



Idaho State University

Direction, Control, and
Coordination Annex
Created: May 2023

Purpose

The purpose of this annex is to provide expanded information about how Idaho State University (ISU) will use direction, control, and coordination during a Level 1, Major Emergency. It describes the relationship between the on-scene responders, ISU Incident Management Team, Emergency Operations Center, and the ISU Policy Group in order to save lives, protect property, and restore University services and following emergency situations.

Situation and Assumptions

During a Major Emergency the command structure of the entire response effort must be organized and a timely notification of the response groups must be achieved in order to return to normal operations.

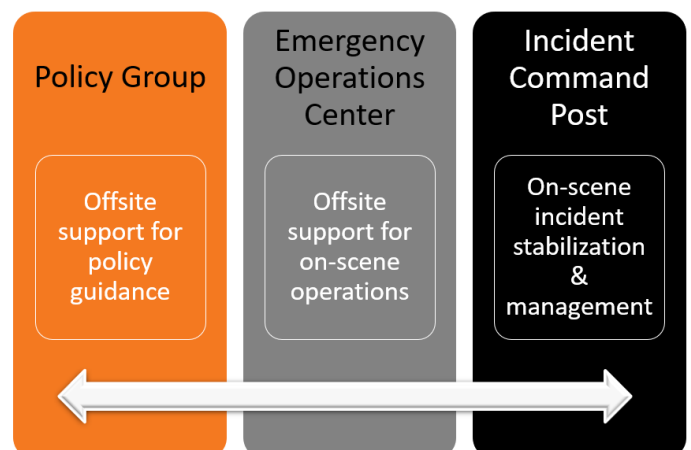
Assumptions:

- The size, scope, or complexity of a campus emergency assistance may be required by local first responders, or the support of local, state, or federal agencies.
- Responding departments and agencies will independently implement internal plans or procedures.
- Key personnel required for implementation of the ISU EOP are available and agencies will determine resource requirements for staff augmentation.

Concept of Operations

Upon notification of any emergency affecting the ISU community, a Public Safety Officer will be dispatched to the scene. The Public Safety Officer assesses the situation and requests additional resources as needed, including response personnel from other ISU Response Team members (i.e. Facilities Services, Environmental Health Safety & Sustainability, etc.) and/or local first responders. The first officer on-scene will assume the role of **Incident Commander** and establish an **Incident Command Post**, if necessary. Information from the on-scene Incident Commander will be relayed to the appropriate Director for the operations needed.

During the first few hours of an emergency, the President will determine if a Declaration of Campus Emergency, or Campus Closure is warranted. Additionally, ISU's Leadership Team, in coordination with the President, will authorize the official request for assistance and notification to appropriate state and federal agencies. Emergency Response activities at ISU are directed under the authority delegated to the on-scene Incident Commander.



The Incident Command Post and Emergency Operations Center will be the operational areas from which emergency response activities are directed, controlled and coordinated. During emergency operations, ISU first responders and the ISU Incident Management Team will remain, to the extent possible, under the established management and supervisory control of ISU Leadership Team.

ISU's Incident Commander is responsible for managing the response, including developing Incident Objectives and managing all on-scene incident operations. The Leadership Team is responsible for determining Response and/or Recovery priorities based on the Incident Objectives. They have the authority to approve expenditures of ISU funds and commit ISU resources necessary and reasonable to satisfy the prioritized needs.

This direction and control system provides a means for the Response Team and Incident Management Team to pursue existing mission requirements and for their personnel to continue to operate under their existing supervisory chain of command. This system also provides a means to focus the efforts and actions of ISU Incident Management Team and multiple outside agencies/organizations to resolve the most important problems facing the entire impacted area through the prioritized commitment of efforts and deployment of resources.

Unified Command

A Unified Command is used when more than one (1) agency within the incident jurisdiction are working together to respond to an Incident. It may be necessary depending on the situation for the University to work in collaboration with local first responders, and/or city, county, and state agencies. Under Unified Command, a Director level member of the ISU Response Team will be assigned the on-scene activities.

