CAMPUS EMERGENCY RESPONSE PLAN (CERP) APPENDICIES

Revision Date: January 17, 2023

TABLE OF CONTENTS

Appendix A – CIRT Executive Team Members

President

Senior Vice President for Academic Affairs & Provost

Senior Vice President for Business Affairs & Chief Financial Officer

Senior Vice President & Chief of Staff

Senior Vice President & Chief Marketing and Communications Officer

Senior Vice President for Health Sciences

Senior Vice President for Legal Affairs & General Counsel

Senior Vice President Research & Innovation

Chief Information Officer

Assistant VP & Chief of Police (CIRT Co-Chair)

Vice President & Chief Human Resources Officer

Vice Provost for Campus Life & Dean of Students (CIRT Co-Chair)

Vice Provost, Undergraduate Education

Vice Provost, Graduate Education

Vice President, University Initiatives

Vice President, Executive Office of the President

Incident Commander

Appendix B – CIRT Working Group Roles

Command and General Staff
CIRT Co-chairs
Director, Emergency Operations Center (EOC)
Deputy Director, EOC Manager

Public Information Officers
Safety Officers
Liaison Officer
Office of the General Counsel
Operations Section Chiefs
Logistics Section Chiefs
Planning Section Chiefs
Administration/Finance Section Chiefs

Subject Matter Experts

Academic Affairs/Provost
Sr. Vice Provost, Academic Affairs
Vice Provost, Faculty Affairs
Assoc. Vice President, Finance Administration
Dean, College of Applied Science & Technology
Dean, College of Public Health
Asst. Professor, College of Public Health
Asst. Professor, College of Public Health
Asst. Professor, College of Public Health
Vice President/Dean, Enrollment Management and Dean of Undergraduate
Associate Vice Provost, Office of Instruction and Assessment
Director, Inst. Relations, UA Global

Athletics
Sr. Assoc. Director, Athletics

Business Affairs
Associate Vice President, Facilities Management
Project Manager, Emergency Management Coordinator, UAPD
Chief Procurement Officer, Financial Services

Chief of Staff, Business Affairs
Executive Director, Parking & Transportation
Vice President/Chief Budget Officer, Office of Budget and Planning
Vice President, Financial Services
Chief Risk Officer, Risk Mgt. Services
Director, Occupational/Environment Health and Safety
Deputy Chief, Police Department
AVP, Title IX
Assistant Vice President, Human Resources – UAHS Phoenix
Executive Director, AZ Student Unions
AVP, Campus Operations, Phoenix Bioscience Core Campus

Campus Life & Dean of Students
Asst. VP & Director, Campus Life / Disability Resource Center
Executive Director, Housing and Residential Life
Interim Executive Director, Campus Health
Director, Counseling & Psych Services
Director, VETS
Director, Campus Recreation
Physician, Campus Health
Chief & Executive Director, University Emergency Medical Services

Communications
Assoc. VP, External Communications
Sr. Director, Strategic Communications

General Counsel
Assoc. General Counsel, Office of the General Counsel

Global
Director, International Student Services
Director, UA Global Travel

Health Sciences
Manager, Media Technical Services, Health Science
Chief of Staff Dean of Med, Health Sciences
Executive Director, Planning and Facilities, Health Sciences

Research Innovation and Impact
Chief of Staff to SVP for Research and Innovation
Executive VP & Chief Financial Officer, UA Tech Parks
Director, Research Laboratory / Safety Services
Director, Attending Veterinarian / University Animal Care

Shared Governance
ASUA
GPSC
Staff Council Chair
Chair of the Faculty

UITS
Executive Director, Administrative Technologies, UITS

Appendix C – Travel of CIRT Executive Team Members

To help ensure the continuity of business, the President, Senior Vice President for Academic Affairs & Provost, Senior Vice President for Business Affairs & CFO, Senior Vice President and Chief of Staff, and Senior Vice President for Legal Affairs will not travel together at the same time on the same commercial/private carrier. At least one member of this group will travel separately or remain at the University.

When traveling internationally, members of this group should consider taking "clean" cellular telephones, computers, and tablets for security reasons.

Appendix D – Maintenance of Communication Documents

All communications documents will be maintained by University Marketing & Communications and include:

- Institutional statements
- News releases/statements
- E-mail messages to the campus community
- Press clippings
- Website postings
- Fliers

Appendix E – Emergency Hotline

In the event of an emergency, the University may establish an Emergency Hotline to answer questions from the campus community.

Appendix F – Joint Information Center or Joint Information System

Joint Information Center (JIC)

A JIC will be established when there are multiple entities managing the response. This may include public safety organizations, agencies, private entities, and nongovernmental organizations. A JIC is the physical location where public information staff involved in incident management activities can gather to perform critical emergency management information, crisis communications, and public affairs functions. It is the central point of contact for all news media. Public information officials from all participating agencies should be co-located at the JIC.

Joint Information System (JIS)

The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; develop, recommend, and execute public information plans and strategies on behalf of the Incident Commander (IC); advise the IC concerning public affairs issues that could affect a response effort; and control rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Appendix G – CIRT Financial Process

Funding for Response Expenditures

Actions undertaken, requested, or mandated by the CIRT Executive Team will be funded in accordance with existing University financial practices. The policy outlined below only applies to prudent and appropriate activities undertaken while planning for or responding to an emergency situation, such as a pandemic flu response.

Applicants for expenditure support, when possible, shall receive authorization from the CIRT Executive Team, prior to incurring those expenditures. Requests should be submitted in writing and include a detailed budget. Units should consider the following prior to submitting a request:

1. Items proposed for purchase should be for extraordinary events, which require a directed response by the CIRT Executive Team, or CIRT authorized body.

2. The purchase price for items should represent a significant impact to the budget of the unit and not something readily absorbed through unit-operational funds. Requests should not include costs normally incurred during business activities of the unit.

3. Items should be used during the event and in accordance with the approved funding request. If possible, leftover items should be returned to the manufacturer and funds returned.

The Administrative/Finance Section will determine the funding source for approved expenditures.

Appendix H – Emergency Procurements

Authorized Personnel

The following University officers are authorized signatories to execute contracts and other written instruments on behalf of the University of Arizona and the Arizona Board of Regents that may be required to make emergency procurements in accordance with the University Procurement Code:

- Senior Vice President, Business Affairs and Chief Financial Officer
- Chief Procurement Officer, Financial Services

This designation may not be delegated without the prior written approval of the President of the University of Arizona. Furthermore, this designation shall continue until otherwise altered or revoked by the President.

Temporary Suspension of Normal Vetting Process

During a Type I situation as defined in this plan, the President of the University may temporarily suspend the normal University vetting process to ensure continuity of operations for up to six (6) months.

Additional information is available in Functional Annex - 14 Procurement and Contracting Services, which is available from the Emergency Management Coordinator.

Appendix I – Continuity of Operations Plan (COOP)

A Continuity of Operations Plan (COOP) is part of the overall "Four Phases of Emergency Management" cycle, which includes:

The COOP is an effort within individual executive businesses, departments, units, and colleges to ensure that that "Primary Mission Essential Functions" continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. A COOP will assist a coordinated effort within the University to ensure that "Essential Functions" continue to be performed during a major campus emergency or event.

A COOP serves as the cornerstone for any event threatening a major disruption to the daily operations of the institution, making it useful as an "All Hazards Plan."

Goal of Continuity

The goal of continuity is the continuation of essential functions. To achieve that goal, organizations must identify their essential functions and ensure that those functions can be continued throughout, or rapidly resumed after, a disruption of normal activities.

Conditions for COOP Activation

The COOP can be activated in response to a wide range of events or situations, from a fire in the building to a natural disaster to the threat or occurrence of an attack-related event.

For critical events having a profound impact on the daily operation of the University, CIRT and/or the University of Arizona President may activate the COOP. In such cases, the University's Emergency Communication Plan will be activated to provide communication and direction to the university community.

Public Health Incident: The Executive Director of Campus Health will make a recommendation to the UA CIRT Executive Team (CET) or activation of the University COOP. The CET will make a recommendation to the President for activation of the plan. The Executive Director of Campus Health will advise when a movement from one stage to another is required.

Preparations of COOPS

Colleges and their departments, vice presidential areas and subordinate units are expected to prepare a "Continuity of Operations Plan" (COOP), as a means of safeguarding critical programs, processes, and records in order to significantly enhance their ability to continue academic operations after a disaster. A COOP is a predetermined set of instructions or procedures that describe how an organization's essential functions will be sustained for up to 30 days as a result of an incident before returning to normal operation.

COOPS should support each area in the chain to ensure an orderly operation and continuity of operations (i.e., Sr. Vice President → Colleges/Deans/Directors/Department Heads → Individual units under the SVP).

Essential Personnel

Each department/unit should identify individuals who are considered "essential personnel" in the event of a critical incident and personnel staffing is temporarily reduced.

Essential personnel are key personnel who are designated as critical and whose presence is required regardless of the situations.

Appendix J – COOP Template

The COOP Template is available at https://cirt.arizona.edu/resources/continuity-operations-plan.

Appendix K – Four Phases of Emergency Management

A comprehensive emergency management plan is based on the framework of the four phases of emergency management: prevention-mitigation, preparedness, response, and recovery. All phases are highly interconnected; that is, each phase influences the other three phases. This cycle is an ongoing process, just as the plan is a dynamic document that requires continuous updating.

Mitigation is the action taken to eliminate or reduce the loss of life and property related to an event or crisis, particularly those that cannot be prevented. Prevention is the action taken to decrease the likelihood that an event or crisis will occur.

Preparedness designs strategies, processes, and protocols to prepare the University for potential emergencies.

Response is taking action to effectively contain and resolve an emergency. Responses to emergencies are enhanced by thorough and effective collaboration and planning during the Mitigation and Preparedness phases. During the Response phase, university officials activate the emergency management plan. Responses to emergencies vary greatly depending upon the severity, magnitude, duration, and intensity of the event.

Recovery establishes procedures, resources, and policies to assist the university and its members' return to functioning after an emergency. Recovery is an ongoing process. The type and breadth of recovery activities will vary based on the nature and scope of the emergency. However, the goal of the recovery phase is to restore the learning environment. Planning for Recovery begins in the Preparedness phase. Mitigation Preparedness Response Recovery.

Appendix L – National Incident Management System (NIMS)

The University of Arizona utilizes the National Incident Management System (NIMS) as the basis for all incident management at the University of Arizona. See Appendix R.

Emergency Response Priorities of Efforts/Support

The University's primary concerns when responding to any critical incident or event are:

1. Life Safety
2. Incident Stabilization
3. Conservation of Property & Environment

It is important to remember that all incidents begin locally. The University must be prepared to remain self-sufficient for at least 72 hours before state/federal assistance is available for a large or catastrophic incident.

Life Safety

The first priority will be for the first responders who are responding to the incident, followed by University members and visitors to the campus.

Depending on the incident, consideration will be given to these areas in the following order:

1. Occupied residence halls, buildings, and classrooms
2. Public event venues
3. Unoccupied buildings

See **Appendix R** for additional information on the NIMS.

Buildings Critical to Health and Safety
These buildings include but are not limited to:
- UA Police Department (UAPD)
- Campus Health Service (CHS)
- Banner University Medical Center (BUMC)
- UA Health Science Center
- Facilities Management
- Sites with potential hazards from chemical, biological or radioactive materials

Systems Critical to UA & Emergency Response:

- Energy systems and utilities
- Public safety
- Communications/computer networks
- Food
- Transportation systems
- Housing

Appendix M – Seven Critical Tasks (BowMac) for IC

The implementation of the Seven Critical Tasks will help the IC to organize and manage an incident.

1. Establish Command & Communications
Command - Take action to assume incident command and manage the incident until relieved by a higher authority or more experienced individual, or when transfer of command is needed/required.

