



**emergency
management
team**

UNIVERSITY OF SOUTH CAROLINA



EMERGENCY

operations plan

JULY 1, 2023

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ELECTRONIC DISTRIBUTION

Two copies of this document are maintained.

- A **public** version can be found on the Division of Law Enforcement and Safety website at www.sc.edu/CarolinaAlert that is available to anyone with internet access.
- The **full** version is restricted to authorized personnel and will remain on a secure server due to the sensitivity of its contents.

PRINTED DISTRIBUTION

The master copy of this promulgated plan should be kept by the Division of Law Enforcement and Safety.



TERM

This plan, from date of promulgation, shall be in effect until scheduled expiration on July 31, 2027. This document should be comprehensively reviewed by all stakeholders, updated, and resubmitted for approval and promulgation upon scheduled expiration, major revision, or a period not to exceed four (4) years from promulgation, whichever comes first.

ANNUAL REVIEW

This plan shall receive annual review by the Emergency Manager and/or his/her designee on or before July 31 of each year during the document's term. This includes, but is not limited to, updating statistics, verifying contact information, and revising maps to include newly constructed facilities. It is further recommended that all members of the Emergency Management Team (EMT) review this plan annually and submit revisions to the Emergency Manager by the annual review deadline.

MINOR UPDATES

This plan is subject to continuous change based on the results of actual events, exercises, annual review, and stakeholder input. Minor updates and changes may be made with majority approval of the Executive Leadership Group (ELG). A record of changes should be attached and maintained.

MAJOR REVISIONS

Major content changes that significantly alter the intent of all or part of this plan prior to expiration are subject to stakeholder review, endorsement of the ELG, and should be resubmitted for promulgation.

RECORD OF CHANGES

DATE	PAGE	CHANGES
Feb 2013	12	Minor revisions throughout. Updated demographic information.
Oct 2013	All	Complete plan overhaul.
Jan 2014	45-191	Edits made to several Functional Annexes.
Feb 2014	203	Overhaul of hazard-specific appendices; Winter Storm Annex completed.
May 2016	2	Executive Policy Group Annex Updated
Jan. 2017	220	Bomb Threat Annex Updated
Sept 2017	12	Minor revisions throughout. Updated demographic information.
Oct 2017- Jan 2018	45-191	Functional Annexes Updated
June 2018	167	Sheltering Annex Added
Sept 2018	258	EOC active phone numbers updated
Oct 2018	212	Sandbag plan for flood prone locations updated
Aug 2019	3	Updated Promulgation and Executive Policy Group
Nov 2019	28	Updated organizational chart
Nov 2019	46-203	Minor revisions of Functional Annexes
Nov 2019	29-39	Minor updates to EPG/EMT Function Roles and Responsibilities
April 2020	Various	Updated Executive Policy Group and Functional Annexes
November 2020	27	Organizational Chart Updates
June 2021	Various	Updated Transportation Annex and Multiple Functional Annexes to reflect personnel changes and information
July 2021	27	Updated Organizational Chart
July 2022	Various	Updated Earthquake Annex and multiple functional annexes. Updated formatting, statistics, and definitions throughout. Updated risk assessment based on University Enterprise Risk Management process.
July 2023	Various	Updated formatting, grammar, and data throughout. Other non-substantive changes.

SECTION 1 – ORGANIZATION

INTRODUCTION

The University of South Carolina Emergency Operations Plan (EOP) is designed to provide responders with a framework and guidance to assist in the protection of life, safety, and property through effective use of university resources. It defines roles and establishes key responsibilities for departments and personnel to implement before, during, and immediately following an emergency.

The EOP is an “all-hazards” document. It is not designed to address the unique conditions that result from a hazard or event but instead provides a framework within which emergency operations staff and other university personnel work together to develop and maintain hazard-specific appendices. It contains concepts, policies, and procedures that apply, regardless of the nature or origin of an emergency or disaster.

Because this plan is designed to be flexible, part or all of it may be activated as the situation necessitates. Although planning is based on a worst-case scenario, general procedures for the management of information, activities and operations, and roles and responsibilities can be applied as needed during any level of emergency.

PLAN ORGANIZATION

1. **Organization:** This section details the administrative portion of the plan such as promulgation, legal authorities, scope, as well as a campus profile.
2. **Preparedness:** Identify hazards that can affect the university and assess their potential impacts.
3. **Response:** The response section is the foundation of the Emergency Operations Plan. It outlines an incident management structure consistent with the National Incident Management System (NIMS) and assigns roles and responsibilities that need to be addressed in an emergency.
4. **Functional Annexes:** This section includes the plans for each emergency support function described in Section 3.
5. **Hazard-Specific Appendices:** Each hazard has unique circumstances and situations that are relevant to that specific threat. To address these peculiarities, Section 5 contains several hazard-specific appendices.
6. **Attachments:** This section provides supplemental, supporting information for the Emergency Management Team (EMT) to use including contact information, checklists, acronyms, maps, and others.

SCOPE

This plan is designed to serve as the official Emergency Operations Plan (EOP) for the University of South Carolina, Columbia campus. As such, this plan directly applies to all persons associated with the University of South Carolina's Columbia campus, including its students, faculty, staff, employees, contractors, volunteers, visitors, and other support entities.

Even though the University of South Carolina system consists of regional and comprehensive campuses, this plan will not include details to respond to an emergency on those campuses. Each campus is responsible for creating, maintaining, and implementing its own EOP.

This plan does not replace the procedures for safety, hazardous material response, or other emergency measures already established at the university. Instead, it supplements these existing procedures with a temporary crisis management structure, which provides for an immediate managerial focus on response operations and an early transition to recovery.

Each department is responsible for maintaining its own emergency operations plan that coincides with this university EOP. This plan can be used as reference but does not replace the departments' responsibility to develop and test their own emergency plans. Departments can use this manual as a model to help determine the responsibilities and general guidelines to establish in their detailed "quick action" emergency guides. Likewise, departments can use this guide as a reference in creating emergency-related checklists, departmental plans, standard operating procedures, general orders, and field plans.

