and coordination of the incident and its associated recovery; is the responsibility of the Director of Emergency Management or the Director of Public Safety.

3. The Department of Public Safety will remain active in a supporting role during the recovery period, and continue to provide assistance and resources as needed.

4. Recovery will involve multiple departments, difficult decision making, extensive records management, mitigation planning, and the execution of contracts, proposals, bidding processes, and significant cost accounting measures. Each area involved in recovery; will need to develop plans and objectives which aim to fulfill the needs of the community in addition to a high level of coordination with other departments within the University and/or outside the University as applicable.

xi. Authority to deactivate the University EOC remains the responsibility of the EOC Manager, Director of Emergency Management, the Director of Public Safety, or Senior Management.

xii. Upon determination by authorized individuals, staffing will be gradually reduced within the EOC based on the needs of the incident.

1. EOC Representatives will be released from duty by only those with the authority listed above.

2. Cleanup of EOC equipment and facilities remains the responsibility of the Department of Public Safety.

xiii. The staffing and training of each position within the University EOC is the responsibility of the EOC Manager or Director of Emergency Management or the Director of Public Safety.

The organizational structure of the University EOC is at the discretion of the EOC Manager, Director of Emergency Management, or the Public Safety; and is based on the needs of the incident.

The staffing of the University EOC will fluctuate throughout the duration of the incident in response to the information, coordination, and resource needs of the incident.

xiv. The Director of Emergency Management, EOC Manager, Director of Public Safety, and other Public Safety officials will retain the primary responsibility of briefing Senior Management within the Executive Emergency Policy Council.

xv. Primary University EOC Diagram: RM 1019 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43201
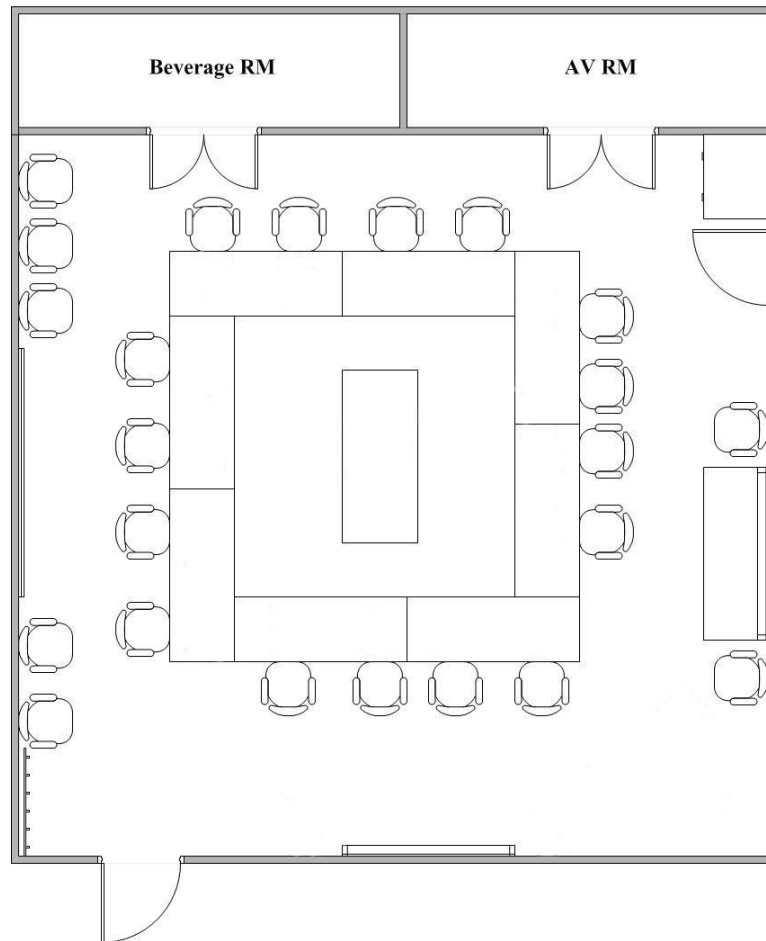
xii. Technology: Conference bridge, telephones, printing, dual digital HD displays, 800 Mhz radios, OSU's Incident Manager, 24/7 Software. cable television, analog/digital CCTV cameras, document scanning, Wifi, weather radio, secured access.

xiii. Total Capacity: 21

xiv. Documentation of incident related activities will occur via OSU's Incident Manager, 24/7 Software. status boards and interfaces. Individual account access is available for approved individuals only. For information about account approval, maintenance, or access; please contact OSU Emergency Management.

5.   Information Collection and Dissemination

SUB-SECTION OVERVIEW:

a.   EOC Intelligence/Planning Section
b.   Planning Coordination/Fusion
c.   Information Dissemination
d.   Critical Information Needs/Collection Priorities
e.   Long Term Information/Dissemination Strategies
f.   Collaboration with Campus Populations

A.   EOC INTELLIGENCE/PLANNING SECTION

i.   Effective and timely sharing of information and intelligence occurs across Federal, State, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.

ii.   The EOC and Department of Public Safety will maintain an information sharing capability with our local, state, and federal partners.

iii.   OSU Departments should identify all local, state, federal, and non-governmental organizations and stakeholders for inclusion in the information sharing network.

iv.   The primary contact for information sharing within the EOC during an emergency/disaster is the Planning Section Chief. The Planning Section Chief will coordinate information sharing activities with the EOC Manager and University Police.

B.   PLANNING COORDINATION/FUSION

i.   The fusion of information and coordination with planning activities provides a critical link to allow information from multiple sources to converge with emergency operations planning and incident action plans.

ii.   The Planning Section Chief will coordinate planning activities with information obtained through multiple sources to develop plans and operational strategies in support of the incident.

iii.   University Police will obtain law enforcement related intelligence and provide information as applicable to appropriate shareholders involved in the incident.

