Washington College
Emergency Operations Group
Annual Report
2013 - 2014

2013 – 2014 Activity ................................................................. 3
Activity Abstracts ................................................................. 3

2014 – 2015 Projects ................................................................. 4
Emergency Generator Proposal .............................................. 5
EOG Training ................................................................. 8
Business Continuity Plan ................................................... 10

Recommendations and Requests .......................................... 11
Committee Improvement Plan ............................................ 12
Proposed Budget ............................................................... 13

The following information is available in the complete Annual Report. To view the extended report, complete with appendices, please contact Miles Garrett.

Appendix A ............................................................... 14
Table Top Exercises .......................................................... 15

Appendix B ............................................................... 38
Live Safe App ................................................................. 39
Safety Days ................................................................. 41

Appendix C ............................................................... 42
Student Death Protocol .................................................. 43
Business Continuity Plan .............................................. 66
Meeting Minutes ....................................................... 74
Washington College
Emergency Operations Group
Activity from 2013 - 2014

1. **Table Top Exercise** – The EOG participated in two Table Top Exercises during the 2013 – 2014 year. The first exercise simulated a bomb threat that was called in to the college switchboard, and an unidentified object that was discovered outside of the Gibson Theatre. The second Table Top Exercise focused on a fire in the main dining areas of Hodson Hall, which resulted in a major campus shutdown. The notes from these exercises as well as the reports from the Willis Insurance Group Facilitator are included in Appendix A.

2. **Safety Days** – In an effort to improve the overall safety of the Washington College work environment, the EOG planned and implemented a set of training workshops for all Washington College employees. This half-day seminar named “Safety Days” was well attended and helped to set an example for future seminars which are now run by the Washington College Safety Committee. A record of the planning and a schedule for the first Safety Days Training Session are included in Appendix B.

3. **LiveSafe App** – During the Fall 2013 semester, the EOG welcomed a representative from the LiveSafe Company. The representative was given time to showcase a unique mobile application that is designed specifically for improving safety on college and university campuses. After examining the app fully, the EOG recommended that Washington College become a user of the LiveSafe App and encouraged all members of the WC community to become familiar with the app. A description of the app’s features and benefits is included in Appendix B.

4. **Student Death Protocol** – In September of 2013 the Washington College community suffered the loss of one of its students to self-inflicted injuries. The EOG utilized an established chain of communication to handle this emergency situation, but quickly realized that the established plan for this situation was in need of revision. The after action report from this incident, as well as the updated Student Death Protocol are included in Appendix C.

5. **Business Continuity Plans** - Recognizing that an emergency situation could cause a disruption in the normal economic activity of the college, the EOG has begun the process of establishing plans for continuing operations during both short-term and long-term campus wide shutdowns. The EOG plans to continue to develop departmental Business Continuity plans to speed recovery following substantial disruptions to normal college operation. An example of a short-term business continuity plan is included in Appendix C.

6. **Regular Meetings** - Over the first four years, the Emergency Operations Group (EOG) met on a bi-weekly basis to plan several projects that have increased the preparedness of the Washington College community. During the 2013 – 2014 academic year, the EOG moved to a monthly meeting schedule. A small sample of meeting minutes has been included in Appendix C.
Executive Summary

1. **Emergency Generator** – While the EOG has advocated for a back up generator for the entire Hodson Hall for several years, the group is now recommending that the College consider purchasing smaller generators that could service several buildings. In addition to providing backup electrical power for Hodson Hall, the EOG is recommending a small generator to provide emergency power for Queen Anne’s Hall, where Health Services stores all medications that require refrigeration.

2. **Emergency Operations Group Training** – The Washington College EOG has worked closely with Charles Brandt, Willis Risk Management consultant, to plan several Table Top Exercises since 2012. The members of the EOG have decided that continuing on this course of action is imperative to ensuring proper group preparation in the event of an emergency. The group will plan and conduct at least two Table Top Exercises each year. In addition to completing Table Top Exercises, the members of EOG will participate in FEMA’s L363 training seminar, which is specifically designed for higher Education. The planned activity for the 2014 – 2015 academic year will continue to increase overall preparedness and response efficiency for the EOG.