CAMPUS PROFILE

Population (Fall 2022)

Student:	35,590	Other	
Undergraduate:	27,280	Staff:	6,000+
Graduate:	8,310	Visitors:	100,000+ during events
Gender		Residency	
Male	42%	In-state:	56%
Female	58%	Out-state:	44%

International Students (# of non-resident students enrolled in Fall 2022 by country):

China (479)	Nigeria (50)	Australia (23)
India (230)	Canada (40)	Netherland (22)
South Korea (97)	Taiwan (37)	Sri Lanka (21)
Bangladesh (71)	Brazil (34)	Pakistan (21)
Saudi Arabia (56)	Spain (28)	Vietnam (19)
Iran (53)	United Kingdom (25)	Thailand (18)
Germany (52)	Oman (23)	Others (366)

Major Venues, Events, and Historical Places

Venues

Williams-Brice Stadium: 80,250
Koger Center: 2,250
Colonial Life: 18,000
Founders Park: 8,000

Events

Football Games: Fall Semester
Performances: Daily
Concerts: Monthly
Sports: Monthly

National Historic Places

Taylor House: #82003903
1501 Senate St.

McMaster College: #97000777
1106 Pickens St.

National Historic District

Old Campus District, University of South Carolina District: #70000596
Pendleton, Sumter, Pickens, and Greene Streets.

University Neighborhood Historic District: #04001150
Gervais St., The Southern Railroad Cut, Greene St. and Pickens St.

Specifications

Specifications

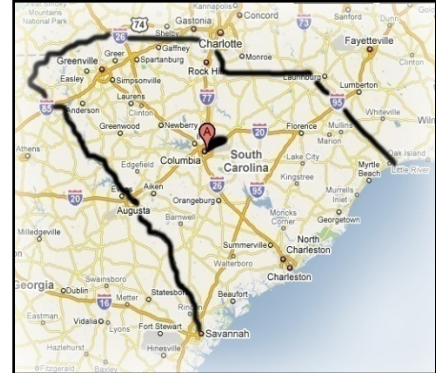
Location & Population: City of Columbia - estimated population of 137,541
Richland County - estimated population of 418,307
(2021 Census) South Carolina - estimated population of 5,193,266

Major Roadways: I-26, I-77, I-20, US-1, US-277, US-21

Railways: CSX Railroad
Norfolk Southern Railroad

Airports: Columbia Metropolitan Airport (CAE)
Jim Hamilton – LB Owens Airport (CUB)

Major Cities: Charlotte, 93 miles N.
Charleston, 117 miles SE
Atlanta, 215 miles SW



Emergency Service Providers

Police: USC Police Department
1415 Henderson Street, Columbia
(803) 777-4215

Fire: Columbia Fire Department
1800 Laurel Street, Columbia
(803) 545-3700

EMS: Richland County Emergency Services Department
1410 Laurens Street, Columbia
(803) 576-3400

Health Care: Student Health Services
Center for Health & Well-Being
1401 Devine Street, Columbia
(803) 777-3175

Prisma Health Baptist Hospital
1330 Taylor Street Columbia
(803) 296-5010

Prisma Health Richland Hospital
5 Medical Park Road, Columbia
(803) 434-7000

Providence Hospital
2435 Forest Drive, Columbia
(803) 256-5300

Mental Health: Student Health Services: Counseling & Psychiatry
Thomson Building
1409 Devine Street, Columbia
(803) 777-5223

LEGAL AUTHORITIES

The following legal authorities form the basis for the university's Emergency Management Program including all subsequent policies, plans, response, committees, etc.:

Higher Education Opportunity Act

U.S. Public Law 110-315, Higher Education Opportunity Act (HEOA), and Code of Federal Regulations (34 CFR) require colleges and universities to:

- "...Immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or staff occurring on the campus...unless issuing a notification will compromise efforts to contain the emergency;
- Publicize emergency response and evacuation procedures on an annual basis in a manner designed to reach students and staff; and
- Test emergency response and evacuation procedures on an annual basis.

In addition, each institution shall:

- "Make timely reports to the campus community on crimes considered to be a threat to other students and employees...that are reported to campus security or local law police agencies." This includes:
 - Murder and non-negligent manslaughter;
 - Negligent manslaughter;
 - Sex offenses (forcible and non-forcible);
 - Robbery;
 - Aggravated assault;
 - Burglary;
 - Motor vehicle theft; and
 - Arson.
- Such reports shall be provided to students and employees in a manner that is timely and that will aid in the prevention of similar occurrences.

Chapter 117, SC Code, University of South Carolina

As a state institution of higher education, the University of South Carolina is governed by the South Carolina Code of Laws. Chapter 117 grants the authority to the University of South Carolina Board of Trustees to:

- "Make bylaws and all rules and regulations deemed expedient for the management of its affairs and its own operations not inconsistent with the Constitution and laws of this State or of the United States." S.C. Code Ann. 59-117-40(7)

University of South Carolina Board of Trustees Bylaws

Under the Board of Trustees Bylaws, the University President:

- “Shall be the chief executive officer of the University System and shall exercise such executive powers as are necessary for its appropriate governance under the authority of the Board.” (Article XI Section 2)

With the general authority granted by the Board, the University President is authorized to:

- “Recommend policies and procedures which will accomplish the Board’s investment responsibilities and objectives and supervise the implementation of the policies and procedures approved by the Board.” (Article XI Section 2)
- “Direct, coordinate and implement the planning, development, and appraisal of all activities of the University System and shall be directly responsible to the Board for its operation.” (Article XI Section 2)
- “Administer university policies as promulgated by the Board, speak for the university as its chief executive officer, and coordinate all activities of each campus of the institution directly or through his designated representatives.” (Article XI Section 2)

University of South Carolina Policy

University policy LESA 4.10 states:

- In the event of an emergency situation that affects or could potentially affect the safety and well-being of the university, the Chief of the Division of Law Enforcement and Safety, or designee, is designated as the Incident Commander, until one can be officially selected by the ELG. This person is authorized to take any necessary actions on behalf of the university’s EMT needed to protect the life, property, and/or security of the University of South Carolina community until the EMT is properly staffed with the appropriate members and can commence response operations.

Freedom of Information Act (FOIA) Compliance

The university will comply with all requests made under the FOIA. However, portions of the Emergency Notification and Operations Plans are exempt from inspection or copying of public records per S.C. Code Ann. 30-4-10.

- “Information relating to security plans and devices proposed, adopted, installed, or utilized by a public body, other than amounts expended for adoption, implementation, or installation of these plans and devices, is required to be closed to the public and is not considered to be made open to the public under the provisions of this act.
- See university policy UNIV 2.00 for more information.

SECTION 2: PREPAREDNESS

HAZARD IDENTIFICATION

An essential part of emergency planning is to first identify the risks that pose a threat to the institution. This list contains some of the potential emergencies the university addresses in emergency planning and is not inclusive of all hazards. The full process is described in more detail under Hazard Assessment on page 16.