C.   INFORMATION DISSEMINATION

i.   Information will be disseminated using a dynamic approach blending together planning activities and strategy development with operational briefings and situation reports.

ii.   The Planning Section Chief will facilitate operational briefings within the EOC, and provide direct assistance and information to Incident Command as needed.

iii.   EOC Representatives will utilize lines of communications including OSU's Incident Manager, 24/7 Software. to provide up to date and sourced information pertaining to their areas of expertise or assigned emergency support function. Information sharing outside the assigned area of representation should flow through the Planning Section Chief if deemed critical in nature. Routine information shared between departments during an emergency will follow normal routes of communication utilized within the EOC.

iv.   All critical information passed to organizations outside of OSU will flow through the Planning Section Chief during EOC activations.

D. CRITICAL INFORMATION NEEDS/COLLECTION PRIORITIES

    i. Critical information is specifically collected data or knowledge that has an immediate impact on life safety, property preservation, and operational planning during the impact/or aftermath of an incident.

    ii. Critical information includes any type of information that pertains to life safety or significant operational impacts. This information will be collected throughout the duration of an incident. Timely dissemination of important information pertaining to life safety or emergency operations allows first responders and resources to maximize their effectiveness to deescalate an incident.

    iii. EOC reps will collect critical information from their specific areas and direct that data or information through the appropriate channels within the EOC to assist in decision making, planning, and the coordination or prioritization of resources.

    iv. Incident information from the incident scene will be shared with the EOC via the EOC Manager or Section Chiefs through the Incident Commander or Public Safety Dispatch. This information will then be shared as applicable using digital, verbal, and written communication channels.

E. LONG TERM INFORMATION/DISSEMINATION STRATEGIES

    i. Information sharing requires not only immediate sharing of information during incidents and disasters; but also long term information sharing that forms a continuum of awareness and a common operating picture.

    ii. As a part of OSU's preparedness activities; long term information sharing occurs between departments and shareholders on a regular basis through meetings, after action activities, exercises, training, and routine daily communications.

F. COLLABORATION WITH CAMPUS POPULATIONS

    i. OSU is a diverse community of individuals, organizations, groups, professions, and cultures. Dissemination of information in this environment requires a dynamic approach that combines communicators to engage the OSU community from each identifiable angle.

    ii. Meaningful communications are pertinent and impacting in nature. OSU departments routinely engage students, faculty, staff, and visitors; along a paradigm of various interests, organizations, and areas of expertise; with the end goal of providing information that is meaningful and directed.

    iii. During an emergency or disaster, the Department of Public Safety makes every attempt to provide clear, concise instruction and information to various areas of campus. Significant outreach during emergencies occurs via phone, email, text, websites, television, media, and other forms and mediums of communication.

    iv. The University EOC promotes and maintains a common operating picture through information collection and analysis by representatives from across the University. As information needs are identified by EOC representatives and others involved in response, outreach occurs at an individual, departmental, and enterprise-wide level originating from the University EOC.

6. COMMUNICATIONS

A. COMMUNICATIONS FRAMEWORK

    i. A redundant, flexible communications framework provides the backbone of all incident response to emergency's and disasters on campus.

- During incidents, communications are primarily handled between first responders and OSU's 24/7 dispatch center directly using the 800 MHz trunked radio system.
- In addition to direct communication between first responders, Public Safety Dispatch also receives 9-1-1 calls for assistance and monitors alarms, building systems, and video feeds from across campus at the adjoining Central Alarm Center.

ii.   Upon establishment of an Incident Command Post, resource requests and information are exchanged between first responders and Public Safety Dispatch. Upon activation of the University EOC, an additional linkage of communication is created with the Incident Command Post.

iii. The University EOC and Public Safety Dispatch both work to exchange different types of information with the Incident Command Post while being collocated within Blankenship Hall. Information between both the EOC and Public Safety Dispatch are shared and coordinated to ensure operational continuity.

iv.   Throughout the duration of a non-routine incident or special events, upon direction of the Incident Commander; clear plain language will be used across the radio system in accordance with NIMS. During most routine daily emergencies, 10 codes and organizational jargon is used on the system.

v.   In addition to 800 MHz radios, additional methods of communicating will be used depending upon the need. Other common means of communication include cell phones, email, OSU's Incident Manager, 24/7 Software, chat rooms, computer networks, text messaging, and message runners.

vi.   During special events or major incidents, a Communications Plan (ICS Forms 205, 216, and/or 217) is utilized.

B. INTEGRATION WITH LOCAL, STATE, AND FEDERAL COMMUNICATIONS NETWORKS

i.   During an incident or emergency which involves multiagency resources and a Unified Command; communications will flow through the Unified Command, Public Safety Dispatch, and the University EOC.

ii.   Communications between OSU, adjoining jurisdictions, and mutual aid entities will utilize interoperable radio frequencies pre-established by the Department of Public Safety when on OSU grounds.

iii. Requests for resources while conducting a multiagency response will be shared by the Unified Command with Public Safety Dispatch and the University EOC if applicable.

iv.   Utilization of the MARCS system will be adopted for instances which require use of statewide interoperability upon direction of the Incident Command/ Unified Command Post.

v.   The State of Ohio MARCS (Multi-Agency Radio Communication System) is an 800 MHz radio and data network that utilizes state-of-the-art trunked technology to provide statewide interoperability in digital clarity to its subscribers throughout Ohio and a 10 mile radius outside of Ohio. The MARCS system provides statewide, secure, reliable public service wireless communication for public safety and first responders.

