



*Ready to Respond Campus -
Supplemental Guide to Recognition and Compliance*

Illinois Emergency Management Agency

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Introduction

The Ready to Respond Campus Supplemental Guidance is intended to provide additional information that may be helpful in working through the process of development and implementation of the various components required to get an institution of higher education prepared for recognition under the program. This guide will go through each of the standards and components and provide information on what documentation is necessary in order to meet the requirement.

There are a host of available resources to assist colleges and universities with templates, best practices and guidance for the development and implementation of preparedness activities. The Illinois Emergency Management Agency has developed templates that can be used by institutions that are interested in obtaining a Ready Campus designation. There is not a requirement that the IEMA templates be used as long as the intent of the criteria is met through an alternate document(s).

The following is a list of resource pages and organizations that can be reviewed for ideas and best practices. This listing is not all inclusive but, should provide a start for any interested organizations.

http://rems.ed.gov/docs/REMS_ActionGuide.pdf

US Department of Education Action Guide for Emergency Management at Institutions of Higher Education

<http://rems.ed.gov/>

US Department of Education, Readiness & Emergency Management for Schools, Technical Assistance Center

www.ncef.org

National Clearinghouse for Educational Facilities

www.iaclea.org

International Association of Campus Law Enforcement Administrators

READY TO RESPOND CAMPUS CRITERIA

1. Hazard Identification, Risk Assessment and/or Consequence Analysis

Standard: The institution shall have completed a Hazard Identification and Risk Assessment (HIRA) and/or Threat and Hazard Identification and Risk Assessment (THIRA).

2. Campus Emergency Plan or Campus Emergency Operations Plan as appropriate for the higher education institution's capabilities and limitations for response and recovery.

Standard: The institution shall have a Campus Emergency Plan.

3. Incident Management System

Standard: The Higher Education Institution shall have a NIMS compliant incident management system in place.

4. Training

Standard: The Higher Education Institution shall have a documented training program that includes annual training on campus emergency response and violence prevention plans for appropriate program officials, campus faculty and staff, students, and off-site emergency management officials.

5. Exercises

Standard: The higher education institution shall have a documented exercise, evaluation, and corrective process for and conduct annual exercises in partnership with off-site emergency management officials and response organizations as appropriate.

6. Campus Violence Prevention

Standard: a. Establishment of Violence Prevention Committee

*b. Campus Threat Assessment Team
The higher education institution is required to develop and implement a Campus Threat Assessment Team to conduct threat assessments, address unusual, dangerous, or threatening behavior on campus and provide guidance and best practices for preventing violence and providing supportive services.*

c. The higher education institution shall develop an inter-disciplinary and multi-jurisdictional Campus Violence Prevention Plan.

7. Campus Outreach Campaign

Standard: The higher education institution must have a documented program and/or processes to conduct campus outreach and education campaigns focused on campus and individual preparedness that includes students, faculty, and staff.

READY TO RESPOND CAMPUS CRITERIA EXPANDED

Threat and Hazard Identification and Risk Assessment or Hazard Mitigation Plan

Standard: *The institution shall have a Hazard Identification Risk Assessment (HIRA), Threat and Hazard Identification and Risk Assessment (THIRA), and/or Hazard Mitigation Plan, in coordination with county and local response organizations, faith-based groups, volunteer organizations, non-governmental organizations and private sector organizations. This includes responsibilities and activities associated with the identification of hazards and assessment of risks to faculty, staff, and students; public; property; and structures.*

Components:

- The higher education institution identifies threats/hazards (natural, technological, and human-caused) that potentially impact the campus using a broad range of sources and shall assess the risks and vulnerability of faculty, staff, students, visitors, campus property, the environment, and its own operations from these threat/hazards.

County, municipal, or regional HIRA and/or THIRA may be used. The Higher Education Institution must formally adopt and recognize the above documents for compliance.

County, municipal, or regional Mitigation Plan may be used. The Higher Education Institution must formally adopt and recognize the plan the above documents for compliance.