Natural Hazards:

- Tropical Cyclone
 - Tropical storm, minor and major hurricanes
- Severe Weather
 - Severe thunderstorm, tornado, flood
- Climatological Extreme
 - Extreme heat, winter storm
- Health Emergency
 - Pandemic disease, endemic disease
- Geological
 - Earthquake
- Fire
 - Wildfire

Human-Caused Hazards:

- Fire
 - Minor or major structure fire, wildfire
- Law Enforcement Action
 - Bomb threat, suspicious package, active shooter
- Hazardous Material
 - Chemical, biological, radiological, nuclear, environmental
- Technological
 - Utility outage, structural failure
- Transportation Accident
 - Motor vehicle accident, train derailment, aircraft crash

HAZARD ASSESSMENT

As a large, flagship institution in central South Carolina, the University of South Carolina's Columbia campus faces various hazards and threats. Many of these hazards and threats have the potential to disrupt the community and our operations, cause casualties, and damage or destroy university, public, and/or private property.

Based on an internationally established guidance standard, the Enterprise Risk Management (ERM) program has been established to ensure appropriate identification and evaluation of risks associated with all university activities and to ensure that these risks are managed at an appropriate and acceptable level. A visual representation of this process is shown in *Figure 1*. The ERM process enables emergency planners to focus mitigation efforts and better prepare for the hazards and threats that pose the greatest impact to the university.

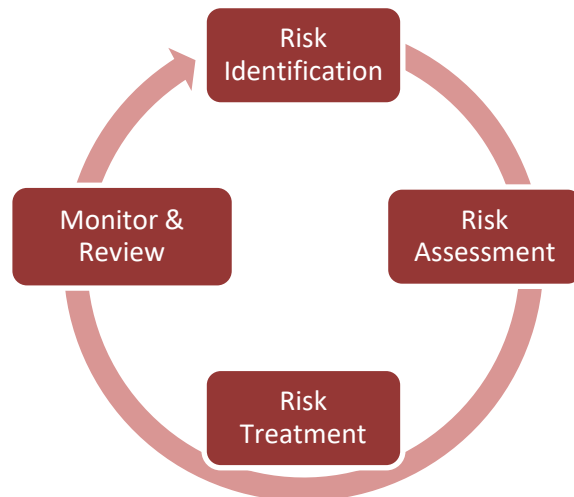


Figure 1: ERM Process

For the purposes of this document, the Risk Identification and Risk Assessment stages will be outlined. These stages identify potential hazards/threats and assess their overall impact on the university. The level of risk is calculated by utilizing the following criteria:

- **Likelihood:** the possibility that a given risk or event will occur.
- **Impact:** the extent to which a risk might affect the university. This includes financial, operational, hazard, strategic, and reputational impacts.

RISK HEAT MAP

Emergency Management Risk Heat Map Without Controls

Impact	High	10, 11, 12	1, 2	
	Medium	23, 24, 25, 26, 27, 28, 29, 30, 31, 32	3, 4, 5, 6, 7, 8, 9	
	Low	33, 34, 35, 36, 37, 38, 39, 40, 41, 42	16, 17, 18, 19, 20, 21, 22	13, 14, 15
		Low	Medium	High
Likelihood				

Map #	Risk / Potential Event	Residual	Monitoring	Map #	Risk / Potential Event	Residual	Monitoring
1	There is a widespread electrical utility outage on campus	2	E	23	There is an endemic disease on campus	-3	P
2	There is a violent/extremist protest on campus	4	E	24	There is an active shooter on campus	-3	P
3	There is a widespread natural gas utility outage on campus	-2	p	25	There is a civil disturbance on campus	-3	P
4	There is a widespread steam utility outage on campus	-2	P	26	There is a tornado that impacts campus	-4	P
5	There is a tropical storm that impacts campus	-1	P	27	There is a minor hurricane that impacts	-4	P
6	There is a winter storm that impacts campus	-1	P	28	There is a train derailment on/near campus	-3	P
7	There is a terrorist attack against a special event	-1	P	29	There is a campus building collapse	-3	P
8	There is a widespread water utility outage on campus	0	P	30	There is a major fire on campus	-3	P
9	There is improper transportation management (prioritizing, ordering, sourcing and acquisition, time-phasing plans, movement coordination and tracking, fleet management)	0	P	31	There is an aircraft accident on campus	-3	P
10	There is a pandemic disease that impacts campus	-4	P	32	There is improper facility management (selection and acquisition, building services, information services, communications, safety and health, physical security)	-2	P
11	There is a major hurricane that impacts campus	-3	P	33	There is a wildfire that impacts campus	-4	P
12	There is an earthquake that impacts campus	-2	P	34	There is a drought that impacts campus	-4	P
13	There is a severe thunderstorm that impacts	-3	P	35	There is an explosion on campus	-4	P
14	There is excessive heat that impacts campus	-2	P	36	There is a food poisoning related to a campus dining facility	-4	P
15	There is a motor vehicle accident on campus	-2	P	37	There is a hostage / barricaded subject on campus	-4	P
16	There is a minor fire on campus	-3	P	38	There is a radiation release on campus	-4	P
17	There is a suspicious package found on campus	-3	P	39	There is a bomb threat on campus	-4	P
18	There is a HazMat spill on campus	-3	P	40	There is a HazMat plume on campus	-4	P
19	There is flooding that impacts campus	-4	P	41	There is improper property management (personal property accountability, inventory, disposal and record processing)	-4	P
20	There is improper materials management	-3	P	42	There is improper procurement	-4	P
21	There are cost overruns	-3	P				
22	There is improper record keeping and	-3	P				

Monitoring Level Index

- E = Executive Level. Risk Report w/ Quarterly Updates
- S = Senior Committee. Risk Report w/ Quarterly Updates
- P = Primary. Annual Risk Register / Heat Map Update

