



SAINT MICHAEL'S COLLEGE

FOUNDED 1904

EMERGENCY OPERATIONS PLAN (EOP)



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EXECUTIVE SUMMARY

In order to preserve and advance Saint Michael's College's (SMC) critical teaching and public service mission, a stable and secure infrastructure of services and administration is essential. In times of extreme emergency, wide-spread disruption and/or life-threatening crises, critical functional units of the College must work together under central coordination to protect life and preserve property.

The SMC Emergency Operations Plan (EOP) provides the organized management system for Saint Michael's College to follow during emergencies. It is designed as a flexible system in which part or all of the plan may be activated, as dictated by the situation. The EOP provides an organizational structure and procedure for the management of information, activities, and operations during an emergency. As described throughout the EOP and supporting documents, Saint Michael's College takes an "all hazards" approach and maintains programs in the prevention and mitigation of, preparation for, response to, and recovery from natural, human-caused, and technology-caused disasters. Individual departments must follow this framework and design, test, and refine plans and programs for their areas for the college to be able to respond and be resilient to incidents, emergencies, and crisis situations of any size.

Dr. D. E. Lorraine Sterritt, President

Date

RECORD OF DISTRIBUTION

Department	Location	No. of Copies	Signature of
Public Safety	Sutton Fire & Rescue	1	
Public Safety / Dispatch	Sutton Fire & Rescue	15	
President's Office	Klein Hall	3	
Risk Management	St. Joseph's Hall	1	
Marketing and Communications	Prevel Hall	1	
Academics	Klein Hall	2	
Physical Plant	St. Joseph's Hall	1	
SMC Fire	Sutton Fire & Rescue	1	
SMC Rescue	Sutton Fire & Rescue	1	
Wellness Center	Bergeron Hall	2	
Human Resources	St. Joseph's Hall	2	
Campus Ministry	Alliot Hall	2	
Student Life	Alliot Hall	3	
Information Technology	Jean Marie Hall	1	
Finance	Salmon Hall	2	
Colchester Police		2	
Institutional Advancement	Pomerleau	1	
Admissions	Hoehl	1	

Distribution of the full plan with annexes and appendices is restricted to personnel listed above. Threat specific annexes are for College Official Use Only and not for further dissemination. The basic EOP is available on the College website. Link here: <https://www.smcvt.edu/student-life/health-and-safety/public-safety/department-operations/>

PURPOSE

The purpose of the SMC EOP is to provide authority, establish guidelines, assign responsibilities, and promote awareness in preventing, preparing for, responding to and recovering from emergencies that may affect Saint Michael's College and our community. The plan provides guidance and structure to stakeholders to assist those affected in dealing with crisis coordinate as a team and with external entities and provide resources to expedite the return to normal operations with minimal negative impact.

AUTHORITY

This Basic Plan, and its appendixes and annexes, shall apply to all property owned, leased or controlled by Saint Michael's College, including events and programs occurring at off-site locations.

Although the College is treated as a "jurisdiction" for administrative and training purposes by Vermont Emergency Management, it has no special statutory authority with regard to handling emergencies beyond those granted to the rescue squad, fire department, or a property owner.

For SMC to access public resources (local, State, or Federal) in an emergency, requests for those resources will be routed through the Town of Colchester, either through their Emergency Operations Center or other authority representing the town during the emergency or Vermont Emergency Management or other agency if a direct relationship is established.

In a situation where there is a physical scene or location the Incident Commander (IC) will have authority and jurisdiction to run and control the scene. The role of the Emergency Operations Center (EOC) is to support the IC and responders in their response to the scene and field conditions. The Emergency Management Team (EM Team), through the EOC Manager or designee will update and consult with the Executive Policy Group (EPG) to ensure the college's response is uniform and consistent.

When an emergency occurs that requires the immediate activation of this plan, the following College officials have the authority to activate this EOP:

- the President,
- the Director of Public Safety
- their designees.

During an emergency, the President (or the next most senior available administrator) has ultimate responsibility, authority and accountability for declaring a "state of campus emergency," setting the direction as to how the emergency will be managed, and making key executive decisions. He/she is assisted and advised by the Executive Policy Group and the Emergency Management Team (EM Team), defined below. Current policies, agreements, and contracts may be suspended or curtailed.

CONCEPT OF OPERATIONS

There are four phases of Emergency Management.

- **Preparedness:** Includes plans or preparations made to save lives and to help response and rescue operations.
- **Response:** Actions taken to save lives and prevent further property damage in an emergency situation.
- **Recovery:** Includes actions taken to return to a normal or an even safer situation following an emergency.
- **Mitigation:** Includes any activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Incident Command structures and Emergency Operations Centers are usually used during the Response and Recovery phases.