Communications - Determine a radio frequency to use or a method of communication, such as cellular telephones, etc. (First responders will identify a communications frequency/plan.)

2. Establish the "Hot Zone"
The area that is secured to prevent entry or exit. No one should enter or leave this area. This is considered an unsafe area for first responders and others.

3. Establish the Inner Perimeter
This area is considered the working area for first responders. No public access is allowed in this area without permission of the Incident Commander.

4. Establish the Outer Perimeter (traffic and pedestrian control)
The area outside the inner perimeter where the general public may be without restriction. This usually involves pedestrian areas and traffic control points.

5. Establish a Command Post (CP)
The location where the Incident Commander is located, and where the on-scene management occurs. The CP is usually located inside the inner perimeter in a location near the incident.

6. Identify and Request Resources
Resource management is vital in a critical incident. The IC should consider what resources are needed or will be needed and request/order them early to ensure they are available when needed. Resources can always be returned if the situation does not warrant them.

7. Establish a Staging Area

The location where all resources (personnel and equipment) report and standby for assignment. The Staging Area is located inside the inner perimeter away from the CP and is accessible for easy ingress and egress for equipment and personnel.

Appendix N – FEMA 5-Step Problem Solving Model

Several different decision-making/problem-solving models are available for use in critical incidents or human-made or natural disasters. The FEMA five-step model is widely used in the emergency management community and has proven effective in a variety of situations. When using this model, each step may be completed quickly, but every step must be considered. It is not necessary to document each step, but it is important to think through every step. CIRT will use this model during activation.

Step One: Identify the problem
Action: Delineating the problem parameters

Consideration:
- What is not happening?
- Who is involved?
- What is at stake?

Step Two: Explore Alternatives
Action: Techniques for generating alternatives

Consideration:
- Brainstorming
- Surveys
- Discussion groups

Action: Identify constraints, questions to ask

Consideration:
Do any of the following factors serve as a limitation on this solution?
- Incomplete or inaccurate information
- Technical (limited equipment or technology)
- Political (legal restrictions or ordinances)
- Economic (cost or capital restrictions)
- Social (restrictions imposed by organized groups with special interests)
- Human resources (limited ability of relevant people to understand or initiate certain actions
- Time (requirements that a solution be found within a prescribes time period, thereby eliminating consideration of long-range solutions)

Action: Determine appropriateness

Consideration:
- Does this solution fit the circumstances?

Action: Verify Adequately

Consideration:
- Will this option make enough of a difference to be worth doing?

Action: Evaluate effectiveness

Consideration:
- Will this option meet the objective?

Action: Evaluate efficiency

Consideration:
- What is the cost/benefit ratio of this option?

Action: Determine side effects

Consideration:
- What are the ramifications of this option?

Step 3: Select an alternative (Select one of the alternatives from Step 2)
Action: Factors affecting decision-making

Consideration:
- Operational factors
- Safety factors
- Financial factors
- Political factors
- Environmental considerations

Step 4: Implement solutions
Action: Determine SMART objectives

Consideration:

- Specific
- Measurable
- Action-oriented
- Realistic
- Time-sensitive

Action: Develop an Incident Action Plan (IAP)

Consideration:

- Articulate who has to do what
- With what resources
- By what time
- Toward a defined goal
- Identify who must know about the decision

Action: Identify needed resources

Action: Build the plan

Action: Implement the plan

Step 5: Evaluate the situation

Action: Monitoring the progress

Consideration:

- Has the situation changed?
- Are more or fewer resources required?
- Is a different alternate solution required?
- Monitoring the success and results is an on-going process necessary to fine-tune a course of action

Action: Evaluating the results

Consideration:

- How will we know if the proposed decision worked?
- Is it measurable?
- If yes, how?

- Does the decision and action plan make use of existing channels of communication to generate feedback?
- Will the feedback be sufficient to reflect changing conditions that might create the need to modify the plan?
- Will the feedback test the effectiveness of the decision?
- Will the feedback be sufficient to reflect changing circumstances?
- Is the solution achieving its purpose?

Appendix O – Outside Resources

When needed, the Incident Commander or CIRT may coordinate University efforts with the Pima County Office of Emergency Management. When the UA Emergency Operations Center is activated, the Emergency Management Coordinator should notify the Pima County Office of Emergency Operations (PCOEM). Where appropriate, a "Proclamation of Campus State of Emergency Letter" will be provided to PCOEM.

If the incident is so complex that it cannot be handled by local resources, the President of the University of Arizona will confer with the Pima County Office of Emergency Management, the Mayor of Tucson, and if necessary, the Governor of Arizona, and may request disaster assistance. If the incident is beyond the capabilities of state resources, the Governor may request federal assistance from the President of the United States. If approved by the President of the United States, the Federal Emergency Management Agency (FEMA) will provide assistance.

Other Governmental Agencies

The following governmental agencies will be instrumental in providing assistance to the University during a disaster. External assistance may be required if the ability to successfully respond to an emergency exceeds the capability of the University of Arizona.

Tucson City Government
    Tucson Police Department
    Tucson Fire Department
    Office of the Mayor: 520.791.4201
    Office of the City Manager: 520.791.4204

Pima County Government
    Pima County Sheriff
    Board of Supervisors Chair: 520.740.8126
    County Manager: 520.740.8126
    Office of Emergency Management: 520.798.0600

State of Arizona
    Office of the Governor: 602.542.4331
    Arizona Board of Regents: 602.229.2500

Arizona State University Police Department: 480.965.3456

Northern Arizona University Police Department: 928.523.3611

Arizona Department of Administration: 602.542.1500

Arizona Department of Emergency and Military Affairs: 602.464.6203

Arizona Department of Homeland Security: 602.542.7013

Appendix P – Emergency Procedures (In Case of Emergency)

Active Shooter/Armed Individual

What To Do in an Active Shooter Situation: RUN, HIDE, FIGHT.

Run

- Your first option when confronted with an active shooter is to run.
- If you hear gunshots and have a clear exit in the opposite direction, evacuating away from the sounds may be the best option.
- Leave your belongings behind (take keys and phones only if it doesn't delay your escape).
- Keep your hands visible.
- Evacuate to a safe location.
- Do **not** pull the fire alarm.

Hide

- Your second option is to hide.
- Find a room to hide in and do whatever you can to make the room seem empty.
- Lock the door, close the blinds, turn off the lights, stay away from the windows, and barricade the doors.
- Remind everyone to stay quiet.
- Remember to silence any phones or devices.

Fight

- Fighting is a last resort only when your life is in danger.
- When your life is in imminent danger, you must be mentally prepared to fight aggressively.
- Create a plan, remain quiet, locate weapons (such as a chair, water bottle, or backpack), and position yourself.
- Attempt to incapacitate the active shooter.

Call 9-1-1 when it is safe to do so

Information You Should Provide to the 9-1-1 Operator

- Clarify if you are on the University of Arizona campus
- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter(s)
- Number and type of weapons held by the shooter(s)
- Number of potential victims at the location

How to Respond When Law Enforcement Arrives

- Remain calm and follow officers' instructions.
- Immediately raise hands and keep hands visible at all times.
- Avoid making quick movements toward officers or holding onto them for safety.
- Evacuate in the direction where the officers instruct you to go.
- If you are hiding, it's important to stay in place until officers give you further instruction.

Bomb Threat and Suspicious Package/Letter

Procedures to Follow

For any threats or suspicious packages received or found:

1. Call 9-1-1 immediately and provide information as to how the threat was received (telephone, letter, note).

2. Do not touch, move, or open a suspicious object. If you have opened it, remain calm.

3. If the package is leaking a substance or powder and you came into contact with the substance, keep your hands away from your eyes, nose, mouth, or any part of your face. Do not touch others or let others touch you.

4. Do not attempt to clean or cover anything that might have spilled from a package.

5. Keep others out of the area. Close off the area if possible.

6. Evacuate the immediate area.

7. If possible, limit the use of two-way radios and cell phones near the suspicious item.

8. Wash your hands and arms with soap and water for at least one minute.

9. Follow instructions of emergency personnel.

If you receive a phone threat:

1. Keep your voice calm.

2. Keep the caller on the phone to obtain as much information as possible.

3. Pay close attention to details and take notes.

4. Ask questions
   a. When will it explode?
   b. Where is it right now?
   c. What does it look like?
   d. What kind of bomb / threat is it?
   e. Where did you leave it?
   f. Did you place a bomb?
   g. Who is the target?
   h. Why did you plant it?

       i.   Where are you?

       j.   What is your name?

5. Notes to document

    a. Date, time and phone number, if available, of call

    b. Age and gender of caller

    c. Speech patterns (accent, tone)

    d. Emotional state (angry, agitated, calm, etc)

    e. Background noise (traffic, people talking and accents, music and type, etc.)

    f. Caller's message, conversation, comments

What to look for when receiving a suspicious letter or package:

- Excessive tape or postage, no postage, or non-canceled postage
- No return address or obviously fictitious return address
- Hand written or poorly typed address
- Restrictive markings such as Confidential, Personal, etc.
- Packages that are unexpected or from someone unfamiliar to you
- Packages that are addressed to someone no longer with your organization or otherwise outdated
- Misspelled words
- Unknown powder or substance, stains and/or discoloration on wrapping
- Unexpected envelopes from foreign countries
- Oily stains, discoloration, or strange odor
- Rigid, bulky, or lopsided
- Lopsided or uneven
- Protruding wires

Cyber Attack

If you believe that you have been the victim of a cyber attack (phishing, compromised data, etc.), report immediately to UA Information Security at security@arizona.edu or (520) 626-8324.

More information about phishing.

Cyber Security Safety Tips

- Never share your passwords.

- Use complex passwords and change passwords frequently.

- Never leave your laptop or digital devices unattended.

- If you receive a suspicious email, do not click on links, open unexpected attachments, or provide personal or financial information.

- Only shop online with companies you know.

Disruptive or Distressed Individual

Procedures to Follow

Is the individual an imminent danger or threat to you or those around you?

- Yes:
  - Call 9-1-1 immediately
  - Notify supervisor
  - Notify member of Threat Assessment & Management Team

- I don't know for certain, but I am fearful:
  - Notify Supervisor, OR
  - Notify member of Threat Assessment & Management Team

- No, but I think this person is troubled or having personal issues or experiencing problems around work or school:
  - Refer to appropriate campus support service:

    - Students
      - Counseling and Psych Services - 520-621-3334
      - Dean of Students - 520-621-7057
      - University of Arizona Police Department - 520-621-8273

    - Employees
      - Life & Work Connections - 520-621-2493
      - University of Arizona Police Department - 520-621-8273

    - Visitors
      - University of Arizona Police Department - 520-621-8273

Threat Assessment & Management Team - Working to Promote a Safe Community

Earthquake

Procedures to Follow

1. Seek shelter under a table or in a doorway.
2. Stay away from windows, mirrors, and electrical equipment.
3. Be prepared for aftershocks.
4. **DO NOT** use elevators.
5. **DO NOT** use open flame devices in case of gas leaks.
6. Report locations of injured people to emergency responders.
7. Do not move injured people unless in immediate danger.
8. Report any damage to Facilities Management at 520-621-3000.

Evacuation

Circumstances that may require evacuation include power failure, criminal activity, discovery of a suspicious object, fire, or an unexpected release of a hazardous material. Always remain calm and follow the directions given by emergency responders (police or fire department personnel), building managers, or other persons of authority.

Building Evacuation

1. Evacuate the building using the nearest exit (or alternate if nearest exit is blocked).
2. **DO NOT** use elevators.
3. Take personal belongings (keys, purses, wallets, etc.).
4. Secure any hazardous materials or equipment before leaving.
5. Follow directions given by building managers and/or emergency responders.
6. Go to the assembly location designated in your building's evacuation plan.
7. Assist people with disabilities. Disabled people can direct others on how to assist them with evacuation. University personnel should defer to the disabled person and only assist in ways the disabled person and University personnel feel comfortable.
8. **DO NOT** re-enter the building until directed to do so by emergency response personnel.