NATURAL HAZARDS AND HUMAN-CAUSED HAZARDS RISK REGISTER

Risk Identification	Risk Assessment				
Risk Description (if.....)	Likelihood	Impact	Initial Score (Likelihood x Impact)	Control Score	Residual Risk (Initial – Control)
Natural Hazards					
There is a tornado that impacts campus	1	2	2	6	-4
There is a minor hurricane that impacts campus	1	2	2	6	-4
There is flooding that impacts campus	2	1	2	6	-4
There is a pandemic disease that impacts campus	1	3	3	7	-4
There is a wildfire that impacts campus	1	1	1	5	-4
There is a drought that impacts campus	1	1	1	5	-4
There is a major hurricane that impacts campus	1	3	3	6	-3
There is a severe thunderstorm that impacts campus	3	1	3	6	-3
There is an endemic disease on campus	1	2	2	5	-3
There is excessive heat that impacts campus	3	1	3	5	-2
There is an earthquake that impacts campus	1	3	3	5	-2
There is a tropical storm that impacts campus	2	2	4	5	-1
There is a winter storm that impacts campus	2	2	4	5	-1
Human-Caused Hazards					
There is a violent/extremist protest on campus	2	3	6	2	4
There is a widespread electrical utility outage on campus	2	3	6	4	2
There is a widespread water utility outage on campus	2	2	4	4	0

There is a terrorist attack against a special event	2	2	4	5	-1
There is a widespread natural gas utility outage on campus	2	2	4	6	-2
There is a widespread steam utility outage on campus	2	2	4	6	-2
There is a motor vehicle accident on campus	3	1	3	5	-2
There is an active shooter on campus	1	2	2	5	-3
There is a civil disturbance on campus	1	2	2	5	-3
There is a HazMat spill on campus	2	1	2	5	-3
There is a train derailment on/near campus	1	2	2	5	-3
There is a campus building collapse	1	2	2	5	-3
There is a major fire on campus	1	2	2	5	-3
There is a minor fire on campus	2	1	2	5	-3
There is a suspicious package found on campus	2	1	2	5	-3
There is an aircraft accident on campus	1	2	2	5	-3
There is an explosion on campus	1	1	1	5	-4
There is a food poisoning related to a campus dining facility	1	1	1	5	-4
There is a hostage / barricaded subject on campus	1	1	1	5	-4
There is a radiation release on campus	1	1	1	5	-4
There is a bomb threat on campus	1	1	1	5	-4
There is a HazMat plume on campus	1	1	1	5	-4

PLANNING ASSUMPTIONS

Emergency planning requires a set of commonly accepted, assumed conditions that provide a foundation for establishing protocols and procedures. This is commonly referred to as “worst case scenario” planning. As such, the following planning assumptions have been considered:

1. Significant loss of life and/or serious injuries may result without adequate response from local emergency medical agencies.
2. Critical utilities—such as water, power, telephone, internet, cellular, microwave, and repeater systems—may be interrupted for an indefinite period.
3. Regional and local resources may not be available due to their own destruction or exceeded capacity.
4. Roads may be blocked or impassible for extended periods of time due to extensive damage.
5. Buildings and structures may be severely damaged, destroyed, or otherwise uninhabitable.
6. Normal resource providers may not be able to deliver needed materials due to their own impacts or limited access.
7. Conditions may be too unsafe for people to enter or leave the university.
8. Communications with persons beyond campus or the region may be interrupted.
9. The university may need to operate independently for a period of days to weeks.
10. University employees may not be willing or able to return to work.
11. The university may be unable to meet obligations for resident student housing due to structural damage.
12. The university may be called upon to provide shelter to students, faculty, staff, and other non-university personnel.
13. The university may be unable to fulfill its obligations to student education or research for an extended period.
14. There will be an overwhelming demand for information from university officials.
15. There will be shortages of manpower, equipment, and supplies needed to respond to and recover from the incident.
16. Outside assistance through contractors and mutual aid may be required.
17. Outside assistance may be unavailable due to resources limitations, infrastructure damage, or areas becoming otherwise inaccessible.
18. Response costs and uninsured losses will exceed the university’s budget and means to recuperate financially without outside aid (federal, state).
19. There will be significant attrition on the part of students, faculty, and staff.
20. The recovery of the surrounding community would be integral to the university’s own recovery and vice versa.
21. Prioritization of response and recovery actions may result in the loss of certain university functions and traditions.

TRAINING AND EXERCISES

The University of South Carolina is dedicated to regularly testing the knowledge, skills, and abilities of emergency personnel as well as the plans, policies, procedures, facilities, and equipment of the institution.

Training helps emergency personnel become familiar with their responsibilities and acquire the skills necessary to perform assigned tasks. Exercises provide a means to validate plans, checklists, and response procedures and to evaluate the skills of personnel.

Training, committee meetings, exercises, and other necessary activities should be conducted on a regular basis at the discretion of the Executive Leadership Group.

EVALUATION

After each major exercise or activation of the EMT, a brief after-action report will be written to evaluate the event against measurable goals. This document should include: purpose, date / time, whether the test was announced or unannounced (if a test), participants, description, successes, shortcomings, and corrective action recommendations. The evaluation is designed to assess the emergency plans and its capabilities.

The after-action reports may be distributed to the participants for corrections and recommendations. A meeting to review the corrective action recommendation also may be scheduled to discuss the necessity of altering any university policies and/or procedures.

SECTION 3: RESPONSE

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

In 2003, President George W. Bush issued Homeland Security Presidential Directive 5 (HSPD-5) requiring all federal, state, tribal, and local organizations to implement the National Incident Management System (NIMS) during any domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs or activities.



One component of NIMS is the Incident Command System (ICS). ICS is a standardized, on-scene, all-hazards incident management concept that is to be utilized for all domestic emergency incidents. This system allows first responders throughout the country to work seamlessly in a standardized organizational structure.

University of South Carolina emergency response personnel will utilize the Incident Command System when responding to emergencies on campus, based upon a pre-determined organizational chart.

ESTABLISHMENT OF COMMAND

Each emergency shall be led by an Incident Commander (IC), who is responsible for all aspects of the incident. Typically, the first responding officer/staff member on scene will assume the role of IC until a more qualified person arrives.

Upon arrival, the IC should report the following information to the USC Division of Law Enforcement and Safety's Security Operations Center:

- Identify the unit(s) on scene;
- Confirm assumption of command; and
- Give a brief description of the incident and report conditions.

In addition, the IC must:

- Evaluate the situation;
- Establish any necessary incident facilities (incident command post, staging area, etc.);
- Develop an incident action plan (IAP);
- Assign other incoming units; and
- Call for additional assistance, if necessary.

TRANSFER OF COMMAND

When the responsibility of Incident Command is transferred from one person to another (i.e., a more qualified person arrives on scene or when an operational period ends), a transfer of command briefing should take place and include:

- An assessment of the general conditions and tactical problems;
- Where personnel and equipment have been assigned;
- What resources are available for assignment; and
- Whether additional resources are needed.

