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.

Prevention - is the action taken to decrease the likelihood that an event or crisis will occur. 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.

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 enhances 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 Campus Emergency Response Plan (CERP). The
UA Manager of Emergency Preparedness, Commander Brian Seastone,
(seastone@uapd.arizona.edu), is available to assist in specific plan development.

CERP LAYOUT

Because it is impossible to write detailed plans covering every possible contingency,
this document provides broad guidelines rather than specific procedures and is written
to serve as an “All Hazards Plan.” The CERP will be divided into four areas:

- **CERP Basic Plan (Volume 1)** – which provides an overview of the University of
  Arizona’s response organization, policies, and a general understanding of the
  UA’s approach to emergency response for all involved agencies and
  organizations.

- **Business Continuity Disaster Recovery and Damage Assessment
  (Volume 2)** - is a subset of the CERP. This plan outlines the UA’s guidelines and
  procedures for managing and recovering from Level 1, 2 and in some cases, Level 3 critical incidents.

- **National Incident Management System and Incident Command System
  (Volume 3)** – outlines NIMS and how the ICS works. The UA has adopted these
  national standards for managing critical events and incidents at the University of
  Arizona.

- **Function Annexes** – addresses the performance of a particular broad task or
  function.

- **Hazard-Specific Appendixes** – provide additional information specific to a
  particular hazard (e.g., active shooter, fire, bomb threat, etc.).

**Use of the Incident Command System (ICS) and National Incident Management System (NIMS)**

The University of Arizona has adopted the National Incident Management System
(NIMS) to manage and coordinate events on the campus. The Incident Command
System (ICS) will be enacted to manage the incident. Every incident will have a
designated Incident Commander (IC) who is responsible for overall incident
management regardless of normal university rank or title.

All university employees should become familiar with the NIMS structure and with the
Incident Command System (ICS), see Volume 3 – National Incident Management System.
General Emergency Procedures

Direction and Coordination of an Unpredicted Emergency

When an unpredicted emergency occurs or condition exists, it will normally be immediately reported to UAPD by dialing 9-1-1. In any situation in which police and/or fire departments are involved, they will have on-site management over the incident.

- The UAPD dispatcher will first dispatch police officers and make appropriate fire and/or medical rescue calls.
- The on-duty UAPD supervisor will notify when appropriate, the Chief of Police (or designee).
- Depending on the type of critical incident or event, the Chief of Police (or designee) will in turn contact the Chair of UACERT, and together they will make an initial determination of the appropriate level of university response and the extent to which UACERT and other individuals should be involved.

Deans, Directors or Department Heads may contact the UACERT Chair when the assistance of UACERT is desired. This will normally occur after emergency law enforcement and/or fire services have been contacted and are responding in situations when the loss of life, personal safety or property loss is an immediate concern. For less serious situations, the first point of contact may be the UACERT Chair.

Reporting of Incidents - Responsibilities

Any university member who becomes aware of an event, situation, or condition that poses a threat to health, lives, or public and/or private property should immediately summon emergency assistance by dialing 9-1-1.

Employees should not place themselves at additional physical risk

However, if safe:

- Employees should wait for proper authorities to arrive and then provide them with their knowledge of the situation.
- If possible, people should be directed to a safe distance away from the site of danger.
- If possible and prudent, employees should then notify their immediate supervisor and/or other appropriate UA departments (e.g., Risk Management, Radiation Control Office as applicable).
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.

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.

RESPONSIBILITIES

The Incident Commander (IC)

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:

- Responder safety
- Developing the appropriate organizational structure
- Development and implementation of the Incident Action Plan (IAP)
- Approval and releasing of resources

Seven Critical Tasks ® (BowMac)

The implementation of the *Seven Critical Tasks* helps the IC to organize and manage an incident.

The first individual to respond should take action to stabilize the scene by initiating the following “Seven Critical Tasks.”

Establishing control and communications:

- Establish control - Take action to assume incident command and manage the incident until relieved by a higher authority, 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.

Establish a Hot Zone:
• This is the area that is secured to prevent entry or exit. No one should go into or leave this area. This is considered an unsafe area for first responders and others.

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

Establish an Outer Perimeter:
• This is the area outside the inner perimeter where the general public may be. This usually involves pedestrian areas and traffic control points.

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

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.

Staging Area:
• The Staging Area is 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 accessible for easy ingress and egress for equipment and personnel.