Priorities:

The need for rapid decisions and actions during emergencies requires that emergency management plans and procedures replace normal Saint Michael's College policies and procedures. In an emergency, the College's priorities are:

- Priority I: Protection of Life Safety, and Property (in order);
Priority II: Maintenance of Critical Support Services and Assessment of Damages;
Priority III: Restoration of General Campus Operations

As described in the Continuity of Operations Annex (Annex E) all functions are assigned to one of three tiers based on dependencies and potential for disruption to the campus community. Critical functions within each department will be designated as:

Tier I: 0-12 hours

- Must be restored to a minimum level of service within 12 hours of an event
- Functions with direct and immediate effect to preserve life, safety and protect property
- Functions that preserve the College's ability for command and control

Tier II: Twelve Hours to Two Weeks

- Functions that sustain the health, living environment and learning environment
- Functions that support Tier I functions
- Must be sustainable for a minimum of thirty (30) days

Tier III: Two Weeks to Thirty Days

- Functions that support Tier I and Tier II
- Do not need to reach full operations within the first two weeks following an event

Activation:

The Executive Policy Group and EM Team, as well as the EOC may be partially or fully activated as described below based on the nature, scope and requirements of the situation. Examples of situations that may require a different level of activation or response beyond the day-to-day response include but are not limited to:

Student related incidents:

- Serial sexual assaults
- Completed suicide
- Death on campus
- Multiple injuries from a single incident or cause
- Large scale dissent/disruption including riots
- Substantial hate crimes
- Medical or biological emergencies

Infrastructure and Operations related incidents:

- Building damage or destruction including fire
- Weather or natural disasters
- Transportation disasters
- Hazardous materials spill

Emergency Operations Plan Structure:

The SMC EOP contains the following basic components:

- Basic EOP
- Function Specific Annexes
- Threat Specific Annexes
- Department Level Emergency Plans (DLEPs)
- Department Level Continuity of Operations Plans (COOPs)
- General and Annex Specific Appendices

In order for Saint Michael's to effectively respond to an emergency, to protect life and property, and restore critical operations, the following departments, at a minimum, must have Department Level Emergency Plans (DLEPs) or Continuity of Operations Plans (COOPs) that allow them to maintain their services throughout an incident:

- Public Safety
- Facilities Management
- Dining Services (Sodexo)
- Information Technology
- Student Health Services and Counseling Services
- Financial Services
- Human Resources
- Residential Life
- Marketing and Communications

Academics

The above departments will identify Essential Personnel or Roles within their department. Essential Personnel will be required to respond or be available to perform essential functions

during an emergency. Essential personnel for a specific incident type will be identified in each annex. Each department will provide their continuity of operations plans to the chairperson of the Emergency Management Team (EM Team) for inclusion in the College's Emergency Operations Plan.

Each of these department is responsible for reviewing, updating, and enhancing its Department Level Emergency Plan on a regular basis in accordance with the National Incident Management System (NIMS), emergency management best practices, and the lessons learned after emergency preparedness exercises or real-life emergency incidents. To that end, each department will meet each year to:

Review and revise the Department Level Emergency Plan (DLEP);

Discuss emergencies that may have occurred at other institutions of higher education and consider actions that we would have taken if those emergencies had occurred at [Saint Michael's College](#);

Coordinate with the EMD to ensure the DLEP and the EOP are compatible and incorporate properly.

Receive a status update on implementation of the EOP from designated personnel.

The procedures contained in these Department Level Emergency Plans shall remain in effect as long as they do not conflict with the provisions of the EOP. Any exceptions that may conflict with the EOP policies and procedures will only be implemented after obtaining approval from the incident commander, or EOC (if activated).

ORGANIZATIONAL STRUCTURE

SMC's Emergency Organization Structure consists of the following elements:

Executive Policy Group (EPG)
Emergency Management Team (EM Team)
Emergency Operations Center (EOC)
On Scene Incident Command (IC)

Each of these elements must consider the nature of emergencies and the potential for extended operational periods requiring alternate staff members be identified and trained to continue operations over several days / weeks.

Executive Policy Group

The Executive Policy Group is responsible for making strategic emergency-related policy decisions. The team is activated when threshold incidents have or are threatening to occur. A threshold incident is any significant, unplanned event that has the potential to cause death or significant injury to students, staff, faculty or visitors, or that can severely disrupt College operations, causing physical or environmental damage or threatening the College's facilities.

