I. **Purpose**

The purpose of the Facilities Emergency Response Group (FERG) is to provide a management structure for responding in a coordinated fashion to incidents, or potential incidents, on campus that have immediate threat to property, may include life safety risks, and:

- are beyond the routine, daily response calls,
- will likely involve more than one department, or
- may escalate and require many resources.

II. **Scope**

The FERG will provide on-site direction and coordination of all Washington University in St. Louis School of Medicine (WUSM) resources necessary to respond to the established incident. The potential severity level of responses that could be coordinated by FERG members include:

A. **Level 1:** A formal command is established among responding FERG core members.

B. **Level 2:** Additional WUSM resources and contractors activated to support respond efforts.

C. **Level 3:** Emergency Operations Center (EOC) activated with coordination efforts being done with WUSM Emergency Support Functions, Washington University Medical Center partners, and/or multiple St. Louis City services.

III. **Membership**

A. FERG core members may include representatives from one or more of the following departments:

- Facilities Operations (FO)
- Protective Services
- Emergency Management
- Environmental Health and Safety (EH&S)
- Capital Projects

IV. **Operational Procedures**

The operational steps A-G outlined below are expectations to be completed by FERG personnel. Many steps can occur simultaneously. The order of the steps listed is the recommend, chronological order to proceed, however the established command may alter as the situation deems necessary. The first and most critical step that must be completed is the establishment and maintenance of a command until, as a minimum, the incident no longer poses an immediate threat to life or property.

A. **Initial Response**

1. An incident that has or may potentially pose a risk to WUSM property, which may include life safety risks, is reported to FO computer room and/or Protective Services dispatch. The two response call centers will communicate and coordinate their initial response actions.
2. FO computer room and/or Protective Services dispatch identifies:
   a. Incident Type
   b. Incident Severity Level
   c. FERG members needed to respond

3. A call is dispatched to all needed FERG members based on the following criteria:
   a. FO: Threat to University property and/or utilities,
   b. Protective Services: Threat to property, life, and/or security support needed,
   c. Emergency Management: Potential escalation of event requiring resources and/or personnel beyond the routine response calls,
   d. EH&S: Involvement of any type of hazardous materials,
   e. Capital Projects: Facility damage that will require direction and control of restoration resources.

4. The first responding personnel arriving on scene will assess the situation and perform any immediate actions required to protect life and/or property.

B. Establish Command (Level 1)
1. The WUSM department to take initial lead of the response will be identified by the incident type. These may include, but are not limited to:

<table>
<thead>
<tr>
<th>Type of Incident</th>
<th>Incident Examples</th>
<th>Lead Department (Command)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Safety</td>
<td>Active fire</td>
<td>Protective Services</td>
</tr>
<tr>
<td></td>
<td>Security threat</td>
<td></td>
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<tr>
<td></td>
<td>Criminal activity</td>
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<tr>
<td></td>
<td>Evacuation necessary</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>Flood</td>
<td>Facility Operations</td>
</tr>
<tr>
<td></td>
<td>Property damage</td>
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<tr>
<td></td>
<td>Facility Service</td>
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</tr>
<tr>
<td></td>
<td>Interruption</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>Electrical outage</td>
<td>Facility Operations</td>
</tr>
<tr>
<td></td>
<td>Gas leak</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water/steam outage</td>
<td></td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>Hazardous chemicals</td>
<td>EH&amp;S</td>
</tr>
<tr>
<td></td>
<td>Radiation leak</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Biological threat</td>
<td></td>
</tr>
</tbody>
</table>

2. Upon arrival on scene, the lead WUSM department will:
   a. formally establish Incident Command and
   b. notify dispatch of location and person in Incident Command.

3. For incidents involving more than one incident type listed, a Unified Command may be established as a partnership of command responsibilities. Any department leading a life safety response will lead the unified command while the life safety risk is present.
4. A formal transfer of command will occur when:
   
a. an acting Incident Commander is formally replaced by another staff member capable of taking command, or
   
b. the incident changes and a different WUSM department is identified as the more appropriate department to lead the incident.

5. The identified Incident Commander will remain in that position until command is formally transferred to another individual or the incident deescalates from response activities where Incident Command is no longer needed.

6. If recovery is needed following an incident, Incident Command should be formally passed to the individual responsible for oversight of recovery efforts.