Large-Scale Evacuation

- If evacuation of part or all of the campus is necessary, monitor UAlert, e-mail, and the University Incident page for additional information.
- Those in need of transportation will be directed to areas to await transport to an off-campus site.

Information to Know

- Evacuation routes/procedures
- What the fire alarm sounds like
- At least two ways out of the building

Evacuation of Disabled Persons

Emergency Evacuation Process
In an emergency situation, an elevator may not be available.

If a person with a disability is able to exit the building without using the elevator, then they should follow the appropriate exit route.

If exit from the building is possible only by use of the elevator, a disabled person should follow these procedures:

- Move to the nearest "area of safe refuge," which includes enclosed or exterior stairwells and remain there.

- In case of a fire, enclosed building stairwells are "areas of safe refuge" because they have a higher fire-resistive rating.

- Make sure the door to the stairwell is closed. Open doors will violate the "area of safe refuge" and will allow smoke, and possibly fire, into the stairwell.

- Call or text 9-1-1 with specific location information and notify someone (like a coworker, supervisor, instructor, or building monitor) of their location.

- Anyone with location information should inform the Tucson Fire Department (TFD) Incident Command Center that there is a disabled person who may require evacuation assistance.

Evacuation in Dorms or Residence Halls
In dorms or residence halls, if a disabled resident cannot leave their room immediately with or without the assistance of another person, they should remain in the room and call or text 9-1-1 with their location.
- Note that First Responders are made aware of dorm rooms occupied by disabled residents who may need assistance in an emergency evacuation. First Responders are trained to check these rooms first.

Evacuation Decisions

- When stairwell evacuations are necessitated, such decisions and evacuations will be made by TFD.

- Disabled people can direct others on how to assist them with evacuation; University personnel should defer to the disabled person and only assist in ways the disabled person and University personnel feel comfortable. If there are any doubts by University personnel of their ability to safely

assist the disabled person, the University personnel should defer the evacuation assistance to the First Responders.

Non-Emergency Evacuation Situations

The following procedures apply for evacuation of a disabled person in a non-emergency situation such as an elevator outage.

- Call UAPD (621-8273) or contact 911.

- UAPD will send personnel to the location to assess the situation and contact Tucson Fire Department (TFD) for all evacuation scenarios.

- In the event an elevator car is stuck between floors, no removal of passengers will be performed until the car is properly leveled.

- Improper evacuation techniques could harm the evacuee or their equipment. UAPD is not trained to evacuate disabled people so will yield to TFD in all instances.

- UAPD personnel will remain with the person until egress is restored (i.e. elevator has been repaired) or TFD responds.

- TFD will address non-emergency evacuations on a priority basis. This may mean a delayed response until TFD can respond.

- UAPD will report elevator outages to Facilities Management or Housing & Residential Life Facilities for issues in the dorms. They will maintain in contact with TFD and Facilities Management or Housing & Residential Life Facilities to determine response time for repairs.

Fire/Explosion

Procedures To Follow

Remember RACE

- **R**escue – Rescue yourself; followed by others permitting it is safe to do so, by exiting the building where you are safe outside. Stay low to the ground…smoke is more deadly than fire!

- **A**lert others by activating the fire alarm on the way out.

- **C**lose – Close the door on the way out.

- **E**vacuate – Extinguish the fire only if it is safe to do so and you know how – otherwise evacuate, close the door, and sound the alarm on the way out. Do not delay your evacuation to retrieve any materials, personal possessions, etc., before evacuating.

  - Immediately leave the building via the stairs. Do not use the elevators!

  - Assist individuals with disabilities.

  - Go to your pre-determined assembly location or remain at least 200 feet from the building.

  - Wait for emergency personnel. Do not re-enter the building until directed to do so by emergency response personnel.

  - If you are a supervisor, try to account for your employees and report any missing persons to the emergency personnel at the scene.

If the fire is small and you have received training, attempt to extinguish it with a fire extinguisher or other available means. Do not risk your life to fight a fire! Toxic gasses, smoke and oxygen deficiency may be present during a fire. Never allow fire to come between you and an exit.

Information to Know When Calling 9-1-1

- Location of incident

- Possible cause of incident

- Your location

- Your phone number

- Floors affected

- Noises before or after you smelled smoke and/or heard explosion/ audible alarm
- Location of the nearest fire extinguisher and pull station
- Know two ways out

Training Available

- [Fire Safety Awareness](#)
- [Fighting Fires with Portable Fire Extinguishers](#)

Hazardous Materials

A minor chemical spill is one that the laboratory staff is capable of handling safely without the assistance of safety and emergency personnel. All other chemical spills are considered major.

Procedures to Follow

Major Chemical Spill

1. If the spill is life or health-threatening or you are unsure, evacuate the area immediately. If necessary, pull the nearest fire alarm and evacuate the building.
2. Call 9-1-1 (University Police) immediately.
3. After the emergency, all chemical spills, no matter how small, should be reported to Risk Management (520-621-1790) to ensure proper clean up.

Minor Chemical Spill

1. If the spill is not health-threatening, and you have received training, use proper clean-up equipment to clean-up the spill. Dispose of waste materials properly.
2. Call Risk Management (520-621-1790) if you have not received training and/or to ensure proper clean up.

Chemical Fire

1. Try to remain calm.
2. Activate alarm/pull station.
3. Immediately call 9-1-1 (University Police).
4. If the fire is small and you have received training, attempt to extinguish it with a fire extinguisher or other available means. Do not jeopardize your personal safety.
5. Never allow fire to come between you and an exit.
6. Evacuate your area. Close doors and windows behind you to confine the fire.
7. Do not return to the emergency area until instructed to do so by Police or Fire Department officials.

Unusual Odor

1. Immediately call Risk Management (520-621-1790).

Hostage Situation

IF YOU SEE OR HEAR A HOSTAGE SITUATION:
Immediately remove yourself from any danger and Call 9-1-1. Be prepared to provide the following information:
- Location and room number of incident.
- Number of possible hostages and hostage takers.
- Physical description and names of hostage takers, if possible.
- Any weapons the hostage takers may have.
- Your name, location, and phone number.

IF YOU ARE TAKEN HOSTAGE:
- Remain calm, be polite, and cooperate with your captors.
- DO NOT attempt escape unless there is an extremely good chance of survival. It is safer to be submissive and obey your captors.
- Speak normally. DO NOT complain and avoid being belligerent or argumentative.
- DO NOT draw attention to yourself with sudden body movements, statements, comments or hostile looks.
- Observe the captors and try to memorize their physical traits, voice patterns, clothing, or other details that can help provide a description later.
- Avoid getting into political or ideological discussions with the captors.
- Try to establish a relationship with your captors and get to know them. Captors are less likely to harm you if they respect you.
- If forced to present terrorist demands to authorities, either in writing or on tape, state clearly that the demands are from your captors. Avoid making a plea on your own behalf.
- Try to stay low to the ground or behind cover from windows or doors, if possible.

IN A RESCUE SITUATION:
- DO NOT RUN. Drop to the floor and remain still. If that is not possible, cross your arms, bow your head, and stand still. Make no sudden moves Wait for instructions and obey all instructions you are given.
- Do not be upset, resist, or argue if a rescuer isn't sure whether you are a terrorist or a hostage.
- Even if you are handcuffed and searched DO NOT resist. You will be taken to a safe area, where proper identification and status will be determined.

Lockdown

An imminent threat of violence may be cause for a lockdown of all or part of campus. Some exterior doors will lock automatically. Emergency responders will lock others manually. The goal is to limit exposure to danger by preventing dangerous persons from entering campus buildings. If a lockdown is ordered:

- Stay Inside! Do not leave the building unless an imminently dangerous situation arises inside. If outside, seek shelter in the nearest building.
- Choose a room with a sturdy door and a strong lock.
- Close windows, shades, and blinds.
- Be out of the view of the hazard. Stay away from glass windows or doors.
- Be cognizant of which way the door opens.
- In addition to locking the door, fortify doors with heavy items such as furniture.
- Stay low and hide behind large items that may provide full or partial cover.
- Report any emergency or unusual condition by calling or texting 9-1-1.
- Monitor UAlert, email, and the Incident webpage for updates and further instructions.
- Avoid detection:
  - Turn cell phones on silent (not vibrate, as a vibrating phone is still audible).
  - Turn off room lights.
- Once in a secure location, do not leave until receiving the "all clear" from law enforcement or UAlert.

Medical Emergencies

Procedures to Follow
- Call 9-1-1.
- Unless trained, do not render assistance above basic first aid.
  - Determine the welfare of the ill or injured person by asking, "Are you okay?" and "What is wrong?"
  - If the ill or injured person is unconscious, check pulse and breathing and perform CPR if necessary.
  - Control serious bleeding by direct pressure and elevation of the wound.
  - Keep the ill or injured person still and comfortable; have them lie down if necessary.
- Do not attempt to move the injured person unless they are in immediate danger.
- Clear the area of unnecessary people.
- Have someone meet and escort the medical team to the victim.
- Limit your communications with the ill or injured person to quiet reassurances.
- After the person's immediate needs have been met, remain to assist the investigating officer with pertinent information about the incident.
- If the victim is an employee, notify their supervisor.

Minor Injuries
- If the injury or illness is minor but medical care is required,employees should report to Campus Health. Employees may go to their own health care provider and must let the provider know if the injury or illness is work related.

Information to Know
- Location of automated external defibrillators (AEDs)/AED trained personnel
- Location of incident
- Phone number at your location
- How many victims are involved
- If victim is breathing
- If victim is conscious
- If victim has a pulse
- If there is severe bleeding
- Planning for such emergencies includes knowing who has been trained in emergency first aid procedures and CPR.

Pandemic

View the University's [Pandemic Plan](#).

Severe Storm / Lightning

Procedures to Follow

Severe Storm

1. Try to remain calm.
2. Seek shelter in a sturdy building away from windows, exterior doors, and walls.
3. Do not use elevators.

Lightning

1. Try to remain calm.
2. Seek shelter away from windows.
3. Do not use elevators.

Outdoors

1. Seek shelter in a sturdy campus building.
2. Avoid elevated places and isolated trees.
3. Keep your head and body as low to the ground as possible.
4. Minimize contact with the ground.
5. Find shelter as quickly as possible.

Shelter in Place

Shelter-in-place is designed to keep you safe while indoors. Procedures may vary depending on the hazard.

If a shelter-in-place is ordered:

- If outside, seek shelter in the nearest building, preferably in an interior room with few windows.
- Allow access to others seeking shelter.
- Close all exterior doors, windows and any other openings to the outside.
- Avoid overcrowding by selecting several rooms if necessary.
- Monitor UAlerts over email and text message for further instructions.
- Report any emergency or unusual condition by calling 9-1-1.
- Do not leave the building until receiving the "all clear" from a law enforcement officer or UAlert.

Utility Emergency

Procedures to Follow

Power Outage

1. Try to remain calm.
2. If possible, call Facilities Management at 520-621-3000.
3. If you are in an unlighted area, proceed cautiously to an area that has emergency lighting.
4. Provide assistance to others in your immediate area who are unfamiliar with the building.
5. If instructed to evacuate, proceed cautiously to the nearest exit.

Note: Major campus buildings are equipped with an emergency light system that within 10 seconds of electrical failure will provide enough illumination in main corridors and stairways for safe exiting.

Elevator Failure

- All campus elevators are equipped with emergency phones connected directly to University police. If you are trapped in an elevator, contact University police via the emergency phone.
- If you discover an emergency (e.g., trapped occupants) involving an elevator, call University police immediately at 9-1-1.

