

Central Washington University

EMERGENCY PREPAREDNESS PLAN

Prepared by the

Department of Public Safety and Police Services

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FORWARD

Central Washington University is located in the geographic center of the State of Washington in the community of Ellensburg. Ellensburg is a city of approximately 14,000 people, of which the students represent about 50% of the population.

Central Washington University recognizes that the health and safety of its students, faculty and staff is critical to its mission of promoting learning by teaching. Emergency events can occur that threaten the safe environment of the CWU community. This emergency preparedness plan has been created in an effort to safeguard, as much as possible, the safety of the people and assets of CWU during an emergency event.

The foundation of this plan is based on four phases of handling the emergency event. These four phases are planning, mitigation, response and recovery. Using these four steps, the plan identifies the priorities of the emergency response and alternatives for fulfilling these important needs. The plan uses the Washington State Hazards Identification and Vulnerability Assessment (1996) as a basis for listing potential emergency events in the Central Washington area.

The author of this emergency preparedness plan is Perry Huston. The author has over 17 years of experience in law enforcement, public safety and public administration. Currently the Mayor of Ellensburg, the author has been involved in strategic and comprehensive planning in the Kittitas Valley and has used this experience to create a plan that can mesh smoothly with area agencies and municipalities. The plan was reviewed and updated in November, 2001.

This plan has been written to be simple and flexible. It is designated to be a living plan, subject to periodic review and update to reflect the changing circumstances, and the available resources of CWU, the surrounding community and the State of Washington.

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SECTION I - Mission Statement

Docendo Discimus, “by teaching we learn”, remains the cornerstone of the university’s mission. The university is committed to teaching and promotes an environment which facilitates the exploration of ideas and creative free expression to enhance the learning process. Every reasonable resource is expended to provide a safe and effective environment for the faculty, staff, and students of Central Washington University to pursue this mission.

Central Washington University is a valuable resource and represents a large investment by the citizens of the State of Washington. CWU contributes immeasurably to the cultural and economic base of the local community and region. Every reasonable effort is expended to safeguard the valuable assets of CWU and to protect the investment they represent.

This emergency preparedness plan seeks to facilitate the mission of CWU and to preserve its role as an economic and cultural center by accomplishing the following:

- ?? Identify the potential causes of emergency events, create procedures and locate resources that responding personnel can use to minimize the impact of an emergency event and facilitate the rapid return of CWU to its teaching activities.
- ?? Identify and implement pre-emergency steps to be taken to safeguard the people, infrastructure, and valuable data of the CWU community during and after an emergency event.
- ?? Anticipate the needs and provide for delivery of necessary support services to the CWU community to preserve the living environment as a safe, effective, and comfortable place to teach and learn.

SECTION I

LIMITATIONS

This plan creates procedures and locates resources which may be used to mitigate the impact of an emergency event, provide a more effective response during an emergency event, and provide for a smoother recovery and the rapid return of CWU to its mission of teaching. A major emergency event may go beyond the boundaries of CWU or so seriously impact the local area that the availability of these resources and personnel may be seriously affected. This plan contemplates that every reasonable effort will be made to provide for the safety, protect the resources, and keep livable the environment of the CWU community.

The existence of this plan does not imply a guarantee that every emergency response will be perfect. This plan only increases the ability of available personnel to respond as effectively as possible, with the resources available, to an emergency event.

An emergency event is defined as an incident which creates an increased threat to life or property and/or disrupts the normal operations of the university. A state of emergency may be declared by the president of the university or his/her designee in the event of the president's absence or incapacity.

SECTION I

PLANNING ASSUMPTIONS

In addition to the statements made in the limitations section, several assumptions have been made which affect the creation and implementation of this plan. The assumptions are:

- 1) A major emergency event will likely extend beyond the boundaries of CWU and will negatively impact the availability of outside resources and personnel. Because of this very real consideration, CWU assumes that only local resources and personnel will be available during the first 72 hours of the emergency event.
- 2) All local resources will be exhausted or overwhelmed before outside assistance is to be expected except where covered by mutual aid or other inter-local agreements.

SECTION 2

Declaring the Emergency

An emergency event is defined as an incident which creates an increased threat to life or property and/or disrupts the normal operations of the university. A state of emergency may be declared by the president of the university or his/her designee in the event of the president's absence or incapacity.

After an emergency has been declared it will be the decision of the president, with advice from the emergency council, to determine the emergency measures that should be implemented. Not all emergencies require the same level of response and emergencies, as they unfold, may require different levels at different times.

This plan is crafted so procedures dealing with specific emergencies may be located and implemented. The general procedures and responsibilities outlined in the plan are applicable to all types and levels of emergency and may be implemented as needed.

SECTION 2

Emergency Preparedness Organizational Chart

Board of Trustees

*

President

*

Emergency Coordinator
(Executive Assistant to the President)

*

Emergency Council

Council Members

Response Coordinator (Director of Public Safety and Police Services)
Emergency operations center/communications systems (Radios)
Field operations (Police Services)
Coordination with responding agencies
Security/access for restricted and sensitive areas
Short and advanced warning notice/call list
Search and rescue

Facilities Coordinator (Director of Facilities Management)
Building/grounds assessment, inspection, and operations
Utility assessment, inspection, and operations
Field operations (Facilities Management Services)
Coordination to Telco, Data, and Video Systems
Emergency sanitation facilities
Arrange for temporary classroom facilities
Coordination of utilities with outside agencies

Finance Coordinator (VP for Business and Financial Affairs)

- Registration of emergency workers
- Cash and negotiables safeguarding
- Record keeping
- Emergency purchases and leasing
- Data safeguarding

Academic Coordinator (Provost)

- Coordinate on-going teaching/classroom operations
- Arrange for temporary classroom equipment
- Arrange for temporary faculty resources

Section 2 - Organizational Chart (continued)

Student Affairs (VP for Student Affairs and Enrollment Management)

- Student support and counseling
- Emergency Shelter
- Emergency feeding
- Sign-up and organize emergency workers/message runners
- Mass casualty/medical services center/liaison
- Disabled people

Community Relations (VP for University Relations)

- Media Liaison
- Public relations
- Emergency message/contact center
- Organize video documentation of damage

Business Services (Director of Business Services and Contracts)

- Emergency proclamations
- Emergency contracts
- Risk Management
- Supply and procurement

SECTION 2 - Emergency Council Responsibilities

Emergency Coordinator **(Executive Assistant to the President)**

The emergency coordinator acts as the chairman of the emergency council. As chairman, the emergency coordinator conducts the meetings of the emergency council as called by the president of the university. Responsibilities of the emergency coordinator are:

- ?? Recording and maintaining minutes of the meetings.
- ?? Assigning responsibility and time schedules necessary pursuant to decisions made by the council.
- ?? Preparing the post-event report of the emergency response efforts.
- ?? Facilitating the post-event debriefing/evaluation process of the emergency response efforts.
- ?? Scheduling periodic reviews and update activities for the emergency plan to include but not limited to table top exercises, field emergency response simulations, and evaluations of pre-event mitigation measures.

The emergency coordinator position does not supersede the authority of the president of the university nor is it intended to interfere with usual chains of command. The emergency coordinator acts as a facilitator and focal point for the emergency council as it operates in response to an emergency event.

SECTION 2 - Emergency Responsibilities

Response Coordinator **(Director of Public Safety)**

The response coordinator is a member of the emergency council and is responsible for the following activities. The position of response coordinator is filled by the Director of Public Safety and Police Services.