Example of Hot Zone, Inner Perimeter, and Outer Perimeter with a CP & Staging Area
Checklist for the Incident Commander

<table>
<thead>
<tr>
<th>TASK</th>
<th>How to be accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess Incident</td>
<td>Complete a “size-up” of the situation</td>
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<tr>
<td></td>
<td>If relieving another IC, obtain a detailed briefing</td>
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<tr>
<td>Select applicable ICS functions</td>
<td>Implement sections/functions</td>
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<tr>
<td></td>
<td>Issue vests/badges and task lists for each function assigned</td>
</tr>
<tr>
<td>Determine if Unified Command is necessary</td>
<td>Are other agencies involved?</td>
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<tr>
<td></td>
<td>Do they have jurisdictional responsibility?</td>
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<tr>
<td></td>
<td>If yes, integrate into ICS. If no, continue with single IC.</td>
</tr>
<tr>
<td>Liaison</td>
<td>Establish and maintain effective liaison with UACERT, and other campus units as necessary</td>
</tr>
<tr>
<td>Media</td>
<td>Approve all media releases and public information bulletins/messages</td>
</tr>
<tr>
<td>Plan for return to normal operations</td>
<td>Develop a demobilization plan</td>
</tr>
<tr>
<td></td>
<td>Termination Phase</td>
</tr>
</tbody>
</table>

IC - REQUEST FOR UACERT 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 may contact the UACERT Chair, UA Chief of Police or Manager of Emergency Preparedness and request the assistance of the UACERT.

Emergency Response Priorities of Efforts/Support

The university’s primary concern when responding to any critical incident or event is:

1. **Life Safety** - First responders, faculty, staff, students and visitors to the campus. Depending on the incident primary consideration will be given to the following areas:
   - Occupied residence halls
   - Occupied classrooms and offices
   - Public event venues

2. **Buildings critical to health and safety (public safety/medical facilities)** - These buildings include but are not limited to:
   - UA Police Department (UAPD)
   - Campus Health Service (CHS)
   - University of Arizona Medical Center (UAMC)
   - Arizona Health Science Center (AHSC)
• Sites with potential hazards from chemical, biological or radioactive materials

3. **Systems that sustain emergency response**
   • Energy systems and utilities
   • Communications/computer networks (UIT, Services Annex)
   • Transportation systems
   • Emergency shelters
   • Transportation systems

4. **Classrooms, research buildings/facilities, office buildings**
   • Specialized lecture facilities
   • Museums
   • Administrative buildings
   • Primary lecture facilities

Classification of Emergencies for the University of Arizona

The university has developed a system for classifying critical incidents on a scale of “1 to 5,” with “Level 1” being the most serious and a “Level 5” the least serious.

**LEVEL 1:** A catastrophic emergency event involving the entire campus and/or surrounding community

In a Level 1 incident, the immediate resolution of the disaster, 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). A Level 1 situation will extend into multiple operational periods.

**LEVEL 2:** A major emergency that affects a _sizable_ portion of the campus and/or outside community.

In a Level 2 incident, the emergency may be single or multi-hazard situations and often require considerable coordination both within and outside the university. Level 2
emergencies 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., heating plant failure, extended power outage, severe storms, major fire, contagious disease outbreak, or domestic water contamination). A Level 2 will extend to multiple operational periods.

**LEVEL 3:** Emergencies that are primarily people-focused, rather than infrastructure-focused.

Many student issues can become quite complex because of varied institutional and student support responses that must be coordinated. (Examples may include assaults, sexual 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.

**LEVEL 4:** A department or building incident that can be resolved with existing university resources or limited outside help.

A Level 4 incident is usually a one-dimensional event that has a limited duration and little effect on the campus community beyond those using the space/building in which it occurred (e.g., minor chemical or fuel oil spills, building loss of heat or electricity for several hours, or a minor fire confined to a room and not involving hazardous chemicals).

**LEVEL 5:** A minor department or building incident that can be resolved by the responding service unit (e.g., Facilities Management is called in to respond to a broken water pipe.

**Response to a Level 1 or 2 Critical Incident**

When a Level 1 or 2 emergency has been declared (typically by the UACERT Chair/or designee in consultation with the UA Chief of Police, the UACERT Chair will activate and assemble the UACERT membership, as appropriate, to address the emergency.

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.
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.

**Response to a Level 3 Situation**

Some Level 3 emergencies can be handled by relatively routine procedures. Level 3 situations vary in nature, scope, and severity. Although many Level 3 situations emerge as minor, however, they have the potential to evolve into major incident if not appropriately handled. An example would be a simple assault that is later determined to be racially motivated. 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 assaults, sexual assaults, building/office occupation, hate crimes, bomb threats, and bias-related crimes.

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 UACERT will be convened to provide direction and coordination.

**University Employees Duties and Responsibilities in Emergency Situations**

As a result of an emergency 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. In such cases assignments will be made through the Incident Commander in conjunction with UACERT.

