



# Campus Emergency Response Plan

Volume 1

Effective Date: October 21, 2021

Revision: June 8, 2021

Supersedes: November 19, 2018

## PURPOSE

*The University of Arizona Campus Emergency Response Plan (CERP)* is an overarching document that establishes definitions, an organizational and conceptual framework, and guidelines and procedures for response in the event of an emergency or critical incident.

## 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 as a whole 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.

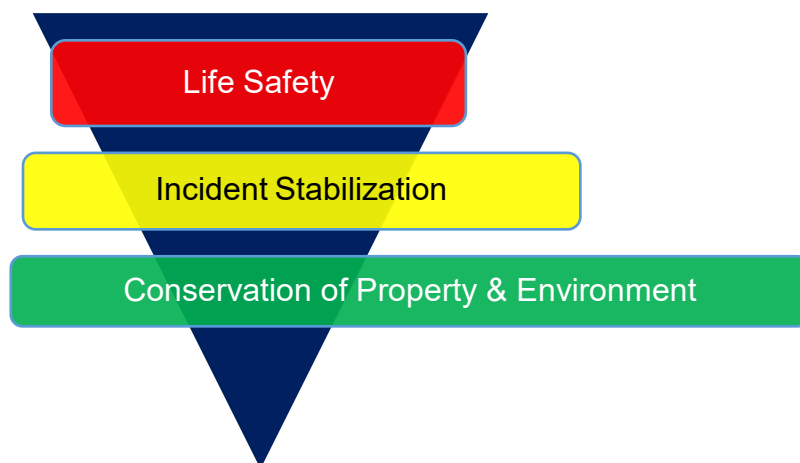
To ensure that the University has a comprehensive plan, it is imperative that colleges, departments, and other units create their own emergency response plans for situations that may develop under their purview and that incorporate these guidelines and complement the overall university CERP. The UA Chief of Police serves as the UA Manager of Emergency Preparedness, and the plan is managed by Lane Spalla, Emergency Management Coordinator ([lspalla@email.arizona.edu](mailto:lspalla@email.arizona.edu)), who is available to assist in specific plan development.

## 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 Volume 3.)

### Emergency Response Priorities of Efforts/Support

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



*It is important to remember that all incidents begin locally. The University must be prepared to remain self-sufficient for at least 2 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, primary consideration will be given to the following areas:

- Occupied residence halls, buildings, and classrooms
- Public event venues
- Unoccupied buildings

## **Buildings Critical to Health and Safety**

These buildings include but are not limited to:

“Redacted for security purposes”

## **SYSTEMS CRITICAL to UA & Emergency Response**

“Redacted for security purposes”

## **UNIVERSITY LEADERSHIP SUCCESSION**

### **Succession/Line of Authority**

To ensure the continuity of operations for the University, in the absence of the President, a line of succession is in place and reviewed annually. The following University officers are designated to serve as the line of authority when the President is absent from the University and/or not available and action is necessary. The order succession is as follows:



### **TRAVEL OF SENIOR LEADERSHIP TEAM (SLT)**

To help ensure the continuity of business, the members of the Senior Leadership Team in the line of succession will not travel together at the same time on the same commercial/private carrier. At least one member of the SLT will travel separately or remain at the University.

The President, when feasible and traveling within the continental United States, will obtain a rental car to provide him or her with a method of transportation to return to Tucson in the event that commercial carriers are unable to operate.

When traveling internationally, SLT members should consider taking “clean” cellular telephones, computers and tablets for reasons of security.

## **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:



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 Level 1 or Level 2 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.

### **CIRT EXECUTIVE TEAM (CET)**

The CIRT Executive Team includes; Sr. Vice President and Provost, Sr. Vice President Business Affairs/CFO, Sr. Vice President & Secretary of the University, Sr. Vice President and General Counsel, Sr. Vice President for Research and Innovation, Sr. Vice President Marketing and Communications, Vice Provost and Dean of Students, and Chief of Police. The CET is responsible for providing general assessment of critical incidents/events and making recommendations to the President as to the University response and operations. In addition, the CET may recommend actions to manage and resolve the incident or to activate the CIRT Working Group and the Emergency Operations Center (EOC.)

