# CAMPUS EMERGENCY RESPONSE PLAN (CERP)

Revision Date: April 25, 2023

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PURPOSE AND RESPONSIBILITY

The purpose of this plan is to establish organizational structure, roles, and procedures for campus emergencies and critical incidents. The safety and well-being of faculty, staff, students, and visitors is of critical importance to the University.

The Critical Incident Response Executive Team (CIRT) is responsible for overseeing this plan and will direct and authorize strategies and overall response in the event of an emergency or critical incident. See Appendix A for Membership List.

Each unique event or situation may call for a modified response and these procedures may need to be adjusted to meet the needs of campus.

All students, faculty, and staff should familiarize themselves with the procedures in case of an emergency.

EMERGENCY AND CRITICAL INCIDENT PROCEDURES

I. Categories of Emergencies or Incidents

Emergencies and incidents are categorized as Type I or II, depending on the nature of the incident. The Type of incident may change as more information is obtained.

**Type I:** A catastrophic or major emergency or incident that impacts the entire campus. Examples include, but are not limited to: bioterrorism, nuclear disaster, pandemic, active shooter, mass casualty, intentional death or serious bodily injury that takes place on or near campus. (When working with outside agencies, these will be considered Level 1 as defined by FEMA.)

**Type II:** An emergency or incident that affects a sizable portion of campus. Examples include, but are not limited to: major fire, extensive technology failure, heating plant failure, extended power outage, severe storms, contagious disease outbreak, domestic water contamination. (When working with outside agencies, these will be considered Level 2 and 3 as defined by FEMA.)
II. Establishment of Incident Command

Every event or incident will have a designated Campus Incident Commander (IC), who will work with local first responder ICs under a Unified Command structure, when relevant.

A. Establishment of a Campus Incident Commander

The initial Campus IC will be the first responding supervisor to the scene who has received Incident Command training. This role will be reassigned based on the nature of the event or incident as soon as one of the following individuals is informed and available:

- **Associate Vice President for Facilities Management or designee**: Facilities-Related Incidents (e.g., gas leak, fire, flood, power outage)
- **Chief Risk Officer, Risk Management Services or designee**: Environmental Incidents (e.g., chemical spill, bioterrorism emergency, radiation)
- **Assistant Vice President and Chief of Police or designee**: Criminal Incidents (e.g., active shooter or threat, bomb threat, hostage situation)
- **Executive Director, Campus Health or designee**: Public Health Incidents (e.g., disease outbreaks or epidemics)
- **Chief Information Security Officer or designee**: Information Security Incidents (e.g., cyber-attack or security breach)
- **Executive Director, Administrative Technologies**: Technology Incidents (e.g., system-wide technology failure or campus-wide WiFi outage)

B. Incident Commander Duties

- Provide overall management and coordination for incident response.
- Ensure incident and responder safety.
- Establish Command and an Incident Command Post. This may be a Unified Command with other first responder agency IC or use of a Liaison, if necessary.
- Develop the appropriate organizational structure as needed.
- Set incident priorities and determine incident objectives and strategies.
- Provide regular updates to the CIRT Executive Team and Working Group.
- Develop and implement an Incident Action Plan.
- Request resource assistance from University departments or external agencies, if needed.
- Request financial resources, if needed.
- Monitor and evaluate the response and its effectiveness.
- Demobilize incident response when appropriate.
- Ensure after-action reports are completed.

III. Notification of CIRT Executive Team and Working Group

The IC will make the initial determination of whether a critical incident is Type I or Type II. The IC or designee will immediately inform the CIRT Executive Team Members and Working Group Command and General Staff (CGS) of all Type I and Type II events and incidents. UAPD dispatch will maintain an up-to-date list of contact information. The Emergency Management Coordinator will ensure the email and text contact information is up-to-date and available to potential ICs. See Appendices A and B for Membership Lists.

For Type I incidents, the CIRT Executive Team and Working Group CGS will be convened as soon as possible after notification from the IC. For Type II incidents, the IC or any member of the CIRT Executive Team has the discretion to convene the Executive Team or Working Group, depending on the potential impact to the University community. The Vice President for the Executive Office of the President will coordinate the meeting for the CIRT Executive Team. If the Vice President is out of the office, the Vice President will designate someone to perform this role.