7. In the transfer of Incident Command, a full situation report is given to the oncoming Incident Commander and all personnel working the incident are notified of the change in command. The ICS 201 Incident Briefing will assist in this transfer of information (see Attachment 2).

C. Initial Assessment

1. Incident Command will assess if additional resources other than current FERG members are needed (Level 2).
   
a. Additional key resources that may be needed to support response operations include representatives from, but are not limited to, (see Attachment 3):
      
      - Full-Service Recovery Contractor
      - Insurance and Risk Management
      - Faculty Practice Plan Clinical Operations
      - Public Information Office
      - Information Technology
      - TFC Operations
      - Infection Control (for incidents involving patient care areas; see Attachment 5)
      - Business Operations
      - Additional contracted services.
   
b. Full-Service Recovery Contractor
      
      - Request for additional resources will be coordinated through Incident Command, including emergency response contractors.
      
      - The Full-Service Recovery Contractor will provide emergency response for disaster restoration and recovery services from fire, water, wind, smoke, contamination, corrosion, and any other natural or manmade disaster or related event, including all labor, goods, equipment, materials and service required to complete such response.
      
      - The contractor will arrive to the site of the incident within 2 hours of notification by the Command or designee.
      
      - The contractor will conduct their initial evaluation and strategy for immediate action.
• The contractor will provide their primary point of contact for the incident.

• The lead supervisor representing WUSM Facilities Operations will serve as the University contract manager for the Full-Service Recovery Contractor until otherwise appointed by FMD leadership.

• The contractor will provide, within 8 hours of arrival, a detailed summary of all planned efforts to the University contract manager (the Recovery Status Report). As long as Incident Command is established, the University contract manager will keep Incident Command informed of all contractor actions and planned actions.

• The Incident Commander will have responsibility for ensuring that details and actions contained in the Recovery Status Report are communicated to senior management and affected stakeholder groups.

• The Recovery Status Report submitted by the contractor will include:
  ▪ Current situation summary and estimated timeline for completion of services,
  ▪ Current list of equipment and/or other billable material and/or human resources being used,
  ▪ Additional recommended recovery/restoration services which may not have been included in the initial Service Order,
  ▪ Any anticipated hazardous materials or environmental impacts that should be considered as a part of the project including safety regulations and/or special considerations for infection prevention in clinical medicine spaces,
  ▪ Any potential recommended mitigation efforts which could reduce repeat occurrences of present or similar event.

• The contractor will provide additional Recovery Status Reports for each ongoing project on a periodic basis as established by the University contract manager.

• The contractor will coordinate with EH&S for any services involving hazardous materials.

• The contractor will coordinate with the University Infection Control/Prevention personnel in completing the ICRA for any work done in a clinical/patient care area and ensuring that appropriate infection control precautions are being utilized as to services are being provided.

c. Insurance and Risk Management: The Incident Commander should notify Insurance and Risk Management for any incidents that will likely generate expenses greater than $5,000.

2. Incident Command will assess if the WUSM Emergency Operations Center (EOC), which serves as a central coordination center for multiple resources over an extended period of time, is needed to support response efforts (Level 3).
a. If the incident should escalate and require the involvement of additional personnel beyond the resources of FERG members to effectively manage, then the established Incident Command may request activation of the EOC through the WUSM Emergency Management (EM) Department (contact 2-HELP).

b. The WUSM EM Department will identify the appropriate Emergency Support Functions required to respond and recover from the incident (see Attachment 4).

c. Based on the number of Emergency Support Functions and resource demands, the EM Department will assess the most appropriate EOC activation level.

d. The EOC personnel needed for the incident will be activated by WUSM EM and briefed on the situation. EOC personnel will be instructed to do one of the following:
   - Not deploy and provide support virtually,
   - Report on-site to the Incident Command Post,
   - Report to the EOC (if activated).

3. Incident Command will begin documenting the assessment and other actions on the WUSM Incident Briefing Form 201 (see Attachment 2: WUSM Incident Briefing Form).

D. Notify Senior Leadership Members

1. Each FERG member active in the response will determine if/when is the appropriate time and situation to notify higher management personnel within their department. All notifications of senior leadership will be coordinated through Command. The appropriate level of notification will depend on the incident and availability of other senior leadership team members.

2. The threshold for notifying senior management may be based on intra-departmental guidelines and/or incident criteria including but not limited to the likelihood of the incident to:
   a. disrupt University operations,
   b. displace faculty, staff, or students,
   c. attract media attention,
   d. require that outside contractors be requested.