Gas Leak

- Extinguish any open flames (this includes cigarettes).
- Do not turn on or off any electrical appliances, light switches, etc.
- Cease all operations and immediately evacuate the building.
- From a distant phone immediately call University police at 9-1-1 and Facilities Management at 520-621-3000.

Plumbing Failure/Flooding

- Call Facilities Management at 520-621-3000 immediately and tell the respondent of the exact location and severity of leak.
- If there are electrical appliances and outlets near the leak, use extreme caution.
- If there is any possible danger, evacuate the area.

- If you know the source of the water and can safely stop it (i.e. unclog the drain, turn off the water, etc.), do so cautiously.

- Be prepared to assist as directed in protecting objects that are in jeopardy. Take only essential steps to avoid or reduce immediate water damage by covering, removing, or elevating them.

Violent Incident or Death on Campus

In the event of a violent incident, homicide, mass casualty event, or a death on campus:

Procedure to Follow

1. Call 9-1-1.
2. If students are involved, notify the Dean of Students Office at 520-621-7057.
3. If employees are involved, notify Human Resources at 520-621-3660.
4. Monitor UAlert, email, and the [Incident webpage](#) for further information and instructions.
5. If you or someone you know is in need of counseling or support, please contact:
a. Students - [Counseling & Psych Services (CAPS)](#) - Call 24/7 520-621-3334
b. Employees - [Life & Work Connections](#) - Call 520-621-2493
c. Suicide & Crisis Lifeline - Call 988
d. 24/7 Community-Wide Crisis Support - Call 520-622-6000 or 866-495-6735

Appendix Q – Business Continuity and Disaster Recovery Plan

PURPOSE

The Business Continuity and Disaster Recovery Plan (BCDRP) outlines the UA's guidelines and procedures for managing Type I and Type II critical incidents/events affecting the campus as classified by the CERP. When working with outside agencies, Type I will be considered Level 1 and Type II will be consider Level 2 and 3 as defined by FEMA.

These types reflect critical incidents/events that may adversely affect or threaten the health and safety of the campus community or disrupt the conduct of its mission, programs and activities, and recovery operations after a disaster or critical event.

**ASSUMPTIONS**

This plan is based on the following assumptions:

A. That UA power generation and water will be available at critical sites.

B. That the needed personnel and resources are available for preparation and response.

C. That the successive levels of government (city, county, state, and federal) will respond favorably if or when emergency assistance is requested.

D. All incidents begin locally and end locally. The responsibility for returning the University to an operational state remains with the University of Arizona regardless of outside federal, state or local assistance.

MISSION

To provide a plan for implementation that focuses on precluding disaster(s) when possible, and in the event a disaster(s) occurs, to:

- Prevent/minimize injury.
- Minimize disruption in the teaching, research, and outreach mission.
- Effectively manage recovery operations.

The BCDR Plan is guided by the University's desire to:
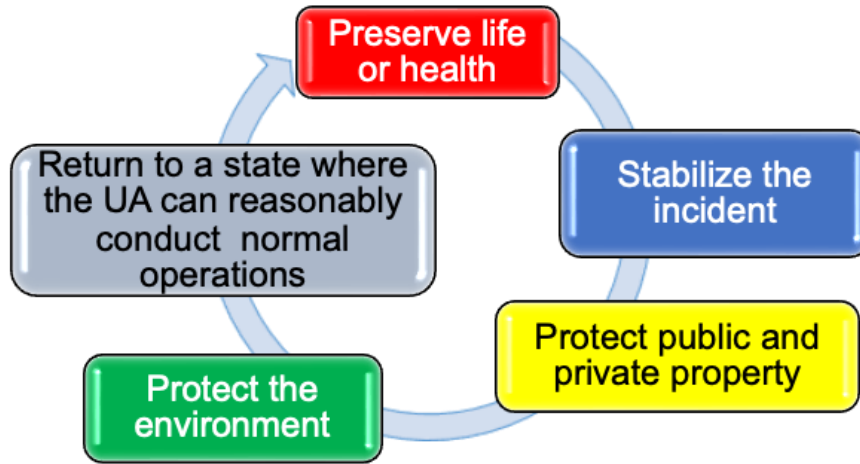
 The BCDRP identifies University operational areas/departments and individuals (by virtue of their University position) who have been delegated responsibilities relating to certain emergency responses and/or crucial support services. It utilizes the *Emergency Preparedness Coordinator* and the management structure of the *University of Arizona Critical Incident Response Team (UACIRT)* for coordinating needed services and deploying essential resources.

SCOPE

A. The BCDRP guides preparedness, response, and recovery actions and is applicable to a broad range of risks/emergency incidents, including Type I and Type II incidents, as defined in the CERP which may evolve into a major campus incident.

B. A variety of situations/circumstances could result in activation of the plan. However, an analysis of UA operational vulnerabilities indicates that activation of this plan shall most likely result from any of the following natural or man-made risks/events listed below. However, the probability is low that any will occur in the intensity to cause an extended disruption in the academic operations.

RISKS TO THE UNIVERSITY

The following risks have been identified that could evolve into critical incidents and may result in disruption to the academic enterprise. These situations include but are not limited to:

Hazards	Weather	Utility Disruption	Manmade Incidents	Mass Causality	Technology Infrastructure
Fires	Snow/Ice	Gas	Airline Crashes	Accidents	Breech
Explosion	Electrical Storms	Water	Traffic Crashes	Terrorism	Failure
Hazardous Material Release	Flooding	Electricity	Criminal Activity	Weather	Release of Personal Information
Disease Outbreak	Wind/Tornado	Waste Water	Terrorist Activity	Sickness	
Earthquake	Dust Storms		Civil Unrest	Structural	

Protection of Public and Private Property and Environment

During and following a critical incident, the protection of property and the environment will be the responsibility of multiple campus entities. These units are considered "initial responders" to the incident and will continue to be a critical component in the recovery and return the University to operational capabilities. Other University units may be called upon to assist in recovery efforts as needed.

> It is important to remember that all incidents begin locally and end locally. The University must be prepared to remain self-sufficient for at least 72 hours before state or federal assistance is available.

- University of Arizona Police Department (UAPD)
- Risk Management Services (RMS)
- Research Labs and Safety Services (RLSS)
- Facilities Management (FM)
- Planning Design and Construction (PD&C)
- UA Communications
- UA Emergency Medical Services (UAEMS)
- Campus Health Service (CHS)

In Type I and II situations, when necessary, the following prioritization has been established in each component as critical to returning the University to an operational state. These priorities may change depending on the nature of the critical event.

AREA	DEPARTMENTS
Life Safety	UAPD Risk Management Services Research Lab and Safety Services Campus Health Services Hospitals (University Banner Medical) Center)
Utilities and Buildings	Facilities Management Planning Design and Construction
Fiscal Management	Sr. Vice President for Business Affairs Budget Office Financial Services
Food and Shelter	Student Union Residence Life Campus Recreation Athletics
Technology Services	University Information and Technology Services
Human Resources	Policy Employee Benefits Employee/Departmental Issues
Communication	UA Communications
Academics	
Research	
Other as defined the President	

TERMINATION OF EMERGENCY RESPONSE PHASE

The termination of the emergency response phase will be the decision of the assigned Incident Commander (IC) in conjunction with the President of the University of Arizona. The official announcement will be communicated to the campus community using all available emergency response and notification systems to include but not limited to:

- UAlert – See CERP for authorized UAPD and UITS individuals
- Campus email – UA Marketing and Communications
- Social Media – UA Marketing and Communications
- Public and Commercial Media – UA Marketing and Communications

Although termination of the emergency response is announced, there may be a need to continue the following:

- On-going repairs and preparations
- Support services for affected students and employees
- Community relief efforts
- Space adjustments

DISASTER RECOVERY INCIDENT COMMAND

Based upon the type of critical incident/disaster, the President or designee will designate an individual who will lead the recovery effort. This individual will be responsible for the identification of the recovery team membership, and will manage the recovery effort, reporting to an individual/group as identified by the UA President.

CONTINUITY OF OPERATIONS PLANS (COOP)

A Continuity of Operations Plan (COOP) is part of the overall "Four Phases of Emergency Management" cycle, which includes:

Mitigation → Preparedness → Response → Recovery

The COOP ensures the campus has the capability to continue essential functions. A Business Continuity Plan (BCP) identifies systems needed to conduct all administrative functions so that operations can be continued after the emergency.

The COOP is an effort within individual executive businesses, departments, units, and colleges to ensure that "Primary Mission Essential Functions" continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. A COOP will assist a coordinated effort within the University to ensure that "Essential Functions" continue to be performed during a major campus emergency or event.

A COOP serves as the cornerstone for any event threatening a major disruption to the daily operations of the institution, making it useful as an "All Hazards Plan."

ACTIVATION OF COOP
Public Health Incident:

The Executive Director of Campus Health will make a recommendation to the UA CIRT Executive Team (CET) or activation of the University COOP. The CET will make a recommendation to the

President for activation of the plan. The Executive Director of Campus Health will advise when a movement from one stage to another is required.
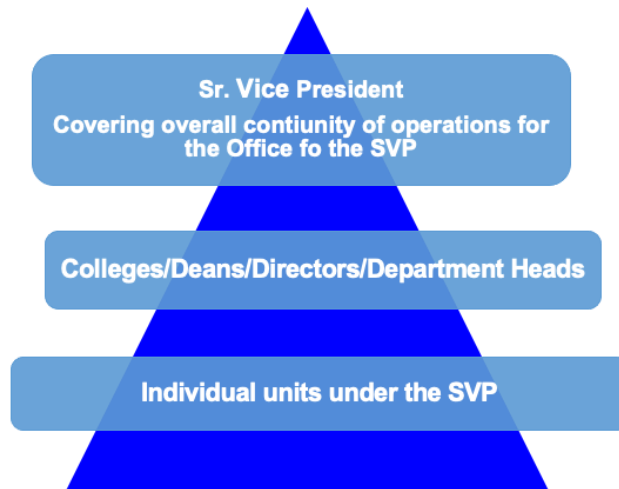
Other Critical Events
For other critical events having a profound impact on the daily operation of the University, the COOP may be activated by the CET and/or the University of Arizona President.

PREPARATION OF COOPS
Colleges and their departments, vice presidential areas and subordinate units are expected to prepare a "Continuity of Operations Plan" (COOP), as a means of safeguarding critical programs, processes, and records in order to significantly enhance their ability to continue academic operations after a disaster. A COOP is a predetermined set of instructions or procedures that describe how an organization's essential functions will be sustained for up to 30 days as a result of an incident before returning to normal operation.

COOPS should support each area in the chain to ensure an orderly operation and continuity of operation.

Essential Personnel
Each department/unit should identify individuals who are considered "essential personnel" in the event of a critical incident and personnel staffing is temporarily reduced.

Essential personnel are key personnel who are designated as critical and whose presence is required regardless of the situations.

Resumption of Normal Operations

Central administration is responsible for the resumption of normal operations for all University-wide business systems/processes as outlined in the CERP.

Continuity of operations planning is based on the premise and assumption that neither the knowledgeable person(s) who performed functions critical to the unit's mission nor the system(s), processes and procedures and perhaps the facility and attendant equipment will be available to initiate the resumption of operation.

The business continuation planning model shown below is being used by several universities that are located in areas subject to natural disasters and who have had the misfortune of having to implement a disaster recovery plan:

- Identification of unit controlled critical mission processes and the business functions(s) (excludes those dependent on central systems such as):

  o UAccess Analytics
  o UAccess Employee
  o UAccess Financials
  o UAccess Student
  o Kuali Financial System (KFS)

- Develop procedures for continuing all or part of the highest priority functions that are not provided by the central administration.

- Determine whether any of the unit processes could be suspended or degraded or whether it must be fully functional.