The Emergency Management Coordinator will coordinate meetings for the Working Group CGS. If the Emergency Management Coordinator is out of the office, the Emergency Management Coordinator will designate someone to perform this role. The Working Group CGS will convene the Emergency Operations Center (EOC). An Emergency Operations Center, or EOC, is a central command and control facility responsible for carrying out emergency management and ensuring continuity of operations. The campus EOC is responsible for implementation of the incident response. Subject Matter Experts will be invited to join the groups, as appropriate.

IV. Duties and Roles of CIRT Executive Team (See Appendix A for Membership List)

The CIRT Executive Team will direct and authorize strategies, resources, and overall response in the event of an emergency or critical incident. The CIRT Executive Team may change the IC’s designation of an event as Type I or Type II, if warranted.
The President receives recommendations from the CIRT Executive Team and IC and has ultimate authority for decisions related to the strategies, resources, and overall response in an emergency or critical incident.

The CIRT Executive Team will consider issues including, but not limited to, the following:

- Cancellation of classes.
- Suspension of business operations.
- Alterations of University hours.
- Suspension or postponement of major events.
- Content of major campus communications, not including UAlert.
- Authorization of large expenditures.

CIRT Executive Team roles:

The Vice Provost and Dean of Students or designee will provide recommendations for how to support impacted students and oversee the implementation of approved recommendations.

The Vice President and Chief Human Resources Officer or designee will provide recommendations for how to support impacted employees and oversee the implementation of approved recommendations.

The Senior Vice President for Business Affairs and Chief Financial Officer or designee will ensure there is an expedient and effective process for considering resource requests.

The Vice President for Marketing and Communications or designee will:

- Monitor news coverage and share with the CIRT Executive Team.
- Communicate with the media.
- Identify spokespersons based on expertise.
- Draft and coordinate communications from various University channels (e.g. social media, websites, email messages).
- Ensure communications are accurate, clear, and prompt.
- Partner with the Office of the General Counsel to ensure communications comply with legal requirements regarding release of information.
- Schedule and coordinate any press conferences.

The CIRT Executive Committee will assign tasks to University leaders and units, including members of the CIRT Working Group. The Vice President for the Executive Office will maintain
meeting notes. The IC or designee will ensure that CIRT Executive Team decisions and assigned tasks are communicated to the CIRT Working Group and University leaders and units.

See Appendix C, Travel of CIRT Executive Team Members.

V. CIRT Working Group (See Appendix B for Membership List)

The CIRT Working Group consists of key University personnel who, if needed, are called upon to form an Emergency Operations Center (EOC) to assist with a University-wide response to a critical incident or event. The EOC is led by the EOC Director. The CIRT Working Group is trained in Incident Command and their roles and responsibilities. Meetings will be facilitated by the EOC Director or the IC.

Duties of the CIRT Working Group include, but are not limited to:

- Implement decisions made by the CIRT Executive Team, as appropriate.
- Assist with campus emergency response efforts.
- Identify and address unique needs or challenges of particular populations.
- As appropriate, collect feedback from campus constituencies to inform emergency response.

VI. Communication

The University strives to provide information and guidance about emergencies and critical incidents to the University community as quickly as possible and to ensure communications are accurate and consistent across all University channels.

The University of Arizona Police Department (UAPD) and University Marketing and Communications (MarComm) will provide information and updates through the following channels:

- UAlert (UAPD) and other authorized individuals
- Campus email messages (MarComm)
- University websites (MarComm)
- University social media platforms (MarComm)

Primary Purpose of Communications

- To provide accurate and effective information and guidance to students, employees, units, and the public.
To ensure that official communications from the UA are uninterrupted, regardless of circumstances.

**UAlert Emergency Notification Protocol**
The UAlert messaging system is a critical text and email notification system for all University of Arizona students, employees, and DCCs. Family, friends, and community members may also register for UAlerts.