C. SUMMARY OF INTEROPERABILITY

i.   First responders at OSU, the OSU Public Safety Dispatch, and University EOC are interoperable with local adjoining first response agencies to include Columbus Division of Fire, Columbus Division of Police, State of Ohio Highway Patrol, Franklin County Sheriff's Office, and Columbus Division of Fire EMS Branch, American Red Cross of Greater Columbus, and other divisions and departments at OSU to include Facilities Operations and Development, Athletics, Student Life, Transportation & Traffic Management, and others. Communications plans are developed as part of Incident Action Plans prior to special events and during incidents which require a written communication plan.

ii.   Statewide interoperability occurs through a transition to the MARCS radio system during a major incident. The MARCS system currently covers the entire State of Ohio and combines thousands of first response agencies, task forces, and teams of response personnel onto one radio system using 800 MHz based trunked system.

7. ADMINISTRATION, FINANCE, AND LOGISTICS

A. DOCUMENTATION PROCESSES

i.   The administration processes used during an emergency operation provide support to the incident scene, the incident objectives, and the overall outcome of the incident.

ii.   Documentation during all major incidents at OSU occurs through the use of the OSU's Incident Manager, 24/7 Software. This system is a secure web-based incident management system that provides a platform to document activities related to the incident.

iii.   This system use status boards, file folders, usernames, real-time updating, and many other features as a resource to manage the incident within the EOC, virtually, and at an Incident Command Post.

iv.   EOC representative are given specific access to the system and applicable status boards. Information received is inputted into the system by the user, and a permanent record is created within the system.

v.   All activities related to the support of the incident will be documented in this system.

vi.   In addition to OSU's Incident Manager, 24/7 Software other forms of documentation such as computer aided dispatch systems and ICS forms are used by first responders and OSU dispatchers during the duration of the incident.

B. PURPOSE OF DOCUMENTATION

i.   Documentation creates a historical record of the event, assists in recovering costs, helps to address insurance needs, promotes accountability, and can be used to develop mitigation strategies.

ii.   Centrally held documentation allows planners within the EOC to develop a common operating picture of the situation which can be shared across the University and assist in the identification of needs, decision making process, development of objectives, and assignment of resources.

C. PROCEDURE FOR PERMANENT HISTORICAL RECORD OF EVENT

i.   A permanent historical record of event is created after each major incident by the Department of Public Safety via After Action Review.

D. AFTER ACTION REVIEW (AAR)

i.   The After Action Review is an administrative process used by OSU to review and discuss the response in order to identify strengths and weaknesses in the emergency management and response program after an incident.

ii.   AAR of an incident will occur at the discretion of the Department of Public Safety or Executive Emergency Policy Group.

iii.   The facilitation of after action activities will occur through the Department of Public Safety within a reasonable timeframe after the incident.

E. METHODS AND ORGANIZATION OF AFTER ACTION REVIEW

    i. The AAR process will be coordinated by the Director of Emergency Management post incident.

    ii. A meeting will occur between departments to review the details of the incident, discuss the impact, actions taken, and concerns associated with response; and ultimately a list of lessons learned and corrective actions will be created.

    iii. Corrective actions will be tracked and monitored for progress by the OSU Division of Emergency Management, and individual departments will provide updates and information concerning any items noted for corrective action following an incident.

F. AAR AND EXERCISE PROGRAM LINKAGES

    i. The Ohio State University uses HSEEP (Homeland Security Exercise & Evaluation Program) standards to develop exercises and manage the after-action/corrective-action processes for funded exercises as a requirement of the DHS exercise program.

    ii. The use of HSEEP requires interaction between OSU, Franklin County Emergency Management & Homeland Security Agency, State of Ohio Emergency Management Agency, and the Department of Homeland Security/FEMA.

    iii. Grant funded exercises require the development and active participation and use of HSEEP after-action/corrective action processes as a requirement for exercise funding.

    iv. Management of the HSEEP system is assigned by those participating in exercises, and by local, state, and federal government authorities.

G. AAR/LESSONS LEARNED COMPLIANCE AND REVIEW

    i. The OSU Division of Emergency Management will retain a coordinating role to ensure that corrective actions/lessons learned are addressed by departments assigned a lesson learned/corrective action.

    ii. Quarterly, OSU Emergency Management will review the current status of lesson learned/corrective action assignments and address with individual departments/levels of authority as needed. As required, OSU Emergency Management will provide updated information to Local, State, and Federal entities as applicable.

H. DESCRIPTION OF COST RECOVERY PROGRAMS

    i. Cost recovery primarily occurs through OSU's insurance carrier and through Federal disaster reimbursement programs. Each of these areas has specific requirements and thresholds which ultimately determine the level of cost recovery available.

    ii. OSU's minimum deductible for cost recovery through the insurance carrier is 1 million dollars. For losses under the amount of the deductible, departments will work with University Insurance and may require cost sharing between the department and OSU.

    iii. Federal reimbursement of losses associated with disasters require Presidential Declarations of Disaster following requests sent by the Governor of the state impacted, and emergency management officials that provide initial information about the incident or disaster. Without an official declaration by the President of the United States; funds will not be made available through FEMA or other federal agencies.

    iv. Cost accounting for losses not covered by FEMA or other Federal programs will be coordinated through OSU Insurance.

    v. Cost accounting for losses covered by FEMA or other Federal programs with an associated Presidential Disaster Declaration will be coordinated through the Department of Public Safety.

I.   OVERVIEW OF DOCUMENTING INCURRED COSTS

    i.   Costs will be documented by each individual department. This includes costs associated with personnel, overtime, equipment used/expended, and contracts initiated as well as other costs required by insurance or government agencies which will be determined based upon the type of disaster.

    ii.   Documented costs will be forwarded to OSU Insurance if overall damages do not exceed the universities minimum deductible or other conditions. If an official Presidential Disaster Declaration exists for Franklin County, costs will be coordinated through the Department of Public Safety.