- Identify alternate work locations within the unit for the most crucial functions (Real Estate Management in coordination with the Provost and Sr. VP for Business Affairs will implement decisions regarding intra campus facilities realignments and the acquisition of facilities within the Tucson Community).

- Assignment of internal unit business recovery roles and authority.

- Procedures for recovering affected business operations quickly and strategies for them.

Areas for consideration include:

1. Essential functions of the unit.

    a. Pre-determined prioritization of essential functions based on:
       i. Priority 1 (most critical to the operation of the unit)
       ii. Priority 2 (areas to support critical functions, only after recovery has begun)
       iii. Priority 3 (daily operations)
2. Identification of essential personnel
3. Alternative methods for delivery of instruction, e.g., online, podcasts, Blackboard

RECOVERY PHASE

Recovery is the fourth of four phases in the Emergency Management Cycle. The *Recovery* phase is the time where the UA begins to restore normal operations following a critical incident.

Recovery from a critical incident will involve a coordinated response effort. The UACIRT will be the coordinating entity during this phase.

The University has established several teams to help management and supervise recovery efforts. They include:

- Institutional Executive Recovery Group
- Damage Assessment Team (DAT)
- Business Continuity and Disaster Recovery Management Team

DAMAGE ASSESSMENT TEAM (DAT)

The Damage Assessment Team (DAT) will be under the direction of the Vice President University Planning/Design and Operations, and will include the following key University departments:

- Risk Management Services
- Facilities Management
- Planning Design and Construction
- Research Lab and Safety (if laboratories are involved)

All documented assessments shall provide assessment information as it relates to building and/or infrastructure conditions. This information shall be forwarded to the Associate Vice President for University Planning, Design & Construction for review and recommendation to

prioritize action to being repairs, and to return essential services and operations to the University of Arizona.

This recommendation will be submitted to the Business Continuity and Disaster Recovery Management Team for evaluation and recommendation to the CIRT Executive Team.

Cost Recovery

A "Cost Recovery Team" will consist of University officials whose area of responsibility is related to the nature and magnitude of the disaster.

Nevertheless, because their position and responsibilities are central to any disaster recovery effort, the team will include as a minimum the following units from the University:

- Office of the Senior Vice President for Academic Affairs & Provost
- Office of the Senior Vice President Business Affairs & Chief Financial Officer
- Office of the Senior Vice President for Research and Innovation
- Office of the Senior Vice President for Legal Affairs & General Counsel
- Office of the Chief Risk Officer for Risk Management Services

To help with the recovery, the activities and plans by UA units/operational areas will continue to be executed or modified based on the existing situation until their role is no longer needed.

Outside Experts

The University maintains a list of outside experts who can help with damage assessment, in structural engineering, mechanical, utilities, IT network, and other areas. The names and contact numbers for these companies and individuals are on file with Risk Management Services, Facilities Management, Facilities, Planning, Design and Construction, UITS and Procurement.

Damage Documentation

Thorough and detailed documentation of damage is critical for the claims and reimbursement process.

Photography and Videography

The use of photography and videography and when appropriate, sketches, will aid in the documentation process. In situations where a county, state or national state of emergency has been declared, proper documentation is crucial for reimbursement. In such situations UACIRT and the Administration Finance Section is responsible for tracking and collecting expense receipts.

Photographs should be taken and recorded for each building and room. Photographs will be taken from several distances to properly document the scene.

- Overall – usually in a 360-degree pattern to document the overall scene.
- Distance - from a distance to document the immediate area, such as from the end of a hallway or the entrance to an office.
- Close-up – to document a specific area or issue, such as a burn pattern, collapse of a wall, etc.
- Video – in the same manner as above.

Diagrams

Diagrams and sketches aid in the documentation process to provide a "field diagram" of the scene and document the location of items.

Damage Assessment Task Force

The Damage Assessment Team (DAT) is appointed by the President following recommendation of the CIRT Executive Team.

UA Expertise

The following University units have subject matter experts in their respective fields to assist with damage assessment and repair and should be considered part of the Damage Assessment Task Force:

- Facilities Management (FM)
- Risk Management Services (RMS)
- Planning, Design and Construction (PDC)
- University Information and Technology Services
- Sr. Vice President of Research – for laboratories
- University Information and Technology Services (UITS)
- Faculty with expertise – as needed
- Museums and Valued collections

Additional University and outside experts may be added to the task force if necessary.

In addition to those listed above, depending on the extent of damage other key UACIRT members may be called to assist. These members may include but are not limited to:

- UA Marketing and Communications

- Academic Affairs
- Public Health
- Human Resources
- Procurement and Contracting
- Budget Office

Written Reports and Receipts

Written reports are required to submit claims and document property loss. In local, state and national incidents specific forms, other than the standard UA or State of Arizona forms may be required. The Finance and Administration Section from UACIRT will provide the required forms.

Written reports include the UA Property Loss Report, sketches, and other written memorandums, etc.

Receipts must accompany any purchases, and should include:
- What the item was for - e.g., Emergency Generator for UAPD
- Location for which the purchase made, e.g. - Dispatch Center, Rm101, UAPD

COORDINATION AND DECLARATION OF A STATE OF EMERGENCY

The President of the University may declare a campus State of Emergency and implement action plans on behalf of the University.

State and Federal Relations will be maintained through the Incident Command System. All requests for assistance will come from the Incident Commander to the appropriate entities.

The full and effective plan implementation will depend on the ability of the UA to coordinate with, both internal and external units/agencies.

When an emergency exceeds the capability of the UA, requests for support will be made for the **City of Tucson**.

The following procedures and channels for assistance apply.

Tucson/City Government

Emergency response agencies from Tucson/city government will respond to an emergency/disaster within their corporate limits, coordinate activities in accordance with their standard operating procedures (SOP), emergency operations plan and mutual aid agreements.

When an emergency/disaster situation is, or is likely to be, beyond the scope of control of the town/city and the combined efforts of the county, town/city and possibly the state are considered essential for an effective response/recovery, the mayor, or town/city council of an

incorporated city/town may proclaim a Local Emergency. The Local Emergency proclamation should be forwarded to the county emergency services/management director in an expedient manner (e.g., voice followed by hard copy).

When a Local Emergency has been proclaimed, the mayor will govern by proclamation and has the authority to impose all necessary regulations to preserve the peace and order of the town/city, including but not limited to:

- Imposing curfews in all or portions of the town/city;
- Ordering the closure of any business;
- Closing to public access any public building, street or other public area;
- Calling upon regular and/or auxiliary law enforcement agencies and organizations;
- Providing/requesting mutual aid to/from other political subdivisions; and,
- Obtaining commitments of local resources in accordance with emergency plans.

Pima County Government – Activation of the County Emergency Operations Center (EOC)
The Pima County Office of Emergency Management is responsible for the activation and operation of the **County Emergency Operations Center**.

The Pima County EOC may be contacted 24/7 by *calling 520.798.0600*.

 The trigger points for activation of the EOC include:

- *If the IC decides there may be a need to activate the EOC*
- *MASS CASUALITY: Five (5) or more patients sent to two (2) or more hospitals or mass casualty incident*
- *Any hazardous materials incident*
- *Flooding*
- *A request to the County EOC for interoperability and emergency communications equipment*
- *An evacuation operation involving more than 100 people*
- *Two (2) or more incident command posts are operating on similar incidents*
- *During a government VIP visit*
- *Any request for video down link and equipment*
- *Logistical support and qualified ICS personnel or request for an Incident Management Team*
- *Request from other counties for emergency support activities*
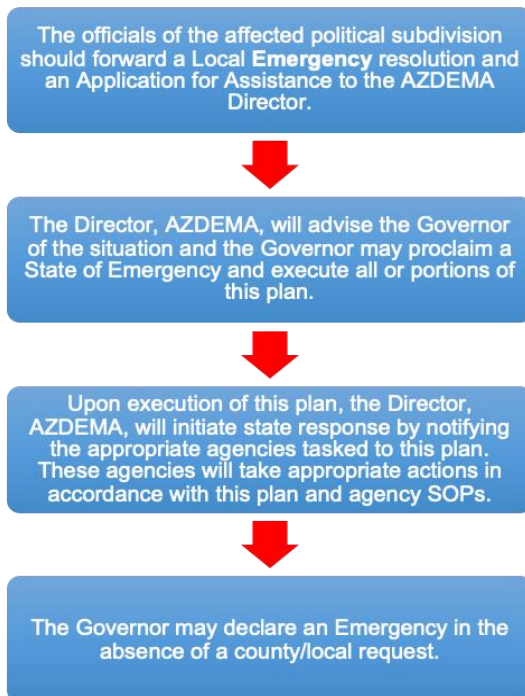- *Wildfire*
- *Any EOC Opens*

Pima County Government – Proclamation of a Local Emergency

Upon receipt of the proclamation of a Local Emergency from an incorporated town/city of the county, the chairman of the board of supervisors or the board of supervisors will:

1. Provide available assistance requested to contain the incident (e.g., sheriff, public works, health);
2. Notify Arizona Department of Emergency and Military Affairs (AZDEMA) that a situation exists which may require the proclamation of a county Local Emergency.
a. In the event a situation exists in the unincorporated portions of the county which may affect lives and property, the county will take necessary measures to bring the situation under control utilizing all county government resources.
b. If the situation in either incorporated or unincorporated portions of the county is beyond the capability and resources of the county to control, the chairman of the board of supervisors or the board of supervisors may proclaim a Local Emergency to exist in accordance with ARS 26-311.
c. The Local Emergency resolution and an Application for Assistance will be forwarded to the Director, Arizona Department of Emergency and Military Affairs (AZDEMA).

Arizona State Government

A State of Emergency may be proclaimed by the Governor when disaster conditions exist and appear likely to overwhelm local governments (ARS 26-301).

The officials of the affected political subdivision should forward a Local **Emergency** resolution and an Application for Assistance to the AZDEMA Director.

↓

The Director, AZDEMA, will advise the Governor of the situation and the Governor may proclaim a State of Emergency and execute all or portions of this plan.

↓

Upon execution of this plan, the Director, AZDEMA, will initiate state response by notifying the appropriate agencies tasked to this plan. These agencies will take appropriate actions in accordance with this plan and agency SOPs.

↓

The Governor may declare an Emergency in the absence of a county/local request.

If the Governor is absent or inaccessible, the State Emergency Council may issue a State of Emergency proclamation. This action will be taken at a meeting of the council called by the Director, AZDEMA, and if not less than three (3) council members, at least one (1) of whom is an elected official, approves the action.

Specific liabilities and expenses may be incurred to meet contingencies and emergencies arising from incidents relating to hazardous materials and search and rescue operations without the proclamation of a State of Emergency by the Governor.

Arizona National Guard - Request

Requests for assistance from the National Guard will be forwarded to the Director, AZDEMA. The Director will evaluate the request and make appropriate recommendations to the Governor, or if the National Guard has been activated, relay the request to the Military Affairs Division.

The Major Disaster Process – Federal Government

A major Disaster Declaration usually follows these steps:

1. Local government responds, supplemented by neighboring communities and volunteer agencies. If overwhelmed, turn to the state for assistance.
2. State responds with state resources, such as the National Guard and state agencies.
3. Damage assessment by local, state, federal, and volunteer organizations determines losses and recovery needs.
4. Major Disaster Declaration is requested by the Governor, based on the damage assessment, and an agreement to commit state funds and resources to the long-term recovery.
5. FEMA evaluates the request and recommends action to the President based on the disaster, the local community and the state's ability to recover.
6. The President of the United States approves the request or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster.

Federal Government Disaster Process and Disaster Aid Programs - FEMA

First Response to a disaster is the job of local government's emergency services with help from nearby municipalities, the state and volunteer agencies. In a catastrophic disaster, and if the governor requests, federal resources can be mobilized through the Federal Emergency Management Agency (FEMA) for search and rescue, electrical power, food, water, shelter and other basic human needs.