### **CET - Duties & Responsibilities**

#### **Strategic**

- Assesses incidents
- Serves as an advisory board for the President of the University of Arizona
- Makes recommendations to the President and senior leadership on major policy, strategic or resource decisions when the academic programs are interrupted or normal business cannot be conducted

- Provides leadership and motivation
- Ensures all key leaders know priorities and support efforts
- Provides the overall strategies for the university while the Incident Commander, and CIRT are addressing the tactical issues
- Ensures focus on top priorities: safety of students and employees to include food, shelter, medical and security
- Coordinates policy issues specific to the preparation, implementation and execution of the emergency plan
- Provides direction and vision for program recovery and post-event restoration

### **Resource Allocations and Expectations**

- Ensures adequate staff and resources to meet needs
- Empowers staff to implement response plans
- Provides final decisions where there is a competition for limited resources (if CIRT cannot resolve)
- Establishes disaster spending parameters
- Approves waiving standard policies to facilitate response and recovery (bid processes, paperwork requirements, Human Resources or benefits changes, etc.)
- Deals with work issues that are not covered in existing policies and practices
- Authorizes (as appropriate)
  - Large expenditures with minimal red tape
  - Atypical purchasing activity on goods and services
  - Emergency projects exceeding current funding levels
  - Contingency contract
  - Redirects resources across conventional boundaries
- Manages the endowment when the disaster may have impacted that resource
- Authorizes contingency contracts
- Coordinates recovery objectives between academic units
- Manages the endowment when the disaster may have impacted that resource

### **Continuity of University Operations**

- Orders any suspension of operations
- Approves academic temporary closures, deadline extensions, etc.
- Recommends whether the University should alter hours to include
  - Delayed start
  - Modified start
  - Cancel classes
  - Complete closure

- Recommends suspension or postponement of major college events
- Pursues means to seek operate as normally or resume as quickly as possible

### **Communications**

- Identifies a Public Information Officer for the Incident
- Notifies, informs, and updates key constituents and stakeholders
- Reassures constituents of efforts being made to protect them; solicits their cooperation and assistance
- Ensures applicable policy decisions are communicated to students, employees, and other affected individuals or entities
- Serves as primary interface with the academic units of the University
- Maintains regular dialog with the UA Emergency Operations Center (UAEOC) liaison to get updates and address issues
- Provides briefings and maintains dialog with the Arizona Board of Regents and other key constituencies
- Maintains ultimate authority over all public information releases

### **Incident Specific**

- Declares campus emergency and incident response level (Level 1 or 2)
- Determines over campus status and identifies needs/priorities
- Approves major changes during course of response
- Conducts post disaster briefing

### **Planning**

- Ensures organizational readiness through the development of readiness plans
- Authorizes overall campus response strategies and plans
- Supports planned training and outreach
- Supports and participates in exercises

### **Incident Commander**

Any individual who discovers the event, or has the most knowledge of the incident will assume the role of IC until relieved by a higher authority such as a first responder or a more qualified individual

## **INCIDENT COMMAND (IC)**

Every incident/event will have a designated Incident Commander (IC). *This is the one position in the Incident Command System (ICS) that is always filled.* Normally, the first

responding supervisor to the scene will assume the role of IC and, if relieved, will be reassigned to another position if appropriate.

## **RESPONSIBILITIES**

The IC is charged with the overall management and coordination for all incident activities and is authorized to make necessary operational decisions and to commit resources to mitigate and control the critical incident. The duties and responsibilities include but are not limited to

- Ensuring clear authority and knowledge of policy
- Ensuring incident and responder safety
- Establish an Incident Command Post
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation
- Establishing immediate priorities
- Determining incident objectives and strategy(ies) to be followed
- Developing the appropriate organizational structure, and continuing monitoring the operation and effectiveness of the organization
- Managing planning meetings as required
- Approving and implementing the Incident Action Plan (IAP)
- Coordinating activities of command and general staffs
- Approving requests for additional resources or the release of resources
- Approving the use of participants, volunteers, and auxiliary personnel
- Approving and releasing of resources
- Ordering the demobilization of the incident when appropriate
- Ensuring the after-action report is complete
- Authorizing information release to media and public

### **Seven Critical Tasks**® (BowMac)

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***

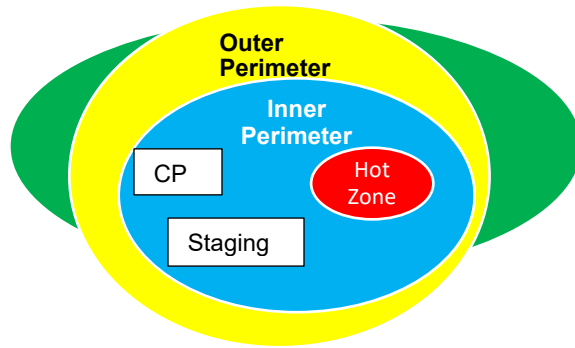
Resource management is vital in a critical incident. The IC should consider what resources are needed or will be needed and request/order them early to ensure they are available when needed. Resources can always be returned if the situation does not warrant them.

**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.

Example of Hot Zone, Inner Perimeter, and Outer Perimeter with a CP & Staging Area





## REQUEST FOR CIRT RESOURCES

The IC may request resources as necessary to assist with the incident. Should it become necessary to utilize a large number of university resources, the IC will contact one of the CIRT co-chairs or the UA Police Chief/designee and request the assistance of the CIRT.

## Classification of Emergencies at the University of Arizona

The University has developed a system for classifying critical incidents on a scale of 1 to 3 with “Level 1” being the most serious and “Level 3” the least serious.