J.   IMPACT AND ROLE OF INSURANCE

    i.   Insurance plays an important role in all phases of emergency management. It provides a mechanism to assist with recovery and redevelopment, as well as resources and services related to disaster response and mitigation before, during, and after an incident. Insurance is an investment that allows OSU to continue the execution of its academic and research missions into the foreseeable future.

    ii.   The university has commercial insurance coverage for its property. This coverage is provided on a blanket basis, and covers all university property from equipment to buildings. The university's deductible is generally $1 million. The General Fund finances most of this, charging each department a $10,000 deductible per occurrence for a bona-fide loss.

K.   IDENTIFYING RESOURCE NEEDS

    i.   The planning process at OSU includes the utilization of hazard assessments, exercises, lessons learned, and planning groups when developing emergency management plans and procedures. Through these planning activities, resource needs and gaps are identified based on the threats to and vulnerabilities of OSU.

    ii.   Resource needs generally fall into seven primary areas under NIMS. They include personnel, facilities, equipment, vehicles, teams, aircraft, and supplies.

    iii.   Resource needs found during the planning process are identified either within OSU or through outside agencies, organizations, or suppliers and integrated into hazard specific plans.

    iv.   During emergency operations, resource requests are received from incident commanders, section chiefs, and others and routed through Public Safety Dispatch, University Emergency Operations Center, and individual departments.

L.   OVERCOMING RESOURCE SHORTFALLS

    i.   Mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. This facilitates rapid, short-term deployment of emergency support prior to, during, and after an incident. OSU currently maintains various pre-existing agreements and continually assesses the need and sources of additional agreements.

    ii.   While activated, the University EOC will coordinate the procurement of available internal and external resources. If the EOC is not activated, Public Safety Dispatch and individual departments will procure resources following existing procedures for purchasing and procurement.

    iii.   Resource shortfalls will be addressed through the University EOC when activated, and through individual departments when applicable. Some common resources are only available through external assistance such as firefighting, hazmat, explosive ordinance disposal teams, sheltering services, and others. Early communication between the Incident Command and the University EOC can address resource shortfalls as they are identified.

M. PROCESS OF IDENTIFYING PRIVATE AGENCIES/CONTRACTOR AS RESOURCE

    vi.   The University EOC will utilize representation from departmental areas of campus to identify existing contracts or agreements with private organizations/contractors and determine the applicability and scope of resource requirements. In the event OSU resources or existing agreements do not exist to fulfill resource shortfalls, the EOC will assign and coordinate procurement of resources through the Logistics Section of the EOC and work with departments to obtain needed resources

8. PLAN DEVELOPMENT AND MAINTENANCE

A. COORDINATION WITH EOP'S OF ADJOINING JURISDICTIONS

    i.   The State of Ohio and Franklin County both maintain an Emergency Operations Plan, equivalent of OSU's Comprehensive Emergency Management Plan (CEMP).

    ii.   The framework of OSU's emergency response synchronizes with those plans, as well as principles and guidance found within the National Incident Management System.

    iii.   OSU routinely meets with officials from both agencies through planning, exercises, training, and incidents. The collaboration between OSU and other emergency management organizations is vital to de-conflict the planned response and overall framework of operations used during disasters.

    iv.   The most recent promulgation of the State of Ohio EOP occurred in May 2011, the most recent promulgation of the Franklin County EOP occurred in January 2011.

B. PROCESS OF PLAN REVIEW

    i.   The OSU Comprehensive Emergency Management Plan (CEMP) will be reviewed and updated on an annual basis by the Division of Emergency Management.

    ii.   Submission for plan changes will be accepted through the Division of Emergency Management throughout the duration of the year. Changes will be noted within the OSU CEMP

    iii.   A planning workshop will be scheduled to review and orient key shareholders with the OSU CEMP prior to promulgation on an annual basis.

C. ORGANIZATION /UNIT RESPONSIBILITY

    i.   Emergency Support Function Annexes will be updated and maintained by individual departments on an annual basis and submitted to the Division of Emergency Management.

    ii.   Each department within this plan assigned an Emergency Support Function (ESF) coordinating role will at a minimum:

        1. Coordinate ESF before, during, and after an incident, including pre-incident planning and coordination.
        2. Maintain ongoing contact with ESF support departments/agencies.
        3. Conduct periodic ESF meetings and conference calls.
        4. Coordinate efforts with corresponding private sector organizations.
        5. Coordinate ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate.
        6. Submit ESF plan review and updates on an annual basis.

D. SUMMARY OF PLAN DISTRIBUTION

    i.   This plan is distributed to OSU department's assigned roles and responsibilities within this plan.

    ii.   This plan is distributed to external agencies and organizations with roles and responsibilities within this plan.

    iii.   The plan distribution list will be maintained and revised annually by the Division of Emergency Management.

E.   PUBLIC RELEASE OF PLAN/AVAILABILITY

    i.   Portions of the OSU CEMP will be made available to the public upon request in accordance with applicable laws and regulations.

    ii.   To request a copy of this plan, individuals or organizations may contact OSU Emergency Management at 614-247-4911 or emergencymanagement@osu.edu.

F.   SUBMITTING PLANS FOR REVIEW, COORDINATION, OR EVALUATION

    i.   This plan will be submitted for approval and promulgation annually upon completion of the annual revision and update.

    ii.   OSU Emergency Management will coordinate the approval and promulgation process with assistance from the Department of Public Safety, Legal Affairs, and Office of the President.

    iii.   This plan may be submitted for review or coordination with external public safety agencies at the local, state, and federal level of government as applicable.

