



**Volume 2 - APPENDIX 9
(RESPONSE/CRISIS COMMUNICATIONS)
TO
ANNEX E (PLANNED RESPONSE ACTIVITIES-UA OPERATIONAL SUPPORT)**

OBJECTIVES

- To provide accurate, factual and timely information to students, employees and the public.
- To ensure that messages delivered during a crisis are consistent with the values and mission of the UA.
- To ensure that official communications from the UA are uninterrupted, regardless of circumstances.
- To provide an emergency response/crisis communications checklist for use by UA units (attached).

ACTIONS TO BE TAKEN

When a Level 3 or Higher Incident Occurs

In the event an incident occurs that necessitates activation of UA CERT, the Associate Vice President of Communications will serve as university point person for all media communications and will immediately:

- Confer with UA CERT leaders to ascertain the nature of the emergency.
- Confer with the Vice President for External Relations, the AHSC Director of Public Affairs and a representative from UAPD to confirm who the university will use as media spokespeople for various aspects of the emergency.
- Coordinate the tasks of designated UA spokespersons.
- Release information only after approved by the Incident Commander.

RESPONSIBILITIES

Vice President for External Relations

- Exercises staff responsibility for the coordination and execution of UA media actions.

Associate Vice President for Communications

- Serves as the information officer for the UA Campus Emergency Response Team and its liaison to the media and the internal University audience. Official spokesperson for the University. As needed, identifies other spokespersons based on their expertise or position relative to the situation.
- Serves as a member of the UA CERT.
- Ensures that all official communications from the University will be clear, accurate and prompt to promote credibility.
- Complies with all legal requirements regarding the release of information about students, employees or others associated with the University.
- Directs internal campus communications via Web, e-mail, campus wide meetings, or other means. Including development of “talking points” for the President’s Office and UA Operators, approved by the Incident Commander.
- Supervises all media relations activities if an emergency or crisis occurs, including scheduling all news conferences – in conjunction with the Incident Commander (i.e. at the media staging area, the Emergency Operations Center, or elsewhere), distributing news releases, arranging media briefings, coordinating media access to restricted sites and arrangements for media hospitality/ amenities.
- In emergencies of Level 3 or higher, coordinates communications with campus constituencies and external constituencies in concert with:
 - a. The Associate Vice President, Human Resources to coordinate communication with employees, volunteers and their families.*
 - b. The Associate Vice Provost for Student Affairs to coordinate communication with students and their families.*
 - c. The Vice Provost for Student Affairs to coordinate communication with the UA President, Cabinet and Regents.*
 - d. Associate Vice President for Communications to coordinate communications with all other outside constituencies, i.e. legislators, congressional delegation, and the business community.*

** Any communication messages must be approved by the Incident Commander prior to being released.*

Director of Arizona Health Sciences Center Public Affairs

- Serves as a member of the Campus Emergency Response Team.
- Works as the Associate Vice President for Communications’ counterpart at the Arizona Health Sciences Center, to coordinate all communications activities within AHSC should the emergency involve any AHSC entities.

MEDIA RESOURCES

- **Media Briefing Room** – The Associate VP for Communications will designate an appropriate area to facilitate the needs (interview areas, electrical outlets, telephone lines, etc.) of working media.
- **Parking and Accommodations** – Emergency parking, location for television and uplink satellite trucks and electric power will be identified for main campus and the AHSC campus.
- **Credentialing Procedures** – The Office of University Communications will work with UAPD to facilitate credentialing of non- local media as necessary, if necessary.
- **Joint Information Center (JIC)** – A JIC may be established when there are multiple entities managing the response. This may include jurisdictions, agencies, private entities, and nongovernmental organization. A JIC is the physical location where public information staff involved in incident management activities can collocate to perform critical emergency management information, crisis communications and public affairs functions.

CRISIS/EMERGENCY RESPONSE COMMUNICATIONS PROCEDURES

In an emergency situation it is important to provide information to the community in a timely manner. With the UA being a “city within a city” it is not possible to ensure that every member of the campus community is informed of a situation in a timely manner. Procedures to make notification internally are listed below.

All communications will be drafted by the appropriate members of the UA CERT, to be reviewed and approved by the Incident Commander and Associate Vice President for Communications before release.

- **Internal audiences include:**
 - Students
 - Employees
 - Arizona Board of Regents
 - Volunteers
 - Families of the above as well as affiliated audiences such as alumni, parents and donors
- **External audiences include:**
 - Tucson Community
 - General Public

Initial information will be disseminated via multiple avenues depending on the incident including but not limited to:

- **Web Site** – An emergency Web page has been developed and linked to the UA homepage at www.arizona.edu. All communications and procedures relating

to the emergency or crisis will be posted on the Web page. During the crisis, all communications will include the emergency Web page address. Initial information will be posted as soon as possible.

When reasonable, any statement made by the President or other university officials to the media will be transmitted to the campus community will be notified before the news is heard through the media.

- **Campus Listservs** – Listservs perform a useful function of providing uniform information to a wide university audience, and will be used to convey important – if not timely – information to the UA community. Depending on the situation the UA President’s listsrv may be activated to make notification to all UA email addresses. Listservs have proven to be cumbersome in emergency drills, and so will be used to provide information that is not necessarily time-sensitive.

Note: Email alerts via listservs are no longer are considered primary communications tools because of the significant delay involved in delivering mass-distributed emails.

- **Text Messaging:**
Text messaging is available through UAlert. UAlert will be activated in accordance with the establish protocol.
- **Cellular Telephones** – These have proven to be the most reliable means of communication among university personnel, and should be considered the primary means of staff telecommunication.
 - a. Deans, Directors, Department Heads, as appropriate.
 - b. Building Managers, as appropriate.Traditional cell phone use can become interrupted due to high volume use in a small geographic area however text messaging is not affected during these high use times.
- **Information Sites:**
 - a. Memorial Student Union, if available.
 - b. Park Student Union, if available.
 - c. UA Operators
 - d. Other locations as appropriate/necessary.
- **Notification of Media:**
 - a. By use of Media Alert
 - b. Media releases
 - c. Establishment of Media Staging/JIC
- **Local Emergency Alert System Radio Frequencies**
 - a. Primary 1: KOYT-FM Station 92.9 FM
 - b. Primary 2: KNST-AM Station 790 AM
 - c. Primary 3: KUAT – TV *
 - d. Primary 3: KAMP-AM Station 1570 AM*

- e. Primary 4: UATV 3 – UA internal television*
 - f. Primary 5: Cox Cable and Comcast
- * *Provided power is available*

- **News Hot Line** – An emergency response and rumor control hotline with trained operators during normal business hours and (during the time of crisis and a recorded message for times when the phones cannot be answered) will be readied for implementation when appropriate.
- **Walkie Talkies/Radios** – Some emergency personnel may choose to use these, though information conveyed on them is open to anyone on the same radio frequency, so these should be used with caution. Areas who have a wide use portable radios include:
 - a. **UAPD**
 - b. **Parking and Transportation**
 - c. **Facilities Management**
 - d. **UA CERT Core members**
- **Additional Means** – If electrical power is not available, bulletin boards, flyers, manned information booths, and public address systems in law enforcement and other emergency response vehicles may be used.

The University of Arizona UTIS is able to place a message on all campus telephones with voice mail capabilities. The use of this system will be the decision of the UA CERT Chair in consultation with the Incident Commander.

- **Unit log** – All communications documents will be maintained and include:
 - a. Institutional statements.
 - b. News releases.
 - c. List serves communications to the campus community.
 - d. Press clippings.
 - e. Flier or statements related to the crisis.