UAlert messages will be issued by an authorized individual when they have confirmed a significant emergency or dangerous situation involving an immediate threat to the health or safety of the university community.

**Authorized Individuals**
The following individuals are authorized to issue campus-wide UAlerts:

**UAPD**
- Chief of Police
- Deputy Chief
- Assistant Chief
- Lieutenant
- Dispatch Supervisor
- Emergency Management Coordinator

**UITS**
- Designated University Information Technology Services (UITS) personnel at the direction of the other authorized personnel

**Determining Whether a UAlert Should be Issued**
A UAlert will be issued when authorized individuals have confirmed, based on reliable information, the existence of an immediate threat to students, employees, and/or visitors.

Factors considered when deciding if a UAlert is warranted include:

- Whether a significant continuing danger to members of the campus community exists.
- Whether meaningful information and direction can be provided to the campus community which will help preserve the health and safety of the campus community.
- Whether a risk of compromising safety, rescue, or law enforcement efforts exists if a UAlert is issued.
- Any unique additional factors due to the circumstances of the specific emergency.
- When a UAlert is warranted, notification will be made as soon as possible to appropriate members of the campus community.
The following types of emergencies on or near campus are examples of situations that will usually be appropriate for a UAlert:

- In-progress serious or violent crime
- Active shooter on campus
- Hostage/barricade situation
- Riot/civil unrest
- Suspicious package with evidence of an explosive or harmful device
- Fire/explosion, with serious impact to life/safety
- Homicide or suspicious death
- Significant damage to a structure
- Biological threat
- Significant flooding or extraordinary weather
- Gas leak
- Hazardous material spill (e.g., chemical, biological, radiological, nuclear)
- Illness outbreak
- Other events presenting an immediate threat to health or safety

Procedure

1. **Confirm Significant Emergency**
   a. Confirmation of significant emergencies will require direct investigation by appropriate University personnel.
   b. For all campus law enforcement issues, UAPD will be primarily responsible for confirming a significant emergency or dangerous public safety situation on campus through victim, witness, and/or officer observations.
   c. For non-law enforcement emergencies (e.g., hazardous materials releases, utility failures, computer systems/telecommunications failures, and hazardous weather affecting the UA campus), other departments at the UA (e.g., Risk Management and Safety, Facilities Management, and University Information Technology Services) may confirm a significant emergency.

2. **Prepare and Issue UAlert**
   a. Confirming departments will report non-law enforcement emergencies to UAPD.
   b. Upon confirmation of a significant emergency, the UAPD supervisor will contact a Lieutenant, Assistant Chief, Deputy Chief, or Chief of Police.
   c. A Lieutenant, Assistant Chief, Deputy Chief, or Chief of Police will have the primary responsibility to prepare and issue UAlert notifications.
**UAlert Message Content**
Because text messages are limited to 160 characters (including spaces), care should be taken to ensure that messages are short and concise. Additional UAlerts will be sent if more than 160 characters are needed for the message.

The following items will be included in the first UAlert message, if available:
- Type and brief description of emergency
- Location
- Action to take (e.g., stay away from a dangerous area, stay sheltered in place, follow evacuation plan)
- Suspect description if a crime has been committed
- Link to the Incident page: [https://www.arizona.edu/incident](https://www.arizona.edu/incident)

**Follow-Up Messages**
UAlerts will also provide updates about an emergency and give additional instructions. Those messages may be authorized in the manner described above, or from the CIRT, if activated. Follow-up messages will include:
- Update number, such as Update 2, Update 3, etc.
- Concise update, such as: “Armed subject still at large”
- What actions individuals should take
- Any other pertinent information
- Link to the Incident page: [https://www.arizona.edu/incident](https://www.arizona.edu/incident)

**Closure Message**
When the emergency has been resolved and/or it is considered safe to resume operations, an “All Clear” message will be sent. This will indicate that members of the campus community may resume their routine activities.

**Testing of the UAlert System**
The UAlert system may be tested each semester on a small population to affirm its functionality.