Whenever possible, the transfer of command should take place face to face, and if time permits, the person being relieved should provide a written summary of the circumstances. The change in command should be announced to all incident personnel and not merely assumed because of the arrival of a superior.

INCIDENT COMMANDER

The Incident Commander (IC) is selected based upon their qualifications and expertise, not necessarily rank, position, or seniority. In the long term, the role of the IC may be assigned by the Executive Leadership Group. Depending on the type and severity of the incident, the IC may vary. Some examples may include:

Law Enforcement and Safety	Hurricane / Tropical Storm Severe Thunderstorm Tornado Flash Flood Earthquake Active Shooter Suspicious Package Utility Outage Transportation Accident
Columbia Fire Department	Fire Hazardous Materials Release Building Collapse
Student Health Services	Health Advisory

The IC is responsible for all activities associated with the incident, to include the final authority on all aspects of operations, planning, logistics, finance, safety, liaison, and public information until they delegate the authority and responsibilities to another person.

UNIFIED COMMAND

In the instance that the emergency requires the coordination and expertise from more than one department, a Unified Command may be used. In a Unified Command, leaders from the responsible agencies work together and speak as one voice to determine plans, objectives, resource allocations, and priorities.

COMMAND AND CONTROL

The Incident Command System (ICS) as outlined in this plan shall be used by all responders to maintain an effective span of control and workload for all supervisory personnel.

ICS provides a series of supervisory levels that are available for implementation to create a command structure. The most frequent determining factor in establishing supervisory levels within the command structure is the need to maintain an effective span of control. A span of control between three and seven subordinates is desirable in most cases, with the optimum being five.

The IC also should consider activating additional supervisory levels within the command structure when activities become highly complex or are conducted over a large geographic area. If the incident spans multiple geographic regions, it will then expand to be under the authority of an Area Command.

To allow for deployment of resources without overextending span of control or compromising personnel safety due to incident size or complexity, the following assignments will be available to the IC:

Strike Teams – Used to group similar resources into teams working on a similar task (i.e., police officers staffing a perimeter).

Task Forces – Used to group different resources into teams working on a similar task (i.e., search and rescue team).

Divisions – When more than one unit is assigned to perform tactical functions in a specified geographic area, a division should be established to provide coordination and control of tactical operations (i.e., north division or southeast division).

Groups – When more than one unit is assigned to the same function incident-wide, a group should be established to provide coordination and control of tactical operations (i.e., damage assessment group or shelter group)

Branches – Branches are an optional control level that may be established to group tactical objectives together for coordination and to maintain span of control. The most common branches during emergency operations are fire suppression, law enforcement, and Emergency Medical Services (EMS) branches.

INCIDENT FACILITIES

One of the initial responsibilities of an Incident Commander is to establish the incident facilities, to include:

Incident Command Post (ICP)

The ICP is the primary location to coordinate preparedness, response, and recovery efforts before, during, and after an incident. Additional site-specific command posts or functional offices also may be used to coordinate on-site response or functional units, but all report back to the ICP.

Staging Area

A staging area is a location where reserves of personnel, equipment, and other available resources will report and maintain a state of readiness while waiting for a specific assignment.

This location will be determined according to incident response needs, personnel safety, and staffing requirements.

Media Area

Personnel from the media typically respond quickly to any incident on campus. A designated media area should be established to allow media to report the incident but not impede response operations.

Only the IC, their designee, and/or the Public Information Officer are authorized to release any information to the news media. All personnel should direct any media inquiries to the Public Information Officer or designated information center.

EMERGENCY MANAGEMENT TEAM

Emergency Management Team (EMT) personnel consist of the following groups:

Abbr.	Title	Members	Role
ELG	Executive Leadership Group	Senior leadership of the university with executive oversight responsibility	Make all decisions that could have a significant impact on university facilities, personnel, students, or operations. Set overall goals to accomplish during the recovery efforts.
EMT	Emergency Management Team	Associate Vice Presidents, Directors, Managers	Create and implement plans that accomplish the objectives established in an emergency.
ALT	Alternates	Assistant Associate Directors	Relieve or replace members of the EMT in their absence.

Once the order is given to activate, preparations should begin to make the Emergency Operations Center (EOC) operational. The IC or designee will select which units/functions are necessary to be activated for the current situation. If the IC does not delegate a function to another person, they will be responsible for that function.

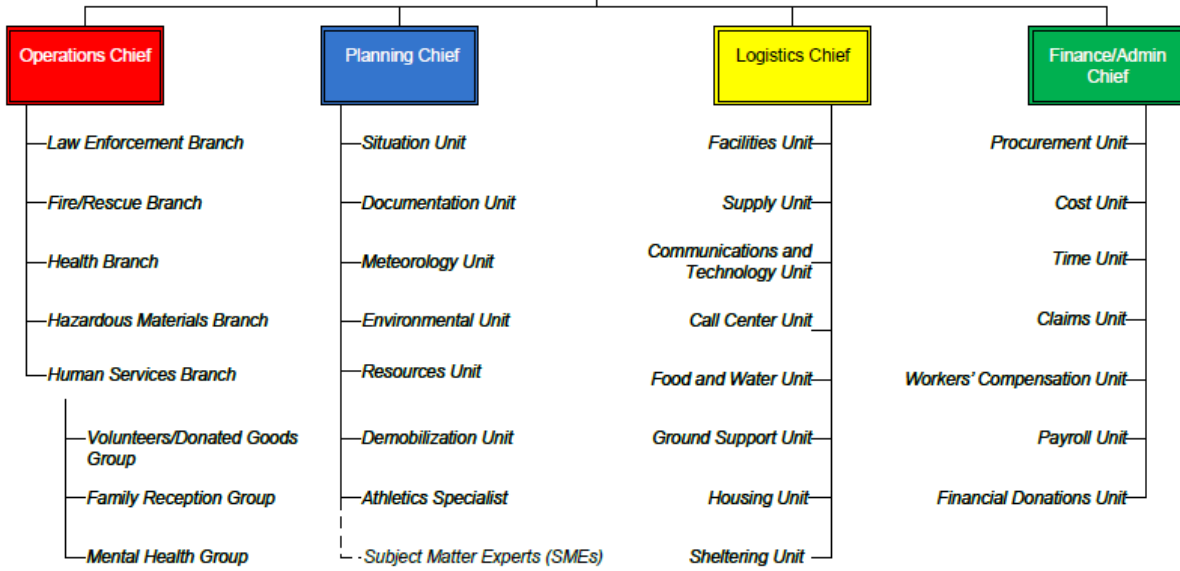
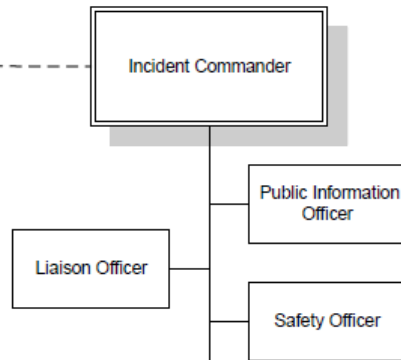
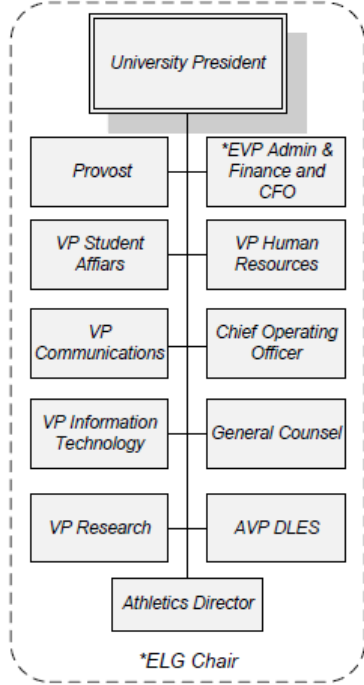
If a member of the ELG or EMT is unavailable, their alternate should be sent to serve as their representative. All personnel representing units on the EMT must have the competency and authority to make decisions on behalf of their department.