It is the long-term recovery phase of disaster that places the most severe financial strain on a local or state government. Damage to public facilities and infrastructure, often not insured, can overwhelm even a large city.

A governor's request for a major disaster declaration could mean an infusion of federal funds, but the governor must also commit significant state funds and resources for recovery efforts.

A major disaster could result from a natural or man-made incident which the President of the United States determines warrants supplemental federal aid. The event must be clearly more than the state or local governments can handle alone. If declared, funding comes from the President's Disaster Relief Fund, which is managed by FEMA, and disaster aid programs of other participating federal agencies.

A Presidential Major Disaster Declaration puts into motion long-term federal recovery programs, some of which are matched by state programs, and designed to help disaster victims, businesses and public entities.

An Emergency Declaration is more limited in scope and without the long-term federal recovery programs of a Major Disaster Declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.

Disaster Aid Programs
There are two major categories of disaster aid:

> **1. Individual Assistance** – for damage to residences and businesses or personal property losses. Immediately after the declaration, disaster workers arrive and set up a central field office to coordinate the recovery effort. A toll-free telephone number is published for use by affected residents and business owners in registering for assistance. Disaster Recovery Centers also are opened where disaster victims can meet with program representatives and obtain information about available aid and the recovery process.
>
> Disaster aid to individuals generally falls into the following categories:
>
> Disaster Housing may be available for up to 18 months, using local resources, for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement of damaged items to make homes habitable.
>
> Disaster Grants are available to help meet other serious disaster related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, and transportation, medical, dental and funeral expenses.
>
> Low-Interest Disaster Loans are available after a disaster for homeowners and renters from the U.S. Small Business Administration (SBA) to cover uninsured property losses. Loans may be for repair or replacement of homes, automobiles, clothing or other damaged personal property. Loans are also available to businesses for property loss and economic injury.

Other Disaster Aid Programs include crisis counseling, disaster-related unemployment assistance, legal aid and assistance with income tax, Social Security, and Veterans' benefits. Other state or local help may also be available.

2. **Public Assistance** – for repair of infrastructure, public facilities and debris removal.

Assistance Process

After the application is taken, the damaged property is inspected to verify the loss. If approved, an applicant will soon receive a check for rental assistance or a grant. Loan applications require more information and approval may take several weeks after application. The deadline for most individual assistance programs is 60 days following the president's major disaster declaration.

Audits are done later to ensure that aid went to only those who were eligible and that disaster aid funds were used only for their intended purposes. These federal program funds cannot duplicate assistance provided by other sources such as insurance.
After a major disaster, FEMA tries to notify all disaster victims about the available aid programs and urge them to apply. The news media are encouraged to visit a Disaster Recovery Center, meet with disaster officials, and help publicize the disaster aid programs and the toll-free telephone registration number.

Public Assistance is aid to state or local governments to pay part of the costs of rebuilding a community's damaged infrastructure. Generally, public assistance programs pay for 75 percent of the approved project costs. Public Assistance may include debris removal, emergency protective measures and public services, repair of damaged public property, loans needed by communities for essential government functions and grants for public schools.

Online Resources and Publications

- o Federal Emergency Management Agency (F.E.M.A.) - http://www.fema.gov

- o Washington Military Department Emergency Management Division
  Family Emergency Preparedness Plan - http://emd.wa.gov/

- o F.E.M.A./American Red Cross - Emergency Management Guide for Business
  & Industry - http://www.fema.gov/pdf/library/bizindst.pdf

- o International Association of Emergency Managers (I.A.E.M.) -
  http://www.iaem.com/resources/links/intro.htm

- o American Red Cross - http://www.redcross.org

Appendix R – National Incident Management System (NIMS) & Incident Command (IC) Additional Information

Background

On February 28, 2003, President Bush issued Homeland Security Presidential Directive-5. HSPD-5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System. NIMS provides a constant nationwide template to enable all governmental, private-sector, and non-governmental organizations to work together during national incidents.

NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across function disciplines. The intent is:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

Governor Napolitano's Executive Order 2005-08, "Designation of the National Incident Management System (NIMS) as the Basis for all Incident Management in Arizona," established NIMS as the state standard for incident management thereby requiring state agencies having a role to prevent, prepare for, respond to, or recovery from emergencies and disasters to become NIMS compliant.

On August 15, 2005, Dr. Peter Likins, President of the University of Arizona, issued the "Designation of the National Incident Management System (NIMS) as the Basis for All Incident Management at the University of Arizona." President Robert Robbins has reaffirmed the designation as the current President of the University of Arizona.

NIMS Concepts and Principles

NIMS is based on an appropriate balance of flexibility and standardization.

1. **Flexibility** - *NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation.*
2. **Standardization** - *NIMS provides a set of standardized organizational structures such as the Incident Command System (ICS), multiagency coordination systems, and public information systems, as well as requirements for processes, procedures, and systems designated to improve interoperability.*

NIMS Components

NIMS is composed of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- **Command and Management –** standard incident command structures based on three key organization operating systems:
  - **The ICS** – defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident.
  - **Multiagency Coordination Systems** – define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged in the federal, state, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements.
  - **Public Information Systems** – refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

- **Preparedness**
  - **Planning** – describes how personnel, equipment, and other resources are used to support incident management and emergency response activities.
  - **Training** – includes standard courses on multiagency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.
  - **Exercises** – organization and personnel must participate in realistic exercises – including multidisciplinary, multijurisdictional, and multisector interaction – to improve integration and interoperability.
  - **Personnel Qualification and Certification** – to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.
  - **Equipment Acquisition and Certification** – a critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including capability to be interoperable with similar equipment used by other jurisdictions.
  - **Mutual Aid** – agreements are the means for one jurisdiction to provide resources, faculties, services, and other required support to another jurisdiction during an incident.

- o **Publication Management** – refers to forms and form standardization, developing publication materials, administering publications – including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents, and revising documents as necessary.
- **Resource Management** – standardized mechanisms and established requirements for processes to describe, inventor, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- **Communications and Information Management** – a standardized framework for communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.
  - o **Incident Management Communications**– ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
  - o **Information Management** – processes, procedures, and systems help ensure that information, including communications and data, flows effectively through commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents.
  - o **Supporting Technologies** – technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications, information management systems and data display systems.
  - o **Ongoing Management and Maintenance** – this component established an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system band and its components over the long term.

Incident Command

Incident command is a standardized, on-scene, all hazard incident management concept. It allows users to adopt an integrated organization a structure, to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Purpose

Using management best practices, ICS helps to ensure:
- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

Modular Organization

ICS expands and contracts as necessary.

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.
- Is managed by incident objectives. These objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.

Management by Objectives

ICS is managed by objectives. These objectives are communicated throughout the entire ICS organization through the incident planning process.

Steps to Determine the Management by Objectives:

1. Understand agency policy and direction.
2. Assess incident situation.
3. Establish incident objectives.
4. Select appropriate strategy or strategies to achieve objectives.
5. Perform tactical direction.
6. Provide necessary follow-up.

Overall Priorities in an Incident

Incident objectives are established based on the following four priorities:
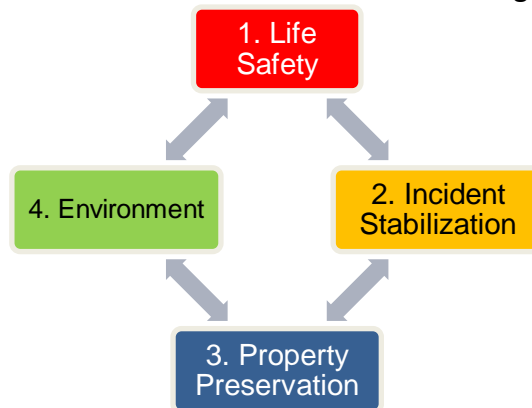
Incident Action Plans (IAP)

Every incident must have an Incident Action Plan. Incident Action Plans (IAPs) provide a coherent means to communicate the overall incident objectives in the context of other operation and support activities. IAPs:

- Specify the incident objectives.
- State the activities to be completed.
- Cover a specified time frame, called an operational period.

- May be oral or written, except for hazardous materials incidents, which require a written IAP.

Four elements to the IAP
- What do we do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

ICS Organization

There is no correlation with the administrative structure of any other agency or organization. The ICS organization uniqueness helps to avoid confusion over different position titles and organizational structures. Someone who holds a title or rank on a daily basis may not hold that title when deployed under an ICS structure.

Chain of Command

The Chain of Command is an orderly line of authority within the ranks of the incident management organization.
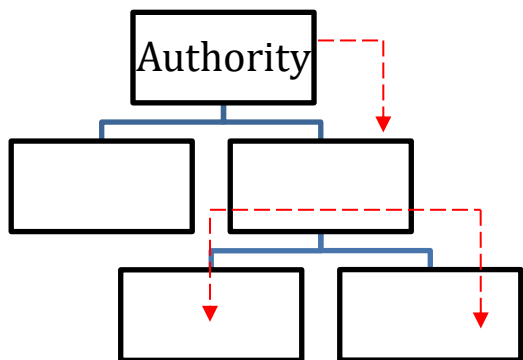
Unity of Command

Unity of command requires that personnel report only to one supervisor at a given time and receive work assignments from their supervisors.

Unified Command

Unified command enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. It allows Incident Commanders to make joint decisions by establishing a single command structure. Under unified command, the unit of command is maintained, and each employee reports to only one supervisor.

Span of Control
Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident. This is the key to effective incident management.

Span of control considerations are influenced by the type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources.

The normal span of control is between three (3) and seven (7) subordinates. *Optimally it should not exceed five (5) subordinates to one (1) supervisor.*
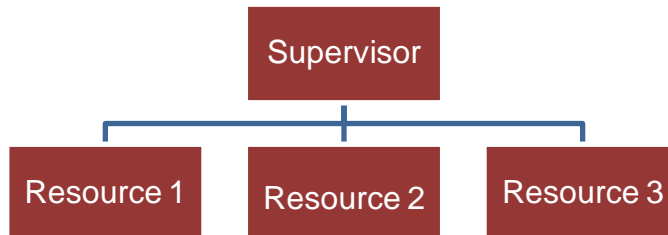
Predestinated Facilities
Under the ICS it is important to predetermine facilities to be used during an incident. The names for these areas are common in the ICS.

- *Incident Command Post (ICP)/Command Post (CP)* – the field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP/CP may be collocated with the incident base or other incident facilities and is normally identified by a rotating or flashing green light.
- *Base* – the location at which primary functions for an incident are coordinated and administered. There is only one Base per incident. The ICP/CP may be collocated with the Base.
- *Staging Area* – a location established where resources can be placed waiting an assignment.
- *Camp* – a geographical site within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to the incident personnel.

Resources: Tactical and Support
ICS resources include tactical and support resources. *Tactical resources* include personnel and major items of equipment used in the operations. *Support resources* are all other resources required to support the incident, such as food, communications equipment, or supplies.

Transfer of Command

The transfer of command moves the responsibility for incident management from one Incident Commander (IC) to another. There must be a transfer of command briefing, which may be oral, written, or both, prior to the transfer taking place. A transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred. When there is a transfer of command

    o   Notification shall be made to all personnel
    o   Identifying who the new IC is
    o   Time of command transfer

Accountability

Accountability of personnel is critical in the ICS. Check-in of personnel must be adhered to when ICS is implemented.

- Check-in – all responders must report in to receive an assignment in accordance with the procedures established by the IC. This check-in process usually takes place at the staging area.
- Response operations are directed by the IAP.
- Unity of command is maintained as a result of this procedure.
- Span of control is maintained.
- Resource tracking is the recording of assignments and assignment of resources.
- Personnel and equipment should only respond when requested or when dispatched by an appropriate authority.