The response coordinator is responsible for the first level of response in all emergency events. It is likely that in all events the campus police department will be first at the scene. As the first responders the campus police will be responsible for initial scene control, search and rescue, emergency medical assistance, investigation and crime scene preservation, and coordination between all responding agencies.

Information provided by these first responding units will shape the decision as to whether a state of emergency is declared. The campus police department will likely be involved in all emergency response efforts, however, it is important that duties assumed early on by police officers be re-assigned to other personnel whenever possible. This enhances the most effective use of the trained personnel available.

The response coordinator is responsible for managing the initial phases of the emergency response. This includes the initial response of emergency personnel to the scene and coordinating with additional responding agencies. These agencies might include Ellensburg or Kittitas County fire departments, ambulance services, military units, search and rescue units, Red Cross and other volunteer agencies, and other law enforcement personnel. In some instances, the supervisory units of assisting agencies may be in charge of the immediate activity (ex: Sheriff's Office personnel in charge of search and rescue efforts) but in all cases the response coordinator is responsible for managing all first response emergency efforts at CWU.

The response coordinator will be responsible for securing the campus during the emergency event. Access points will be designated and where necessary and possible physical barriers will be erected to facilitate control of these points.

Triage and casualty areas will be designated by the response coordinator.

Field command posts will be designated and staffing assigned by the response coordinator. Information centers will be identified and staffed as needed if the event involves large numbers of casualties or is of a nature that attracts observers to the scene.

The response coordinator is responsible for the emergency command center.

The response coordinator is responsible for initiating all emergency record keeping activities. The initial decision as to when damaged buildings or hazardous areas may be entered will be made by the response coordinator.

Section 2 - Emergency Responsibilities (continued)

The response coordinator will initiate any debris removal operations that facilitate rescue efforts or other emergency responses.

The response coordinator will determine and provide necessary security measures for sensitive areas or valuable assets.

SECTION 2 - Emergency Council Responsibilities

Facilities Coordinator **(Director of Facilities Management)**

The Facilities Coordinator is responsible for all buildings and infrastructure including power, water, sewer, heating, motor pool fleet, heavy equipment, fuel supplies, etc. In this role, the Facilities Coordinator will be responsible for assessment and inspection of all buildings and infrastructure from the initial phases of an emergency through the recovery process. Because a full scale emergency will most likely involve university facilities, grounds or utilities, the Facilities Coordinator and Response Coordinator will work very closely during times of emergency. Each is dependent on the other for certain knowledge and expertise during the initial phases of a response.

The Facilities Coordinator will be responsible for the collecting and analyzing of information on the nature, severity, and extent of damage to all university buildings and utilities. This information will provide the Emergency Council with the logical basis for their response decisions.

The Facilities Coordinator will be directly responsible for the continuation of detailed building inspections beyond the initial emergency response. The Facilities Coordinator will make recommendations to the Emergency Council on whether a facility is safe to use or posted as unsafe.

The Facilities Coordinator will be responsible for the cleanup and removal of debris from the disaster area after search and rescue operations have been discontinued in cooperation with the Response

Coordinator. As hazardous materials are located, the Facilities Coordinator will coordinate this responsibility with the Director of Environmental Health and Safety.

The Facilities Coordinator is also responsible for arranging emergency sanitation facilities as well as arranging for temporary classroom facilities as needed for initial return to operations.

SECTION 2 - Emergency Council Responsibilities

Finance Coordinator

(Vice President for Business and Financial Affairs)

The finance coordinator provides procedures and forms necessary to continue CWU's ability to purchase and/or lease supplies and equipment during an emergency event when usual procedures may not be timely or available. Access to cash, purchase order forms, blank checks and other financial documents must be preserved during an emergency event. Stocks of these types of forms must be maintained in a secure but accessible place off-campus.

Accurate records of purchases/leases must be kept during the emergency event. All requests for purchases of materials and equipment or hiring of contractors or temporary personnel should be routed through the emergency command center.

The finance coordinator will assemble the records of all expenses incurred during or as a result of the emergency event and forward them to the emergency coordinator for the final report and debriefing.

Operating software and records must be backed up and copies stored in a secure but accessible site off-campus.

In order to mitigate the effects of an emergency event CWU must be returned to academic activities as soon as possible. The finance coordinator is responsible for establishing procedures for operating a

temporary financial facility in the event the normal finance offices are inaccessible or destroyed.

SECTION 2 - Emergency Council Responsibilities

Academic Coordinator **(Provost/ Senior Vice President for Academic Affairs)**

The academic coordinator is responsible for arranging necessary equipment, and personnel to return to CWU to academic activities as soon as possible while still maintaining acceptable levels of safety for students, faculty and staff.

The academic coordinator will, wherever possible, safeguard instructional equipment and material during the emergency event. On scene coordination with emergency response personnel, inspection teams, and debris removal crews is important to prevent unnecessary damage or loss to such equipment and supplies. In a widespread emergency event replacement of this type of materials may be delayed or impossible due to other activities taking priority. The availability of on-site material will be critical to returning Central to academic activities as soon as possible after the emergency event.

Classroom space can be created using modular units designed for temporary placement. Modular units are available from construction companies, the State of Washington, military, and commercial purveyors. These units can be sited anywhere space is available although it is important that their placement not interfere with other necessary activities or restrict transportation corridors more than is necessary.

The academic coordinator is responsible for maintaining information regarding available faculty resources. In the event members of CWU's faculty and staff are not available to resume classroom activities it will be necessary to locate temporary personnel or combine existing resources into a viable class schedule. Combining classes, hiring adjunct instructors, and use of wireless or cable links with other educational institutions are possible ways to resume academic activities at CWU.

SECTION 2 - Emergency Council Responsibilities

Student Affairs Coordinator (Vice President for Student Affairs and Enrollment Management)

The student affairs coordinator is responsible for establishing procedures for supporting emergency personnel and other volunteer as well as preserving access to services necessary for CWU's permanent community. Coordinating emergency food, shelter, water and sanitation services as well as organizing and recording the available bodies of volunteers are examples of the support and services necessary. The student affairs coordinator will also arrange volunteer support and on-site supervision of the mass casualty area if such is necessary and the medical center activities as well as arranging counseling resources and assistance for the disabled at CWU.

The student affairs coordinator works in close association with the response coordinator. The student affairs coordinator must maintain a close liaison with the command center so the available pool of volunteers is known and can be detailed as needed to aid the emergency response.

Information regarding the operation of the information center, mass casualty areas, evacuation areas and procedures, and disabled students are located elsewhere in this plan.

SECTION 2 - Emergency Council responsibilities

Community Relations Coordinator **(Vice President for University Relations)**

The Community Relations Coordinator is responsible for all media and public relations activities during and after the emergency. Regular press releases and/or press conferences will be arranged throughout the emergency at a designated site away from the command center. All press releases will be initiated from the command center and specifically approved for dissemination by the Emergency Council. The Community Relations Coordinator is also responsible for setting up the one or several information centers that may be required during an emergency. The centers should be segregated from the command center. It will be necessary to coordinate staff to operate the information center. Community Relations Coordinator will work closely with the response coordinator to organize video documentation during the emergency.

