

APPENDIX H: EXECUTIVE POLICY GROUP GUIDANCE

The President of UConn formally established the Executive Policy Group (EPG) of the University in 2015. The EPG consists of executive-level leadership and key divisional leads, and it meets regularly to provide guidance, and policy support to the University's emergency management program. This appendix to the Emergency Operations Plan outlines the following: the composition of the Group; its considerations with respect to emergency management planning, response, and recovery; and its relationship to other operational components of the emergency management program.

1.0 COMPOSITION

The Executive Policy Group is comprised of the following entities:

- Office of the President, Senior Advisor to the President.
- Executive Vice President for Administration and Chief Financial Officer (Group Chair).
- Office of the Provost.
- Division of Student Affairs, Vice President for Student Affairs.
- Office of University Communications, Vice President for Communications.
- Research, Vice President for Research.
- UConn Health, Chief Executive Officer.
- Office of the General Counsel, General Counsel.
- Information Technology Services, Vice President and Chief Information Officer.
- Division of University Safety, Associate Vice President of University Safety (Alternate Chair).
- Facilities Operations, Associate Vice President of Facilities Operations.
- Human Resources, Associate Vice President and Chief Human Resource Officer.
- Athletics, Deputy Director.
- Office of Emergency Management, Director.

- *Ex Officio:*
 - President, University of Connecticut.

2.0 CONSIDERATIONS

In carrying out its goal of providing executive leadership and guidance for the emergency management program (including policy support and modification), the EPG evaluates the following policy-based considerations.

HUMAN ISSUES

Preserving the safety of the University community is the first priority in any emergency. In a serious incident there may be both physical and emotional impacts to the community. Providing emotional support during and following such incidents and helping victims reconstruct their lives are a critical part of both the response and recovery processes.

The needs of those who have been injured, as well as the relatives of the injured and deceased, must be addressed. There are two timelines to consider, the procedural timeline and the emotional timeline. The mental state and emotions of the friends and relatives of the injured and deceased represent the emotional timeline, while the procedural timeline includes the formal processes of the emergency response such as the time it takes to reunite injured friends or family or to recover the deceased and notify next of kin. Managing the conflict between the emotional and procedural timelines is an important aspect of response and recovery.

Emotions run high as people attempt to locate friends and loved ones and determine whether they are alive or not. Linking these individuals with the injured as soon as possible is crucial to managing the emotional component of such incidents. For this reason, it is imperative that UConn track the transport of injured people from the site to medical care facilities. Additionally, the University may utilize a number of tools to assist in managing the emotional issues, including on-site de-escalation, interventions, and post-incident counseling.

The Human Services Support Annex to the Emergency Operations Plan addresses how UConn provides for the needs of students, faculty, and staff for non-medical functions following an emergency including, family reunification and assistance activities.

RECOVERY ISSUES

Recovery from an incident is unique to each facility, department, or entity as well as the community involved and depends on the amount and kind of damage caused by the incident and the resources that the University has ready or can quickly obtain. In the short term, recovery is an extension of the response phase in which basic services and functions are restored. In the long term, recovery is a restoration of both the personal lives of individuals and the livelihood of the community. Recovery can include the development, coordination, and execution of service and site-restoration plans; reconstitution of services; long-term care and treatment of affected persons; and additional measures for social, political, environmental, and economic restoration.

Recovery programs:

- Identify needs and resources.
- Provide accessible housing and promote restoration.
- Address care and treatment of affected persons.
- Address restoration of academic instruction.
- Inform community and prevent unrealistic expectations.
- Implement additional measure for organizational and community restoration.
- Incorporate mitigation measure and techniques, as feasible.

Further, the economic and facility aspects are linked together, and the intent is to try to offset the economic impact by seeking alternative facilities and bringing damaged facilities back online as soon as practical.

Some other recovery considerations include the potential long-term damage to the reputation of the University of Connecticut and how it goes about reassuring its stakeholders that a recurrence of similar incident is unlikely, and that the facility is safe. A lack of planning and training, coupled with improper management of the response to and recovery from an incident, could affect the reputation of the University, its partners and any community hosting the event. A discussion of reputation and safety issues should be included in the University's long-term recovery plan.

ECONOMIC ISSUES

Any incident that results in the closure of University facilities would have an economic impact on the University, and it may also have an impact on the operator(s) of the event and/or the host community. For example, suppliers and concessionaires, hotels, restaurants, and other businesses may be impacted by the cancellation of sports and special events.

LEGAL ISSUES

In the event of an incident, the University will promptly evaluate the potential legal issues that may arise, including potential claims against the University and potential claims that the University may have against third parties, with the goal of minimizing the University's exposure. In advance of an incident, the University will strive to ensure that its facilities, employees, students, and partners are

prepared to manage an event or incident and can transition into an effective and coordinated response to minimize the risk of future legal concerns.

MEDIA ISSUES

Media participation is expected at most University sporting and special events, including commencement. In addition, many sporting and special events have participants and spectators from foreign nations or may have prestigious University guests and donors in attendance, both of which may draw foreign news services. In the event of an incident that takes, or risks lives and injury, or causes property damage during a sports or special event, the news media will be present. Given the rise of the use of social media as a means of rapidly disseminating newsworthy information to a broad audience, the speed at which information travels and the number of people who may access that information is an important consideration.