ICS Personnel and Functions

Incident Commander (IC) – The Incident Commander is normally the first person at the scene, with the most knowledge of the incident. The individual retains the incident command function until there is a transfer of command. The Incident Commander is not selected and does not command based on rank or position.

Upon arriving at an incident, the higher-ranking person will either assume command, maintain command as is, or transfer command to a third party. In some cases, a lower ranking but more qualified person may be designated as the Incident Commander.

The IC performs all major ICS command and staff responsibilities unless the ICS functions are delegated and assigned.

Basic ICS Structure
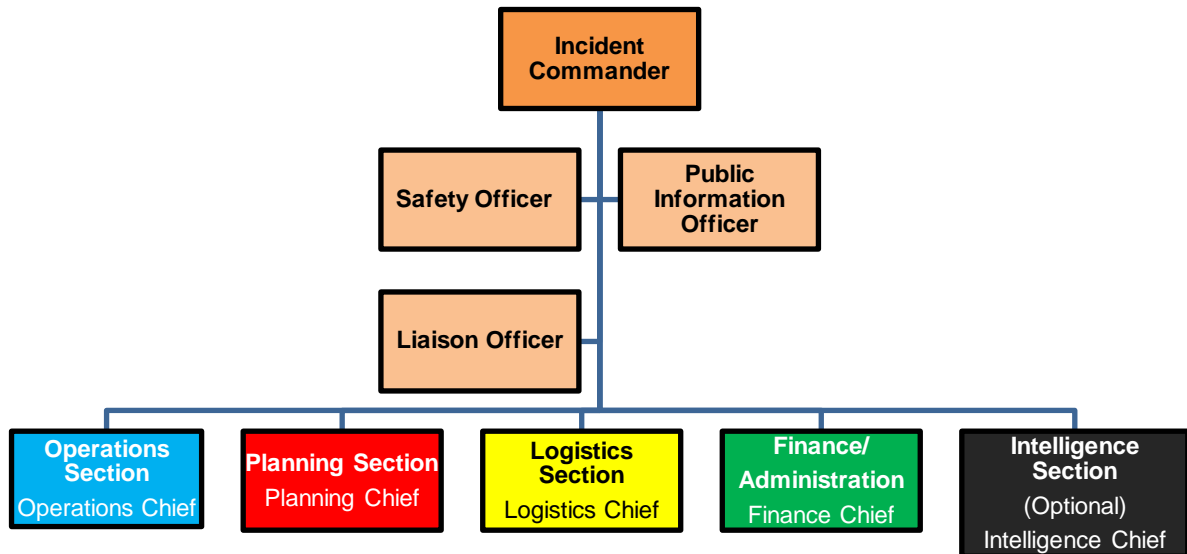
Incident Commander Role/Responsibilities

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.
- Ensures incident safety.
- Provides information services to internal and external stakeholders.
- Establishes and maintains liaison with other agencies/departments participating in the incident.
- Responsible for all activities and functions until delegated and assigned to staff.
- Establishes incident objectives.
- Directs staff to develop the IAP

Deputy Incident Commander (DIC)
The Deputy Incident Commander may be delegated to perform:
- Specific tasks as required by the IC.
- The command functions in a relief capacity.
- Representation of an assisting agency that shares jurisdiction.

Command Staff
It may be necessary for the IC to designate a command staff, which provides information, liaison, and safety services for the entire organization. The members of the command staff report directly to the IC.
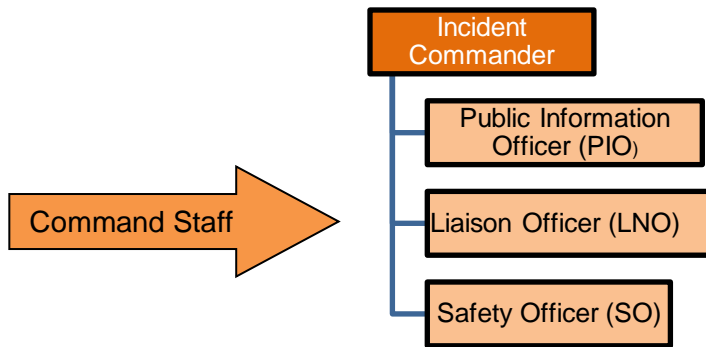
The Incident Commander (IC), Public Information Officer, Liaison Officer, and Safety Officer are considered "command staff positions" and are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

Public Information Officer (PIO)
The PIO is responsible for interfacing with the public, media, and/or other agencies with incident-related information. The PIO develops accurate and complete information on the incident cause, size, and current situation, resources committed, and other matters of general interest for both internal and external consumption.

Safety Officer (SO)
Monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or UC and supervisors at all levels of incident management. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. The SO, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.

Liaison Officer (LNO)
Is the point of contact for representatives of other governmental agencies, non-governmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for the parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.

General Staff
The General Staff includes incident management personnel who represent the major functional elements of the ICS, including the Operations Section Chief, Planning Section Chief, Logistics

Section Chief, and Finance/Administration Section Chief. An Intelligence Section Chief may also be added. Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.
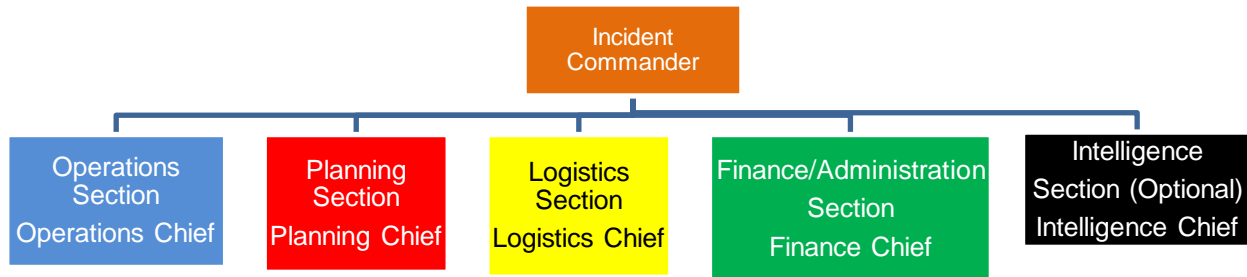
Use of Position Titles

The use of ICSC position titles provides a common standard for performance expectations. It helps to ensure that qualified individuals fill positions, standardizes communication, and describes the responsibilities of the position.

The table below describes the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

Organizational Element	Leadership Position
Incident Command	Incident Commander (IC)
Command Staff	Officer
Section	Section Chief
Branch	Branch Director
Division and Groups*	Supervisors
Unit**	Unit Leader

*The hierarchical term *supervisor* is only used in the Operations Section.

** Unit Leader designations apply to the subunits of the Planning, Logistics, and Finance/Administration Sections.

ICS Supervisory Position Titles	Title	Support Position
Incident Commander	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Operations Section

This section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

- Directs and coordinates all incident tactical operations.
- One of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have staging areas and special operations.

Further expansions of this basic structure will vary according to numerous other considerations and operational factors.

Operations Section Chief – **Responsibilities**

The Operations Section Chief is responsible for:

- Developing and implementing strategies and tactics to carry out the incident objectives.
- Organizing, assigning, and supervising the tactical field resources.
- Supervising air operations and those resources in the staging area.
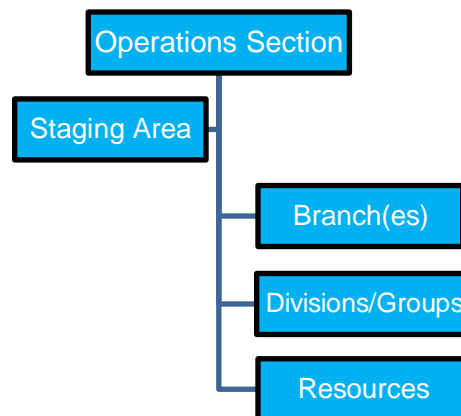
Divisions, Groups, and Branches

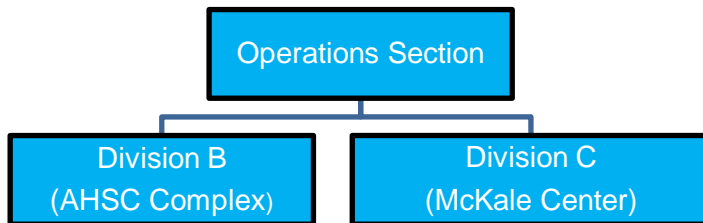Division and groups are established when the number of resources exceeds the Operational Section Chief's manageable span of control.

> ***Divisions*** demarcate physical or geographical areas of operation within the incident area.

The best way to create geographical division is to divide an area according to natural separations in terrain or other prominent geographical features, such as UA Mall, AHSC

complex, etc. When geographical features are used for determining boundaries, the size of the division should correspond to appropriate span-of-control guidelines.
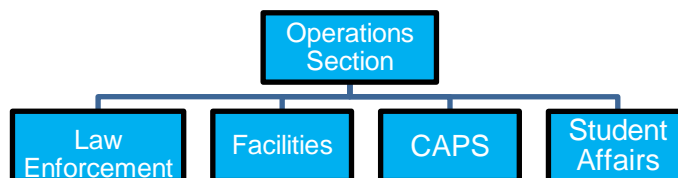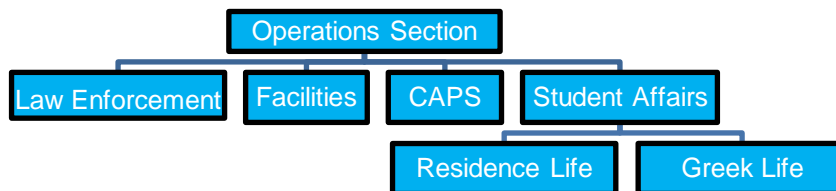
Example:

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                    ┌──────────────────────┐
                    │   Operations Section │
                    └──────────┬───────────┘
              ┌────────────────┴────────────────┐
   ┌──────────────────┐              ┌──────────────────┐
   │    Division B     │              │    Division C     │
   │  (AHSC Complex)   │              │  (McKale Center)  │
   └──────────────────┘              └──────────────────┘
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As additional types of resources are added to the organization, resources should be assigned to a divisional structure.

> **Groups** demarcate functional areas of operation for the incident. Groups are established based on the needs of an incident.
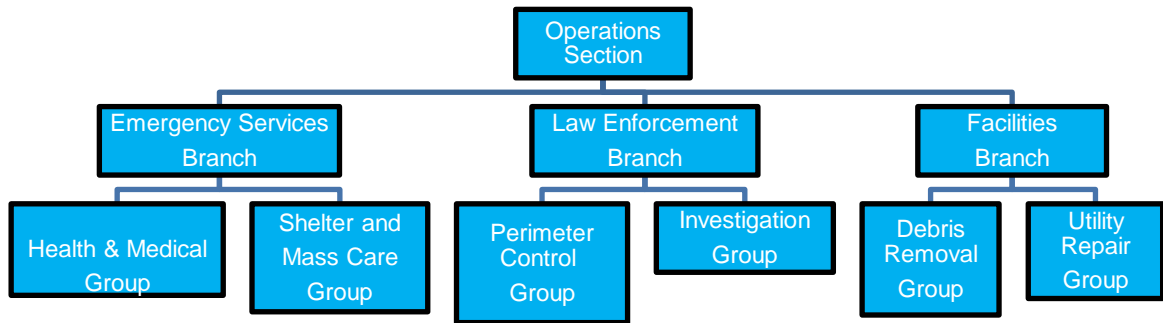
They are labeled according to the job they are assigned. They are managed by a supervisor, work wherever their assigned task is needed, and are not limited geographically.