Mitigation plans submitted for consideration must include both impact and consequence analysis and include documentation that describes the risk and vulnerability of people, property, the environment and operations from these hazards; and consider the impact of the hazards on the public responders continuity of operations property, facilities and infrastructure, the environment, and the economic condition of the higher education institution.

- Evidence of coordination with local emergency management and other stakeholder organizations

Recognition and incorporation of campus specific hazards found in Emergency Action Plans (EAPs) and/or Occupant Emergency Plans (OEPs) and documents available through the Local Emergency Planning Committee (LEPC) must be considered.

Documentation Required:

Regardless of the type of document(s) submitted, the higher education institution must identify the full range of natural, technological and human-caused hazards that potentially impact the campus.

****Threat and Hazard Identification and Risk Assessments may have been conducted by county and/or regional emergency management personnel. Institutions can, and should, review these documents as they may provide all of the information necessary to identify potential risks and hazards in the area. Adoption and/or modification of an appropriate city, county or regional level THIRA by the institution would meet the standard.**

Submission of a HIRA, THIRA and/or Hazard Mitigation Plan , along with either sign in sheets, minutes or agendas or other documentation of participation by county EMA and/or other participating stakeholder organizations as required.

Campus Emergency Plan

Standard: *The institution shall have a Campus Emergency Response Plan (meeting the requirements of 29 IL Admin Code 305.40 and 29 IL Admin Code 305.50 as applicable) with appropriate annexes in place outlining response(s) to potential incidents occurring on campus.*

Components:

- At a minimum the higher education institution's plan shall include the following:*
 - i. *A promulgation document indicating approval of the plan*
 - ii. *A record of changes to include change dates*
 - iii. *A distribution list of plan recipients*

Recipients must include signatories to the plan for external organizations having a direct role in response and recovery.

Documentation of items (2)(a)(i-iii) above are not required to be in the campus emergency plan but must be made available for compliance.

- iv. *A table of content*
- v. *Purpose, scope, and/or goals and objectives*

Example

This plan outlines operational command, coordination, communication and control for XYZ University and responsible agencies/organizations following an emergency. Staffs from responding agencies, organizations, mutual aid agreements and/or XYZ University are responsible for adhering to the operational policies established herein. This plan is used in conjunction with Emergency Action Plans for each facility and is compliant with the National Incident Management System.

vi. *Authorities and references*

vii. *Situations and assumptions*

Example

Situation

A disaster or emergency has occurred that directly affects the operations of XYZ University. Severe disruptions in life essential services have occurred including loss of medical facilities; disruption of government services; limited ingress and egress to effected areas; evacuation and/or sheltering of students and visitors within the affected area; and significant loss of critical infrastructure (power, communications, fuel services, banking, potable and waste water treatment systems, etc.).

XYZ University capabilities and resources (personnel, equipment, critical facilities, and supplies) are limited due to the effects of the event. Available resources will be damaged, destroyed, or insufficient for response. Coordination between all levels of government will be required with alternate methods of command, control, communications, coordination, and collaboration being deployed.

Assumptions

The XYZ University Campus Emergency Plan and functional annexes may adequately address response and short term recovery operations therefore outside assistance will not be required.

A disaster or emergency has occurred.

Assistance will be required to carry out response and short term recovery efforts.

External organizations will activate resources in advance of a request from XYV University to life-safety missions, situational assessments and staging of resources.

Mutual Aid Agreements and compacts will be activated to carry out response and short-term recovery efforts.

Normal means of communication, transportation, and infrastructure capability will be severely disrupted in areas within and beyond the XY University.

Students and visitors will require sheltering, evacuation, mass care, and medical assistance.

Family assistance operations will be required.

viii. *Concept of operations*

Plan templates may be accessed on the IEMA website. Hyperlink provided at [IEMA - Local Preparedness](#)

Templates may be accessed for both Earthquake and Fatality Management and provide basic outlines for the higher education institution's campus emergency plan development. In addition, the IEMA Joint Operational Planning course and/or student manual may be requested to assist with plan development and structure.

ix. *Plan maintenance*

The plan maintenance section must address or describe the process and schedule used by the higher education institution for plan reviews, updates and revisions.