EXTERNAL AFFAIRS ISSUES

In routine operations, UConn must deal with political issues on a daily basis. However, when emergency incidents occur that place human life and property in danger, the political environment may be impacted even more. For this reason, all stakeholders must be considered in preplanning, incident response and post-incident activities. Failure to involve all groups may negatively affect the political consequences that result from the incident.

Further, policy coordination and site managers must consider the roles of political, statutory, and regulatory entities in the response to incidents and post-incidents investigation.

3.0 ROLES AND RESPONSIBILITIES

The Executive Policy Group’s roles within emergency management are outlined in **Table 1** and **Table 2** below, each detailing the Executive Policy Group’s function, staffing and responsibilities as applied. **Figure 1** demonstrates the relationship between the Executive Policy Group, the Emergency Operations Center, Incident/Unified Command, the Office of Emergency Management, and participating personnel.

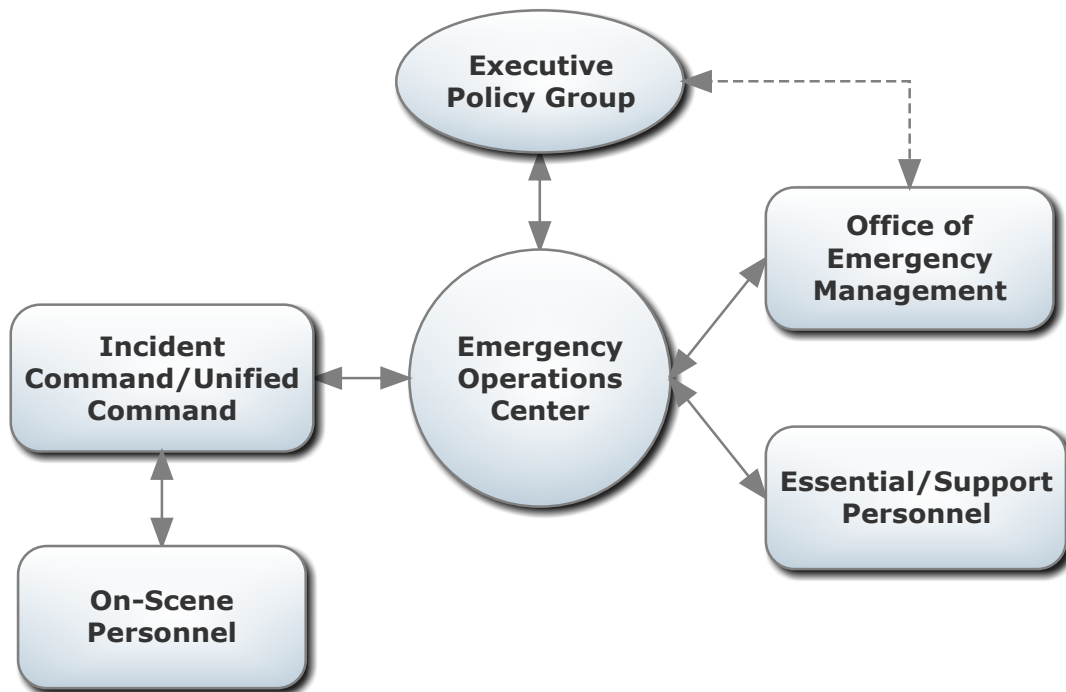
Table 1. Emergency Management Program Component Functions

COMPONENT	FUNCTION
Executive Policy Group	Responsible for providing general incident oversight to include making major decisions that impact University operations (canceling classes, evacuations, closing the campus, notifications, etc.) and other decisions as dictated by the situation.
Emergency Operations Center/Emergency Management	Responsible for identifying issues, providing support, coordination responders and gathering/coordinating information. Responsible for assisting in providing critical services in accordance with specific Functional Annex plans.
Incident Command/Unified Command	Responsible for on-scene tactical management of the incident.
Essential and Support Personnel	Responsible for responding to specific tasks given by Emergency Operations Center and Office of Emergency Management members to support needs identified by Incident Command/Unified Command, EOC and the Executive Policy Group.

Table 2. Emergency Management Supporting Structures

	INCIDENT COMMAND/UNIFIED COMMAND	EMERGENCY OPERATIONS CENTER	EXECUTIVE POLICY GROUP
Staffing	Organization consists of multiple jurisdictions, multiple agencies, departments, and/or multiple response levels.	Multi-agency coordination personnel, a coordinator and intelligence and investigations support staff.	Senior University Administrators and/or executives with designees.
Responsibilities	Management of the incident including development and implementation of overall objectives and strategies. Ensure incident objectives, strategies, and the Incident Action Plan supports determined tactics.	Incident monitoring, situational awareness, and allocation of critical resources by setting incident priorities.	Make coordinated Agency Administrator-or executive-level decisions on issues that affect multiple agencies.
Member Agencies	First response departments and outside agencies (Police, Fire, Facilities, Eversource, etc.)	First response agency leadership, support agencies, (Facilities, Emergency Management, Student Affairs, etc.)	University senior leadership, (e.g., President, Provost, CFO, CIO, etc.)

Figure1. Emergency Response Organizational Structure and Responsibilities



4.0 PROCEDURES

The EPG Guide is under separate cover, not for distribution.