### LEVEL 1

A catastrophic emergency event involving the entire campus and/or surrounding community.

The immediate resolution of the critical incident, which is usually multi-hazard, **is beyond the emergency response capabilities of campus and local resources** (e.g., bioterrorism, nuclear disaster, earthquake, or severe flooding, which would require state and federal assistance).

Extends into multiple operational periods and may continue for weeks or months.

### LEVEL 2

A major emergency that affects a **sizeable** portion of the campus and/ outside community. Can extend into multiple operational periods.

The critical incident may be a single or multi-hazard situation and often **requires considerable coordination both within and outside the university**. Level 2 incidents may include imminent events on campus or in the general community that may develop into a major University crisis or a full disaster (e.g., active shooter, major fire, extensive technology failure, heating plant failure, extended power outage

(beyond four hours), severe storms, contagious disease outbreak, or domestic water contamination).

A Level 2 incident may extend to multiple operational periods.

### **LEVEL 3**

These incidents are usually “people focused” incidents that affect the institution, such as homicides, aggravated assault, assaults, building/office occupation, civil disobedience, hate crimes, or bomb threats. In these situations, specific departmental/incident plans may be implemented.

A Level 3 may extend to multiple operational periods.

## **DECLARATION of LEVEL 1 or 2 INCIDENT**

The CIRT Executive Team will declare a **Level 1 or 2** emergency.

### **Response to a Level 1 or 2 Emergency**

Emergency first responders will be immediately dispatched and support resources activated to respond to incident(s) and to begin taking appropriate emergency action.

The initial response to Level 1 and 2 incidents, in most instances, will come from operational units of the university, and as needed, will be supplemented by responding units from external agencies (e.g., the City of Tucson, Pima County, and state and/or federal governments) along with related points of contacts.

The Incident Commander (IC) is authorized to make necessary operational decisions and to commit resources to mitigate and control the critical incident. The UAPD may request help from other departments and outside agencies on an emergency basis, including asking that University employees be reassigned from less critical assignments to assist its officers.

In situations when a Level 1 or 2 incident is occurring, the Chief of Police/designee will be contacted and begin the notification process to the CET.

The CET will activate to assess University strategy and provide direction to the Incident Commander.

All or part of the CIRT working group will be activated by one of the CIRT co-chairs to provide support and assistance to the IC and the CIRT Executive Team.

For Level 1 or 2 situations on campus, the IC will normally identify a Liaison Officer who is responsible for coordinating with other agencies and departments who are needed at the Command Post/EOC. The CIRT Chair will identify a Liaison to serve at the UAEOC.

### **Response to a Level 3 Emergency**

Some Level 3 emergencies can be handled by routine procedures. Level 3 situations vary in nature, scope, and severity. Although many Level 3 situations begin as minor, they have the potential to evolve into major incidents if not appropriately handled. The University could suffer significant personal and institutional consequences if a situation such as that were not dealt with appropriately. Many issues can become quite complex because of the varied institutional, student, and community responses that must be coordinated. Examples of situations that have the potential to rise to a magnitude that the University and its community will suffer include but are not limited to

- Homicide
- Crimes against individuals
- Terrorism
- Civil unrest, including building/office occupation
- Hate crimes
- Threats directed to the institution
- Cyber crimes
- Public Health situations

When appropriate, Level 3 emergencies are handled by established procedures and appropriate personnel. The crucial element in this process is the consultation with key individuals so they can evaluate all facets and potential ramifications of a Level 3 situation. When the scope of a Level 3 incident/event requires resources from a variety of areas of the University, the CIRT may be convened to provide assistance.

### **Emergency Operations Center (EOC)**

An **Emergency Operations Center (EOC)** is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management. The EOC is responsible for strategic direction and operational decisions and does not normally directly control field assets, instead leaving tactical decisions to lower commands. The common functions of EOCs are to collect, gather, and analyze data; make decisions that protect life and property, maintain continuity of the organization within the scope of applicable laws; and disseminate those decisions to all

concerned agencies and individuals. The EOC for the University will be identified as “UAEOC” to avoid confusion with any other standing EOC.

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## **Emergency Notification and Communications to the Campus Community**

The University has instituted multiple methods of making timely notifications to the University community, including UAlert, the text messaging system; the UA home page ([www.arizona.edu](http://www.arizona.edu)) and CIRT webpage ([www.cirt.arizona.edu](http://www.cirt.arizona.edu)), which feature changing and dynamic information; and the all-campus email system. Those methods enhance the University’s ability to provide timely warning and notification of any emergency issues that the university community may face.

### **Purpose of Communications**

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

### **UAlert – Emergency Text Messaging Notification**

The UAlert text messaging system is a critical incident notification system offered to the University of Arizona community and others who wish to join.