The higher education institution's plan shall include the following annexes or sections:

i. Direction and Control

The higher education institution's Direction and Control annex must include the command structure utilized during response and recovery, and authorities and limitations on response personnel.

The higher education institution's Direction and Control annex must include command, control, and coordination relationships or processes with both internal and external organizations having a role in response and recovery.

ii. Communications

The higher education institution's Communications annex must include the process by which key decision-makers and emergency personnel communicate both internally and externally and include alternative means of communications in case of failure in primary systems.

The higher education institution's Communications annex must include processes by which warnings and alerts are initiated and how key decision makers and emergency personnel will receive and relay warnings.

Adoption and /or modification of an approved city, county or regional tactical communications interoperability plan would meet the standard. Documentation of participation by the higher education institution in the TICP planning process, and promulgation and approval of the TICP must be included for consideration.

iii. For higher education institutions having the authorities and/or capabilities for the following functions, annexes or sections are required and must be developed:

- a. Law Enforcement*
- b. Firefighting/fire protection*
- c. Search and rescue*
- d. Health and medical*
- e. Mass care and sheltering*

iv. Warning and notifications

The higher education institution's Warnings and Notification annex must include the process by which emergency alerts and warnings are disseminated to the public for actual and impending emergencies. Communication systems for emergency alerts and warnings must include processes for alternative means of communications in case of failure in primary systems.

v. *Public Information*

The higher education institution's Public Information annex must include the processes by which timely and effective dissemination of information to protect public health and safety and address public inquiries and rumors is coordinated and managed.

The higher education institution's Public Information annex shall identify a facility or sight for a joint information center or central contact location for the media.

The higher education institution's Public Information annex shall identify the method used to coordinate and clear information for release

The higher education institution's Public Information annex shall address the capability of communicating with both functional needs and diverse populations.

vi. *Information sharing and disaster intelligence*

The higher education institution's Information Sharing and Disaster Intelligence annex must include the processes by which internal and external organizations coordinate and disseminate intelligence, exchange information, and adjust the level of prevention or response activities commensurate with risk.

vii. *Evacuation, shelter-in-place and lock-down*

The higher education institution's Evacuation, Shelter-in-Place and Lock-down annex must include the processes by which the department, agency or organization responsible for warning/disaster/emergency information notifies affected populations.

The higher education institution's Evacuation, Shelter-in-Place and Lock-down annex must include the processes by which protective measures will be coordinated and implemented.

The higher education institution's Evacuation, Shelter-in-Place and Lock-down annex must include pre-identified maps, routes, shelters and facility specific lock-down locations.

(Maps and routing, shelter and lock-down location documents are not required to be in the campus emergency plan but must be made available for compliance)

Individual Emergency Action Plans (EAPs) and /or Occupant Emergency Plans (OEPs) are not required for the standard. The higher education institution may choose to submit comprehensive all-hazards, campus wide Protective Action Plan for compliance review.

viii. *Family Assistance*

The higher education institution's Family Assistance annex must include the processes by which the department, agency or organization responsible for notification of family or next-of-kin implements the annex.

The higher education institution's Family Assistance annex must include the processes by which notifications of family or next-of-kin will be coordinated and implemented among both internal and external organizations (i.e., volunteer organizations, government officials, media, etc.).

The higher education institution's Family Assistance annex must include pre-identified locations and/or facilities for family assistance functions.

(Locations and/or facilities for family assistance functions documents are not required to be in the campus emergency plan but must be made available for compliance)

Adoption and or promulgation of an approved family assistance/reunification plan developed with or by an external organization having a direct role and the authority for this function may be submitted for compliance. Documentation of participation by the higher education institution in the planning process and proof of promulgation must be included for consideration.

Critical Incident Stress Management

The higher education institution's Critical Incident Stress Management annex must include the processes by which the department agency or organization responsible for critical incident stress management implements the annex.

The higher education institution's Critical Incident Stress Management annex must include the processes by which this function will be coordinated and implemented among both internal and external organizations (i.e., volunteer organizations, government officials, media, etc.).