For example, the fire department may assume the role of lead Incident Commander for a fire, special rescue, medical, mass casualty incident, or hazardous materials event that requires its response. The police department may assume the lead Incident Commander for any event that requires its response. When both fire and police, or a county/state agency respond to the same Incident they will determine who will take the role of the Incident Commander, or if a Unified Command approach is needed.

It is in the best interest of the University to encourage a Unified approach when other responding agencies are participating in Response activities. This allows for a collective approach to developing strategies, ease of information flow, and improved coordination.

- Policy Group: Works in collaboration with outside agencies senior administration to establish joint policies and set collaborative strategies.
- Leadership Team: Assigned personnel & resources will be integrated into the appropriate Incident Management and/or Emergency Operation Center positions.
- Marketing & Communications: Works in collaboration with Public Information Officers to ensure coordinated and accurate public messaging at all levels.

Transfer of Command

Transfer of Command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of Command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command;
- For effectiveness or efficiency;
- Incident complexity changes;
- A need to relieve personnel on incidents of extended duration;

- Personal emergencies; or
- Agency administrator/official directs a change in command.

Transfer of Command will occur with minimal disruption to the Incident. This procedure may be used any time personnel in supervisory positions change. The following key procedures should be followed whenever possible:

- The transfer should take place face-to-face;
- The transfer should include a complete briefing; and
- All staff manning the Incident must be notified of the Transfer of Command.

Roles and Responsibilities

The roles and responsibilities for the Policy Group, Incident Leadership Team, and Response Team remain the same, as indicated in the table below. As the incident requires additional support through either the use of an Incident Management Team or Emergency Operations Center tasks are strategically divided to additional personnel. This helps to ensure the incident is managed as quickly and efficiently as possible.

Group	Member/Teams	Tasks	
Policy Group (Or Admin Council)	Idaho State University President	<ul style="list-style-type: none"> • Policy Setting; • Setting overall strategy & response priorities; • Authorize campus closure; • Declaration of an emergency; and • Requesting activation of Emergency Operations Center 	
	Administrative Council		
Incident Leadership Team	Vice President for Campus Operations	<ul style="list-style-type: none"> • Ensuring incident safety; • Providing overall status and information about the event; • Identifying objectives, priorities, and assignments; • Planning & documenting, priorities, objectives, tasks, and personnel work assignments; • Measuring work and cost effectiveness, progress, and providing accountability; • Organizing Response Team activities and requesting additional resources; and • Determining need for activation of Incident Management Team. 	
	Chief Compliance Officer, as applicable		
	Associate Vice President of Marketing & Communications		
	Operations Directors		Public Safety
			Facilities Services
			Environmental Health, Safety & Sustainability
			Information Technology Services
Campus Events, as applicable			
Human Resources, as applicable			
Subject Matter Expert(s), as applicable			
Response Team	Boots on the ground	<ul style="list-style-type: none"> • Incident stabilization; • Following established Standard Operating Procedures; and • Working in Collaboration with responding agencies. 	

Incident Management Team

The ISU Incident Management Team consists of the Incident Leadership Team and the leader over any needed specialty groups/Strike Team. Assignment of duties may vary based on operational needs. Incident Management Team members may be assigned to assist in response activities (on-scene) or oversight activities (off-site).

Incorporation of additional staff should flow seamlessly into the existing structure. Only activate the positions as they are needed, the smaller oversight team - the better.

Departmental Structure

When using a departmental structure, unit/department heads oversee the planning and operations of their respective teams. Teams will be assembled by using individuals already assigned in each unit/department to complete similar tasks on a day-to-day basis.

Leader (*Assigned at time of Incident, or default to Emergency Manager*)

- Provides oversight for the chairs for all assigned strike teams;
- Ensures tasks are developed with the overall strategy and objectives;
- Ensures proper tracking of response efforts by documenting time spent, action taken, and progress to meet mission objectives; and
- Provides guidance to strike team chairs, as needed.

Strike Team Chair(s) (*Incident Dependent*)

- Assembles team members based on skills and operational need;
- Establishes team goals and assigns tasks to meet incident objectives;
- Ensures accurate tracking of resources;
- Requests additional resources to meet incident objectives; and
- Provides updates to Incident Team Leader, as requested.