### **UAlert Emergency Notification Protocol**

Specific procedures are in place for the activation of the UAlert system. UAlert will be activated by an authorized individual when he/she has confirmed, either personally or through reliable sources, a significant emergency or dangerous situation involving an immediate threat to the health or safety of The university community. UAlert has also been set up for UA College of Applied Science and Technology, UA – Phoenix, and other off campus locations.

To ensure the integrity of the UAlert system, a limited number of individuals are authorized to access and send the UAlert messages.

UA Main Campus

UAPD

UACERP

June 8, 2021

- Chief of Police
- Deputy Chief
- Assistant Chief
- Lieutenant
- Dispatch Supervisor
- Coordinator of Emergency Preparedness

#### UA Communications

- Vice President for Communications
- Associate Vice President for Communications

#### UITS

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

#### UA Phoenix and College of Applied Science and Technology

For incidents at either Phoenix Biomedical Campus, or UA South, the following personnel are authorized to issue a UAlert for their respective campus when there is a confirmed immediate threat to that campus:

##### College of Applied Science and Technology

- UAPD designated personnel
- Vice President UA Communications
- Associate Vice President UA Communications
- Coordinator for Emergency Management
- Dean of the College

##### Phoenix Biomedical Campus

- Executive Director, Campus Management and Operations
- Associate Vice President for Business Affairs (Phoenix)
- Associate Director for Human Resources (Phoenix)
- Senior Director for Marketing and Communications (Phoenix)
- UAPD designated personnel
- Vice President for Communications
- Associate Vice President for Communications

The University of Arizona will determine and employ communication methods appropriate to the situation to notify the affected University community immediately.

Confirmation of significant emergencies will require direct investigation by appropriate University personnel. Taking into account the safety of the community, the University of Arizona will determine the content of notification and initiate the appropriate elements of the emergency notification system, unless the notification will, in the professional judgment of responsible authorities, compromise efforts to assist victims or to contain, respond to, or otherwise mitigate the emergency.

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.

Upon confirmation, the UAPD supervisor will contact a Lieutenant, Assistant Chief, Deputy Chief, or Chief of Police, who will have the primary responsibility to prepare and issue campus law enforcement emergency notifications.

For incidents affecting the UA–Phoenix campus, the Executive Director, Campus Management and Operations or the Assistant Vice President for Business Affairs, UA Phoenix, may activate UAlert for emergency and non-law enforcement emergency notifications for that campus.

For incident affecting the College of Applied Science and Technology, the Dean, UAPD, and other designated personnel, outlined above may initiate the alert.

For other emergencies (non-law enforcement), including but not limited to hazardous materials releases, utility failures, computer systems/telecommunications failures, and hazardous weather affecting the UA campus, other departments at the UA (including but not limited to Risk Management and Safety, Facilities Management, and University Information Technology Services) may also confirm a significant emergency.

Confirming departments will report the non-law enforcement emergency to the UAPD or Coordinator of Emergency Preparedness, who will have the primary responsibility to prepare and issue non-law enforcement emergency notifications.

### **Incidents for Activation**

Examples of incidents that may present an immediate or on-going threat to the UA community include but are not limited to

- In-progress serious or violent crimes
- Active shooter on campus
- Armed intruder
- Sexual assault, sexual abuse, and other sexually related offenses
- Robberies
- Aggravated assaults with serious injury or weapons
- Multiple reports of shots fired

- Hostage/barricade situation
- Riot/civil unrest
- Suspicious package with a confirmation of a device
- Fire/explosion, with serious impact to life/safety
- Homicide or suspicious death
- Structural damage to UA-owned or controlled facility
- Biological threat
- Significant flooding or extraordinary weather
- Gas leak
- Hazardous material spill (e.g., chemical, biological, radiological, nuclear)
- Illness outbreak

### **Other UAlert Uses**

UAlert may be used to make the campus community aware of other situations, after at least three (3) members of the *UAlert Assessment Team*, listed below, have conferred and made a collective decision to issue a precautionary UAlert. These alerts may not be issued as quickly, as listed above, due to the situation and the need to confirm information from an outside entity not associated with UA.

These situations may include incidents that do not include Clery reportable crimes or that occur outside of the Clery geographical area. Examples include but are not limited to

- Accidents
- Assaults
- Sexual assaults from another jurisdiction
- Civil disturbance/riot from another jurisdiction
- Robberies from another jurisdiction
- Shootings from another jurisdiction
- Power outages affecting the surrounding area
- Road closures
- Extraordinary weather

**UAlert Assessment Team** (consensus of at least three, one of whom is outside UAPD):

- Chief of Police
- Deputy Chief of Police
- Assistant Chief

- Lieutenant
- Senior Vice President for Business Affairs
- Senior Vice President Academic Affairs & Provost
- Vice Provost for Student Life and Dean of Students
- Vice President for Communications
- Associate Vice President for Communications

## **Authorized Personnel for Sending UAlert Messages**

### **Message Content**

The content of a text message must be short, concise, and understandable in no more than **160 characters**, including spaces and punctuation. If necessary, multiple messages may be sent to explain a situation. All reasonable efforts will be made to include information in a single message. An emergency message will include information that would enable members of the University community to take actions to protect themselves.