**BEYOND UA RESOURCES**

**Liaison with Pima County Office of Emergency Management**

When needed, the UACERT will 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 and Homeland Security, the Mayor of Tucson, and the Governor of Arizona and will 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, then the Federal Emergency Management Agency (FEMA) will assume control over disaster actions. Then the UA role will be to assist as requested/directed. (See Volume 2; page 2.15, Coordination and Declaration of a State of Emergency)

UA CAMPUS EMERGENCY RESPONSE TEAM (UACERT)

The President of the University of Arizona has created and vested the UA Campus Emergency Response Team (UACERT) as the organization that focuses primarily on the management of situations involving all levels of threat and critical issues. Its involvement is central to the successful implementation of the Campus Emergency Response Plan. It is the operational arm of the Initiative on Preparedness and Emergency Response with the coordination and management of campus critical events. The mission of UACERT is to respond to, support, communicate, ensure campus safety and maintain the academic mission of the University during a critical incident/event by providing support to the Incident Commander. The UACERT is a multi-denominational group of key university decision-makers responsible for:

Serving as an advisor to the UA President and the Executive Policy Group by:

- Gathering, confirming, and evaluating the impact and incident information.
- Making recommendation on university policy decision; cancellation of classes, normal business operations, campus closure, etc.

Supporting the Incident Commander by:

- Identifying and providing support and resources via the Incident Command System (ICS).
- Monitoring the availability of UA resources
- Address legal issues associated with incident/event
- Prioritizes action in conjunction with the Incident Commander
- Providing technical, legal, and fiscal expertise as necessary

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/federal assistance is available.
Coordination of Public Information by:
- Designation of UA spokesperson for media report; review media releases in association with IC
- Provide oversight for family notification of causalities in association with the IC
- Issues public information reports and instructions

Collaboration with:
- Students
- Faculty
- Staff
- Colleges and Departments

Determine university needs such as:
- Emergency UA policies
- Personnel policies
- Balancing various needs and requests
- Financial considerations
- Financial assistance for students and faculty
- Defines and implements tactics/actions to resolve priority situations.

Coordination and request assistance with external agencies to include:
- External agencies as necessary
- Serving as liaison to other emergency service providers.
- Arizona Board of Regents
- Arizona State University
- Northern Arizona University
- City of Tucson
- Pima County
- Pima County Office of Homeland Security and Emergency Management: 520.798.0600

**Direction and Coordination of a Predicted Event or Critical Incident**

When conditions permit, the UACERT will convene in advance of the event to formulate a plan of action for recommendation to the President.
UACERT PRIORITIES

The priorities of UACERT are the same as the university’s and includes “the return to normal operations.”

Priority 1 – LIFE SAFETY
The health, safety and well-being of people

Priority 2 – SCENE STABILIZATION

Priority 3 – PROPERTY/ENVIRONMENT
Buildings and property, followed by private property that may be affected by the situation

Priority 4 – RETURN TO NORMAL OPERATIONS
After the situation has stabilized and the university has secured the safety of people and property

UACERT ORGANIZATIONAL STRUCTURE

The UACERT is organized and operates in accordance with the Incident Command System (NIMS) structure.

Executive Policy Group

UA CERT Chair

EOC Manager: Mgr. of Emergency Preparedness

Safety Officer

Public Information Officer

Liaison Officer

UAPD

Operations Section

Planning Section

Logistics Section

Administration & Finance Section
UA CERT Leadership

The UACERT is chaired by the Vice President for Student Affairs, unless otherwise designated by the President. The President of the University of Arizona may activate UACERT at anytime.

UA CERT Leadership Succession

In absence of the UACERT Chair the succession and activation authority is:

EXECUTIVE POLICY GROUP (EPG)

The Executive Policy group is responsible for formulating policy decisions and recommendations for the university and submitting them to the President for final approval during UACERT activation. Members of the Executive Policy Group include:

- UA CERT Chair and Vice President for Student Affairs
- Senior Vice President for Academic Affairs/Provost
- Senior Vice President for Business Affairs and CFO
- Senior Vice President and Chief of Staff
- Vice President for Human Resources
- Vice President for External Relations
- Assistant Vice President and Dean of Students
- Chief of Police
- Executive Director Campus Health