G.   RECORD OF CHANGE

    i.   Changes to this plan will be documented in the Record of Change section of this plan.

    ii.   Changes may be submitted by any department or organization with roles and responsibilities within this plan to the Division of Emergency Management for consideration.

    iii.   Upon approval of changes to this plan, details of the plan modification will be disseminated to appropriate individuals for implementation and reflected in the next update of the CEMP.

9. AUTHORITIES AND REFERENCES

A.   DESCRIPTION OF LOCAL, STATE, AND FEDERAL LAWS

    i.   Local Regulations

- County, City, Village
- O.R.C. 3311.07 General Powers and duties of the Sheriff.
- O.R.C. 305 & 307 Board of county commissioners – powers.
- O.R.C. 307.01 County buildings, offices, equipment.
- O.R.C. 307.86 Competitive bidding required – exceptions.
- O.R.C. 305.12 Liability of commissioners.
- O.R.C. 305.09 Proceedings in board of county commissioners.
- O.R.C. 315 Engineer
- O.R.C. 307.31 Order for survey of county lines.
- O.R.C. 315.08 Duties of county engineer.
- O.R.C. 5502.26 Countywide emergency management agency.
- O.R.C. 313.06 Duties of coroner and deputies.
- O.R.C. 329.01 County department of job and family services – director, assistants, bonds.
- O.R.C. 4501:3-6-01 Emergency Operations Plans
- O.R.C. 305.30 County administrator – powers and duties.
- O.R.C. 307.15 Contracts with other governmental entities.
- O.R.C. 733.03 General Powers of mayor in cities – merger of certain departments.
- O.R.C. 737.10 Additional patrolmen and firemen in emergency situation.
- O.R.C. 737.02 General duties – records –contracts.
- O.R.C. 737.06 Chief of police.
- O.R.C. 737.09 Chief of fire department.

- O.R.C. 3737.80 Chief of fire department responsible for primary coordination in emergency situation.
- Ohio Fire Code 104.11
- O.R.C. 737.11 General duties of police and fire departments.
- O.R.C. 731.30 Application of sections.
- O.R.C. 715 General Powers.
- O.R.C. 733.24 Mayor of village – election – term – qualifications – powers – duties.
- O.R.C. 737.22 Appointment of fire chief or fire prevention officer and firefighters.
- O.R.C. 737.19 Powers and duties of village marshal.
- O.R.C. 737.22 Appointment of fire chief or fire prevention officer and firefighters.
- O.R.C. 503 General Provisions.
- O.R.C. 504 Limited home rule government.
- O.R.C. 505 Trustees.
- O.R.C. 505.032 Powers and duties of township administrator.
- O.R.C. 505.37 Fire protection services.
- O.R.C. 505.48 Township police district.

ii.   **State Regulations**
- Ohio Constitution, Article III, Sec. 5
  - The supreme executive power of this State shall be vested in the Governor.
- Ohio Constitution, Article II, Sec. 42
  - Power of the Governor to act for the citizens in the event of attack or other disaster.
- Ohio Constitution, Article IX, Sec. 4
  - Power to call forth militia to execute laws of the State, to suppress insurrection, or to repel invasion.
- O.R.C. 161.0-29
  - Emergency Interim Government

- O.R.C. 1503.01
  - Ohio Department of Natural Resources, Duties
- O.R.C. 3701.01
  - Ohio Department of Health, Duties
- O.R.C. 3737.22
  - Duties of fire marshal
- O.R.C. 3737.80
  - Hazardous materials emergencies
- Ohio Fire Code
- O.R.C. 3745
  - Ohio Environmental Protection Agency
- O.R.C. 5119
  - Ohio Department of Mental Health
- O.R.C. 5120
  - Ohio Department of Rehabilitation and Corrections
- O.R.C. 5139
  - Ohio Department of Youth Services
- O.R.C. 5501
  - Ohio Department of Transportation
- O.R.C. 5502
  - Ohio Department of Public Safety
- O.R.C. 5502.21
  - Ohio Emergency Management Agency
- O.R.C. 5503.02
  - Ohio State Highway Patrol

- O.R.C. 5919
    - Ohio National Guard
- O.R.C. 3345.04
    - State university law enforcement officers
- O.R.C. 3345.26
    - Board of trustees or president may declare state of emergency.
- O.R.C. 5101.01
    - Department of Job and Family Services
- O.R.C. 3750
    - Emergency planning.
- O.R.C. 149.43
    - Availability of public records for inspection and copying.
- O.R.C. 3745.13
    - Cost of dealing with unauthorized spill, release or discharge.

   iii.   **Federal Regulations**

- Civil Defense Act of 1950 as amended (P.L. 81-920).
- 1977 Defense Authorization Act (P.L. 94-361).
- The Disaster Relief Act of 1974.
- Emergency Planning and Community Right-To-Know Act of 1986.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (P.L. 93-288)
- Intergovernmental Review of the Federal Emergency Management Agency Programs and Activities (E.O. 12372).
- Disaster Mitigation Act of 2000 (DMA2k).
- Homeland Security Presidential Directives 5 and 8.
- Superfund Amendments and Reauthorization Act of 1986.
- Emergency Management and Assistance Regulations (44 CFR Part 206).
- Uniform Admin. Requirements for Grants & Cooperative Agreements to State & Local governments (44 CFR Part 13).
- Non-discrimination in Federally Assisted Programs (FEMA) (44 CFR Part 7).
- Administration of Grants: Audits of State and Local Governments (44 CFR Part 3).
- Government wide Debarment and Suspension (non-procurement and Government Requirements for Drug-Free Workplace (44 CFR Part 13).
- New Restriction on Lobbying (44 CFR Part 18).
- Funding Techniques (31 CFR 205.6).
- Federal Grant and Cooperative Agreement Act of 1977 (P.L. 95-224).
- The Americans with Disabilities Act of 1990, as amended 2008 (P.L. 110-325).
- Uniform Administrative Requirements for Grants and Cooperative Agreements with State and Local Governments (OMB Circular A-102).
- Cost Principles for State and Local Governments (OMB Circular A-87).
- Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations (OMB Circular A-110).
- Cost Principles for Educational Institutions (OMB Circular A-21).
- Audits of States, Local Governments, and Non-Profit Organizations (OMB Circular A-133).
- Cost Principles for Non-Profit Organizations (OMB Circular A-122).