SECTION 2 - Emergency Council responsibilities

Business Services Coordinator (Director of Business Services and Contracts)

The Business Services Coordinator is responsible for preparing and/or approving all emergency proclamations and emergency contracts necessary during the incident. This will include monitoring requests for additional resources and insuring that all purchases are in compliance with appropriate laws and contracts. In addition, the Business Services Coordinator is the Emergency Council advisor in the area of risk management and is responsible for supply and procurement which is addressed in this document.

SECTION 3

Response Priorities

In an earthquake or similar large scale emergency event, the impact of the event is likely to reach beyond the boundaries of CWU. Regardless of the type of emergency a widespread emergency event will require the accomplishment of certain, high priority tasks. Following is a list of the priority tasks in a major emergency event.

Communications

Record keeping

Search and Rescue

Sanitation

Food and Shelter

Building inspection

Debris Removal

Re-supply

SECTION 3 - A Communications

A regional emergency may disrupt electrical supply to CWU as well as damage other communications infrastructure. In order for CWU to effectively organize and carry out its emergency response procedures, personnel must first establish an internal communications system as well as establish contact with the outside world.

Central's internal communications system consists of telephone lines/consoles, computers, cellular telephones, and two-way radios. There are two attendant consoles, both located in the Public Safety Building. Spare consoles are available and can be installed in approximately 30 minutes. **Facilities**

Management has a dispatch console for maintenance personnel. The switch (computer) for the main system is in the Wildcat Shop. Back-up generators are in place for all essential equipment.

The software for the switch is regularly backed up and duplicate software stored at CTS and off-site. The system is dual processing so in the event of software failure the second system should be in place and take over immediately. Should the switch itself be damaged, a spare switch can be provided in the form of a mobile trailer unit supplied by Ellensburg Telephone, the current phone service provider. A minimum of 24 hours would be required to transport the unit here and install it on the line. There are few of these units around and in the event of a widespread emergency it is possible the unit might not be available.

CWU routes its telephone communications through Ellensburg Telephone. CWU has a microwave link to Wenatchee which could be used to establish some level of outside communications in the event Ellensburg Telephone Company is not operating. Central is also considering a wireless link with universities in Pullman, Yakima, Tri-cities, and Olympia which could also grant some outside communications capability. The antenna site for the satellite/micro-wave link is on the roof of the library.

Central has approximately 30 blue light phones which are free standing and located throughout most of campus. These phones route 911 calls through Yakima to KITTCOM. There are approximately 30 phones located outside the dormitory buildings which have the same 911 capability or can access the internal campus network. Each blue phone can be individually programmed to ring to any location within the system. The blue phone sites can be used as field command centers and field call boxes for emergency personnel.

CWU has Motorola portable radios and two base stations located at Campus Safety and the Physical Plant building. CWU has radio and phone link to KITTCOM, the emergency communications center.

Cellular phones are leased through AT&T, who provides the cellular service. Wireless blue lite phones for areas of campus not serviced by phone lines are in the planning stages.

CWU has two technicians on staff, with a third position proposed, who possess the skills necessary to repair or modify systems to perform during an emergency. Sufficient similarity exists between CWU's and Ellensburg Phone Company's systems or other university systems that personnel from other facilities could use in the event of the absence or incapacity of CWU's own personnel.

Command Center

In the event of a serious emergency, the command center acts primarily as a repository and distribution point for information. Situation reports and material needs from field personnel are received and routed to appropriate personnel. Assignments and other information from administrative personnel and the public can be routed to field personnel or the information center.

It is imperative that, where possible, all information is routed through the command center. A complete log of all in-going and out-going information must be kept. This creates an information source that is used for the emergency response and later for de-briefing and evaluation of the emergency response and the emergency plan. It also provides a record for disaster relief applications.

Location

The Public Safety Building on campus is equipped to operate as an emergency command center. Telephone consoles and radio equipment are installed and back-up power available. Separate work stations exist so multiple personnel can be utilized. The console for the ACCESS computer system is located here as well. Space exists around the building for the installation of modular communications units or other work stations as needed.

Another emergency command center could be established at Facilities Management. They have back-up power, multiple work stations and communications systems.

KITTCOM, located at 700 Elmview Road, is the regional public safety communications center for Kittitas County and the main dispatching service for the Department of Public Safety and Police Services. Built in 1999, this facility is designated as the Kittitas County Emergency Operations Center. CWU is linked to this center by telephone, computer and radio. Back-up emergency operations centers include the Kittitas County Commissioner's Auditorium and the City of Ellensburg Public Safety Center.

Personnel

The emergency command center must be staffed with people to answer and route phone calls, people to handle the phone calls, and people to handle in-going and out-going radio traffic. It is imperative that command center personnel route calls for information, check welfare, and messages to the information center. The information center will be addressed later in this text.

Volunteer personnel may be used in the command center but where possible personnel with radio and dispatch experience should be utilized. The student employee program generates staff with some level of dispatching experience in the Department of Public Safety and Police Services. Utility personnel, reserve police and fire personnel, key receptionist positions, and truck and delivery dispatchers all possess some level of applicable experience and represents an available body of volunteers.

The command center personnel roster should include people rotating into the Ellensburg/regional command center. This person acts as liaison with the regional command center personnel and serves to accurately route information to and from the CWU command center.

Equipment

The equipment primarily used in the command center will be the radio console, phone console, cellular phones, and the ACCESS computer terminal. In the event the phone lines are inoperable, heavier dependence on two-way radio and cellular phones will be necessary. It is important in this event that only necessary radio and cell phone traffic be allowed. Fax machines, email and cellular telephones are other items that will be useful, if available and working.

The CWU Facilities Management radio and the law enforcement main frequency are available to the CWU Public Safety Building. In the event either or both of these radios are inoperable, portable units in both frequencies are available but with reduced range and reliance on batteries.

Information Center

One or several information centers may be required on campus. All should be in contact with the command center.

The purpose of the information center is to receive information and requests for information from the command center or from walk-in traffic. In the event of a campus wide emergency, a main information center should be established. This center should be segregated from the command center to avoid confusion and to keep walk-in traffic from the command center. In the event of a specific disaster event, (ie: building collapse) an information center should be created in the vicinity but not adjacent to the disaster scene. By physically segregating the information center you avoid congestion at the command center caused by people seeking information about the disaster or waiting for people.

In the event portable communications equipment is not available for the information center other phones may be utilized, if operable, by re-programming their answering point. Cellular phones and two-way radios may be utilized but must be used sparingly, with information to be transmitted in an organized manner to minimize transmission time. A system of volunteer messengers may be utilized in place of or to supplement other communications systems.

All calls for general information, messages for CWU people, or requests for information on injuries should be routed from the command center to the information center. These calls are often time consuming and frequent. Dealing with them in an information center staffed by volunteers leaves the command center more available to deal with calls for assistance and the needs of the field units. It is imperative the information center relay all information to the command center and release only that information released by the command center.

In the event of a specific emergency, such as a building collapse or explosion, it is useful to establish an information center near, but not adjacent to, the scene of the disaster. People seeking information, looking for friends and family members, or attempting to retrieve personal belongings will attempt to loiter near the disaster scene. By providing a safe information center crowd control issues at the scene will be minimized and information may be released to groups of people simultaneously. Tension can be reduced in an already emotionally charged situation by providing people with a point of contact and a

place to wait near, but safely away from, the disaster scene. Sanitation facilities, water, food, and if necessary and possible some rudimentary shelter should be provided at the information center or, if more efficient, in facilities near-by.