Executive Policy Group - Duties and Responsibilities

Strategic

- Makes 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 leader know priorities and support efforts
- Provides the overall strategies for the university while the UACERT is addressing the tactical issues
- Serves as an advisory board for the President of the University of Arizona
- Ensures focus on top priorities – safety of students and employees
- 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 UACERT 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):
  o Large expenditures with minimal red tape
  o Atypical purchasing activity – on goods and services
  o Emergency projects exceeding current funding levels
  o Contingency contract
• Redirection of resources across conventional boundaries
• 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.
• Decides if the university is to alter hours
  o Delayed start
  o Cancel classes
  o Complete closure
• Determines suspension or postponement of major college events
• Pursues means to seek operate as normally or resume as quickly as possible

**Communications**

• Notifies, informs and updates key constituents and stakeholders
• Reassures constituents of efforts being done 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 side of the university
- Maintains regular dialog with the UAEOC liaison to get updates and address issues
- Provides briefings and maintains dialog with the Arizona Board of Regents and other key constituencies
- Ultimate authority over all public information releases

**Incident Specific**

- Declares campus emergency and incident response level (Level 1, 2, or 3)
- Determines over call 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

**UA CERT Membership – Core Group**

<table>
<thead>
<tr>
<th>President, University of Arizona</th>
<th>Assistant Vice President and Budget Director</th>
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<tbody>
<tr>
<td>Senior Vice President for Academic Affairs and Provost</td>
<td>Assistant Vice President and Dean of Students</td>
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<tr>
<td>Senior Vice President Business Affairs and Chief Financial Officer</td>
<td>Assistant Vice President, Communications</td>
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<tr>
<td>Senior Vice President and Chief of Staff</td>
<td>Assistant Vice President, AHSC Public Affairs</td>
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<tr>
<td>Vice President Student Affairs - UACERT Chair</td>
<td>Assistant Vice President for Student Affairs</td>
</tr>
<tr>
<td>Vice President External Relations</td>
<td>Assistant Vice President, Student Affairs, University Housing</td>
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<tr>
<td>Vice President Human Resources</td>
<td>Assistant Vice President Risk Management Services</td>
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<tr>
<td>Vice President Legal Affairs</td>
<td>Chief of Police - UAPD</td>
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<tr>
<td>Associate Vice President for Finance and Administration – President’s Office</td>
<td>Manager of Emergency Preparedness</td>
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<tr>
<td>Associate Vice President and Dean of the Graduate College</td>
<td>Director – Counseling and Psychological Services</td>
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<tr>
<td>Executive Officer – UA South</td>
<td>Director – Disability Resource Center</td>
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<tr>
<td>Chief Information Officer/Executive Director UITS</td>
<td>Director – Campus Communications</td>
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<tr>
<td>Executive Director Campus Health</td>
<td>Director – Facilities Management</td>
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<tr>
<td>Executive Director Student Union</td>
<td>Director – Human Resources AHSC</td>
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<tr>
<td>Executive Director Procurement and Contracting</td>
<td>Director – Life and Work Connections</td>
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<tr>
<td>Deputy Chief Information Officer</td>
<td>Director – Parking and Transportation</td>
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<tr>
<td>Senior Associate Dean of Students</td>
<td>Director – Community, Environment &amp; Policy: COPH</td>
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Other UACERT Members

Depending on the incident, additional university personnel and outside personnel may be added to assist the UA CERT. They may include, but are not limited to:

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<tr>
<th>Executive Director, Alumni Association</th>
<th>Appointed Professionals Representative</th>
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<tr>
<td>ASUA President</td>
<td>ASUA Safety Director</td>
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<tr>
<td>UA Athletics – Deputy Director</td>
<td>UA Athletics – Sr. Associate Director</td>
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<tr>
<td>Assistant Budget Director</td>
<td>College of Medicine – Phoenix Representatives</td>
</tr>
<tr>
<td>Director, Corporate/Media Relations</td>
<td>Director, UA Visitors Centers</td>
</tr>
<tr>
<td>Chair of the Faculty</td>
<td>Attorneys from Office of the General Counsel</td>
</tr>
<tr>
<td>GPSC Representative</td>
<td>Representative - Human Subjects Protection Program</td>
</tr>
<tr>
<td>Director - International Student Programs and Services</td>
<td>Assistant Dean of Students/ Director Parents and Family Association Representative</td>
</tr>
<tr>
<td>Associate Director Parking and Transportation</td>
<td>Dean of Public Health</td>
</tr>
<tr>
<td>Senior Vice President for Research, Graduate Studies and Economic Development</td>
<td>Staff Advisory Representative</td>
</tr>
<tr>
<td>Emergency Preparedness Director – UA Health Net</td>
<td>Director, Advising and Resource Center</td>
</tr>
<tr>
<td>Chief Financial Officer – Alumni Association</td>
<td>Operations Head, AZ State Museum</td>
</tr>
<tr>
<td>Senior Associate Vice President – Business Affairs</td>
<td>Staff Advisory Council - UA South</td>
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<tr>
<td>Others as deemed necessary</td>
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UACERT TEAM Badges

All team members will be issued a UACERT team badge. These badges will be worn during activation of the team.