Functional Structure

When established using a functional structure the recommended positions are as outlined:

Leader (*Assigned at time of Incident, or default to Emergency Manager*)

- Provides oversight for the chairs for all assigned strike teams;
- Ensures tasks are developed with the overall strategy and objectives;
- Ensures proper tracking of response efforts by documenting time spent, action taken, and progress to meet mission objectives; and
- Provides guidance to strike team chairs, as needed.

Operational Planning Support Group Chair

- Provides for the planning of and operational execution for effective completion of incident objectives;
- Develops strategies to optimize ISU resources and provides oversight for assigned resources;
- Coordinates and consults with technical experts, as needed;
- Establishes team goals and assigns tasks to meet incident objectives;
- Ensures accurate tracking of resources;
- Requests additional resources to meet incident objectives; and
- Provides updates to Incident Team Leader, as requested

Logistical Support Support Chair

- Performs duties necessary for resource allocation and tracking for supplies, equipment, facilities, transportation, as well as providing support information management tracking.
- Establishes team goals and assigns tasks to meet incident objectives;
- Ensures proper documentation of all resource-related processes from initiation of requests through deployment and reconciliation; and
- Provides updates to Incident Team Leader, as requested

Financial & Compliance Support Chair

- Performs consolidated functions usually associated with ISU Finance and Legal compliance;
- Ensuring accurate recording of personnel time, oversight on vendor contract, and resource ordering through appropriate procurement processes;
- Provides for cost analysis and ensures equipment and personnel for which payment is required is identified;
- Provide accurate information on the actual costs of all assigned resources;
- Provide technical expertise as it relates to risk management and legal requirements;
- Ensures proper tracking of response efforts by documenting time spent, action taken, and progress to meet mission objectives; and
- Provides for the management of grants;
- Provides updates to Incident Team Leader and Policy Group, as requested