The following items will be included in the first UAlert message, if available:

- Type of incident
- Location
- Action to take (e.g., shelter in place, evaluate)
- Suspect description, if available

### **Follow-Up Messages**

UAlert will be used to provide updates about the incident and to give additional instructions. Those messages may be authorized in the manner described above, or from the CIRT, if activated, as part of the ongoing critical incident information process.

Each subsequent message for an incident will be identified in the reference line with an “Update” and number of the update.

Follow-up messages will include

- Reference line with an update number, such as “Update #2”
- Concise update, such as: “Armed subject still at large”
- What actions individuals should take
- When actions should be taken
- Any other pertinent information

### **Closure Message**

When the incident has been resolved and/or it is considered safe to resume operations, an “All Clear” message will be sent. The final message will include the wording “all



clear.” The “**all clear**” will indicate that the situation has been resolved and the University may return to normal operations.

### **Example of “All Clear” message:**

Re: “All Clear” Gas Leak @ Chem Bldg.

The Chemistry Bldg. has reopened for regular business. This is an all clear.

### **Distribution of UAlert Message and Email**

Understanding that the alert may not pertain to all campus members, the University has elected campus-wide notification best serves the needs of the University community.

### **Messages**

All UAlert messages from originated at the main campus will be sent to all campus members who have signed up for the text messaging service and to all UA email accounts regardless if someone has signed up for the text messaging.

### **Testing of UAlert**

UAlert is reserved for emergency notification, so no mass testing of the system will take place. However, once each semester the system will be tested by sending a test message to CIRT members, if the system has not been activated in the past semester.

### **CIRT Involvement**

During CIRT activation, the Vice President for Communications will serve as the University Public Information Officer and will coordinate communications with campus constituencies and external constituencies in concert with

- Incident Commander
- CIRT Chair(s)
- AHSC Public Affairs
- UAPD (if law enforcement or public safety issue)

### **Responsibilities**

#### **Vice President for Communications**

- Serves as the point person for all media-relations activities
  - Serves as information officer for CIRT
  - Identifies other spokespersons based on expertise
  - Develops a communication plan
  - Develops message points for the President and other UA units
  - Ensures that all official communications from the UA are clear and accurate and promote credibility
  - Complies with legal requirements regarding release of information for

- Students
- Employees
- General public and media
- Others associated with the UA
- Coordinates
  - Release of public information
  - Tasks of spokespersons
  - Updating of UA and CIRT web pages: [www.arizona.edu](http://www.arizona.edu) and [www.cert.arizona.edu](http://www.cert.arizona.edu)
  - Scheduling of all news conferences in conjunction with the IC
  - Media staging area
  - Distribution of news releases
  - Media access to restricted sites
  - Media amenities
- Confers with
  - Office of University Communication
  - Assistant AHSC Public Affairs
  - UAPD
  - Other potential UA spokespersons
- Directs internal and external communications
  - Web
  - Email
  - UA operators
  - Campus meetings
  - Social media
- Establishes a Media Briefing Room to facilitate the needs (interview areas, electrical outlets, telephone lines, etc.) of media covering the incident.
- Media Parking and Accommodations – UA Communications and Parking and Transportation Services will assist with the identification of parking for the media. This area will be coordinated with the Incident Commander, UAPD, and the Office of University Communications.

Media areas should be capable of providing electrical hook-ups for media use

Media staging for long-term events should be prepared to accommodate:

- Satellite trucks
- Vans
- Passenger cars

## Credentialing Procedures

The Office of University Communications will work with UAPD or the Cat Card Office to facilitate credentialing of media as necessary.

**Release of Information  
Following Approval of the Incident Commander**

<b>Vice President for Communications</b>	<b>Senior Vice President and Chief of Staff</b>	<b>Vice President for Human Resources</b>	<b>Vice Provost &amp; Dean of Students</b>
Coordinates internal and external distribution with the PIO and media distribution through the PIO and/or Joint Information Center	Coordinates release of information to the President, Arizona Board of Regents, and Cabinet	Coordinates release of information to UA employees and volunteers	Coordinates release of information to students and the Parents and Family Association

**UNIT LOG**

All communications documents will be maintained and include

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

**Other Notification Methods**

In addition to UAlert, the University has in place additional methods of communication with the University community. The ability to utilize those options is dependent on whether electricity is available and the infrastructure has been compromised.