UACERT FINANCIAL POLICY

Funding for Response Expenditures

Actions undertaken, requested, or mandated by the UACERT 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; for example, a pandemic flu response.
Applicants for expenditure support, when possible, shall receive authorization from the UACERT 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 UACERT or UACERT 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 UACERT.

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

**Normal UACERT Operations**

**During non-activation periods the UACERT Chair will:**
- Call regular meetings of the team to update its crisis planning
- Review available resources and information
- Train for actual incidents and events
- Review emergency plans and procedures
- Maintain and distribute a roster of UACERT members

A list of phone numbers and names of all local and regional authorities that may be contacted or dealt with in an emergency will be maintained by UAPD Communications. The list will include police, fire, emergency, medical, utility companies, and emergency-response preparedness agencies. The list also will include the Davis Monthan Air Force Base, Tucson International Airport, City of Tucson, Governor’s Office, and Pima County Public Information Officers.

**Incident Action Plan (IAP)**

An Incident Action Plan (IAP) will be written for critical incidents that extend beyond a normal operational period. For purposes of this plan, an operational period is considered:
• Monday through Friday (traditional work day), 0800 to 1700 hours.
• Exception to this operational period is made for the University of Arizona Police Department (UAPD), as the department maintains a 24/7 operation.

**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. UACERT will use this model during activation.

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**Step 1: Identify the problem:**

Delineating the problem parameters

- What is happening (and is not happening)
- Who is involved
- What are the stakes

**Step 2: Explore alternatives:**

Techniques for generating alternatives:

- Brainstorming
- Surveys
- Discussion groups
Criteria for evaluating alternatives

<table>
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<tr>
<th>Step</th>
<th>Questions to Ask</th>
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<tbody>
<tr>
<td>Identify constraint</td>
<td>Do any of the following factors serve as a limitation on this solution?</td>
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<tr>
<td></td>
<td>• Incomplete or inaccurate information</td>
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<td></td>
<td>• Technical (limited equipment or technology)</td>
</tr>
<tr>
<td></td>
<td>• Political (legal restrictions or ordinances)</td>
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<td>• Economic (cost or capital restrictions)</td>
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<td></td>
<td>• Social (restrictions imposed by organized groups with special interests)</td>
</tr>
<tr>
<td></td>
<td>• Human resources (limited ability of relevant people to understand or initiate certain actions)</td>
</tr>
<tr>
<td></td>
<td>• Time (requirements that a solution be found within a prescribes time period, thereby eliminating consideration of long-range solutions)</td>
</tr>
<tr>
<td>Determine appropriateness</td>
<td>Does this solution fit the circumstances?</td>
</tr>
<tr>
<td>Verify adequately</td>
<td>Will this option make enough of a difference to be worth doing?</td>
</tr>
<tr>
<td>Evaluate effectiveness</td>
<td>Will this option meet the objective?</td>
</tr>
<tr>
<td>Evaluate efficiency</td>
<td>What is the cost/benefit ration of this option?</td>
</tr>
<tr>
<td>Determine side effects</td>
<td>What are the ramifications of this option?</td>
</tr>
</tbody>
</table>

**Step 3: Select and alternative**

The third step in the problem-solving model is to select one of the alternatives explored in Step 2 for implementation. One of the alternatives should stand out as coming closest to solving the problem with the most advantages and fewest disadvantages.

Factors affecting decision making:

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

**Step 4: Implement the solution:**

A. Determine objectives (SMART objectives)

- **S**pecific,
- **M**easurable,
- **A**ction-oriented,
- **R**ealistic, and
- **T**ime-sensitive
B. Develop an action plan (Incident Action Plan- IAP)
   - Articulate who has to do what, with what resources, by what
time, and toward what goal
   - Identify who must know about the decision

C. Indentify needed resources
D. Build the plan
E. Implement the plan

**Step 5: Evaluate the situation:**

- Monitoring the progress
  - Has the situation changed?
  - Are more or fewer resources required?
  - Is a different alternative solution required?
    - Monitoring the success and results of a decision is an ongoing
      process necessary to fine tune a course of action.

- Evaluating the results
  - 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 feedback test the effectiveness of the decision?
  - Will the feedback be sufficient to reflect changing circumstances and
    conditions that might create the need to modify the plan?
  - Is the solution achieving its purpose?