B. REFERENCE MATERIALS

- Comprehensive Preparedness Guide 101 (CPG 101)
- NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- National Preparedness Guidelines
- Target Capabilities List (TCL)
- Universal Task List (UTL)

- State of Ohio Emergency Operations Plan
- State of Ohio Statewide Communications Interoperability Plan
- Franklin County Emergency Operations Plan

C. GLOSSARY OF TERMS

- **Access and Functional Needs**
  Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

- **(AAR) After-Action Review**
  The after action review process is a leadership and knowledge sharing tool that helps professionals within OSU to better understand incidents and important events. Through this process, leadership can identify aspects of planning, preparedness, incident response, and incident management that may either be highlighted as worth sustaining or noted for corrective action.

- **(CEMP) Comprehensive Emergency Management Plan**
  The ongoing emergency operations plan maintained by OSU Emergency Management for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

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

- **Damage Assessment**
  The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks) resulting from a man-made or natural disaster.

- **(DEOC) Departmental Emergency Operations Center**
  An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DEOC is on internal agency incident management and response. DEOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

- **Disaster**
  An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this report, a "large-scale disaster" is one that exceeds the response capability of the Local jurisdiction and requires State, and potentially Federal, involvement. As used in the Stafford Act, a "major disaster" is "any natural catastrophe [...] 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 [the] Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby." (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

- **Emergency**
Any incident, whether natural or manmade, 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" (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

- **(EM) Emergency Management**
A continuous process in which Local, State, Federal, non-governmental organizations, private sector agencies, and institutions of higher-education conduct incident management and emergency preparedness activities focusing on mitigation, preparedness, response, and recovery periods.

- **(EOC) Emergency Operations Center**
The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

- **Incident**
An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

- **(ICS) Incident Command System**
A standardized on-scene emergency management construct specifically designed to provide 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 and 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 Management**
A process or framework that gives emergency management/response personnel a flexible but standardized system for emergency management and incident response activities.

- **Incident Management Team**
An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

- **Mitigation**
Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

- **(MAC) Multiagency Coordination Systems**
  A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

- **NFPA 1600 Standard**
  This standard promulgated by the National Fire Protection Association that provides the fundamental criteria to develop, implement, assess, and maintain the program for prevention, mitigation, preparedness, response, continuity, and recovery. The standard was developed in synchronization with the U.S. Department of Homeland Security, International Association of Emergency Managers, and the National Emergency Management Association.

- **Operational Period**
  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 they last 12 to 24 hours.

- **Preparedness**
  A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the *National Incident Management System*, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

- **(NIMS) National Incident Management System**
  A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

- **(NRF) National Response Framework**
  A guide to how the nation conducts all-hazards response.

- **Recovery**
  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.

- **Resources**
  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**
  A system for identifying available resources at all jurisdictional levels to enable timely, efficient, 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 and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

- **Response**
  Activities that address the short-term, direct effects of an incident. Response 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.

- **(SITREP) Situation Report**
  Confirmed or verified information regarding the specific details relating to an incident.

- **(SOG) Standard Operating Guidelines**
  A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

- **(SOP) Standard Operating Procedure**
  A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

- **Status Report**
  Information specifically related to the status of resources (e.g., the availability or assignment of resources).

- **Strategy**
  The general plan or direction selected to accomplish incident objectives.

- **Tactics**
  The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

- **(UC) Unified Command**
  An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

D. ACRONYMS

- (AAR) After-Action Report
- (CBRNE) Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive
- (CERT) Community Emergency Response Team
- (CIKR) Critical Infrastructure and Key Resources
- (COG) Continuity of Government
- (CONOPS) Concept of Operations
- (COOP) Continuity of Operations
- (CPG) Comprehensive Preparedness Guide
- (DAP) Disaster Assistance Policy
- (DHS) U.S. Department of Homeland Security
- (EAS) Emergency Alert System
- (EMS) Emergency Medical Services
- (EOC) Emergency Operations Center
- (EOP) Emergency Operations Plan
- (ESF) Emergency Support Function
- (FEMA) Federal Emergency Management Agency
- (FOG) Field Operations Guide
- (HAZMAT) Hazardous Material(s)
- (HAZUS-MH) Hazards U.S. Multi-Hazard
- (ICS) Incident Command System
- (JFO) Joint Field Office
- (LEPC) Local Emergency Planning Committee
- (MAA) Mutual Aid Agreement
- (MOA) Memorandum of Agreement
- (MOU) Memorandum of Understanding
- (NIMS) National Incident Management System
- (NRF) National Response Framework
- (P.L.) Public Law
- (SOG) Standard Operating Guideline
- (SOP) Standard Operating Procedure
- (U.S.C.) United States Code

SECTION B: EMERGENCY SUPPORT FUNCTIONS

The National Response Plan (NRP) is part of the National Incident Management System (NIMS) and establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines – homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services and the private sector – and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents and identifies how specific entities support the overall goals.