3. **Business Continuity Plans** - The EOG recognizes that an emergency situation could cause a disruption in the normal economic activity of the college. The effects of such an event would require the college to take action to limit the financial impact of a campus wide shutdown. The EOG plans to oversee the development of departmental Business Continuity plans for both short-term and long-term campus interruptions to help ensure a rapid recovery following substantial disruptions to normal college operation.
Washington College
Emergency Operations Group
Emergency Generator Proposal

Included below, is a proposal that was submitted in 2009. While this proposal is out of date, the vulnerability has not been addressed, and the need for food service operations during an extended power outage remains. In recent discussions, an alternative plan to use a team of two or three smaller generators has been suggested. Research is currently being conducted to analyze the effectiveness of this option from both functional and economical perspectives.

In addition, the events of the past several years have exposed another area of the campus that would benefit from the addition of an emergency generator. Health Services stores a large amount of medications that require cold storage. At the current time these medical supplies are stored in a refrigerator that is connected to the normal power supply of Queen Anne’s House. The normal procedure for extended power outages in Health Services is to pack all of the materials that require cold storage into insulated vessels, and transport them to the nearby Kent County Health Department. This process requires a large amount of time and resources that could be used much more effectively during a power outage. Furthermore, if a power outage was the result of a large emergency on campus, the resources may not be available to move the supplies since Health Services may be called upon to provide emergency medical assistance. The following is the most recent estimate of the quantity and value of the medical supplies stored in Queen Anne’s House:

**Immunizations:**

<table>
<thead>
<tr>
<th>Vaccine</th>
<th>Quantity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMR (Measles, Mumps, Rubella)</td>
<td>10 doses</td>
<td>$580.00</td>
</tr>
<tr>
<td>Meningitis</td>
<td>10 doses</td>
<td>$1250.00</td>
</tr>
<tr>
<td>Hepatitis B Vaccine</td>
<td>10 doses</td>
<td>$630.00</td>
</tr>
<tr>
<td>Influenza</td>
<td>400 doses</td>
<td>$6000.00</td>
</tr>
<tr>
<td>Tetanus</td>
<td>10 doses</td>
<td>$250.00</td>
</tr>
<tr>
<td>Adacel Vaccine</td>
<td>10 doses</td>
<td>$450.00</td>
</tr>
<tr>
<td>HPV Vaccine</td>
<td>10 doses</td>
<td>$1500.00</td>
</tr>
<tr>
<td>PPD Tests</td>
<td>10 doses</td>
<td>$50.00</td>
</tr>
<tr>
<td>Varicella Vaccine</td>
<td>9 doses</td>
<td>$1000.00</td>
</tr>
</tbody>
</table>

**Total**                      |          | **$11,710.00** |

**Other Medical Supplies Stored:**

<table>
<thead>
<tr>
<th>Medication</th>
<th>Quantity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humira Injections</td>
<td>6 doses</td>
<td>$19,801.14</td>
</tr>
<tr>
<td>Phenergan Injectable</td>
<td>25 doses</td>
<td>$125.00</td>
</tr>
<tr>
<td>Phenergan Suppositories</td>
<td>10 doses</td>
<td>$50.00</td>
</tr>
<tr>
<td>Benadryl Injectable</td>
<td>25 doses</td>
<td>$125.00</td>
</tr>
<tr>
<td>Student allergy serum</td>
<td>50-60 vials</td>
<td>$6000.00</td>
</tr>
</tbody>
</table>

**Total**                      |          | **$26,101.14** |

**Grand Total**                |          | **$37,811.14** |
As a result, the Washington College EOG has also begun to research the most cost effective way to provide Health Services with an emergency generator.

MEMORANDUM
To: Baird Tipson
From: Sarah Feyerherm
Date: December 7, 2009
Re: EOG Recommendation for Hodson Generator

As you are probably aware, the Emergency Operations Group (EOG) has been meeting regularly throughout the fall 2009 semester, gathering information and coordinating the institutional response to the H1N1 outbreak. In addition, the group has been reviewing departmental emergency plans which address not only the H1N1 outbreak but also other possible emergency scenarios. While we are encouraged that this degree of planning has occurred, and will continue to occur, we have recently identified an area of particular concern.

The newly renovated Hodson Hall will provide essential support in a number of campus emergencies. As a centrally located facility that also serves as the primary food operation of the College, the building is the keystone to the institutional response during a campus emergency. It has significant capacity, can serve as a central meeting location where additional information can be disseminated to students, faculty, and staff, and has the flexibility to accommodate the space needs that will likely occur in a campus emergency.