- Telephones
- Cellular phones
- Media: Radio, Television and Print
- Tucson Emergency Alert System: (Provided criteria is met for activation)
- UA email, webpages and Telecomm: UITS places a message on all campus telephones with voicemail capabilities.
- Two-way radios: UAPD, Parking and Transportation Services, Facilities Management and Athletics
- Public address systems: UAPD police vehicles
- Social media sites: Facebook, Twitter, Instagram, others
- Staffed Information Stations: Established in strategic locations across campus
- Joint Information Center (JIC)

## **Emergency Telephone Banks – Toll Free**

To assist with emergency communication during certain critical events, the CIRT may activate an emergency bank of telephones to allow the general public to call and speak with someone personally to obtain information.

“Redacted for security purposes”

*Traditional cell phone connectivity can become interrupted due to high volume use in a small geographic area; however, text messaging is normally not affected during these high-use times.*

## **Establishing a Joint Information Center (JIC) Or Joint Information System (JIS)**

### **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.

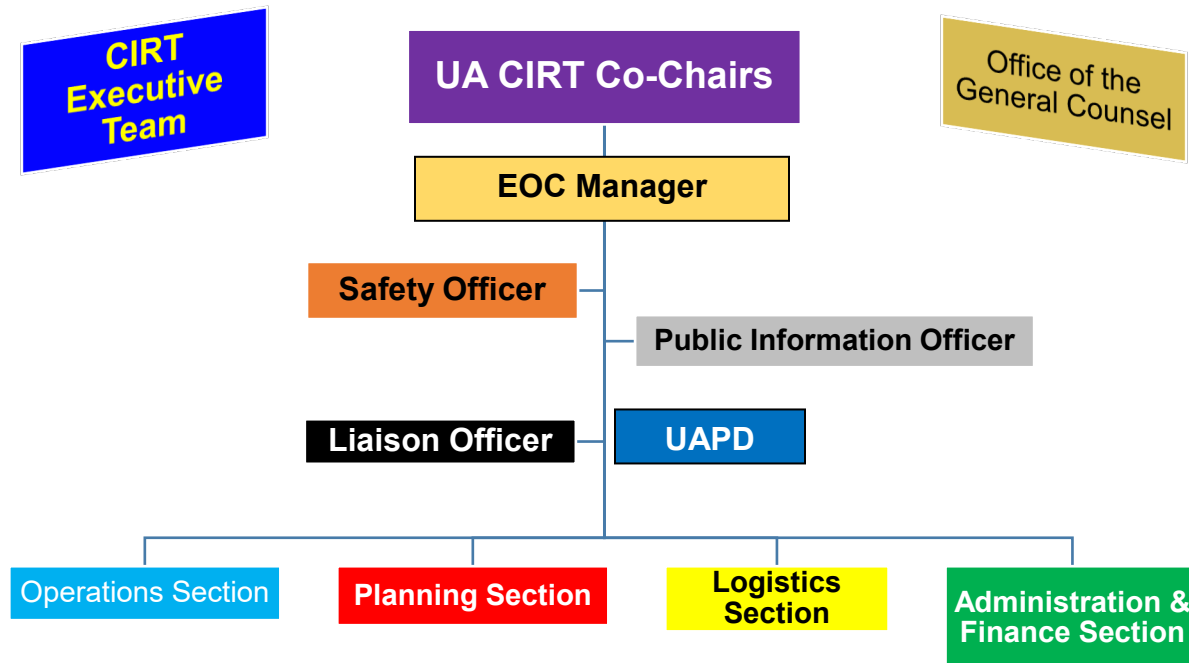
### **Joint Information System (JIS)**

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.

## **CITICAL INCIDENT RESPONSE TEAM – (CIRT) ORGANIZATIONAL STRUCTURE**

The CIRT is a group of key University personnel who will assemble to help provide assistance to the Incident Commander, upon request, and will help coordinate a University-wide response to a critical incident or event. The CIRT will be activated to support the Incident Commander as necessary to assist with coordination of a critical incident or event.

The CIRT is organized and operates in accordance with the Incident Command System (ICS) and National Incident Management System structure.



### CIRT Leadership

The CIRT is co-chaired by the Chief of Police and the Vice Provost for Student Life and Dean of Students, unless otherwise designated by the President.

### ACTIVATION of the CIRT

The President, Acting President, either of the CIRT Chairs, or the CIRT Executive Team may activate the CIRT.

### CIRT Leadership Succession

In absence of the CIRT Chairs, the succession and activation authority is:



## **CIRT Membership – Core**

The following University areas are represented on the CIRT:

### ***Business Affairs***

Planning  
Human Resources  
Facilities Management  
Parking and Transportation  
Budget Office  
Procurement and Contracting  
Risk Management Services  
UA Police and Coordinator of Emergency Management  
Life and Work Connections

### ***Academic Affairs/Provost***

Faculty Affairs  
Academic Affairs  
Finance

### ***Office of Global Initiatives***

Director, International Student Services  
Associate Director, Global Resiliency

Office of the Secretary  
UITS

### ***Subject Management Expert (SME)***

The following individuals are considered to be a SME and may be called upon to assist with a CIRT activation.