Any member of the Executive Policy Group may initiate a meeting/conference call of the full Executive Policy Group based on information he or she is in possession of involving a potential emergency. Other appropriate staff members as needed may augment the team given the emergency situation facing the community.

The Executive Policy Group may be adjusted based on the needs of the situation. The base team consists of the following members or their designees:

President	Chief of Staff
Vice President of Student Affairs	Vice President of Academic Affairs
Vice President of Finance	Vice President of Admissions
Vice President of IA	Director of Marketing
Director of Wellness	Director of Facilities
Director of Human Resources	Director of Campus Ministry
	Director of Public Safety

The primary responsibilities of the Executive Policy Group are:

- Provide the mission, goals and objectives on how to manage the emergency to the Emergency Management Team
- Authorize expenditure of funds and/or enter into contracts to respond/mitigate effects of the emergency
- Communicate with the Board of Trustees and other key stakeholders
- Address major policy decisions during an emergency
- Ensure all components of the College are implementing their Department Level Emergency Plans
- Designate a team to manage the recovery process

EMERGENCY MANAGEMENT TEAM:

The Emergency Management Team’s scope and function are determined by the emergency, its impact on the campus or region, and the current situation. It serves as the centralized location for managing the emergency. The Executive Policy Group will set the mission and goals for the Emergency Management Team. The Emergency Management Team will manage the tactical/operational facets of the emergency and will direct and support short-term response activities. The Emergency Management Team will plan, coordinate, and delegate work assignments in support of the on-scene incident command/unified command and emergency responders.

The Emergency Management Team will be activated when one or more of the following conditions exist:

- Emergency response activities require resources beyond the College's immediate capabilities;
- The emergency will be of a long duration;
- Local and/or state jurisdictions have declared a 'state of emergency'

- The emergency requires significant coordination

The Emergency Management Team consists of the following members or their designees:

Asst. Director of Public Safety, Vice-Chair	Director of Public Safety, Chair
Chief of Rescue	Chief of Fire
Director of Dining Services (Sodexo)	Directors of Student Health Services
Director of Marketing and Communications	Director of Residence Life
Director of Facilities	Vice President of Enrollment and Marketing
Director of Information Technology for Data Center	Vice President of Student Affairs
Associate Dean of the College	Associate Director of Facilities for Occupational / Environmental Health and Safety
Vice President of Finance or representative	Director of Study Abroad
Director of Human Resources	Director of Campus Ministry
Dean of the Faculty	Chief of Staff
Director of Athletics (as needed)	Disability Services Coordinator
International Student Coordinator (as needed)	External partner agencies

Each position must have a primary and 2 alternate persons identified to fill the role. Each person and alternate must have the authority and training to perform the functions of their role in an emergency.

The primary responsibilities of the Emergency Management Team are:

- Provide support for the on-scene incident command operations
- Determine the level/scope of the emergency
- Issue warnings, instructions, and information to the broader SMC community
- Organize and implement large scale evacuation and shelter arrangements, if needed
- Coordinate and implement evacuation orders, if needed
- Activate any contracts or mutual aid agreements to acquire needed resources
- Request assistance from external sources, as needed

EMERGENCY OPERATIONS CENTER FUNCTIONS:

There are three levels of Emergency Operations Center (EOC) activation; each is triggered based on the magnitude of the emergency. They are:

Standby/Alert - The emergency involves an incident that can be managed using normal response operations. The EOC is not activated, but the Emergency Management Team places appropriate Emergency Management Team personnel on alert status. The Emergency Management Team may activate the campus-wide Emergency Notification System (ENS) when it is deemed necessary due to the nature of the emergency. EM Team members may meet or conference call to support the handling of a situation, i.e., identifying resources or pooling information.

Partial Activation - The College cannot, or can no longer, manage the emergency using routine procedures. Partially activates the Emergency Management Team, i.e., some, but not all of the positions are filled, to support and coordinate the response to the incident. The EOC Director makes Emergency Management Team staffing decisions. Partial activations may last for more than 24 hours and require limited personnel to cover shifts and operational periods.

Full Activation - A major emergency, whose nature and impact extends beyond the College and not only disrupts operations of the institution, but those of surrounding communities. Resources that the College might typically rely on may be delayed or unavailable because they are being used in the broader community. The EOC is activated and fully staffed to coordinate campus wide resources to effectively manage the situation. Full activations may last more than 24 hours and require personnel to cover multiple shifts and operational periods.