1. ESF 1: Transportation (Transportation & Traffic Management (TTM))

The Ohio State Universities Transportation and & Traffic Management Services is responsible for university parking services, bicycle registration, Campus Area Bus Service (CABS), motorist assistance, car rental, bus charters, state vehicle repair, vehicle fuel purchases, and state vehicle purchasing. During emergencies, TTM enforcement officers assist with traffic control. Contact TTM at https://ttm.osu.edu/ or 614-292-RIDE; 614-292-7433.

ESF 1: During campus emergencies where required, Transportation & Traffic Management is responsible for providing vehicles and personnel to fulfill transportation-related mission assignments within the university at the time of a major disaster event. These assignments can be anticipated to involve two major operations. First is to provide evacuation transportation assistance for the transit dependent. The second is to provide transportation support of the movement of personnel and materials needed to initiate and sustain emergency response and disaster recovery operations related to the disaster

2. ESF 2: Communications (Office of the Chief Information Officer (OCIO))

The Ohio State Universities Office of the Chief Information Officer (OCIO) is the telecommunications and networking department offering voice, data, and video services to the university community. Contact OCIO at https://ocio.osu.edu/ or 614-688-HELP.

ESF 2: During campus emergencies where required, OCIO is responsible for providing facilities, equipment, trained personnel, services, and supplies necessary to sustain communications by university and other designated departments and organizations during emergency response and disaster recovery operations within or for the benefit of The Ohio State University at the time of a disaster or major event. The communications facilities, systems and equipment provided, maintained, repaired, or replaced during a disaster or major event include both permanent communications systems installed specifically to support university emergency response and disaster recovery operations.

WOSU AM 820 is the official area broadcast station in case of major disaster or university closing. Tune in to this station for information.

3. ESF 3: Public Works and Engineering (Facilities Operations and Development (FOD))

Facilities Operations and Development (FOD) provides design and construction, planning and real estate, utilities support, maintenance operations, custodial operations, roads and grounds maintenance and support, and safety. FOD in collaboration with Student Life maintains a 24-hour, 7-days a week Customer Service Center called Service2Facilities (S2F) available at 614-292-HELP. Contact FOD at fod.osu.edu/ or 614-292-0257.

ESF 3: FOD is responsible for coordination of debris removal actions, facilitating emergency access into impacted areas, implementing temporary measures for safety and property protection, assisting in the stabilization or demolition of damaged structures, restoring roadway networks, and restoring or repairing other critical components of the university infrastructure.

4. ESF 4: Firefighting (Department of Public Safety)

University Fire Prevention Services, a division of Public Safety, acts as liaison with the State of Ohio Fire Marshal and the City of Columbus Division of Fire to provide fire safety services to the university community. These services include inspections and alarm response. Direct maintenance and repairs for building fire alarm systems to Facilities Operations and Development via Service2Facilities at 614-292-HELP. Contact Public Safety at dps.osu.edu/ or 614-247-6300.

ESF 4: University Fire Prevention Services is responsible for coordination of support to fire prevention and suppression operations conducted at the time of a disaster impacting The Ohio State University. Operations at an incident scene will be directed and coordinated by the designated incident commander pursuant to established ICS procedures. University Fire Prevention Services will staff a workstation at the University Emergency Operations Center, when activated, to provide coordination and support to field operations and to coordinate firefighting support to other university response and recovery operations.

5. ESF 5: Emergency Management (Department of Public Safety)

University Public Safety is the coordinating public safety entity on campus, with offices located in Blankenship Hall. The OSU Police Department, Emergency Preparedness and Fire Prevention Services, Security Services, and Student Safety Services are the main operating units. University Public Safety is responsible for the maintenance of the university's overall emergency response and disaster planning efforts and protocols. Contact Public Safety at dps.osu.edu/ or 614-247-6300.

University Security Services is responsible for alarm monitoring on campus and provides security services for select university facilities. Security Services operates a 24-hour, 7-days-a-week alarm monitoring and communications center. Issues involving alarm systems, not including maintenance or repair, should be brought to their attention. Direct maintenance or repair of alarm systems to Facilities Operations and Development via Service2Facilities at 614-292-HELP. Contact University Security Services at dps.osu.edu/ or 614-292-6677.

ESF 5: University Public Safety provides the focal point for coordination of information gathering and analysis in the Emergency Operations Center (EOC). Information gathered by university response departments during or as a result of field operations provides the information to the EOC where it is processed for purposes of determining the characteristics of the event and its impacts on the university, for strategic planning of response and recovery operations by the university, and for providing information to organizations involved in the response. The information gathered and processed by university Public Safety also represents the authoritative source for information to the general public about the event.

6. ESF 6: Mass Care Emergency Assistance, Housing, and Human Services (Student Life, University Housing)

Student Life is responsible for many of the outside-the-classroom aspects of student life at Ohio State. Among these are student housing; food service; health, wellness, and counseling; activities, organizations, and leadership development; recreation and intramurals; ResNet; and BuckID. Student Life is a partner in the Multicultural Center, Living-Learning Programs, the Younkin Success Center, and the Student Housing Legal Clinic. Student Life also operates the Schottenstein Center, the Fawcett Center, the Blackwell Inn, the Ohio Union, and the Drake Event Center. Contact Student Life at studentlife.osu.edu/ or 614-292-9334.

ESF 6: In addition to sending a representative to the EOC, Student Life will establish and staff their own emergency operations center in 128 Lincoln Tower to respond to issues and coordinate activities of the division during an emergency. Student Life will maintain a 1-800 number and a web site to provide timely and accurate information for the community and the families of students. This emergency operations center will be staffed whenever the university EOC is activated and for incidents that impact large numbers of the student population.