Member, Appointed Personnel  
President, ASUA  
President, GPSC  
Member, Classified Staff Council  
Sr. Director, Planning SVPHS  
Executive Director, UA Phoenix

### ***Campus Life***

Dean of Students  
Family/Parent Association  
Housing  
Disability Resources  
Campus Health  
Counseling and Psych Services  
Student Unions

### ***University Communications***

### ***Research and Innovation***

Research Laboratory Safety Services

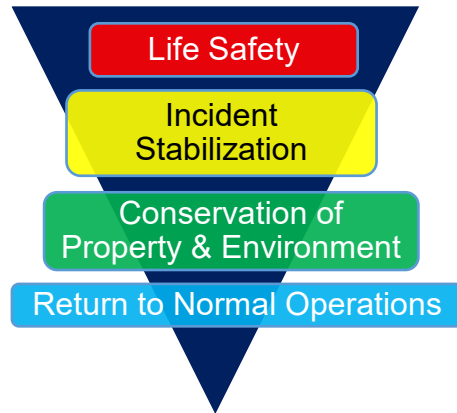
### ***General Counsel***

### ***Athletics***

Director, UA Tech Park  
Dean, College of Applied Science & Technology  
Chair of the Faculty  
Dean, Public Health  
Pharmacy  
International Partnerships-Global Initiative

## **CIRT PRIORITIES**

The priorities of CIRT are the same as the University's, and include "the return to normal operations."



## **CIRT FINANCIAL POLICY**

### **Funding for Response Expenditures**

Actions undertaken, requested, or mandated by the CIRT will be funded in accordance with existing University financial practices. The policy outlined below only applies to prudent and appropriate activities undertaken in the course of 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 Operations & Planning Sections, with concurrence from the Administrative/Finance Section, 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, 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 the course of 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 to the CIRT.

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

### **Training and Exercises**

Annually, the CIRT/sub groups and/or UAPD will conduct an emergency training exercise to test portions of the CERP to include, readiness, response and evacuation. Exercises may be

- Full-scale exercise
- Functional exercises
- Drills
- Tabletop exercises

Publicity for the emergency response exercise may be limited prior to the exercise to help ensure safety, security, and integrity of the exercise. When practical, the exercise will be announced in advance to CIRT members, UA senior leadership, the UA community via UA Communications, and/or to a specific group that is affected by the exercise.

Prior to an exercise, affected groups will be notified of specific procedures and actions to take in the event of an actual emergency.

Following the exercise and after-action report will be completed containing the following information:

- Description of the exercise
- Date and time the exercise was held
- If the exercise was announced or unannounced
- Lessons learned

The after-action reports will be held by the Coordinator of Emergency Preparedness.

## **CONTINUITY OF OPERATIONS PLANS (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 ultimate goal of continuity is the continuation of essential functions. In order 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.

### **Departmental/College COOP**

To be better prepared, all UA departments and units are required to develop and maintain a COOP. This plan will describe how each department and/or unit will operate during a critical incident and then recover from and be fully functional following a critical incident affecting the University. The template used by the University is generic in nature to ensure that basic critical information is documented. The template may be expanded as necessary to meet the individual departmental/unit needs.

The COOP should be updated on an annual basis and submitted to the Emergency Management Coordinator. All completed COOPs will be maintained on a secure server, to be accessed if necessary during critical incidents.

The template for the COOP, including instructions and assistance contact information, can be accessed online at: <https://cirt.arizona.edu/node/96>

### **University Employees Duties & Responsibilities in Emergency Situations**

As a result of an emergency or critical incident on campus, University employees may be asked to work outside of their normal job descriptions for a period of time to assist with resolving the emergency and returning the campus to normal business operations as quickly as possible.

### **Roles**

During a critical incident it may be necessary to request faculty and staff to assume temporary roles outside the normal scope of their duties, taking into consideration their abilities to carry out those temporary roles. It is understood that if any department does

not have specific roles for its personnel to carry out, then those personnel will automatically become part of a “pool” of reserve personnel to assist as assigned by those coordinating the specific emergency. The following University offices are expected to assume various roles, as outlined, in an effort to provide a coordinated response to an emergency.