All members of the ELG and EMT should carry a cell phone with text capabilities that can be accessed always. If a member of the EMT or ELG is unavailable for an extended period (i.e., vacation), they should notify the Emergency Manager prior to their departure. In addition, they should identify who will be notified in the event of an emergency and how they should be contacted.

The EOC should have the ability to run on a 24-hour basis as needed. If necessary, the IC may request that alternate members relieve the EMT if the operations run for an extended period.

ORGANIZATIONAL CHART

Executive Leadership Group (ELG)



EMT FUNCTIONAL ROLES AND RESPONSIBILITIES

Executive Leadership Group

Unit	Lead USC Agency	Responsibilities
Executive Leadership Group	University President Executive Vice President of Admin and Finance and CFO (Chair) Provost VP Student Affairs VP Communications VP Human Resources VP Information Technology VP Research Athletics Director Chief Operating Officer AVP DLES General Counsel	<ul style="list-style-type: none"> • Activate Emergency Management Team • Designate an Incident Commander/Unified Command • Provide overall direction and long-term planning for the university • Make all decisions that could have a significant impact on university facilities, personnel, students, or operations • Establish goals and priorities to accomplish during the recovery efforts

Command Staff

Unit	Lead USC Agency	Responsibilities
Incident Commander / Unified Command	Division of Law Enforcement and Safety, until designation by Executive Leadership Group	<ul style="list-style-type: none"> • Facilitate all strategic decisions that need to be made to manage the university and personnel during an emergency • Coordinate activity for all EMT staff and activate units as needed • Keep ELG informed on the status of the response • Directly supervise: Public Information Officer, Safety Officer, Liaison Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief • Maintain responsibility for all subordinate functions until delegated to another person
Public Information Officer	Communications and Public Affairs	<ul style="list-style-type: none"> • Communicate messages with all university audiences (students, staff, parents, etc.) and local/national media • Develop and release information about the incident to the media • Conduct media briefings • Arrange for tours, interviews, or other briefings
Safety Officer	Environmental Health and Safety	<ul style="list-style-type: none"> • Develop and recommend measures for assuring personnel safety during response • Assess and/or anticipate hazardous and unsafe conditions • Exercise emergency authority to stop activity and prevent unsafe acts • Coordinate safety briefings for volunteers and emergency responders
Liaison Officer	Division of Law Enforcement and Safety	<ul style="list-style-type: none"> • Serve as the primary point of contact for all supporting agencies and mutual aid organizations • Assist in establishing and coordinating with Columbia and Richland County EOCs

Operations Section

Unit	Lead USC Agency	Responsibilities
Operations Section Chief	Division of Law Enforcement and Safety	<ul style="list-style-type: none"> Oversee tactical operations and support services for affected persons Directly supervise: Law Enforcement Branch, Fire/Rescue Branch, Health Branch, Hazardous Materials Branch, Human Services Branch, Volunteers/Donated Goods Group, Family Reception Group, and Mental Health Group

Operations Section – Emergency Services

Unit	Lead USC Agency	Responsibilities
Law Enforcement Branch	Division of Law Enforcement and Safety	<ul style="list-style-type: none"> Establish a safe campus environment through first response to an emergency Make initial assessment of emergency Investigate and preserve crime scenes Respond to calls for service Establish a perimeter and provide security for areas unsafe to the public Aid in conducting evacuations Coordinate response for SWAT, Explosive Device Teams, or military response when requested
Fire/Rescue Branch	Environmental Health and Safety	<ul style="list-style-type: none"> Assess and respond to current or potential fire hazards Coordinate search and rescue operations
Health Branch	Student Health Services	<ul style="list-style-type: none"> Coordinate medical care relief operations at the time of, or immediately following, an emergency Perform initial triage and treatment of victims and first responders Coordinate with Emergency Medical Services (EMS) and local hospitals

		<ul style="list-style-type: none"> • Isolate/quarantine victims, if necessary • Assurance of victim identification/mortuary services
Hazardous Materials Branch	Environmental Health and Safety	<ul style="list-style-type: none"> • Respond to or coordinate response to actual or potential releases of hazardous materials resulting from natural, human-caused, or technological emergencies • Coordinate response with Columbia Fire Department (CFD) Hazardous Material Teams

Operations Section – Human Services

Unit	Lead USC Agency	Responsibilities
Human Services Branch	Student Affairs	<ul style="list-style-type: none"> • Oversee support services for affected persons and incident response • Directly supervise: Volunteers/Donated Goods Group, Family Reception Group, and Mental Health Group
Volunteers/Donated Goods Group	Alumni Association	<ul style="list-style-type: none"> • If safe, solicit and coordinate volunteers from USC and the surrounding community to aid in the response and recovery for USC and greater Columbia • Track all volunteers' hours and tasks performed • Assist in the response/recovery efforts for the community until volunteers are no longer needed • Coordinate the delivery, storage, and distribution of donated materials
Family Reception Group	Student Affairs: Parents Programs	<ul style="list-style-type: none"> • Coordinate the reunification of the USC community with family members • Track the health and safety status of affected individuals • Release information to necessary parties within the appropriate guidelines • Serve as the liaison between the victims' families and the university