**Activation the University Emergency Operations Center (UEOC)**

The UEOC is a facility where UACERT personnel will convene to provide logistical
support to the incident. The UEOC may also serve as the Command Post for specific
events. See Functional Annex - 8: UEOC

When activated, the UACERT will assemble and work out of the University Emergency
Operations Center (UEOC). UACERT Members have been assigned to specific ICS
assignments when the UEOC is activated.

**EOC VESTS**

During the UEOC activation, members assigned to the EOC will wear a colored vest
 corresponding to their UACERT assignment.
### Assignment

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Vest Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>UACERT Chair</td>
<td></td>
</tr>
<tr>
<td>EOC Manager</td>
<td></td>
</tr>
<tr>
<td>Scribe</td>
<td></td>
</tr>
<tr>
<td>Public Information Officer</td>
<td></td>
</tr>
<tr>
<td>Safety Officers</td>
<td></td>
</tr>
<tr>
<td>Liaison Officer</td>
<td></td>
</tr>
<tr>
<td>Operations Section</td>
<td></td>
</tr>
<tr>
<td>Planning Section</td>
<td></td>
</tr>
<tr>
<td>Logistics Section</td>
<td></td>
</tr>
<tr>
<td>Administration/Finance Section</td>
<td></td>
</tr>
</tbody>
</table>

### EOC Locations:

**Primary UEOC:**  El Portal, 501 N. Highland, Saguaro Room, First Floor  

**Alternate UEOCs:**  
- University Services Annex Building, 220 E. Sixth Street, Room 104  
- University of Arizona Police Dept. (UAPD), 1852 E. 1st Street  
- UA Visitors Center, 811 N. Euclid Ave.

### EOC Telephone Numbers

The telephone numbers listed below should be used to communicate directly with a specific section in the EOC.

<table>
<thead>
<tr>
<th>Phone</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>UACERT Chair &amp; EOC Manager</td>
<td>520.621.</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>520.621.</td>
</tr>
<tr>
<td>Public Information Officer</td>
<td>520.621.</td>
</tr>
<tr>
<td>Operations Section</td>
<td>520.621.</td>
</tr>
<tr>
<td>Planning Section</td>
<td>520.621.</td>
</tr>
<tr>
<td>Logistics Section</td>
<td>520.621.</td>
</tr>
<tr>
<td>Administration &amp; Finance Section</td>
<td>520.621.</td>
</tr>
<tr>
<td>Fax – In</td>
<td>520.621.</td>
</tr>
<tr>
<td>Fax – Out</td>
<td>520.621.</td>
</tr>
</tbody>
</table>

### EMERGENCY PHONE BANK

UITS has identified a toll-free number that can be activated should there be a need to establish an emergency phone bank. The phones are stored at UITS and have the toll-free number of **877.XXX.XXXX**. (See Functional Annex 7 – Emergency Public Notification)
**UA DEPARTMENTS - 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:

<table>
<thead>
<tr>
<th>Department and Service</th>
<th>Role and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Deans &amp; Chairs</td>
<td>Identify and resolve instructional and research issues. Coordinate necessary faculty resources.</td>
</tr>
<tr>
<td>Arizona Health Sciences Center and Department of Veterinary Science</td>
<td>Provide a variety of health and medical support services.</td>
</tr>
<tr>
<td>Athletics</td>
<td>Coordinate use of McKale Center and/or other athletic venues as staging areas, open bay temporary shelters, etc.</td>
</tr>
<tr>
<td>Bookstore</td>
<td>Provide books and supplies.</td>
</tr>
<tr>
<td>CAT Card Services</td>
<td>Create temporary identification/access credentials as requested.</td>
</tr>
<tr>
<td>Campus Health Center</td>
<td>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.</td>
</tr>
<tr>
<td>Campus Recreation Center</td>
<td>Coordinate the use of the Campus Recreation Center and Bear Down Gym as staging areas, mass clinic sites, temporary shelters, etc. Also provide support personnel.</td>
</tr>
<tr>
<td>Counseling and Psychological Services (Campus Health) and Life and Work Connections</td>
<td>Assist employees and students in coping with trauma. Provide psychological intervention and support for employees and students.</td>
</tr>
<tr>
<td>Curriculum &amp; Registration</td>
<td>Reschedule classes and public events to include off-campus accommodations.</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>Coordinate student notification and response. Liaison with parents.</td>
</tr>
<tr>
<td>Dining Services</td>
<td>Coordinate dining services for dislocated personnel and emergency workers.</td>
</tr>
</tbody>
</table>
Facilities Management | Mitigate facility and grounds damages and restore to functional level. Assist police with creating a safety perimeter at the site of the emergency. Arrange for temporary quarters for displaced units. Provide structural evaluations and repair estimates. Post signs and notices.