Academic Deans and Department Chairs	Identify and resolve instructional and research issues. Coordinate with Provost and necessary faculty resources.
Athletics	Coordinate use of McKale Center and/or other athletic venues as staging areas, or other use facilities
Athletic Trainers	Assist with medial triage and first aid
Bookstore	Provide books and supplies
Bursar - CATCARD	Create temporary identification credentials
Campus Health	Provide medical support and backup. Provide trauma support by assisting in providing services to those with minor injuries and coordinating with first aid services. May be asked to assist/provide onsite medical triage and assist with distribution of medications, and testing
Campus Recreation Center	Coordinate the use of the Campus Recreation Center for staging areas, mass clinic sites, temporary shelters, etc. Also provide support personnel and provide equipment to help with response
Counseling and Psychological Services	Assist employees and students in coping with trauma. Provide psychological intervention and support for employees and students.
Dean of Students	Coordinate student notification and response; provide student assistance; liaison with parents/family; provide monitors for First amendment issues
Dining Services	Coordinate dining services for dislocated personnel and emergency workers
Facilities Management	Mitigate facility and grounds damages and restore to functional level. Coordinate with outside providers (Tucson Electric Power, Southwest Gas, Tucson Water, etc.) Assist police with creating a safety perimeter at the site of the emergency. Assist with temporary quarters for displaced units. Provide structural evaluations and repair estimates. Post signs and notices.
Global Initiatives	Provide services for and facilitate communications with international students/staff. Provides information with respect to the international dimensions of an emergency.
Housing / Residence Life	Coordinate housing operations; assist with information distribution; provide resources to assist with incident mitigation
Human Resources	Provide guidance on employment issues; provide access to employee information; and staffing procedures,
Parking and Transportation Services	Provide transportation services as required. Coordinates with City of Tucson on traffic plans, Assist UAPD with perimeter and traffic control and related functions on university property.
Procurement and Contracting	Obtain emergency goods and services including pick-up/delivery to site of emergency; Coordinate with financial institutions on P-Card limits;

Research Innovation and Impact	Provides experts and resources
Research Laboratory and Safety Services	Assist with information on laboratories and hazardous content; Provides assistance with radiation issues;
Risk Management Services	Identify cause and scope of loss, oversee implementation of specific risk management plans, coordinate insurance link with state environmental authorities.
University of Arizona Police Department	Provides all law enforcement and security services. Provides crowd control, assists with evacuation, site security, and mobile communications. Liaisons with other law enforcement and public safety agencies.
University Communications	Provide media coordination, assist with emergency messaging, and serves as UA spokesperson.
University Health Sciences: Medicine, Nursing, Pharmacy, Public Health,	Provides a variety of health and medical support services.
University Information and Technology	Ensure network security and operations. Coordinates temporary telephone, fax, and computer hookups. Provide "broadcast" capability for email.
Curriculum & Registration	Reschedule classes and public events to include off-campus accommodations.

**Essential Personnel**

Each unit within the University should identify key personnel who have been designated as critical to the operation of the unit, whose presence is required regardless of the existence of an emergency condition, and whose absence from duty could endanger the safety and well-being (operation) of the campus population and/or the University. Designations of employees can be changed to essential at any time depending on need.

***Essential Personnel***

*Key personnel who are designated as critical and whose presence is required regardless of the situation.*

**BUILDING MANAGERS** - The University has developed the Building Manager program to help first responders and university officials with planning, training, coordination, response, and recovery from critical incidents.

The individuals should be familiar with the building and the operations within the building are valuable resources for the first responders, Risk Management and Safety, Facilities Management, and other University personnel. The University of Arizona is committed to enhancing safety and emergency procedures in every building by appointing Building Managers for each building.

*Each building should have a designated Building manager and at least two identified back-up personnel who will serve in the absence of the primary Building Manager*

### **Building Managers – Responsibilities Related to Critical Incidents**

- Serving as the contact for Facilities Management, UAPD/CIRT during emergency/critical incident situations at the building or on campus
- Developing emergency building plans for their respective buildings
- Keeping emergency building plans up to date and exercising the plan
- Attending annual or semi-annual training
- Coordinating with the units within the building
- Coordinating with first responders and building personnel during critical incidents
- Responding to campus during non-work hours to assist as necessary

*Building Managers should have a good working knowledge of the operations within their respective buildings with access to as much of their buildings as possible.*

### **Building Manager Vests**

Each Building Manager will be issued a University “Emergency Coordinator” vest that will be worn during evacuations of buildings, during times of critical incidents within a building, or when directed by CIRT. These vests will help first responders identify individuals who have specific knowledge about the building and will also assist building occupants in identifying the Building Manager, who will assist them with information.

## OUTSIDE RESOURCES

### Pima County Office of Emergency Management (PCOEM)

When needed, the Incident Commander or CIRT may coordinate University efforts with the Pima County Office of Emergency Management.

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.

*When the UAEOC is activated, the Pima County Office of Emergency Operations (PCOEM) should be notified.*

### 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

## **FEMA Five-Step Problem Solving Model**

Several different decision-making/problem-solving models are available for use in critical incidents or human-made or natural disaster. 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:

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**ealistic
- **T**ime-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 channel of communication to generate feedback?*
- *Will the feedback be sufficient to reflect changing and 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?*



## Update and Review of Plans

The Campus Emergency Response Plan will be reviewed and updated at least once every two years by the Emergency Management Coordinator.

These plans will be posted on the CIRT Web page, excluding portions that are deemed security sensitive.

Information/data that would be detrimental for general release due to security considerations will be maintained separately from this plan in the following locations:

- Department that is directly affected
- UAPD
- Emergency Management Coordinator
- CIRT Chair