Mental Health Group	Student Health Services: Counseling and Psychiatry	<ul style="list-style-type: none"> • Provide mental health relief efforts at the time of, or immediately following, an emergency • Coordinate with the Student Care and Outreach Team (Care Team)
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Planning Section

Function Team	Lead USC Agency	Responsibilities
Planning Section Chief	Environmental Health and Safety	<ul style="list-style-type: none"> • Oversee the creation of the Incident Action Plan • Maintain focus on the long-term direction of the response efforts • Directly supervise: Situation Unit, Documentation Unit, GIS Unit, Meteorology Unit, Environmental Unit, Resources Unit, Demobilization Unit, and Athletics Specialist
Situation Unit	Provost's Office	<ul style="list-style-type: none"> • Document and provide a summary of the status of the emergency for the IC • Prepare, post, or disseminate resource and situation status • Prepare future predictions of incident growth and intelligence
Documentation Unit	Environmental Health and Safety	<ul style="list-style-type: none"> • Gather and track all activity and actions taken by the EMT • Maintain accurate and current incident files • Review records for accuracy and completeness • Establish duplication service and respond to requests • Store documentation for assessment, legal, historical, or public information purposes
Meteorology Unit	Department of Geography	<ul style="list-style-type: none"> • Obtain and provide current and predicted incident weather information

Environmental Unit	Environmental Health and Safety	<ul style="list-style-type: none"> • Collect and validate environmental information by reviewing land use and management plans • Determine the environmental restrictions within the incident area
Resources Unit	Division of Law Enforcement and Safety	<ul style="list-style-type: none"> • Track and distribute resources borrowed or rented • Respond to requests about limitations and capabilities of resources • Prepare and restore equipment to be returned after emergency
Demobilization Unit	Division of Law Enforcement and Safety	<ul style="list-style-type: none"> • Prepare and plan to conclude operations and release resources to daily use after the emergency ends
Athletics Specialist	Athletics	<ul style="list-style-type: none"> • Provide information on available Athletics resources (i.e., facilities) that could be used during an incident • Coordinate data with EMT on athletic teams and travel during emergencies

Logistics Section

Function Team	Lead USC Agency	Responsibilities
Logistics Section Chief	Facilities	<ul style="list-style-type: none"> • Oversee support, resources, and all other services needed to meet the operational objectives of responders • Directly supervise: Facilities Unit, Supply Unit, Communications/Technology Unit, Call Center Unit, Housing Unit, Food/Water Unit, Ground Support Unit, and Sheltering Unit
Facilities Unit	Facilities	<ul style="list-style-type: none"> • Conduct damage assessment to determine if areas/buildings are safe to occupy • Restore all buildings to operational status • Arrange for space and facility utilization for other units

		<ul style="list-style-type: none"> • Coordinate efforts to remove debris • Assess and restore essential utilities, such as electricity, water, gas, and sewage to campus • Provide alternate arrangements during utility failure
Supply Unit	Facilities	<ul style="list-style-type: none"> • Order, receive, and store supplies and equipment • Receive and respond to requests for personnel supplies and equipment • Contact partners in mutual aid agreements • Service reusable equipment
Communications & Technology Unit	Department of Information Technology	<ul style="list-style-type: none"> • Assess and restore essential methods of communications, such as telephone, internet, cable, etc. • Distribute and coordinate communications equipment
Call Center Unit	Student Affairs: University Housing	<ul style="list-style-type: none"> • Serve as the initial point of contact for colleges, faculty, departments, students, etc. to request services from the EOC
Housing Unit	Student Affairs: University Housing	<ul style="list-style-type: none"> • Identify and manage existing buildings for suitable space for students, faculty, and staff
Sheltering Unit	Student Affairs: Student Life	<ul style="list-style-type: none"> • Identify and manage locations on and off campus that can be used for temporary short-term shelter for students, faculty, and staff
Food & Water Unit	Business Services	<ul style="list-style-type: none"> • Identify food, water, and ice needs and coordinate the delivery of these supplies to the emergency relief areas • Maintain an inventory of food and water • Obtain necessary equipment and staff to prepare and distribute food/water • Provide food and water to responders and EOC members • Work with State Emergency Management and FEMA to obtain MREs, if required

		<ul style="list-style-type: none"> • Maintain food service areas, ensuring that all appropriate health and safety measures are being followed
Ground Support Unit	Parking and Transportation Services	<ul style="list-style-type: none"> • Coordinate vehicles for all transportation including volunteers, work crews, emergency response, etc. • Coordinate evacuation plans • Provide support to keep vehicles operational, such as maintenance and fuel

Finance/Administration Section

Function Team	Lead USC Agency	Responsibilities
Finance/Administration Section Chief	Budget Office	<ul style="list-style-type: none"> • Monitor all costs associated with the incident • Ensure that all expenses are being properly documented and recorded • Directly supervise: Procurement Unit, Cost Unit, Time Unit, Claims Unit, Workers' Compensation Unit, Payroll Unit, and Financial Donations Unit
Procurement Unit	Purchasing Office	<ul style="list-style-type: none"> • Approve all purchases in accordance with emergency funding policies • Coordinate all financial matters with vendor contracts, leases, and fiscal agreements • Enact mutual aid agreements
Cost Unit	Office of the Controller	<ul style="list-style-type: none"> • Track and maintain records for how much money is spent for reimbursement and budget purposes • Develop an incident cost summary • Perform cost-benefit analyses • Make cost savings recommendations
Time Unit	Human Resources	<ul style="list-style-type: none"> • Track and record the amount of time and overtime employees work for payment and reimbursement

		<ul style="list-style-type: none"> • Track and record amount of time equipment is used • Relay time information to Cost and Claims Units
Claims Unit	Enterprise Risk Management and Insurance Services	<ul style="list-style-type: none"> • Prepare and file insurance claims involving university property damages • Manage FEMA reimbursements
Workers' Compensation Unit	Human Resources	<ul style="list-style-type: none"> • Record and investigate workers' compensation claims • Serve as a point of contact for university personnel to report any insurance claims • Initiate investigation for all claims • Document all claims incidents
Payroll Unit	Department of Payroll	<ul style="list-style-type: none"> • Distribute payroll to employees • Create a payment plan in case computer systems are unavailable
Financial Donations Unit	University Development	<ul style="list-style-type: none"> • Solicit and coordinate the reception of financial donations • Track all payments made by donors • Send thank you and tax exemption forms to donors

EMERGENCY SUPPORT FUNCTION ASSIGNMENTS

As noted on the preceding pages, each Emergency Support Function (ESF) has been tasked to a department on campus. However, additional resources and support may be found on campus or with the city/state.