**More Communications Information**
For more communications information, see Appendix D Maintenance of Communication Documents, Appendix E Emergency Hotline, and Appendix F Joint Information Center or Joint Information System.
VII. Requests for Resources

Requests for resources for emergencies or critical incidents should be submitted to the CIRT Executive Team. See Appendix G CIRT Financial Policy and Appendix H Emergency Procurements.

VIII. Role of Building Managers

Facilities Management (FM) oversees the Building Manager program for campus. Building Managers assist with emergency and incident planning, training, coordination, response and recovery for their buildings. During emergencies or incidents, they help coordinate with first responders and occupants as appropriate. Duties include:

- Having extensive knowledge of every area in the building, including restrooms, offices, storage areas.
- Knowing the closest exit routes in each area.
- Knowing the quickest routes to the building’s agreed upon evacuation point, depending on the type of emergency.
- Knowing the location of emergency phones, AEDs, and medical kits in the building.
- Following any instructions from the University related to the emergency or critical incident.
- Assisting individuals with evacuation, if needed.
- Creating a list of everyone who meets at the designated evacuation point and those who are not present.
- Communicating information from the University to building occupants.

FM will ensure unit leaders in each building appoint a Building Manager and maintain the list of Building Managers. Unit leaders will ensure all employees in their units are provided with the names and contact information of their building managers, including cell phone numbers for after-hours concerns.

Building Managers will receive training at least annually in this plan and emergency management.

Each Building Manager will be issued a vest that will be worn in emergencies or incidents that impact their buildings so they can be identified by first responders and occupants for assistance.
IX. Building Emergency Plans

Building Managers are responsible for using the University’s template to develop emergency plans for their buildings, in partnership with building leadership and with assistance from UAPD and University security consultants. Building Managers will ensure plans are reviewed and updated as appropriate on an annual basis. Building plans should be consistent with this Emergency Plan.

Building Plans will include, but are not limited to, the following:

- Controlled points of entry.
- The location of all building exits.
- The location of panic buttons.
- Any secure or panic room locations.
- Location of any security cameras.
- The location of medical kits.
- Agreed upon emergency evacuation points.
- External lighting for safety purposes.
- Identification of essential personnel who are critical to the operation of the unit or whose absence from duty could endanger the operations, safety, and well-being of campus. Designations of employees can be changed to essential personnel at any time.

BUILDING EMERGENCY PLAN TEMPLATE

Template document is located at https://cirt.arizona.edu/resources/campus-emergency-response-plan-cerp.

X. Unit Continuity of Operations Plans

The University has a Business Continuity and Disaster Recovery Management Plan (see Appendix Q). In addition, all UA departments and units are required to develop and maintain on an annual basis a Continuity of Operations Plan (COOP). This plan will describe how each department and unit will operate during an emergency or critical incident and then recover from and be fully functional following the emergency or incident.

COOPS are submitted to the Emergency Management Coordinator.

See Appendix I Continuity of Operations Plans (COOP).

See Appendix J COOP Template.
See Appendix Q Business Continuity and Disaster Recovery Plan.

**XI. Training and Exercises**

On an annual basis, the Emergency Management Coordinator will coordinate training for the CIRT Executive Team and CIRT Working Group on emergency and critical incident response, which will include exercises on potential emergencies and critical incidents.

Upon completion of the training, the Emergency Management Coordinator will draft and distribute an after-action report with lessons learned.

**XII. Review and Updates to Plan**

The Campus Emergency Response Plan will be reviewed each year by the CIRT Executive Team and CIRT Working Group and appropriate updates will be made.

The Plan will be posted on the CIRT web page, excluding portions that are deemed security sensitive.

**XIII. Foundations and Frameworks for Emergency Response**

The University’s Emergency Response draws from well-established frameworks for emergency management. See Appendices K Four Phases of Emergency Management; L National Incident Management System; M Seven Critical Tasks (BowMac) for IC; and N FEMA 5-Step Problem Solving Model

**XIV. Outside Resources**

When needed, the IC or CIRT Executive Team or Working Group may coordinate University efforts with other governmental agencies. See Appendix O Outside Resources.