Student Life is responsible for providing mass care services on campus for students, staff, faculty, and visitors temporarily displaced or evacuated as a result of a hazardous event or who require mass care services in or near impacted areas because of the prolonged outage of public utilities and the inaccessibility of basic

community services. Student Life will integrate operations with those of other university departments to ensure effective and timely activation, staffing, and operation of shelters and field mass care locations.

7. ESF 7: Logistics Management and Resource Support Resource Support & Business Operations (Facilities Operations and Development)

Facilities Operations and Development (FOD) provides several services, including design and construction, planning and real estate, utilities support, maintenance operations, custodial operations, roads and grounds maintenance and support, and safety. FOD in collaboration with Student Life maintains a 24-hour, 7-days a week Customer Service Center called Service2Facilities available at 614-292-HELP. Contact FOD at fod.osu.edu or 614-292-0257.

OSU Business Operations provides transportation and parking services, microscope repair, purchasing, receiving, mail, stores, trademark and licensing, travel, and printing services to the campus community. Contact Business Operations at busops.osu.edu or 614-292-4135.

ESF 7: During a campus-wide emergency (disaster), Facilities Operations and Development will establish and staff a workstation at the Emergency Operations Center (EOC) in Blankenship Hall. FOD, in collaboration with Business Operations and other supporting departments, will process requests for procurement and purchasing. Additionally, FOD will receive requests for additional resources, personnel, and services through other representatives at the EOC. In fulfilling requests, FOD will draw first from the existing inventories of university departments, if the materials can be obtained and delivered on a timely basis. Additional resources that may be requested include any materials needed to initiate and sustain emergency operations, including emergency relief supplies, space, office supplies and equipment, vehicles, fuel, contracted services, telecommunications, temporary personnel, specialists, and consultants, etc.

8. ESF 8: Public Health and Medical Services Health and Medical Services (OSU Medical Center)

The Ohio State University Medical Center provides patient care, teaching, and research at four major hospitals (University Hospital, James Cancer Hospital and Solove Research Institute, Ross Heart Hospital, OSU Hospitals East), at outreach and satellite clinics, and at academic College of Medicine buildings on the Ohio State main campus. Contact the Ohio State University Medical Center medicalcenter.osu.edu/ or 614-293-5123.

ESF 8: The Ohio State University Medical Center will provide direction, coordination, and guidance to operations conducted within the university to provide health and medical services to members of the public affected by the event and to emergency workers responding to the event. Additionally, the OSU Medical Center representative at the EOC will receive information from impacted areas and establish emergency operations regarding the need for health and medical services and resources and will deploy or activate facilities, personnel, equipment, and other resources of the primary and support departments to meet those needs.

9. ESF 9: Search and Rescue (Department of Public Safety)

University Fire Prevention Services, a division of Public Safety, acts as liaison with the State of Ohio Fire Marshal and the City of Columbus Division of Fire to provide fire safety services to the university community. These services include inspections and alarm response. Direct maintenance and repairs for building fire alarm systems to Facilities Operations and Development via Service2Facilities at 614-292-HELP. Contact Public Safety at dps.osu.edu/ or 614-247-6300.

ESF 9: University Fire Prevention Services is responsible for coordination of support to fire prevention, fire suppression, and rescue operations conducted at the time of a disaster impacting The Ohio State University. Operations at an incident scene will be directed and coordinated by the designated incident commander pursuant to established ICS procedures. University Fire Prevention Services will staff a workstation at the University Emergency Operations Center, when activated, to provide coordination and support to field operations and to coordinate firefighting support to other university response and recovery operations.

10. ESF 10: Oil and Hazardous Materials Response Hazardous Materials (Environmental Health & Safety)

Environmental Health & Safety (EHS) assists the university community in providing and maintaining a safe, healthful work environment for students, faculty, staff, contractors, and visitors. The EHS mission encompasses responsibilities of protecting the local community and environment from potential hazards generated by university activities.

The EHS Emergency Response Team (ERT) is available to provide consultation and support for hazardous material spills and releases, temporary controls, and other general information to the Columbus Division of Fire (CFD), OSUPD, and Ohio State departments during normal business hours – 7:30 a.m. to 4:30 p.m. Monday through Friday. After normal business hours, contact the EHS ERT through the Ohio State Police Department. Contact EHS at ehs.osu.edu or 614-292-1284.

ESF 10: The designated incident commander responsible will direct and control emergency response operations for hazardous materials releases at each incident, utilizing established procedures for implementation of the incident command system (ICS). When the magnitude of the event warrants activation of this ESF, EHS will serve as the designated primary department and provide staff to the university EOC. EHS will coordinate the university-wide response to the hazardous materials aspects of the event and its impacts, utilizing the resources of the support departments and available mutual aid. The Columbus Division of Fire Hazardous Materials Team will be counted on for assistance during the event.

11. ESF 11: Agriculture and Natural Resources

12. ESF 12: Energy Utilities Support (ENGIE)

ENGIE provides utilities support for The Ohio State University.

ESF 12: During a campus emergency when the activation of the EOC has occurred, ENGIE will process all requests for energy- and utility-related information and assistance. ENGIE Utilities personnel will gather and process information and assessments of the operations status of energy and utility systems serving the university and will coordinate the allocation and deployment of university and outside resources to their repair or restoration.

13. ESF 13: Public Safety and Security

The Ohio State University Police Department (OSUPD) located in Blankenship Hall at 901 Woody Hayes Drive maintains an Emergency Communications Center 24-hours a day, 7-days a week. To report an emergency of any kind, including but not limited to fire, medical emergency, or hazardous material spills or release, dial 9-1-1 from any campus telephone or 614-292-2121 from wireless and off-campus telephones. Contact the OSUPD at dps.osu.edu/.

14. ESF 14: Long-Term Community Recovery

15. ESF 15: External Affairs