All information centers, when established, must remain in contact with the command center. Information must be relayed to the command center and only information authorized by the command center should be released.

SECTION 3 - B Record Keeping

Record Keeping

It is important to accurately and completely record any activities related to dealing with an emergency event. This includes preparations made before the event, responses by all agencies and personnel

during the event, and any efforts made to restore CWU to its academic activities after the emergency event. As much as possible, this record should include all damage to improvements and infrastructure, all used or damaged supplies, materials, and other equipment, and all personnel or other resources used as a direct result of the emergency event.

All injuries to people must be recorded.

Written Record

All damage reports in all phases of the emergency response must be reported through the command center or other designated location. It is important that detailed information as to the type of damage, when and how the damage occurred, witnesses to the event, and the person reporting the damage be recorded. All reports of this type should be in chronological order in a journal form. This particular log is not the final report. This log serves only as a master document for all information concerning the emergency event. In addition to damage reports, any requests for assistance, special equipment, or other activities generated by the emergency event must be recorded. Several people will likely be involved in creating this written log. If chronologically ordered, it is possible to accurately merge the portions into a comprehensive whole. If electronic equipment ie: word processors, computer, etc. are used, it is critical that these records be regularly backed up and copies stored off-site in a secure but accessible location.

Video Records

As quickly as possible, a video record of the damage caused by the emergency should be started. Both CWU and Ellensburg Community Television maintain video equipment and a pool of community producers which provide a potential resource for recording the damage to buildings, etc. In the event this equipment or these volunteers are not available, any video equipment and operator should be sought out. Any video recording will have some value during the period of time following the event.

Photographs should be taken of damaged areas and added to the record files. Both the video recording and photographing efforts should begin as quickly as possible as the emergency response begins. Efforts should be made to record the building inspection process when that begins.

Audio-visual equipment, tapes, camera, film, lights, forms, and other equipment required to record information should be maintained in designated locations on campus. As well a minimum supply of equipment should be maintained or otherwise be available in a safe but accessible off campus site. This allows early and effective recording of the emergency event should some or all of the on-campus equipment be damaged or inaccessible.

It is important that all written records, photographs, or audio-visual tapes be collected in a common repository. Copies of all such records should be made and stored in a safe but accessible site off-campus.

These records provide the best information for disaster relief claims, defense against liability and injury suits, and provide excellent material to be used in the emergency response evaluation process. The recording of this information must be considered a priority in the emergency response efforts and begun as soon as possible. Efforts to gather this information must not compromise the delivery of emergency assistance to the injured or the safety of personnel entering damaged building or otherwise hazardous areas.

SECTION 3 - C Search and Rescue

Search and Rescue

The responsibility of search and rescue, whether wilderness or in an urban area is the responsibility of the county sheriff. Kittitas County has two trained search and rescue coordinators and has accepted the responsibility for urban search and rescue.

In an emergency event which causes the collapse of an occupied building search and rescue of injured people within the building is of immediate concern. Generally, after the initial 48 hour period the focus shifts from rescuing the injured to recovering the deceased.

Initial rescue efforts will likely involve such heavy equipment as is available to stabilize the remains of the building to allow rescue personnel access to areas where people might be trapped. Backhoes, boom trucks, jacks, bracing timbers, and ropes/cables are examples of the equipment that should be immediately available to rescue personnel for bracing and stabilizing the damaged building. Heavy equipment, such as cranes of sufficient height and power to vertically lift debris and dump trucks capable of hauling away the debris will be necessary as the rescue effort continues. Sites for disposal of the debris will be required.

Rescue personnel must know as quickly as possible the number, and if possible, identity of people in the building. This facilitates not only the search effort, but gives the incident commander a base from which to plan the emergency medical response including triage efforts, on-site first aid, transportation of the seriously injured, and an emergency morgue. It also allows support personnel to begin the process of locating people missing and presumed to be in the building. Information regarding identity and location of people who are mobility impaired is essential as these people often require special assistance.

Only one search dog is available in Kittitas County. Search dogs are available from King County on a mutual aid agreement with Kittitas County. Helicopter support is available for medical and essential personnel transport from the Yakima firing center, Fort Lewis, and Grant County Sheriff's Office. This support is requested through KITTCOM by the incident commander.

CWU should maintain, in a secure and accessible place, equipment such as reflective vests, helmets, gloves, shovels, rope, jacks, surveyor tapes and markers, and portable lights/flashlights. One vest should bear the title incident commander while others should be marked for key personnel. Body bags should be available and arrangement made for refrigerated containers or other similar facilities for the deceased awaiting transport to funeral homes.

SECTION 3 - D Environmental Health and Safety

A sudden major disaster may result in a widespread destruction of campus buildings and cause mass casualties. The Response Coordinator will request assistance from Environmental Health and Safety whenever hazardous materials, sanitation issues or occupational safety are part of the incident.

During the first few hours of the emergency, most Environmental Health and Safety resources will be used to assist in rescue operations and perform rapid assessment of serious hazards involving chemicals. Once the immediate threat of emergency has been contained, the operation will shift toward specific assessments of hazards associated with the potential release and cleanup of chemicals, or other materials; prevention or mitigation of sanitation problems caused by the event; or prevention, or mitigation of environmental contamination.

Environmental Health and Safety is responsible for chemical and environmental safety with primary emphasis on the Science Building. Environmental Health and Safety personnel shall rapidly assess potential exposures to hazardous chemicals and recommend actions to prevent or mitigate such exposures. This will require the monitoring and assessment of acutely dangerous situations which may develop in chemical laboratories or storage areas. Therefore, personnel should acquire and maintain a thorough knowledge of the location, uses and properties of commonly used chemical substances.

Sanitation is another area of responsibility for Environmental Health and Safety personnel. The prime responsibility is to rapidly assess the potential for unsanitary conditions and to take actions necessary to prevent the spread of chemical or biological contamination of water, food or other supplies stored on campus. They shall assure that emergency potable water supplies of sufficient purity are maintained and are available in an emergency.

Environmental Health and Safety shall also act in its capacity as occupational safety officer with primary emphasis on monitoring of facilities activities and assessment of acutely dangerous situations associated with rescue and recovery operations. This includes rapid assessment of potential fire, explosion or other life threatening conditions at rescue or recovery sites.

Environmental Health and Safety are expected to provide general guidance and assistance in areas where help is needed. Staff members, including student assistants, may be asked to perform a variety of tasks under the direction of the Response Coordinator.

SECTION 3 - E Food and Shelter

An emergency event that disrupts power supplies, renders some or all buildings un-inhabitable or renders normal supply lines inoperative, will impact food supplies and cooking facilities for CWU. (In addition to faculty, staff, and dependents, many rescue workers and other emergency personnel may be housed at CWU and in need of meals.)

Central has five food service facilities on campus. The five food service facilities, the dollar value of inventory on hand, meals served per day, and seating capacity are as follows:

<u>Location</u>	<u>Inventory</u>	<u>Meals Served</u>	<u>Seating</u>
Holmes Dining	\$40,000	3000	800
Student Union	\$20,000	2200	400
Tunstall	\$7,000	700	600
Munson	\$ 0	70	70
Depot Deli	\$ 3,000	400	32

In addition to the above facilities, CWU has the following cooking equipment:

- 5- 55 gallon drum barbecues (charcoal fired)
- 3- 4 foot grill (propane fired)
- 2 - large smoker/cookers (charcoal or wood fired)

Central maintains as much as 400 bags of charcoal during the summer for use by students and at special events. During the winter no charcoal stock is maintained other than carry-over from summer stocks.