Human Resources | Provide access to employee information, staffing procedures, and employee assistance counseling.

International Programs | Provide services for and facilitate communications with international students/staff. Advise UACERT with respect to the international dimensions of an emergency.

Procurement & Contracting Services | Obtain emergency goods and services including pick-up/delivery to site of emergency. Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).

Residence Life | Coordinate housing operations, including any temporary shelters.

Risk Management and Safety | Identify cause and scope of loss, oversee implementation of specific risk management plans, coordinate insurance link with state environmental authorities.

Parking & Transportation Services | Provide transportation services as required. Assist UAPD with perimeter control and related functions.

University of Arizona Police Department (UAPD) | Carry out law enforcement, crowd control, evacuation, site security, and mobile communications. Liaison with public safety agencies.

University Communications | Provide media coordination. Serve as spokesperson.

**EMERGENCY BUILDING COORDINATORS and BUILDING MANAGERS**

The university has developed the Emergency Building Manager (EBC) and Building Manager (BMgr) programs to help first responders and university officials with planning, training, coordination, response and recovery from critical incidents.

These individuals are either selected by the Senior Vice President/Provost and the Senior Vice President for Business Affairs/CFO to serve in the capacity or they volunteer for their specific buildings.

The individuals who are 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 Emergency Building Coordinators and Building Managers for each building.
Emergency Building Coordinators (EBC)

Personnel Emergency Building Coordinators are responsible for:

- Serving as the contact for UAPD/UACERT during emergency 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 designate Building Manager/other department 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.

The EBCs should have a good working knowledge of the operations within their respective buildings and should have access to as much of the building as possible.

Every building will have a designated EBC and at least two identified back-up personnel who will serve as the EBC in the absence of the primary EBC.

Emergency Building Coordinator Vests

Each EBC 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 UACERT. These vests will help first responders identify individuals who have specific knowledge about the building and will also assist building occupants identify the EBC who will assist them with information.

Building Managers (BMgr)

Building Managers (BMgr) are responsible for:

- Serving as the primary contact for Facilities Management.
- Handling building-related issues.
- Coordinating with the Emergency Building Coordinator (EBC) as appropriate.
- Attending the annual Facilities Management Building Manager Forum.

Every building will have a designated BMgr and should have at least two indentified back-up personnel who will serve as the BMgr in the absence of the primary BMgr.
Monitoring, Demobilization and Debriefing

The UACERT continues to monitor and coordinate events until the emergency situation is stabilized sufficiently to allow a return to regular organizational operation. At an appropriate time, the UACERT debriefs with each of the units involved in an emergency in an ongoing effort to improve the university response to crisis situations.

UNIVERSITY EXECUTIVE MANAGEMENT

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 of authority is as follows:

The President will notify the Executive Management Team of the dates when he/she is unavailable. The Executive Management Team will be responsible for notification to appropriate university officials.

DESIGNATION – Acting on Behalf of the University

On an annual basis the President designates various university officials to act on behalf of the university. Designations have been made for the following areas:

- University Investments: ABOR Policy 3.301
  - Three (3) designees
    - Senior Vice President, Business Affairs and Chief Financial Officer
    - Associate Vice President, Financial Services
    - Comptroller, Financial Services
- Authorized Agents: ABOR Policy 3.102
  - Two (2) designees
    - Senior Vice President, Business Affairs and Chief Financial Officer
    - Associate Vice President, Financial Services
- Signing Documents on Behalf of the Board: ABOR Policy 3.103
Ten (10) designees
- Senior Vice President, Business Affairs and Chief Financial Officer
- Senior Vice President Research
- Executive Director, Procurement and Contracting Services
- Director, Athletics
- Senior Vice President and Provost
- Assistant Vice President, Research Compliance and Policy
- Sponsored Contract Officer, Officer of Research and Contract Analysis
- Director, Research and Contract Analysis
- Director, Office of Technology Transfer
- Vice President, Legal Affairs and General Counsel

Emergency Procurements ABOR Policy 3.803D.3
Two (2) designees
- Senior Vice President, Business Affairs and Chief Financial Officer
- Executive Director, Procurement and Contracting Services

One (1) designee
- Senior Vice President and Provost

Delegation of Authority for Classified Staff Dispute Resolution Procedure Decisions: ABOR Personnel Policies, Chapter VI, Section 6.904; and Classified Staff Policy Manual 406.0
One (1) designee
- Senior Vice President and Provost

One (1) Designee
- Vice President and Chief of Staff

TRAVEL OF EXECUTIVE MANAGEMENT TEAM
To help ensure the continuity of business, the members of the Executive Management Team will not travel together on the same commercial/private carrier at the same time. At least one of the members will always travel separately.
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 the commercial carriers are unable to operate.