The ability of this building to function in the event of almost any campus emergency is critical to an effective and appropriate institutional response to such a situation. In the event of a long-term power outage (longer than 5-6 hours) many of the major functions of the building would be compromised. Among those are food storage and preparation, lighting, and heating. Currently, the building does not have a backup generator and in the event of power loss, the building would lose all power, with the exception of temporary emergency lighting (just enough for about 45 minutes of low level light).

The EOG asked one of its members, Reid Raudenbush, to obtain an estimate of the cost of a generator for Hodson and the quote he received from Gipe Associates is attached. Clearly, it is a significant cost and the additional costs related to its installation may push the total cost toward $500,000. However, it is the recommendation of the EOG that the institution incorporate this expense into its capital planning process and strongly consider both the liabilities and risks of not having power backup for this facility, as well as the tremendous benefits to the campus community and the assurance that we are fully prepared for such an emergency.

If the Emergency Policy Group (EPG) would like some additional information or needs the EOG to do additional research or work on this proposal, please let me know. We will be happy to assist the EPG in this effort.
Washington College
Emergency Operations Group
Training

Over the last calendar year the Emergency Operations Group has continued to work with the Willis Group Holdings, the world’s oldest insurance broker. The EOG has maintained a working relationship with Charles Brandt who serves as a risk management consultant for the Willis Group in an effort to improve overall emergency preparedness. The following is a brief record of activity from the last year:

- On November 12, 2013, Mr. Brandt facilitated an extensive Table Top Exercise involving all members of EOG as well as several members of the college community. During this exercise, the members of EOG responded to prompts from the facilitator that simulated the events surrounding a bomb threat, and the discovery of a suspicious package.

- On March 13, 2014, Mr. Brandt facilitated a Table Top Exercise involving all members of EOG. During this exercise, the members of EOG responded to prompts from the facilitator that simulated the events surrounding a kitchen fire in Hodson Hall that caused significant damage to the building and forced an extended interruption in campus/college activity.

- The EOG recognizes that the topics covered in the conversations with Mr. Brandt, as well as the table top exercises, still need to be addressed, and that through the assistance of Mr. Brandt and Willis risk management, the EOG should continue completing several tabletop drills each year.

The Emergency Operations Group has established that the completion of member training and the execution of tabletop drills should be a continuing goal going forward. The table-top drill process helps the group to better establish the roles of each member in an emergency situation while identifying and addressing the strengths and weaknesses of the group’s training. Tabletop drills are also very useful in their design due in large part to their specificity. Each drill is designed to address the unique problems that arise in a very specific emergency situation. The demands on the group during a weather emergency are very different from those that arise from an active shooter situation. The group feels that to become as effective as possible, training should remain a regular part of the EOG’s activity to ensure that the group is as prepared as possible. The group would like to continue working with Willis Risk Management and Mr. Charles Brandt, but also recognizes that there may be costs incurred from the various training exercises that must be performed and that the current budgetary constraints will limit this action.
The group has also become aware of the FEMA L363 training seminar, which focuses on the emergency needs that are unique to higher education. The primary audience for this 3-day training is personnel from institutions of higher education who have responsibilities for creating, reviewing, implementing, and exercising emergency operations plans. This includes personnel with the direct responsibility for emergency management as well as other campus personnel who may serve as members of the planning team. EOG has learned that this course is offered several times in close proximity to the Washington College campus. The Group has agreed that sending all members over time to this seminar should be a goal moving forward.
Washington College
Emergency Operations Group
Business Continuity Plan

The Washington College Emergency Operations Group recognizes that campus and community emergencies could have a profound economic impact on the operations of the college. In an effort to limit the impact of a catastrophic incident, the EOG has recommended that individual units of the college establish a Business Continuity Plan for the college. Creating a Business Continuity Plan (BCP), involves a four step process:

1. **Business Impact Analysis** – The college should conduct research to identify the operational and financial impacts resulting from the loss of individual business functions and processes, as well as identifying the point in time when the loss of a function would result in a noticeable business impact.

2. **Recovery Strategies** – Using the information gained from the Business Impact Analysis, the college can identify both gaps between the recovery requirements and the current capabilities that the college has for recovery. In this phase the college should also select several recovery strategies, and implement the most viable options.

3. **Plan Development** – The college should develop a framework for a recovery plan, and using the information gained during the first two stages, establish and write a business continuity and IT disaster recovery plans. The college should establish recovery teams to focus on establishing and implementing these plans.