Central has portable electric ovens that would be capable of use in the field if compatible generators are available for power. Central has thermos containers for approximately 120 gallons of liquids as well as a stock of hot/cold chests suitable for food storage/transport.

Central has paper/plastic plates and utensils as well as other disposable cooking pans, etc. Usual stocks on hand would easily last 72 hours in event of an emergency.

Central has approximately 1 ½ days of supply of bread on hand with daily deliveries, mostly from Yakima. Approximately 3 days supply of dairy products are stored with deliveries twice a week. Produce stocks vary with season but are delivered twice a week. The majority of Central’s food supplies are stored in frozen form in the freezer at Holmes Dining. This would include meat stocks, soups, juices, vegetables, desserts and other menu items. Stocks of beverages including bottled water, canned juices, and soda pop are maintained at the various facilities but much is stored at Holmes Dining. Central also maintains stocks of dry cereals, snack bars, some candy, coffee and tea but supplies vary depending on time of year. Dry mixes, instant potatoes, and condiments are also maintained.

The bulk of Central’s food supplies are stored in the Holmes facility. There is no back-up source of power to either the food storage freezers/refrigerators or the cooking equipment. As a great deal of food is stored in the freezer there, it would be advantageous to procure or arrange for generators of

sufficient capacity to operate at least two of the 4 compressors on the freezer units and some of the kitchen equipment lighting. Holmes has two forklifts that are battery operated. Used on a priority basis, they should have sufficient power to operate through the initial 72 hours of the emergency.

If power is unavailable, the freezers should maintain an acceptable temperature for 2 days if the doors are not opened. A priority list of food items to be removed at one time, such as frozen soups, juices, etc, should be developed so the freezers may then be sealed for as long as possible. This list should be developed with consideration for non-perishable or less perishable items in storage and fresh food stocks on hand.

Central has four lightweight tents, approximately 10' x 10', which could serve as food service shelters in the field.

Central should have sufficient stocks of food on hand to feed the Central community for at least the first 72 hours. The vulnerability of the Holmes Storage Facility should be evaluated and any practical improvements made. Devoting a generator to the freezers may be necessary in a sustained event. Additional stocks of bottled water and foods needing little preparation or storage considerations might be included in the inventory earmarked and rotated as emergency stockpiles.

SECTION 3 - F Building Assessment

A major problem following a disastrous event is the collecting and analyzing of information on the nature, severity, and extent of the damage and reporting the results through established channels. The information will provide the Emergency Council with the logical basis for their response decisions.

Following a disaster Public Safety and Facilities Management field units will promptly conduct rapid reconnaissance of the campus to determine the extent of damage and will report the information to the Command Center. The reports will be used to determine the distribution and severity of damage and provide the basis for initiating the degree of response. Initial damage assessment will be under the direction of the Response Coordinator. During the first few hours of the emergency, the assignment will involve flash reports from field units by portable radio. Once the immediate threat of the emergency has been contained, the responsibility will be transferred to the Director of Facilities Management. The operation will then involve more detailed inspections of facilities by Facilities Engineers and Architects. These inspectors are responsible to gather information on the extent of damage to campus buildings, post condemned facilities for non use and inspect campus facilities to determine if the facility is safe to use. All building inspectors will need to have an individual assigned to video recording of all findings.

SECTION 3 - G Debris Removal

Debris Removal

Removal of debris from the disaster scene is necessary to facilitate a rapid return to educational activities. Destroyed buildings and other improvements must be removed to clear travel routes and locations to place modular shelters, classrooms, offices, and other equipment.

Removal of debris should begin as soon as search and rescue operations are completed. Where possible, debris that is removed from the disaster scene to facilitate search and rescue operations should be placed on trucks for immediate removal. This practice minimizes handling of the debris and makes it easier to operate at the disaster scene. This practice is secondary to the search and rescue efforts. Stabilizing the debris or its removal to reach injured people is the first priority in the emergency response. If debris is removed from the disaster scene but cannot be hauled away, it should be stored in a location where it will not hinder traffic flow, cover access points to utilities and other infra-structures or hinder later placement of modular units and other temporary facilities.

No debris should be placed in those areas designated as the approach or take-off areas for aircraft in the event airlift is required. This minimizes the risk of foreign object damage to the aircraft or bystanders.

Removal

Several local contractors maintain heavy equipment suitable for heavy debris removal.

Currently and for the foreseeable future, the Kittitas County landfill will continue to take construction debris and septic materials. This will prevent the need to long-haul these materials in the event of a disaster. Solid waste is sent to the Wenatchee landfill. All large scale debris removal can be coordinated with Waste Management of Ellensburg.

It is important that video recording of mass destruction be started as soon as possible before debris is removed. The recording process should not delay or interfere with search and rescue efforts but should be considered a high priority and commenced as soon as possible and carried out as completely as possible. This record is critically important for later debriefing and planning efforts and for disaster relief applications.

Hazards

Personnel involved with debris removal must remain in contact with the command center. Information regarding possible hazards in the form of gas mains, high voltage equipment,
Section 3 - G Debris Removal (continued)

hazardous materials, biological agents, etc. must be sought out and relayed to the debris removal teams. Protective equipment that is available should be maintained in several safe caches to be utilized by debris removal personnel. Information regarding hazards and equipment supplies and locations should

be maintained in the flip chart of the emergency plan. These records should be regularly backed up and stored off site.

As hazardous materials are identified, disposal procedures and disposal locations should be recorded.

SECTION 3 - H Supply

The Director of Business Services and Contracts is responsible for the overall objectives of supply during and after an emergency. Specific functions include distributing supplies during a disaster to support emergency response and organizing and staffing areas for incoming deliveries.

During the first few hours of the emergency, most of the supply operations staff will be involved with checking the condition of campus emergency supplies, checking the condition of delivering vehicles, assigning drivers and requesting information on open routes for travel. Once the immediate threat of the emergency has stabilized, the operation will shift toward managing staging locations for delivery and replenishing of exhausted supplies for continued operations.

The Director of Business Services and Contracts shall be prepared by establishing agreements with various commercial vendors for delivery service of emergency supplies. The planning process should also identify staging locations on campus where delivery and distribution operations can function during an emergency. Central Stores and the Purchasing Office will be vital participants in the supply function.

SECTION 4 - Types of Emergencies

The Washington State Hazards Identification and Vulnerability Assessment was released in 1996. The document lists the sorts of disaster events we might expect in the state with some discussion as to the likelihood of such an event occurring. While the document was written with the entire state in mind, it does provide some guidance to our local planning efforts. It provides us with compatible terminology for listing our different disaster scenarios and contains some historical information to assist us in discussing the likelihood of each event and its potential impact on CWU.

Below is a list of the disaster events contained in the HIVA and the likelihood of each event and its potential impact on CWU.

Avalanche (snow)

CWU is located in an area where the possibility of an avalanche is not significant. An avalanche on any of the mountain passes over which state highways passes could effect CWU from the perspective of delays in obtaining supplies or other overland freight. Such delays need to be evaluated historically to determine what, if any, mitigation measures or alternative delivery systems are possible or appropriate.