EOC Staffing organization:

The EOC is staffed utilizing the Department model of the National Incident Management System (NIMS) 2017. This structure, similar to a Multi-Agency Coordination (MAC) system, is modular, extending to incorporate all functions necessary according to the scope of the emergency. It is designed to complement and work with the Incident Command system established by responders at the scene and align with the normal functional responsibilities of the college departments. Positions are staffed based on the functional departments of the college. Some or all of the following positions would be staffed during EOC activation. More information on staffing and roles is found in Appendix 1: Command and EOC Staff. Below are short descriptions.

There are four Command level personnel in the EOC:

Emergency Operations Center (EOC) Manager (or Director) - is responsible for overall implementation of the resources needed to respond to, mitigate, and terminate an emergency situation. This position has full decision-making authority to implement the necessary emergency response activities. S/he determines which of the ICS functions should be activated for a given emergency situation. This role is filled by the Director of Public Safety, the Chair of the Emergency Management Team or their designee.

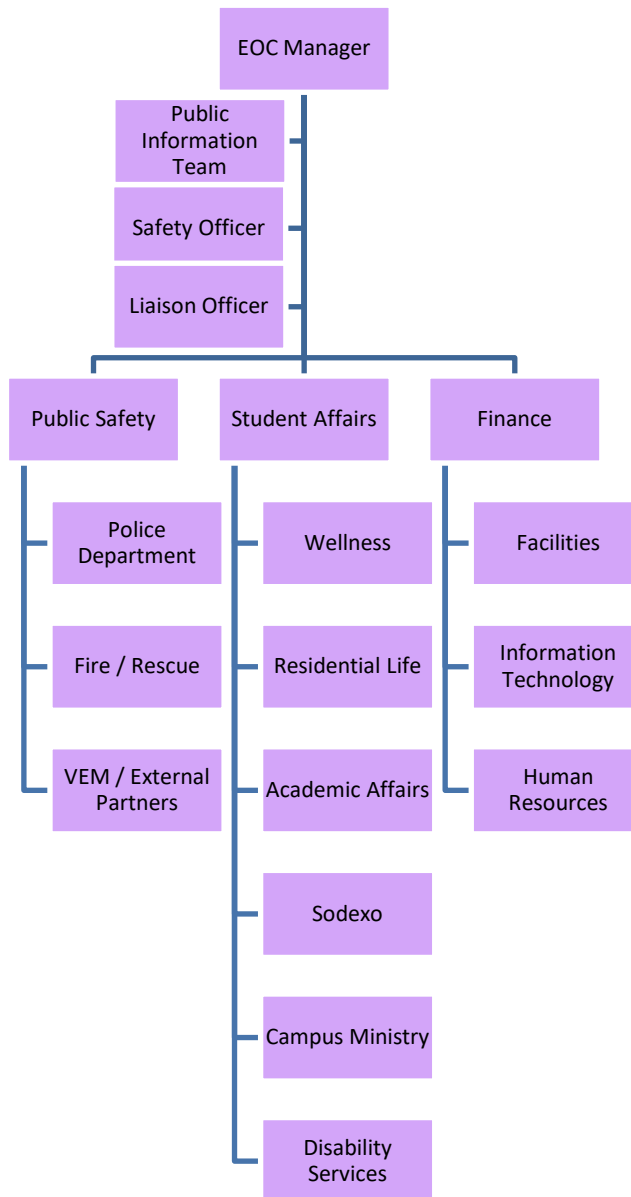
Public Information Officer (PIO) - is responsible for interfacing with the college community, public, media and social media, as well as other agencies with incident-related information. S/he also performs a key public information-monitoring role in implementing measures for rumor control. The Public Information Officer is also the point person in participating in a Joint Information Center (JIC) in order to ensure consistency in the provision of information to the public. This role is filled by the Director of Marketing or their designee

Safety Officer - is responsible for monitoring incident operations and advises the Emergency Operations Center Director and staff on all matters relating to operational safety, including the health and safety of emergency responder personnel and the campus as a whole. S/he has emergency authority to stop and/or prevent unsafe acts during incident operations. This role is filled by the Associate Director of Facilities for Occupational / Environmental Health and Safety or their designee.

Liaison Officer - is the point of contact for representatives of other governmental departments and agencies, responders and assets that are not members of Unified Command, including non-

governmental organizations, and/or the private entities. This role is filled by a member of Public Safety as available.