Adoption and or promulgation of an approved Critical Incident Stress Management plan and procedures developed with or by an external organization having a direct role and the authority for this function may be submitted for compliance. Documentation of participation by the higher education institution in the planning process and proof of promulgation must be included for consideration.

For higher education institutions not having a direct role in, or the authority for, Critical Incident Stress Management the department agency or organization responsible for critical incident stress management must be identified.

Minimum Documentation Requirements:

- Submission of adopted Campus Emergency Response Plan and annexes meeting the requirements of the standard.
- For the purposes of compliance the higher education institution must submit documentation that demonstrates promulgation or approval of the campus emergency plan.
- For the purposes of compliance the higher education institution must submit a record of changes to the plan identifying areas that have been revised and who authorized or completed the changes.
- For the purposes of compliance the higher education institution must submit a list of plan recipients and/or controlled copy locations.
- Submission of additional and/or alternate plans specified above that meet the requirements of the standard. (i.e., Family Assistance and Critical Incident Stress Management)
- Submission of memorandums of agreement or understanding that provide response and recovery services not available to the higher education institution specific to implementation or activation of the campus emergency response plan. Routine services provided by a government organization/jurisdiction are not considered under this requirement.
 - Examples may include: American Red Cross, Salvation Army, Noah's Wish, etc.
- Submission of procedures that are used to implement the campus emergency response plan and annexes during response and recovery.
 - Examples may include: Communications, Warning & Notifications, Evacuation, Shelter-in-Place, Family Assistance, Public Information, Hot-Line, etc.
- Submission of acceptance and approval from external organizations having a direct role in response and recovery.

Incident Management System

Standard: The Higher Education Institution shall have a NIMS compliant incident management system in place to analyze emergency situations and provide for a clear and effective response and recovery.

Components:

- The higher education institution has formally adopted NIMS as the incident management system. The system shall include the incident command system.
- The higher education institution has designated a single point of contact to serve as the coordinator for their incident command system operations.
- The higher education institution ensures all key personnel assigned with an emergency response role receive training on its (NIMS) incident management system.

Documentation Required:

- Submission of adopted campus policy or resolution incorporating NIMS into all levels of response.**
- Submission of adopted campus policy or resolution designating a single point of contact or authority for the incident command system during response and recovery operations.**
- Submission of training records, schedules, calendars, websites etc. that demonstrate a programmatic initiative to train all response personnel on the incident management system in use.**

Answers to frequently asked questions about incident command systems and the National Incident Management System can be found at the FEMA website: <http://www.fema.gov/frequently-asked-questions-2>

Training

Standard: The Higher Education Institution shall have a training program that includes training on campus emergency response and violence prevention plans for appropriate program officials, and campus personnel.

Components:

- The higher education institution has a formal, documented training process which includes records of training received.
- Training is scheduled annually based upon the emergency response needs of the higher education institution with the overall goals and objectives of the training program.
- Records are maintained of the training program including names of those who received training, position, title, and the type and date of training received. The length of time training records will be maintained shall be specified in the training program and should be updated annually.

A majority of the higher education executive leaders shall provide certificates for completion of the following course(s):

- IS-700 NIMS, An Introduction/OR G402-ICS-402 Incident Command System (ICS) overview for executives and senior officials.

Executive Leaders are personnel responsible for making financial, administrative, and managerial decisions supporting the higher education institution's emergency management/campus security program. ***(Executive Leaders may include: Institution President, Provost, Chancellor, etc.)***

A majority of the higher education command staff shall provide certificates for completion of the following course(s):

IS-700 NIMS, an Introduction

IS-100 an Introduction to IC

OR IS-100.HE Introduction to the Incident Command System for Higher Education

IS-800 National Response Framework, an Introduction

IS-200 ICS for Single Resources and Initial Action Incidents

Command Staff are personnel assigned to lead any key campus emergency management effort. ***(Command Staff may include the following personnel: Campus Emergency Manager, Campus Public Information Officer, Safety Officer, and Campus Liaison Officer, and any staff that plays a vital role on the operations, planning, logistics, or finance/administration branches of the ICS team for the higher education institution.)***

The higher education incident manager shall provide certificates for completion of the following course(s):

- ICS-300 Intermediate ICS for Expanding Incidents
- ICS-400 Advanced Incident Command
- OR Command and General Staff

Incident Managers are personnel with a leadership role in command. (*Incident Managers would likely include: Campus Incident Commander, Police Chief, Campus Emergency Manager Coordinator, etc.*)

Documentation Required:

Submission of a training program policy, resolution, or plan for the higher education institution.