Drought

Drought has struck the central Washington area at numerous times in the past. There is every possibility that it will occur again. The concern for CWU will be in obtaining sufficient water from the City of Ellensburg water system or from back-up systems, to operate the heating/cooling equipment, provide drinking water to the CWU community and to maintain or at least minimize damage to the landscaping and other flora assets of CWU.

A determination of the vulnerability of the City of Ellensburg water system to drought and the ability of CWU to utilize water from its well should be pursued.

Earthquake

Earthquakes of sufficient intensity to cause property damage have occurred and are predicted to occur in the greater pacific northwest region. There is no effective method of predicting when earthquakes might occur or how severe they might be.

An earthquake poses the greatest threat when the force of the ground motion causes buildings, or more commonly, fixtures in the building to topple or otherwise move. Preventing damage to the building themselves is largely a matter of building to safe standards and preventing the fires which often follow earthquakes. Preventing damage and injury from items in the building is a matter of properly securing fixtures such as heat/air units, storage shelving, etc.

In the event of an earthquake severe enough to cause damage and disruption to CWU, the immediate area, Ellensburg and Kittitas County, are likely to be affected as well. The campus communication system is likely to be hampered, outside land line communications may be disrupted. Alternate means of communications, both internally and with the outside, must be readily available. With power likely to be disrupted, means must be established to streamline the essential power requirements and find sources for this power. Water and septic utilities are likely to be affected and alternate water supplies and disposal systems must be in place. Food supplies and preparation facilities must be available. Computer equipment is likely to be damaged during the earthquake and prolonged loss of power may cause the loss of data. Essential records must be duplicated and backed up and stored off-site in a facility that is accessible to CWU personnel on a 24 hour basis. Damage to buildings may be severe and the amount of debris to be removed formidable. Agreements must be in place for engineering/inspection services and for debris removal. Classroom and other facility space and equipment is likely to be unavailable so alternate shelters and equipment must be located and transported.

Forest Fires

CWU is centrally located in a large urban area. No patches of heavy timber exist in proximity to CWU or Ellensburg. The danger from forest fire is insignificant.

Flood

CWU has several creeks and one large irrigation canal running through its campus. The creeks enter the Yakima River a few miles south (downstream) of CWU campus. The Yakima River and the creeks have a history of flooding. The floods take the shape of sheet flooding and overflow at the points where the creeks enter culverts or under bridges. The waters then move into low lying areas and the streets where the storm sewers are often backed up because of lack of capacity or inability to freely enter the treatment plant or Yakima River. Damage during floods is usually from water entering building basements, washing away materials under improved parking lots or direct damage to unimproved parking lots, entering utility vaults, and creating disruption to activities by curtailing the freedom of movement by people around campus. There are no impoundment structures upstream of CWU to create a flash flood or large wave effect so the danger from damage due to powerful waves and propelled debris is insignificant. Efforts to minimize damage should include improving the drainage networks on campus where possible. Buildings and other facilities should be evaluated and pre-event sandbagging plans made, perhaps based on the experiences during the February 1996 floods. Valuable equipment, supplies, or duplicate records should not be stored in basements or other low lying areas or should be raised off the floor sufficiently in buildings susceptible to flooding. Means to improve movement around campus during periods of flood should be evaluated. Normal supply routes may be disrupted even if the flood is statewide. Alternate means of supply or prioritizing the use of essential materials during emergency events should be explored.

Landslide

CWU is not adjacent to any large hillsides nor are any facilities built on hillside piers or anywhere

adjacent to an area susceptible to landslides. The danger from landslides is insignificant.

Heavy rainfall or run off/ See flood

Heavy Snowfall

CWU exists in the rain shadow of the Cascade Range. The area experiences little precipitation but whatever precipitation there is, it's mostly in the form of snowfall. The heavy snowfall of 1996/1997 was the heaviest in recent history and caused the collapse of several buildings in the Ellensburg area and damage to many more buildings. While the danger from heavy snowfall is relatively uncommon, the danger from lighter accumulations that drift and build-up on roof structures and other facilities is more prevalent. Building collapse and the disruption of vehicular and non-motorized traffic movement are the greatest dangers from snow. With Snoqualmie Pass on I-90 susceptible to closure due to heavy snowfall and avalanche, some danger exists from having supply lines to the Puget Sound region disrupted.

Identifying buildings with areas prone to drifting snow or with reduced snow load capacities and then creating a prioritized snow removal plan would minimize the danger of damage to buildings. Identifying crucial supplies and creating stockpiles in the event of predicted heavy snowfall would reduce the likelihood of shortages due to disrupted supply lines. Prioritizing internal traffic routes for snow removal would minimize disruption to traffic circulation on campus.

High Winds

Tornados, hurricanes, and other weather disturbances which create extremely high winds are relatively rare in the central Washington region, but high wind conditions at CWU are relatively common. Due to CWU's position in the rain shadow of the Cascades, strong winds are prevalent.

The greatest danger in high winds comes from disruption of power sources due to damage elsewhere or by fixtures being blown from building or along the ground becoming projectiles, striking people and fixtures.

Creating alternate power sources for critical operation will minimize the disruption to CWU operations. Properly securing fixtures on building or anchoring free standing fixtures to withstand high winds will minimize damage to these structures and others.

Drought

Discussed above.

Heavy Rainfall

See flood above.

Extreme Cold

Periods of extreme cold occur periodically in the Ellensburg area. In times past, the chief danger from extreme cold is of exposure of people while moving on foot or from damage to water systems that are inadequately heated or otherwise protected. If the extreme cold is prolonged with no snow cover on the ground the cold can penetrate the ground to sufficient depths to freeze the pipes conveying water.

Adequate warning of people of the hazards from extreme cold will minimize the danger from exposure. Protecting water systems from the cold with adequate insulation, heat source, running or draining the systems, or introducing anti-freeze compounds will minimize damage to these systems.

Tsunami

CWU is situated well away from the coastal regions or other large bodies of water. There is no threat from tsunamis to Central Washington University.

Volcanoes

The Cascade Range contains several active or “could be active” volcanoes. As in the Mt. St. Helens explosion of 1980, the greatest impact on Central will be from ash fall-out and disruption of regular transportation corridors, both locally and in the region.

Ash can cause respiratory discomfort and is damaging to machinery, electronic equipment, waterways, and in sufficient quantities can cause roof collapse. Ash is also very costly to clean due to its airborne propensities. Large thick ash clouds can block sunlight and cause increased demand for energy for lights and air conditioning. Filters for engines and air intakes will become quickly clogged and will need frequent replacement to prevent damage to the systems. Masks or SCBA equipment may be necessary due to airborne dust.

As during the Mt. St. Helens eruption, I-90 and other routes were closed to all but emergency traffic for several days due to airborne ash effecting visibility. Even after the ash fall ended visibility was hampered by passing vehicles or the wind raised the fine ash into new dust clouds.

Availability of clean-up equipment, replacement filters, and sufficient stocks of crucial supplies will minimize disruption to CWU. Shutting down non-essential mechanical and electrical systems will minimize damage due to intake of the ash. Electrical equipment must be covered or otherwise sealed to keep the fine ash out of the systems.

Aviation Disaster

Central Washington University is located near Bowers Field. Bowers Field is a general aviation airport operated by Kittitas County. Light private planes and small commuter planes make up the bulk of the traffic in and out of Bowers Field. The Department of Natural Resources operates

helicopters out of Bowers Field and the field is the occasional location of military exercises. CWU does not lie in either the take-off or approach zone for Bowers Field.