Unit Title	Lead USC Agency	Supporting USC Agencies	City / County Agency	State Agency
Public Information Officer	University Communications and Marketing	Media Relations College of Information and Communications	--	ESF-15 SC Emergency Management Division
Safety Officer	Environmental Health and Safety	Law Enforcement and Safety	Columbia Police Department Columbia Fire Department	ESF-13 SC Law Enforcement Division
Liaison Officer	Law Enforcement and Safety	University Communications	Columbia Police Department	ESF-15 SC Emergency Management Division
Operations Section Chief	Law Enforcement and Safety	Environmental Health and Safety	Columbia Police Department Columbia Fire Department	ESF-13 South Carolina State Law Enforcement Division (SLED)
Law Enforcement Branch	Law Enforcement and Safety	--	Columbia Police Department Richland County Sheriff's Department SC Highway Patrol	ESF-13 South Carolina State Law Enforcement Division (SLED)
Fire/Rescue Branch	Environmental Health and Safety	--	Columbia Fire Department	ESF-4 Department of Labor, Licensing, and Regulation, Division of Fire and Life Safety (Structural Fires) Forestry Commission

				(Wildland Fires) ESF-9 Department of Labor, Licensing, and Regulation, Division of Fire and Life Safety (Search and Rescue)
Health Branch	Student Health Services	College of Nursing School of Medicine Athletics Department	Prisma Health	ESF-8 Department of Health and Environmental Control (DHEC)
Hazardous Materials Branch	Environmental Health and Safety	Facilities	Columbia Fire Department SC Specialized Chemical, Ordnance, Biological, Radiological (COBRA) Team	ESF-10 Department of Health and Environmental Control (DHEC)
Human Services Branch	Student Affairs	Provost's Office		ESF-6 Department of Social Services
Volunteers/Donated Goods Unit	Alumni Association	Division of Student Affairs Student Government Community Engagement	American Red Cross of Central South Carolina	ESF-18 Department of Administration, General Services Division
Family Reception Unit	Student Affairs: Parent and Family Programs	Student Affairs: Russell House University Union	American Red Cross of Central South Carolina	ESF-6 Department of Social Services
Mental Health Group	Student Health Services Counseling & Psychiatry	Employee Assistance Program College of Social Work School of Psychology	Prisma Health	ESF-8 Department of Health and Environmental Control (DHEC)

Planning Section Chief	Environmental Health and Safety	Division of Student Affairs		ESF-5 SC Emergency Management Division
Situation Unit	Provost's Office	Division of Human Resources		ESF-5 SC Emergency Management Division
Documentation Unit	Environmental Health and Safety	Law Enforcement & Safety		ESF-5 SC Emergency Management Division
GIS Unit	Geography	University Facilities University Technology Services	43 rd CST	SC Department of Natural Resources (DNR)
Meteorology Unit	Geography	Environmental Health and Safety	National Weather Service – Columbia Richland County Emergency Management	SC Department of Natural Resources (DNR)
Environmental Unit	Environmental Health and Safety	Facility Services	Department of Natural Resources (DNR)	SC Department of Natural Resources (DNR)
Resources Unit	Law Enforcement and Safety	Environmental Health and Safety		ESF-7 Department of Administration, Division of Procurement Services, Materials Management Office
Demobilization Unit	Law Enforcement and Safety	Environmental Health and Safety		ESF-7 Department of Administration, Division of Procurement Services, Materials Management Office
Athletics Specialist Liaison	University Athletics			
Logistics Section Chief	Facilities Management	Housing Facilities		ESF-3 Department of Administration
Facilities Unit	Facilities Management	Housing Facilities Division of Student Affairs	Dominion Energy	ESF-3 Department of Administration, Division of Procurement

		Provost's Office Athletics Department		Services, Materials Management Office State Engineer (Structure Soundness) ESF 12 Office of Regulatory Staff
Supply Unit	Facilities Management	Purchasing Department Business and Finance Housing Facilities		ESF-24 SC Department of Commerce
Communications & Technology Unit	DoIT / Communications	Law Enforcement Safety		ESF-2 Communications
Call Center Unit	Student Affairs: University Housing	Law Enforcement and Safety Admissions Call Center Visitor's Call Center		State Warning Point South Carolina Emergency Management Division
Housing Unit	Student Affairs: University Housing	Division of Student Affairs	American Red Cross of Central South Carolina	ESF-6 SC Department of Social Services
Food & Water Unit	Business Affairs	Food Services	American Red Cross of Central South Carolina	ESF-11 SC Department of Social Services
Ground Support	Vehicle Management and Parking Services	Facility Services	Central Midlands Regional Transit Authority (CMRTA) SC School Boards Association	ESF-1 Department of Transportation (DOT)
Sheltering Unit	Division of Student Affairs	Division of Student Affairs: University Housing	American Red Cross of Central South Carolina	ESF-6 SC Department of Social Services
Finance/Admin Section Chief	Budget Office	Provost's Office		ESF-7 SC Emergency Management

				Division
Procurement Unit	Purchasing Department	Facilities Business and Finance Bursar's Office		ESF-7 SC Emergency Management Division
Cost Unit	Office of the Controller	Business and Finance		ESF-7 SC Emergency Management Division
Time Unit	Human Resources	Business and Finance		ESF-7 SC Emergency Management Division
Claims Unit	Enterprise Risk Management & Insurance Services	Human Resources Benefits Office Business and Finance		ESF-7 SC Emergency Management Division
Workers' Compensation Unit	Human Resources	Budget Office		ESF-7 SC Emergency Management Division
Payroll Unit	Department of Payroll	Business and Finance		ESF-7 SC Emergency Management Division
Financial Donations Unit	University Development	University Foundations Office of University Advancement Alumni Association Gamecock Club		ESF-18 Department of Administration, General Services Division