Staffing the EOC during activation requires some variation from normal working structures and routines. Within the NIMS model and for efficient control and flow of information department representatives will work with and through a specific chain of command during a large scale emergency. Based on the needs of the situation the following roles will be used when the EOC is activated:



Specific roles for each of these departments and roles are defined in Appendix 1

EMERGENCY SCENE OPERATIONS

Incident Command:

The Incident Command Post, if required, is established as close to the event scene as practical and is the location from which the Incident Commander (IC) coordinates all on-scene operations/activities. The Incident Commander is generally the first official on scene, and is delegated from that person to the appropriate service and official based on the nature of the emergency. In the event of a multi-agency response, the College will designate a person to the Incident Command Post and Unified Command will be utilized. The Incident Commander has overall responsibility for on scene response efforts and reports directly to the Emergency Operations Center Manager (when the Emergency Operations Center has been activated). The Incident Command Post is the contact point at the scene for specialized teams and resources arriving from off campus, provides situational awareness to the Emergency Management Team and Executive Policy Group regarding ongoing operations, and coordinates assistance (e.g. medical, shelter, etc.) to community members at the incident site.

Objectives of the Incident Commander or Unified Command include:

- Secure and establish communications and control
- Establish an on-scene Incident Command Post
- Identify the 'hot zone' and establish a perimeter
- Establish a staging area for responding personnel and resources Identify and request necessary resources
- Address and resolve the crisis according to the priorities established in this plan, SOPs, training and resources

The Unified Command or Incident Commander will communicate with the Emergency Operations Center Director directly or through assigned liaison officers to provide situational updates, request resources and give and receive other information and direction as needed.

RECOVERY OPERATIONS

As the immediate threat, hazard, or emergency subsides, the rebuilding of the College will begin through recovery activities. Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat, hazard, or emergency facing the College. Recovery operations specific to the incident are described in the appropriate Department Level Emergency Plans (DLEPs), Continuity of Operations Plans (COOPs) and Emergency Operations Plan (EOP) Annexes.

Further recovery activities may include federal and state disaster assistance programs that are available to individuals and the College and other resources and activities. The Emergency Management Team with direction from the Executive Policy Group will coordinate the College's recovery operations.

Examples of recovery activities include but are not limited to:

- Restoring all utilities;
- Establishing and staffing Local Assistance Centers and Disaster Assistance Centers;
- Applying for state and federal assistance programs;
- Filing claims with insurance providers
- Conducting hazard mitigation analyses;
- Identifying residual hazards; and
- Determining and recovering costs associated with response and recovery.

COMMUNICATIONS

Communications between the EOC and Unified Command, between the EOC and the Executive Policy Group and from the EOC to the community will be in accordance with the Communications Plan (Annex D).

PLAN MAINTENANCE

The Emergency Management Team Chair will maintain, distribute, and update the EOP and Annexes and Appendices.

Department heads have the responsibility of maintaining department level plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters. These plans will be reviewed annually and provided to the Emergency Management Team Chair.

The Emergency Management Team should review the annexes and its appendices annually. The Emergency Management Team Chair will maintain and update Memorandums of Understanding with external partners and organizations that may provide assistance during a disaster. At the time of this revision the following MOUs are in effect:

- National Inter-Collegiate Mutual Aid Agreement
- Green Mountain Transportation (Buses)
- American Red Cross
- Vermont Health Department Point Of Distribution – Closed (Saint Michael’s College)
- Vermont Health Department Point Of Distribution – Closed (Town of Colchester)
- Vermont Health Department Point Of Distribution – Open

All substantial revisions of the EOP or associated annexes and attachments will be reviewed by the President. The President shall be provided the plan annually and at the addition or significant revision of the plan or annexes to review all changes prior to publication and distribution.

TRAINING AND EXERCISES

The SMC Public Safety Department will support all departments in plan development, updating and exercising to ensure compliance and readiness and conduct annual and interim reviews and updating of the plan and annexes as required. Individual campus departments are responsible for providing training for their emergency responders, ensuring that all applicable laws and standards are met, and that employees are familiar with and knowledgeable about department standard operating procedures (SOPs) and the Emergency Operations Plan.

The SMC Department of Public Safety will coordinate the following training:

- Minimum of four (4) meetings of the EM Team annually
- At least one (1) tabletop exercise (TTX) that involves the EM Team and at least notifies the Executive Policy Group
- At least one (1) full-scale exercise including SMC Fire and Rescue and Public Safety that requires activation of the EOC and participation of the Executive Policy Group. (The EOC and EPG activation are not required to be at the same time as the FSE.)
- Regular training regarding Emergency Management and specific issues and skills for personnel.
- Incident Command training (ICS 100 and/or ICS 402) for all EM Team members and members of the Executive Policy Group. (To be completed within one year of being appointed / added to the Executive Policy Group.)

Other exercises and trainings may occur throughout the year. Other departments may also conduct exercises throughout the year, with support by the Department of Public Safety.