Because of the proximity of Bowers Field and traffic to and from the Yakima Firing Center it is possible CWU's campus might be the scene of an aircraft disaster. Such an incident is most likely to involve light planes, helicopters, or military aircraft.

The scene of an aircraft accident should be treated as if it were a major crime scene. The campus police department would be responsible for initial search and rescue efforts, scene preservation and control, and protection of evidence. It is important that whenever possible all debris, including deceased victims, be left in place until examined, or otherwise instructed by the appropriate federal agency. All debris or instrumentation has evidentiary value and must be left in place whenever possible until responsible agencies arrive at the scene.

All aircraft accident scenes fall under the jurisdiction of the Federal Aeronautics Administration. All aircraft accidents must be immediately reported to the closest office of the FAA. If the accident involves a fatality the National Transportation Safety Board must be notified as well. If a military aircraft is involved the appropriate military branch must be notified. The FAA and NTSB will assume control of the accident scene, with assistance from local agencies, upon their representatives arrival. The military will assume all control of the accident scene if a military aircraft is involved.

First responders should be aware of the potential for special hazards at the scene of aircraft accidents. Military aircraft may be carrying live ordnance and have ejector seats and hatches which have explosive charges. Private planes are often used to transport illicit drugs of unknown potency or packaging. Aircraft fuel is volatile. All aircraft accidents should be treated as potential hazardous incident scenes until determined otherwise.

SECTION 5 - Evacuation

In the event of a profound disaster which renders the campus of Central Washington University unsafe, it may be necessary to evacuate the campus. The following is a recommended procedure for organizing the evacuation efforts.

Staging Area

The area surrounding the Nicholson Pavilion will serve as the staging area for the general evacuation of CWU. This location provides the necessary space and road access to load road vehicles as well as helicopters. Access to I-90, I-97, SR-10, the Old Vantage Highway, and I-82 can all be accomplished from this location. A controlled access landing area with clear approach and take-off areas is close by.

This area has the greatest potential to efficiently gather, organize, load, and transport out the people that might need to be evacuated from CWU.

Identification

It is important in a general evacuation scenario to record the people that are known to have left the campus. It is likely in the event of an evacuation that many people will have access to operable vehicles and will provide their own, and others, transportation off campus. These people should be encouraged through signage, public announcements, and traffic control devices to pass through the loading zone so the occupants of the vehicle can be identified and recorded as safe and leaving. This effort in the early stages of evacuation saves a great deal of time later during search and rescue efforts as the need to search rubble is better focused and the need to follow-up on missing persons is minimized.

Gathering Area

The football stadium will serve as the gathering area. It is an easily identified location, even in the event the grandstands have collapsed, and it provides a large area where ingress/egress can be controlled. Volunteers need to man areas where people can identify themselves and be recorded as safe and departing. Other information, such as potential trapped victims or others who have been seen leaving can be recorded at this time. This area must be kept separate from your command post activities and the information center where people can make contact for information or the potential for confusion and duplicated effort is great. People must be processed through this area as quickly as possible and then taken to the loading area.

Loading

The south side of Nicholson Pavilion will serve as the location for loading buses and other road vehicles. From here, vehicles can move north on Airport Road and then west on Bender Road to the Reecer Creek Exchange. From here, I-90, I-97, and I-82 can be accessed while avoiding most of the high traffic areas of Ellensburg. In the event this route is closed, traffic can be moved east and south to the Vantage Highway. From there, numerous routes exist for access to the interstates and SR-10 although these are much less direct or involve driving through more built-up areas of Ellensburg

Buses and vehicles should be brought onto the lot from the opposite direction chosen for departure. The lot is sufficiently large to allow two lanes of vehicles. The people can be brought through the pavilion in the event it is safe, or around it to the east if deemed necessary. It is critical that no one be allowed into the loading area unless a vehicle is immediately available for them. Vehicles must not be allowed into the loading area unless they are prepared to load immediately. It is imperative that the loading area be kept as clear as possible. If people or vehicles are allowed into this area to await

missing parties or to seek information on missing people or the disaster itself, the area will quickly become congested. A separate information center will be maintained and waiting vehicles must be sent to another lot on campus to wait. The auxiliary lot, wherever located, should be in communication with the gathering area so announcements can be made as necessary.

Airlift

The baseball diamond located north of the Nicholson Pavilion should be used for emergency airlift of vertical take-off and landing aircraft. The area provides sufficient space to allow for three separate landing pads, adequate approach space from the southeast, and a take-off space into the northwest from which come the prevailing winds in the Kittitas Valley. If deemed appropriate due to conditions at the time, this approach/take-off pattern may be reversed. The baseball diamond is fenced off from the rest of the field area so access can be more easily controlled.

The three landing pads would coincide with the areas of left, center, and right field. These areas are grass-covered and clear of unsecured items so the potential for foreign object damage to the aircraft or bystanders is minimized. People should enter the area through the gates near the bullpen. Personnel stationed at this area can divide the people into lift groups according to the instructions of the aircrew and direct people to the craft ready to load. If available, volunteers who have been briefed on aircraft safety procedures should lead the lift groups to the awaiting aircraft.

All people leaving the campus by air must be identified as noted above, their departure from campus and destination recorded.

People With Disabilities

Central has residents who are mobility impaired on campus. The Ellensburg Fire Department maintains a list of these people and their addresses on campus. Current laws prohibits recording this type of information in other than this manner. It is imperative in an evacuation scenario that contact is attempted with these people to determine that they have been able to leave their buildings and proceed to the evacuation area.

The Ellensburg Fire Department has been trained in moving mobility impaired people through stairways, etc. By agreement with CWU, the Ellensburg Fire Department has assumed responsibility for this activity. The CWU Facilities Management maintains and stores equipment for moving wheelchair users in stairwells.

SECTION 6 - Return to Operations

Data Center

In order to return CWU to an acceptable level of academic operations it is important that the data processing capability be preserved or restored as quickly as possible. Several alternatives are possible to restore CWU to an acceptable level of academic operations as quickly as possible after an

emergency event.

CWU is required by state law to create and upgrade every two years an emergency plan to deal with the loss of financial and/or academic data processing ability. This plan does not attempt to modify that department level plan. This plan only presents considerations and alternatives of a general nature in the event of a major emergency event.

All operating software and stored data are regularly backed up and stored off-site. It is imperative that this practice be continuously monitored for compliance. In the event of an emergency event that renders all equipment and current work stations inoperable or inaccessible it is possible to create an emergency data center if the software and data are available.

An emergency data center can be located in a variety of temporary shelters provided the shelter can be adequately cooled and is able to accept power requirements in the range of 50-100 kv. Various computers are currently in use and the companies can ship replacement desktop units, within 2 or 3 days. Desk top units can provide adequate work station processing provided the software and data are available. Connectivity can be provided to an acceptable level by using wireless modems or cables between work stations and sites. The Director of Computing and Telecommunications would be an excellent resource.

Alternatives suggested in this plan are with regards to establishing an acceptable level of financial and registrar data processing capability. The provision of other services, such as internet access, are dependant on the restoration of communications lines currently through Ellensburg Telephone. While alternatives exist to establish emergency communications within and outside of CWU, these are inadequate to provide a normal level of internet and other on-line services. Efforts should be made to determine what alternatives might exist through phone or other cable service providers, such as Falcon Cable or Electric Lightwave, to provide this type of service to CWU after a major emergency event.