Submission of documentation of course completion for all personnel identified by the higher education institution as necessary for operational command, control and coordination of response and recovery. The higher education institution must remain compliant with NIMS requirements for the same.

Submission of documentation may be in the form of spread sheets, copies of certificates/transcripts and remote observation of training data bases (i.e., NIMSCAST *)

***NIMS Certificates are kept on file at the institution.**

Exercises

Standard: The higher education institution shall have an exercise, evaluation, and corrective action process that includes an annual exercise.

Components:

- A documented multi-discipline exercise program is established that regularly tests the skills, abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities.
- The higher education institution has conducted at least an annual exercise (tabletop, functional, and/or full scale) of the Campus Violence Prevention Plan and Campus Emergency Plan.
- The institution shall provide documentation of an After Action Report (AAR) and corrective action plan (IP).

Documentation Required:

- Submission of an exercise program policy, resolution, or plan for the higher education institution.**
- Submission of completed exercise packets/documentation**
- Submission of exercise development records, schedules, calendars, websites that demonstrate a programmatic initiative to conduct annual exercises.**

Campus Violence Prevention

The Campus Violence Prevention component consists of 3 standards under the umbrella of Campus Violence Prevention: a Campus Violence Prevention Committee; a Campus Threat Assessment Team; and a Campus Violence Prevention Plan.

Standard: *Violence Prevention Committee*

The higher education institution is required to develop and implement a Campus Violence Prevention Committee; the committee is responsible for implementing the Campus Violence Prevention Plan and the Campus Violence Prevention Committee.

Components:

- There shall be a documented, ongoing, process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Campus Violence Prevention Plan.
- The committee shall meet with a frequency sufficient to provide regular input at a minimum annually.

Documentation Required:

- Policy, resolution, or minutes implementing a Campus Violence Prevention Committee and the process or procedures for ongoing input, evaluation and assessment.

(The higher education institution may utilize a separate document(s) outlining the process and/or procedures for input, evaluation and assessment.)
- Documentation demonstrating a multi-disciplinary, multi-jurisdictional committee structure.

Standard: Campus Threat Assessment Team

The higher education institution is required to develop and implement a Campus Threat Assessment Team. The team will conduct threat assessments, address unusual, dangerous, or threatening behavior on campus and provide guidance and best practices for preventing violence and providing supportive services.

Components:

- The team should consist of faculty, law enforcement, human resources, and mental health professionals. It may also include other persons and organizations deemed appropriate to a particular circumstance. (i.e. Legal Counsel)
- The team will create a written threat assessment policy that provides guidance to students, faculty, and staff about how to recognize, address, and report unusual and threatening behavior;
- Identify individuals that will have access to information;
- Use a fact-based assessment process to investigate threats, actions, or conduct that may lead to targeted violence and determine situation specific response action plans;
- Access a range of support services for students, faculty, and staff that includes mental health services, crisis management, and comprehensive services for victims, whether provided on campus or by accessing community resources;
- Requirements for protecting the privacy of persons providing information to the threat assessment team.

All areas of the campus community shall be required to cooperate with requests from the threat assessment team relative to successfully monitoring any threatening behavior.

The team should meet regularly to provide post-incident assessments and evaluate the effectiveness and response to incidents on a case or aggregate basis.