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                        ┌──────────────┐
                        │  Operations  │
                        │   Section    │
                        └──────┬───────┘
        ┌───────────┬──────────┼───────────┬──────────┐
  ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
  │   Law    │ │ Facilities│ │   CAPS   │ │ Student  │
  │Enforcement│ │          │ │          │ │ Affairs  │
  └──────────┘ └──────────┘ └──────────┘ └──────────┘
```

Divisions and Groups can be used together on an incident and are at an equal level in the organization. One does not supervise the other.

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                   ┌──────────────────┐
                   │ Operations Section│
                   └────────┬─────────┘
     ┌──────────────┬───────┼────────┬──────────────┐
┌──────────────┐ ┌──────────┐ ┌────────┐ ┌──────────────┐
│Law Enforcement│ │ Facilities│ │  CAPS  │ │Student Affairs│
└──────────────┘ └──────────┘ └────────┘ └──────┬───────┘
                                    ┌────────────┴───────────┐
                            ┌──────────────┐        ┌──────────────┐
                            │Residence Life │        │  Greek Life   │
                            └──────────────┘        └──────────────┘
```

> **Branches** are used when the number of division or groups exceeds the span of control. Can be either geographical or functional and are managed by a **Branch Director**.

```
                           Operations
                            Section
         ┌────────────────────┼────────────────────┐
   Emergency Services      Law Enforcement        Facilities
       Branch                 Branch               Branch
     ┌─────┴─────┐         ┌─────┴─────┐        ┌─────┴─────┐
 Health &   Shelter and  Perimeter  Investigation  Debris    Utility
 Medical    Mass Care    Control    Group          Removal   Repair
 Group      Group        Group                     Group     Group
```

Task Force
A Task Force is a combination of mixed resources with common communications operating under the direct supervision of a task force leader.

Strike Teams
Strike Teams are a set number of resources of the same kind and type with communications operation under the direct supervision of a strike team leader.

Single Resources are individual personnel and equipment items and the operations associated with them.

Planning Section
The Planning Section is responsible for a number of items and is considered the "long-range planners" and "what if" section. The responsibilities include:

- Maintaining resources status.
- Maintaining and displaying situation status.
- Preparing the IAP.
- Developing alternative strategies.
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for Technical Specialists assigned to an incident.

***Planning Section Chief* – Responsibilities**
- Gathering, analyzing, and disseminating information and intelligence.
- Managing the planning process.
- Complying with the IAP.
- Managing Technical Specialists.
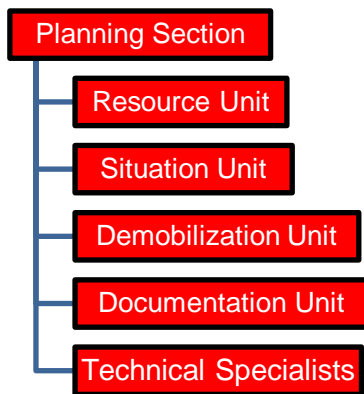
Resource Unit

The Resource Unit is responsible for all check-in activities and maintaining the status of all incident resources and plays a significant role in preparing the IAP.

Situation Unit

Collects and analyzes information of the current situation. The unit prepares situation displays and develops maps and projections.

Documentation Unit

The Documentation Unit provides duplication services, including the written IAP, and maintains and archives all incident-related documentation.

Demobilization Unit

Assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.

Technical Specialists

Provide special expertise useful in incident management and response. This unit may be assigned to work in either the Planning Section or other sections.

Logistics Section

The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.
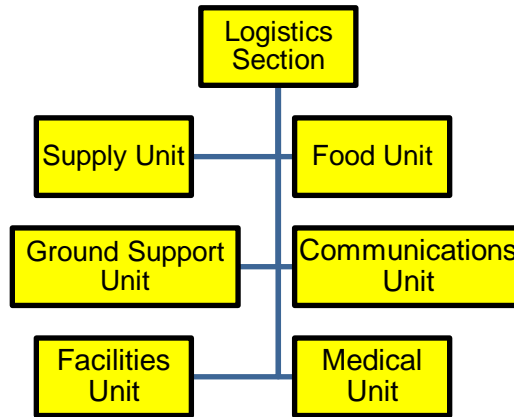
Logistics Section Chief - **Responsibilities**

The Logistics Section Chief is responsible for
- Providing resources and services required to support incident activities.
- Developing portions of the IAP and forwarding them to the Planning Section.
- Contracting for and purchasing goods and services needed at the incident.

Communications Unit
Prepares and supports the Incident Communications Plan (ICS Form 205), distributes and maintains communications equipment, supervises the Incident Communications Center, and ensures adequate communications over the incident.

Medical Unit
Is responsible for developing the Medical Plan, (ICS Form 206), providing first aid and light medical treatment, and preparing procedures for a major medical emergency.

Food Unit
Is responsible for supplying food and potable water and obtaining equipment and supplies to operate food service facilities.

Support Branch

Supply Unit
Assists in determining the type and amount of supplies needed to support the incident. Orders, receives, and distributes supplies. The unit services nonexpendable equipment, places all resource orders, and maintains inventory of supplies and equipment.

Facilities Unit
Sets up and maintains facilities and provides facility security and maintenance services (sanitation, lighting, clean up.)

Ground Support
Prepares the Transportation Plan and arranges for, activates, and documents the fueling and maintenance of ground resources. The unit also arranges for transportation of personnel, supplies, food, and equipment.

Finance/Administration Section
A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. The section is responsible for contract negotiation, time keeping, cost analysis, and compensation for injury or damage to property. Not all incidents will require a separate Finance/Administration Section. In cases that require one specific function (e.g., cost analysis), this service may be provided by a Technical Specialist in the Planning Section.
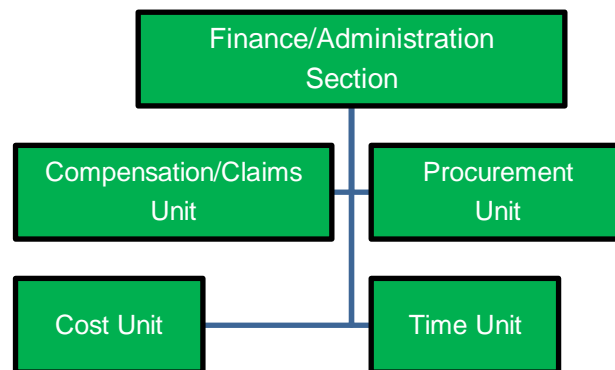
Finance/Admin Section Chief- **Responsibilities**

The Finance/Admin Section Chief is responsible for:
- Financial and cost analysis.
- Overseeing contract negotiations.
- Tracking personnel and equipment time.
- Processing claims for accidents and injuries.
- Working with Logistics to ensure resources are procured.

Procurement Unit – is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

Comp/Claims Unit – is responsible for management and direction of administrative matters pertaining to compensation for injury and claims-related activities kept for the incident.

Cost Unit – is responsible for collecting all cost data, performing cost effective analysis, providing cost estimates, and making cost saving recommendations.

Information and Intelligence Section or Function

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security and other types of classified information but also other operational information, such as risk assessments, medical intelligence, weather information, structural design, toxic containment levels, and utilities and public works data from a variety of different sources. In the university, community intelligence may come from Student Affairs, the Provost, clubs/organizations, etc.

Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may elect to assign this as its own Section.
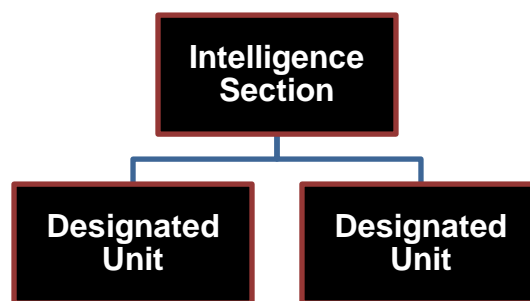
Area Command

Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations.

> An area command is established either to oversee the management of multiple incidents that are being handled by separate ICS organizations or to oversee the management of a very large incident that involves multiple ICS organizations.

It is important to note that Area Command *does not* have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities.
- Allocates critical resources according to established priorities.
- Ensures that incidents are managed properly.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to the Emergency Operations Center(s).

- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Provides for personnel accountability and a safe operating environment.

Multiagency Coordination Systems (MACS) are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident command. The primary functions of MACS are to:

- Support incident management policies and priorities.
- Facilitate logistics support and resource tracking.
- Make resource allocations decisions based on incident management priorities.
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Direct tactical and operational responsibility for the conduct of incident management activities rests with the Incident Command.

Emergency Operations Center (EOC)

The EOC represents the physical location at which the coordination of information and resources to support the incident management activities normally takes place. The Incident Command Post (ICP or CP) located at or in the immediate vicinity of an incident site, although primarily focused on the tactical on-scene response, may perform an EOC-like function in smaller scale incidents or during the initial phase of the response to larger, more complex events.
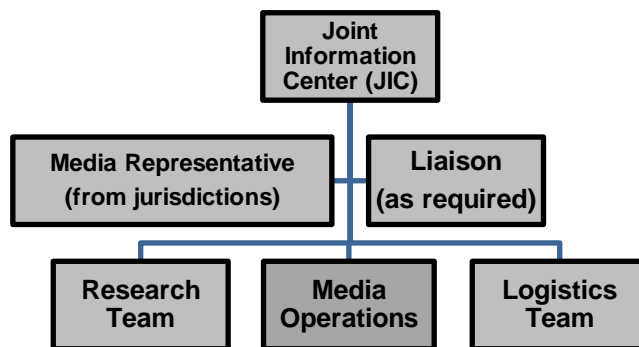
Public Information Systems

Systems and protocols for communicating timely and accurate information to the public are critical during crisis or emergency situations.

The Public Information Officer (PIO) supports the Incident Commander. Under ICS, the PIO is a key staff member supporting the incident command structure. The PIO represents and advises the Incident Command on all public information matters relating to the management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety and protection. The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the Joint Information System (JIS). In a large-scale operation, the on-scene PIO serves as a field PIO with links to the Joint Information Center (JIC), which is typically collocated with the federal, regional, state, local, or tribal EOC

tasked with primary incident coordination responsibilities. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private-sector and non-governmental organizations.

Joint Information Center (JIC)

A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public-affairs functions. The JIC must have the most current and accurate information regarding incident management.

The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and structures used to provide information to the public during incident operations and encompass all public information operations related to an incident, including all federal, state, local, tribal, and private organization PIOs, staff, and JICs established to support an incident.

NIMS Document

The complete National Incident Management System document can be found at:
https://www.fema.gov/media-library/assets/documents/148019

ICS Forms and Use

Standard Form Title	Description
ICS 200 Incident Action Plan Cover Page	Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).

ICS 201 Incident Briefing	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
ICS 202 Incident Objectives	Describes the basic strategy and objectives for use during each operational period.
ICS 203 Organization Assignment List	Provides information on the response organization and personnel staffing.
ICS204 Field Assignment	Used to information personnel of assignment. After Incident Command/Unified Command approves the objectives, staff members receive the assignment information contained in this form.
ICS 205 Incident Communications Plan	Provides, in one location, information on the assignments for all communication equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS 204).
ICS 206 Medical Plan	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
ICS 209 Incident Status Summary	Summarizes incident information from staff members and external parties and provides information to the PIO for preparation of media releases.
ICS 211 Check-In/Out List	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
ICS 213 General Message (Used by)	• Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. • EOC and other incident personnel to transmit messages via radio or telephone to the addressee. • Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.
ICS 215 Operational Planning Worksheet	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.

ICS 220 Air Operations Summary	Provides information on air operations, including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
ICS 226 General Plan	Addresses long-term objectives approved by the Incident Command/Unified Command. These objectives are often expressed as milestones (i.e., time frames for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish this task within the specified duration.
Resource Request Form	This form is an internal document used to order personnel and equipment and to track the resource process. This form will be used by the Logistics Section to order the resources and by the Planning Section to track the resources.