A data center established in a temporary shelter or facility should be viewed as a priority for high level security. It is important that good security practices be continued as well as usual or enhanced procedures regarding backing up data or software.

Classroom Space and Equipment

At the transition to recovery, the Academic Coordinator will be responsible for assessing available classroom space and equipment in support of the return to operations. Inventory of useable space and equipment should be the first step. Decisions to rebuild or bring in additional classroom space in the form of portable buildings will be made based on assessment information provided by Facilities Management. Determination of classroom space and equipment will highly influence a projected date of return to operations. Weather and expected length of serious disruption of normal service are factors in determining what type of classroom facility is needed on a temporary basis.

Support and Counseling

Any critical incident has the power to cause strong psychological and physiological distress in healthy,

normal people. Therefore, it is necessary to have preplanned support from counselors trained specifically in Post Traumatic Stress and Critical Incident Stress Debriefing.

Initial response of counselors will be coordinated by the Emergency Response Coordinator. Responsibility will then be directed to the Student Health and Counseling Center for students in need of assistance. Employee counseling service during the emergency will be coordinated through Kittitas County Comprehensive Mental Health in the initial stages of the emergency. Long-term counseling will be referred to the Employee Advisory Service and to local counselors.

Employees directly involved in providing services under extreme conditions may be asked to participate in a Critical Incident Stress Debriefing (CISD) CISD is a group meeting of personnel involved in a critical incident. It is facilitated by a trained professional and is a non-evaluative discussion of thoughts, reactions and possible stress-related symptoms. CISD is usually performed at the request of a department head.

SECTION 7 - Debriefing

Debriefing

There are two distinct reasons to conduct debriefing exercises of personnel responding to an emergency event. Personnel who are involved in events with large numbers of casualties or with otherwise profound impact of the lives of the people involved have the potential to create psychological stress amongst the responders. It is imperative that these responders are given the opportunity to discuss their response, and subsequent feelings about the event and their performance during it, as soon as possible.

The second purpose of the debriefing process deals with a discussion and evaluation of the emergency preparedness plan, the ability of personnel to carry it out and the adequacy of resources available to responding personnel. This debriefing process should begin as soon as possible after the emergency event is under control and an acceptable level of normal operation restored.

The first step in the debriefing process begins with the compilation of the records of the event. The emergency coordinator is charged with compilation of the final reports. During this process it is important to begin to gather the input of involved personnel. Written input should be solicited from all involved personnel which answers the following questions:

Were your responsibilities under the preparedness plan known to you or made known to you in a timely and useful manner?

Were your responsibilities and supporting activities relevant to the needs generated by the emergency event?

Were available resources adequate to enable you to carry out your responsibilities?

How can coordination amongst responding personnel be improved?

It is important that this process be geared towards identifying specific weaknesses which posed obstacles to personnel involved in carrying out their assigned responsibilities. With this information the emergency council can create a comprehensive evaluation of the preparedness plan and of personnel's ability to carry it out.

So far we have discussed input to the emergency council for purposes of evaluating the entire plan and overall response effectiveness. It is important the above questions be asked and answered on a department or even crew level first. This will enhance each department's ability to carry out their assigned responsibilities during an emergency event.

The debriefing process must be geared towards gathering information pertinent to the effectiveness of the emergency response. It is important that this information take the form of facts rather than assertions or impressions about the emergency event itself or the response to it. The debriefing step is critical because, properly conducted, it provides the raw data base from which the evaluation is completed

SECTION 8 – Evaluation

It will be the responsibility of the emergency council to prepare an evaluation of the response to the emergency event. The basis for this evaluation will be the information recorded through the command center, the visual and written records prepared by inspection teams, and the information compiled through the debriefing process.

The evaluation process should determine the effectiveness of the preparedness plan and its implementation during the emergency event by reviewing the four phases of the emergency response.

Planning

Was the emergency preparedness plan able to provide adequate guidance to responding personnel during the emergency event? Were departments and individual personnel adequately prepared to carry out their responsibilities?

Mitigation

Did the plan adequately identify steps to be taken to reduce the potential for injury or damage during the emergency event? Were the steps identified completed by the appropriate departments in an effective manner?

Response

Were responding personnel aware of their responsibilities under the emergency preparedness plan? Were available resources effectively distributed and adequate for the job? Did the communications/command center support responding personnel and did responding/personnel use the communications /command center? Were support services adequate to keep responding personnel operating at maximum effectiveness during the emergency event? Were the response priorities and suggested alternatives effectively planned for and provided during the emergency event?

Recovery

Were the mitigation steps and response activities responsive to resuming academic activities as soon as possible? Were academic personnel and staff adequately prepared to resume academic activities in temporary facilities without normal resources? Were temporary facilities adequate to resume academic activities with a near normal student enrollment? Was the data center able to adequately preserve academic and financial records after the emergency event?

Was the record of the emergency event adequate to accurately report injuries/deaths, damage to assets, and resources used during the emergency event? Were debriefing and evaluation activities adequate to compile an accurate record and identify areas for improvements in the emergency plan and response?

During the evaluation process it is important the information used and conclusions drawn be compared to the framework established in section one of this plan. For instance, were the resources available adequate when evaluated in light of our stated planning assumptions or was the response effort effective in light of our mission and limitation statements? It is important that facts be reviewed relevant to the circumstances of the emergency event and suggested options be

Section 8 - Evaluation (continued)

realistically available under similar circumstances.

An important exercise during the evaluation process is the table top exercise. It is recommended the emergency council, along with key personnel, conduct a re-creation of the event and response during the evaluation process. This exercise should be geared towards reviewing the sequence of the emergency event, the sequence of the response by personnel, and any preventable problems encountered by personnel during any of the phases of the emergency response. This exercise gives the emergency council the opportunity to review the emergency response and receive additional input on the effectiveness of response activities and to identify possible improvements in preparedness planning, personnel training, pre-event mitigation steps, and material stockpiling.

SECTION 9 - Updating the Plan

This emergency plan is written to compartmentalize the different elements of the emergency response. Because each section is an independent component the plan may be evaluated and changed in the same manner with an occasional review of the overall plan.

The emergency preparedness plan has been placed on the CWU home page which allows for easy dissemination of the plan. It is recommended that as a minimum all departments review pertinent sections of the plan annually by holding a table top disaster drill. The drill, when held on a department level, should be organized to determine whether call lists, small job lists, supplier lists and other pertinent appendixes are complete and accurate. Suggested changes and upgrades to the plan should be submitted to the Department of Public Safety and Police Services for insertion to the plan.

The emergency council should conduct a table top disaster drill using a scenario that implements

substantial portions of the plan with emphasis on the response priorities. The drill should be geared towards measuring the feasibility of suggested alternatives and whether the alternatives are sufficiently complete to meet the needs of CWU.

Changes in state laws, Central Washington University policy, personnel changes, changes in labor agreements, etc. should be evaluated for their impact on the emergency preparedness plan. Information suspected of having impact should be routed through the Public Safety and Police Services for insertion or placed before the appropriate policy board for consideration where that level of review is warranted.

The emergency preparedness plan should be printed and disseminated as needed. It should be possible to restrict printing to pertinent sections for some departments. It is important that the plan exist in print and the data base be downloaded and stored off-site in an accessible location. The home page is designed to make dissemination, review, and changes to the plan easier. During an emergency this data base may be inaccessible.

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