Documentation Required:

- Policy, resolution, or minutes implementing a Campus Threat Assessment Team to include a regular meeting schedule for post-incident assessments and evaluation.
- Documentation demonstrating a multi-disciplinary, multi-jurisdictional team structure and identification of individuals that will have access to information derived from the assessment process.
- Documentation demonstrating a written threat assessment policy that provides guidance on how to recognize, address and report unusual and threatening behavior.
- Documentation demonstrating a process for providing access to a range of support services for students, faculty, and staff that includes mental health services, crisis management and comprehensive services for victims, whether provided on campus or by accessing community resources.
- Documented requirements for protecting the privacy of persons providing information to the threat assessment team.
- Sign-in sheets, calendars, agendas and/ or minutes for the Campus Violence Prevention Committee.

(The higher education institution may incorporate the Campus Threat Assessment Team authorities and requirements in the policy, resolution or minutes that established the Campus Violence Prevention Committee.)

Standard: Campus Violence Prevention Plan

The higher education institution shall develop an inter-disciplinary and Campus Violence Prevention Plan.

Components:

At a minimum the higher education institution's Campus Violence Prevention Plan shall include the following:

- i. *A promulgation document indicating approval of the plan*
- ii. *A record of changes to include change dates*
- iii. *A distribution list of plan recipients*

Recipients must include signatories to the plan for external organizations having a direct role in violence prevention.

Documentation of items (i-iii) above are not required to be in the campus violence prevention plan but must be made available for compliance.

- iv. *A table of content*
- v. *Purpose, scope, and/or goals and objectives*

Example

This plan outlines coordination and communication processes used by XYZ University and responsible agencies/organizations to prevent violence on campus. Staffs from agencies, organizations, and/or XYZ University are responsible for adhering to and implementing the policies established herein. This plan serves as the foundation for violence prevention and outlines the development and implementation of XYZ University's Campus Violence Prevention Committee and Campus Threat Assessment Team(s).

- vi. *Plan maintenance*

The plan maintenance section must address or describe the process and schedule used by the higher education institution for plan reviews, updates and revisions.

- The higher education institution's Campus Violence Prevention Plan shall include the following annexes or sections:*

- i. Violence Prevention Strategies*
- ix. Violence Prevention Policies and Procedures*
- x. Development and implementation of the Campus Violence Prevention Committee*
- xi. Development and implementation of the Campus Threat Assessment Team(s)*
- xii. Multi-jurisdictional responsibilities and authorities as appropriate.*

The body of the Campus Violence Prevention Plan shall have the following:

- The higher education institution shall develop and implement processes to prevent incidents. Prevention process shall be based on information obtained from the Campus Threat Assessment, intelligence activities, alert networks and surveillance programs and other sources of information obtained from internal and external stakeholders.
- The higher education institution shall have a strategy among disciplines to coordinate prevention activities, to monitor the identified threats and hazards, and adjust the level of prevention activity commensurate with the risk.

Documentation Required:

- Submission of a promulgated Campus Violence Prevention Plan meeting the requirements of the standard.**
- Submission of exercise documentation that demonstrates components of the Violence Prevention Plan are tested annually.**

(Exercises conducted on/for the Violence Prevention Plan may be combined with the exercise criteria established for the Campus Emergency Plan. For compliance, joint submissions must adequately demonstrate that significant portions of the Violence Prevention Plan were exercised and validated.)

- Submission of documentation demonstrating that the Violence Prevention Plan was reported to the municipal emergency management authorities.**
- Submission of documentation that demonstrates coordination of the Violence Prevention Plan with all available campus, mental health and response organizations and contiguous school districts.**
- Submission of documentation that demonstrates a training program is available and implemented for the Violence Prevention Plan.**

Campus Outreach Campaign

Standard: *The higher education institution must conduct a campus outreach campaign focused on campus and individual preparedness that includes students, faculty, and staff.*

Documentation Required:

- Submission of proof documents demonstrating Campus/Community outreach (i.e., website, posters, slogan, Emergency Response Guide, YouTube preparedness video, training invitations, American Red Cross Club meeting schedule/agenda's etc.)
- The higher education institution may use resources available through The American Red Cross School Clubs, Community Emergency Response Teams (CERT) or Citizens Corp.

Please submit all completed documentation to:

Ready to Respond Campus
Attention: Abby Damm
2200 S. Dirksen Parkway
Springfield, IL 62703
Or abby.damm@illinois.gov