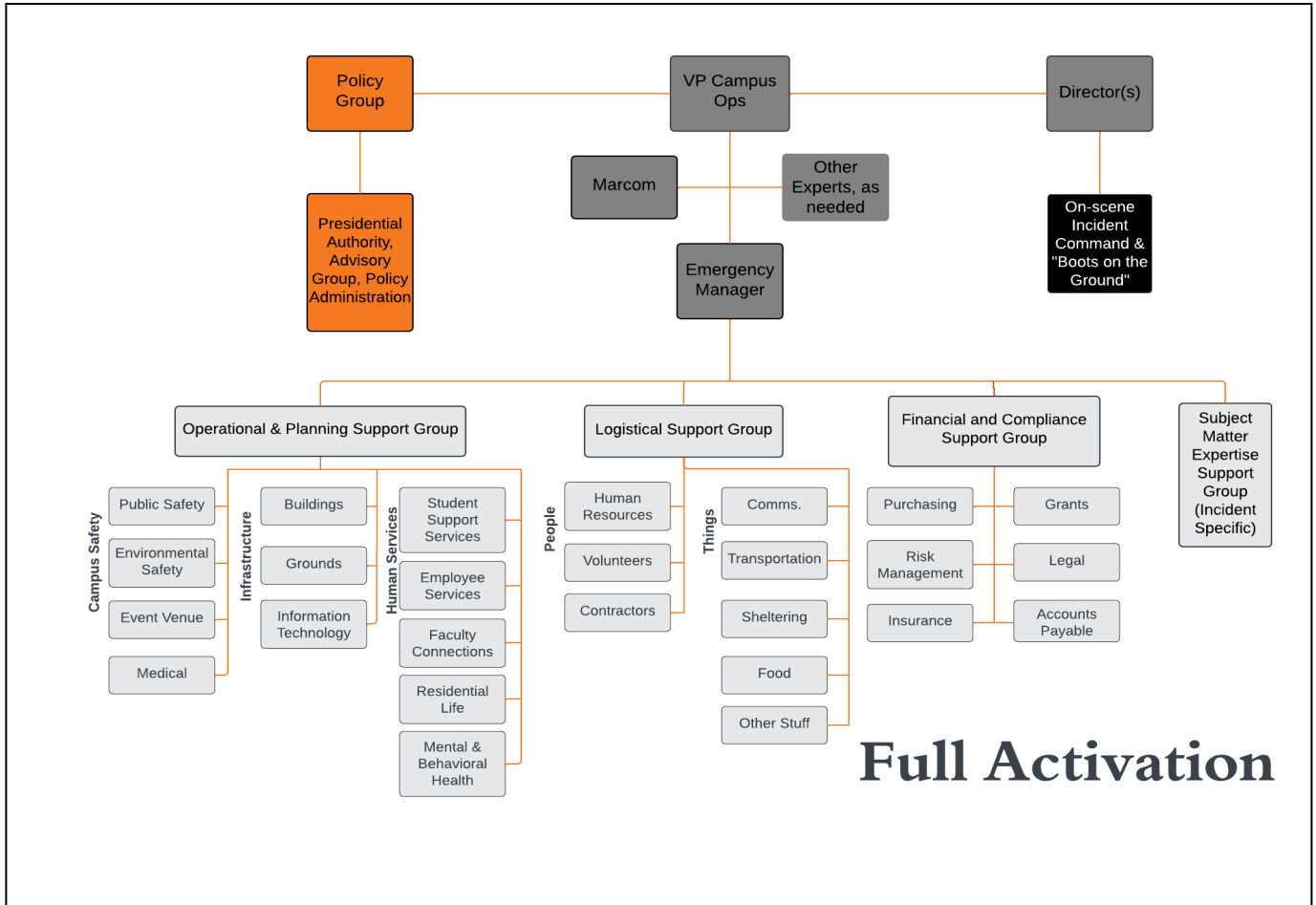
Subject Matter Experts

- Participates in strategy sessions, strategic assessment, and design review to validate ISU's approach to the critical incident;
- Ensure fact and details are correct so that the tasks meet the needs of the stakeholders, policies, standards, and best practices; and
- Reviewing planned objectives/tasks and providing industry specific knowledge as needed.

Based on information obtained and resources available, the Group Leaders/Chairs will activate appropriate section units to help deal with the Incident.

Emergency Operations Center Group

The Emergency Operations Center group includes all members of the Incident Leadership Team, Chairs of the assigned Incident Management Strike Teams, and additional team members as outlined below. Members of the Policy Group are encouraged to attend all Emergency Operations Situational Briefings.



Operational & Planning Support Group: Provides for the planning of and operational execution for effective completion of incident objectives

Campus Safety Group

- Performs duties associated with the planning for and completion of actions associated with maintaining the Public Safety;
- Provides for protection of the overall health of the campus community and makes recommendations for protecting the environment;
- Provides insight into the event venue and guides event operations; and
- Provides medical planning and response capabilities.

Infrastructure Group

- Provides for the planning, use, and maintenance of ISU buildings;
- Provides for the planning, use, and maintenance of grounds services; and
- Provides for the planning, use, and maintenance of Information Technology Services.

Human Services Group

- Provides for the planning and operational needs of Student Support Services to implement strategies according to established policies and procedures;

- Provides for the planning and operational needs of Emergency Services to implement strategies according to established policies and procedures;
- Provides information, planning, and operational needs of Faculty to implement strategies according to established policies and procedures;
- Ensures operations for residential life are sustained; and
- Anticipates the needs of the mental/behavioral health of the ISU community and implements strategies with the health of the community in mind.

Logistical Support Group

- Provides all facilities, transportation, communications, supplies, equipment maintenance and fueling;
- Coordinates services for food delivery for incident personnel;
- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies;
- Providing communication planning and resources; and
- Setting up and maintaining incident facilities.

Financial & Compliance Support Group

- Manages all financial aspects of an incident;
- Provides financial and cost analysis information, as requested;
- Ensuring compensation and claims functions are being addressed;
- Provide for timekeeping activities;
- Monitoring and negotiation of contracts;
- Providing for activities related to grand management;
- Acquiring compensation for injury or damage to property; and
- Providing for analysis as it relates to risk management and legal compliance.

Subject Matter Experts

- Participates in strategy sessions, strategic assessment, and design review to validate ISU's approach to the critical incident;
- Ensure fact and details are correct so that the tasks meet the needs of the stakeholders, policies, standards, and best practices; and
- Reviewing planned objectives/tasks and providing industry specific knowledge as needed