3. The senior leadership notification will be as follows:

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Stueber (FO)</td>
<td>Melissa Hopkins (FMD)</td>
<td>Rick Stanton (Adm/Ops)</td>
</tr>
<tr>
<td>John Ursch (PS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steve Sobo (Capital)</td>
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</tbody>
</table>

4. The established Command will notify tier 1 personnel and each tier of senior leadership will determine the need of notifying the next tier of leadership. If no tier 1 team members are available, Command may move to tier 2 for senior management notification. If tier 1 and tier 2 members are not available, Command may move to tier 3 for senior management notification.

5. Leadership succession for Tier 2 will include:
   a. Incidents with facility concerns: F.O. Director,
b. Incident with public safety concerns: Protective Services Director

E. Notify Key Stakeholders

1. Command will have responsibility for notification of the key stakeholders of the impacted area by utilizing the FISC as able and following the “Emergency Service Interruption Procedures” outlined in the Planned, Limited Notice and Emergency Outage Guidelines (see Attachment 4).

2. Additional notification directly to campus customers or departments may be required depending on the level of emergency or interruption. Follow up meetings and/or conferences will be scheduled as applicable.

3. As deemed appropriate Incident Command will ensure that a general update of the incident and short term actions is provided to the entire WUSM campus community.

F. Complete Situation Reports

1. Command will complete an initial WUSM Incident Briefing form (ICS 201) and will ensure appropriate distribution (see Attachment 2).

2. Following the initial WUSM Incident Briefing form (ICS 201), Command will, in coordination with the FISC, ensure regular situation updates are provided to:
   a. Key stakeholders impacted by the incident
   b. Key management and senior leadership personnel
   c. EOC if activated.

3. The minimum information to outline in the report will include:
   a. Date/Time of incident,
   b. Situation Update,
   c. Buildings Impacted,
   d. Resources Utilized,
   e. Critical Infrastructure Issues.

4. Incident Command will ensure that the WUSM Incident Briefing form (ICS 201) updates are completed. As applicable, Incident Command will utilize the FISC for distribution of the updated reports to the appropriate audiences as noted above at the discretion of Command. (Monday – Saturday 7:00 a.m. to 7:00 p.m. and Sunday 1 p.m. to 7 p.m.; no holidays).

5. When the Full-Service Recovery Contractor is deployed and utilized at the incident, then the contractor Recovery Status Report will replace the WUSM Incident Briefing form.

6. A communication notice will be sent to all key stakeholders and management when the immediate response has ended with a summary report of the incident and recovery actions to be taken.

G. Conduct Formal Damage Assessment
1. Initial damage assessment should be conducted by FERG members and reported in the initial summary of the incident.

2. As the incident allows and resources are available, more detailed damage assessment may be conducted.

3. If assessment of the impact zone is manageable with the FERG members on site, then a Preliminary and/or Full Damage Assessment will be conducted by those members on site (see ESF 14: Damage Assessment).

4. If a quick and effective assessment is not possible with the FERG members available, or the incident incorporates a significant portion of the WUSM campus, then the Command will coordinate with WUSM EM for the activation of the WUSM Damage Assessment Group.

5. WUSM EM will activate the Damage Assessment Group and compile the damage assessment reports as outlined in ESF 14: Damage Assessment.

V. Training

A. All personnel from each of the identified departments listed within the FERG that potentially could have a role in a response as outlined above will be required to complete training to become familiar with the processes and procedures outlined.

B. The two required courses for personnel involved with FERG responses include:

1. National Incident Management System (NIMS) 100:
   - The NIMS 100 course covers several disaster management principles including NIMS key components, Incident Command System (ICS) features, and ICS organizational structures.
   - Students may complete the independent study course found at www.training.fema.gov/IS/NIMS.aspx.
   - In place of the independent student course, students may complete the in-class training course offered by WUSM Emergency Management annually.

2. WUSM FERG Standard Operating Guideline Review:
   - The WUSM FERG Standard Operating Guideline course reviews the details of effective implementation of the process outlined above with a local case study for student application.
   - This course is only offered as an in-class training course held annually on campus.

VI. Attachments

A. Attachment 1: Facilities Emergency Response Group Action Flow & Contact List
B. Attachment 2: Contact Information for Additional FERG Resources
C. Attachment 3: WUSM Incident Briefing Form (ICS 201)