4. **Testing and Exercises** – The final stage involves regular maintenance and testing of the plans. This stage should include orientation exercises for new employees, regular testing to identify the plan and the college’s strengths and weaknesses, and the documentation of the lessons learned from each testing session.

The EOG recognizes the scope of this project and has identified the need for the initial stages to be completed by each individual department on campus. The members of EOG established that this project should be addressed in a two-stage process. The departmental business continuity plans should be completed for both short-term and long-term interruptions. The EOG set a goal of June 1, 2014 for the completion of short-term plans. The EOG is in the process of reviewing these short-term plans, and will make necessary adjustments, and work towards the completion of long-term business continuity plans by the end of the 2014 calendar year.
Once both phases of the process have been completed, the College as a whole can conduct tests and exercises based on the plans. The EOG should serve as the moderator for the testing and provide feedback to each department in an effort to improve the college’s overall preparedness. This project, which was launched during the 2013 – 2014 year, will remain an ongoing and constantly evolving process.
Executive Summary

1. **Committee Improvement Plan** – Over the last four years, major strides have been made to improve the safety and overall preparedness of the Washington College community, but the EOG remains a relatively unknown entity on the Washington College campus. The group feels very strongly that efforts should be made to increase awareness about the committee and its mission. An ongoing goal for the group will be to develop an action plan for improving both the awareness of the committee on campus as well as increasing the efficiency of projects and meetings. The committee will continue to work with the Student Government Association to help increase student awareness as well. During the 2014 – 2015 Academic year, EOG should implement a plan of action to complete additional training activities and conduct regular table-top drills to ensure that all members of the committee are properly prepared to handle an emergency situation, while also striving to improve the committee’s presence and visibility on campus.

2. **Budget Requirements** – For the 2012 – 2013 fiscal year the EOG was allocated a working budget of $3000. The following year that budget was cut to $1000 in an effort to alleviate institutional wide financial shortfalls. During this year, the EOG spending exceeded the $1000 budget and ended the fiscal year with a $91 deficit. The major charges for the year included supplies for Emergency Response Kits, and contractual fees for the LiveSafe app. To ensure that the EOG is financially able to continue focusing on the overall safety and preparedness of the Washington College community, the group has recommended that a budget of $15,000 be provided by Washington College.

Washington College
Emergency Operations Group
Recommendations and Requests for 2013 – 2014
Committee Improvement Plan – The EOG has made major strides to improve the safety and overall preparedness of the Washington College community. One of the main goals for the 2012 – 2013 year was to improve the impact of the EOG on the campus community. One of the ways that the group identified to accomplish this goal, was to incorporate a student representative in the normal operations of the group. While a student representative was assigned to the group, their involvement was minimal. The group has noticed an increase in overall campus awareness as a result of the various programs and initiatives that EOG has implemented. However, increased efforts directed at improving campus awareness will help to ensure that the overall preparedness of the Washington College community improves. The EOG has purchased, and is currently using the LiveSafe app. To date the number of total users at Washington College is approximately 300. The EOG feels confident that increasing the number of users to at least 75 percent of the college community is an attainable goal for the next academic year.

The EOG recommends the following actions be taken to improve the group as a whole:

• The EOG will develop an action plan for improving both the awareness of the group on campus as well as increasing the efficiency of projects and meetings.

• The EOG should work with the Student Government Association to recruit an active student representative, who will work with the group to improve student awareness and involvement in the overall safety of the Washington College campus.

• EOG should continue to provide assistance and work with the Safety Committee to help improve employee awareness and preparation.

• EOG should implement a plan of action to complete necessary training activities and conduct table-top drills to ensure that all members of the group are properly prepared to handle an emergency situation.

• EOG should develop and implement an effective roll-out event to increase the campus awareness of the LiveSafe app.
Washington College Emergency Operations Group Budget Requirements

2014 – 2015 Operating Budget – For the 2013 – 2014 fiscal year, the Washington College Emergency Operations Group was given an operating budget of $1,000. The following is a record of budget activity for the last year:

Recognizing that the Emergency Operations Group uses a small sum of money to complete projects that contribute to the greater good of Washington College, the EOG asks for an annual operating budget of $15,000. The EOG feels that this budget would be sufficient to cover the costs of the activities that are scheduled for the upcoming fiscal year while alleviating the strain that the members place on their individual departmental budgets.