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.

EXERCISING the CAMPUS EMERGENCY RESPONSE PLAN and EVACUATION

Annually, the UACERT will exercise the emergency response plan by one of the following methods:

- Seminar
- Tabletop exercise (TTX)
- Drill
- Functional exercise (FX)
- Full scale exercise (FSE)

Following an exercise an after action report will be written identifying:

- Strengths
- Areas for improvement
- Corrective actions to include:
  - Action to be taken
  - Time line for correction
  - Responsible individual

Update and Review of Plans

The Campus Emergency Response Plan will be reviewed and updated at least once every two years by the Manager of Emergency Preparedness.

These plans will be posted on the UACERT 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
- Manager of Emergency Preparedness
- UA CERT Chair
GOVERNMENTAL AGENCIES

Shown below is a listing of key government officials who would be instrumental in providing assistance to the University during a disaster. External assistance may be required particularly if the ability to successfully respond to an emergency exceeds the capability of the University of Arizona.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Tucson</strong></td>
<td></td>
</tr>
<tr>
<td>Mayor</td>
<td>520.791.4201</td>
</tr>
<tr>
<td>City Manager</td>
<td>520.791.4204</td>
</tr>
<tr>
<td><strong>Pima County</strong></td>
<td></td>
</tr>
<tr>
<td>Board of Supervisors - Chair</td>
<td>520.740.8126</td>
</tr>
<tr>
<td>County Manager</td>
<td>520.740.8661</td>
</tr>
<tr>
<td>Office of Emergency Management and Homeland Security</td>
<td>520.798.0600</td>
</tr>
<tr>
<td><strong>State of Arizona</strong></td>
<td></td>
</tr>
<tr>
<td>Governor</td>
<td>602.542.4331 – office</td>
</tr>
<tr>
<td></td>
<td>602.542.1381 – fax</td>
</tr>
<tr>
<td>Arizona Department of Administration, Director’s Office</td>
<td>602.542.1500</td>
</tr>
<tr>
<td>Arizona Department of Emergency Management (ADEM), Director’s Office</td>
<td>602.464.6203</td>
</tr>
<tr>
<td>Arizona Office of Homeland Security, Director’s Office</td>
<td>602.542.7013 – office</td>
</tr>
<tr>
<td></td>
<td>602.364.1521 – fax</td>
</tr>
<tr>
<td><strong>Arizona Board of Regents (ABOR)</strong></td>
<td></td>
</tr>
<tr>
<td>President of the Board – Tom Anderes</td>
<td>602.229.2500</td>
</tr>
</tbody>
</table>

DEFINITIONS

**BMgr**: Building Manager

**CERP**: Campus Emergency Response Plan

**Critical Incident**: See “Emergency”

**Emergency**: An unexpected occurrence that requires immediate response actions through an ICS organization. Any situation creating an imminent danger to lives or health; public and/or private property; or the ability of the university to carry out reasonably normal operations.

**EBC**: Emergency Building Coordinator

**EPG**: Executive Policy Group
Event: A planned event activity that will include the activation of an ICS organization. An event can become an emergency or critical incident.

Executive Policy Group: Designated university administrators who are members of UACERT. They make policy decisions and recommendations to the President.

FEMA Preparedness Cycle: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.” This ‘preparedness cycle’ is one element of a broader National Preparedness System to prevent, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters.

Four Phases of Emergency Management:
Prevention/Mitigation – Preparedness – Response - Recovery

Incident: An unexpected occurrence and can be either a natural and/or human manmade, including terrorist activity.

Incident Action Plan (IAP): Contains objectives reflecting the overall incident strategy and specific tactical action and supporting information for the next operational period. This plan may be oral or written. When written, the plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan and maps.)

Incident Commander: The one position in the ICS that is always filled. The IC performs all major ICS command and staff responsibilities unless the functions are delegated and assigned. The IC provides overall leadership for incident response; delegates to others; and takes general direction from the agency administrator/official.

NIIMS: National Incident Management System

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the IAP. Operational Periods can be various lengths, usually not over 24 hours. For the U of A, the definition includes whenever an incident goes beyond a normal work period.

JIC: Joint Information Center is the central point of contact for all media

JIS: Joint Information System provides information during a crisis

UAlert: The University emergency text notification system

UACERT: University of Arizona Campus Emergency Response Team

UEOC: University of Arizona Emergency Operations Center – The location where the UACERT operates during activation. It is a resource center to the Incident Commander