UNIVERSITY of ALASKA SOUTHEAST

Emergency Operations Plan

Juneau – Ketchikan – Sitka

2024-2025

1. INTRODUCTORY MATERIAL

1.1 COVER PAGE INSERTED *(FOLLOWS FEMA HIGHER ED OUTLINE - GUIDE FOR DEVELOPING HIGH QUALITY EMERGENCY PLANS FOR INSTITUTIONS OF HIGHER EDUCATION).*

1.2 PROMULGATION DOCUMENT

The University of Alaska Southeast (UAS) **Emergency Operations Plan (EOP)** is to be applied as the strategic framework to facilitate a timely and coordinated emergency response for all campus locations in Juneau, Ketchikan, and Sitka. This EOP further integrates emergency responses for all off-campus activities, University of Alaska (UA) System deliveries, and joint operations with various government, community, and volunteer organizations.

The UAS Department of Risk Services, Environmental Health & Safety, and Emergency Management operates under the standards and guidelines recommended in the National Incident Management System (NIMS), the Incident Command System (ICS), and the *Federal Department of Risk Services, Environmental Health & Safety, and Emergency Management Agency (FEMA) Guide for Developing High Quality Emergency Plans for Institutions of Higher Education*.

Emergency response objectives are prioritized to protect lives first, stabilize the incident, and return to normalized campus operations quickly following the completion of all viable recovery efforts. UAS recognizes the right to enter into any ancillary agreements based on both short and long-term campus capability and continuity needs.

This plan is to be exercised, evaluated, and updated regularly.

1.3 APPROVAL AND IMPLEMENTATION

This Emergency Operations Plan (EOP) supersedes any previous editions. If any portion of the EOP is determined to be invalid by educational, judicial, or administrative ruling, such a ruling shall not invalidate any remaining portions of the EOP.

At no time are common sense principles, or the use of flexible and good-faith actions to be restricted or prohibited in anyway. Nothing in is intended, or should be construed, as creating a duty on the part of UAS toward any other party for the sake of creating a potential civil liability.

This EOP shall be wholly adopted and all UAS personnel are hereby granted the authority and responsibility to perform the assigned tasks before, during, and after any emergency or large event.

UAS Approval & Authorization Signature Page

Aparna Dileep-Nageswaran Palmer
Chancellor
University of Alaska Southeast

Approved and Adopted:_____*Signature on file*_____Date:__01/05/2024_____

1.4 RECORD OF CHANGES

The UAS Director of Risk Services, Environmental Health & Safety, and Emergency Management will periodically and UAS Safety Committee will review the Emergency Operations Plan (EOP). All updates to the EOP will be documented in the annual record of changes included below. Updates, suggestions for improvement, or any other comments should be directed to rgsand@alaska.edu.

Date of Update	Page or Section Updated	Summary of Change	Name/Title of Person Documenting Change
October 14, 2015	*Initial EOP*	*Juneau Campus Only*	*Daniel Garcia, Facilities Health & Safety*
January 10, 2022	*All-Replaced*	*Includes Juneau, Sitka, and Ketchikan campuses. Reflects updated compliance with FEMA & Higher Ed directives*	*Ryan Sand, Emergency Management Planner*
January 5, 2024	*Updates and editing.*	*Complete replacement and addition of functional annexes. Updated change of staff procedures throughout plan.*	*Ryan Sand, Director of Risk Services, Environmental Health & Safety, and Emergency Management*

1.5 RECORD OF DISTRIBUTION

The Emergency Operations Plan is available at:

https://uas.alaska.edu/chancellor/risk-management.html

The UAS Department of Risk Services, Environmental Health & Safety, and Emergency Management shall generate and oversee the distribution of the Emergency Operations Plan (EOP) and other related emergency management resources.

1.6 TABLE OF CONTENTS

(*Follows Higher Education EOP Format*)

2. PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

2.1 PURPOSE & SCOPE

The purpose of this Emergency Operations Plan (EOP) is to identify and provide essential organizational procedures and role assignments during emergencies or upcoming large events. The EOP is to be placed into action when campus operating procedures fail or become insufficient. The primary goals shall be to increase or maintain safety through clear communications, teamwork, and best practice responses.

Supplementary measures to this plan are located in the UAS Building Emergency Action Plans (BEAP), Incident Action Plans (IAP), Standard Operating Procedures (SOP's), Special Event Emergency Plans (SEEP), Emergency Operations Center (EOC) Plan, and Emergency Action Guides (EAG).

2.2. SITUATION OVERVIEW

The University of Alaska Southeast (UAS) comprises of campuses located in Juneau, Ketchikan, and Sitka. Each campus serves their community and contributes to the overall Emergency Management missions and visions that best serve them. The Plan further recognizes that there needs to be strong cooperation between the University of Alaska (UA) system and local first responder agencies in order for the best outcomes to be achieved.

The Plan acknowledges that current institutional, geographical, and environmental dynamics — positive or negative— must be presented openly to convey best Emergency Management practices.

Additional situational understanding regarding campus emergencies also include that:

- Air or sea transportation is required for personnel travel and resource delivery.
- Heavy reliance remains on out-of-state transportation hubs and docking resources.
- Local, state, federal and military, first responders or support may have limited personnel and resources than their mainland counterparts.
- Emergency responses, equipment, and in-person training are often more expensive in this region than other areas of the U.S.

- Each campus holds a variety of student and community events. These events can take place in various indoor and outdoor areas, and may even be supported solely by outside personnel.
- Abundant activities may cause campus occupants to fluctuate at any given time of day. During large events, each campus population could reach hundreds or more persons requiring life-safety or evacuation assistance.
- UAS campuses are regularly open to the public, meaning various non-affiliated persons may need to be accounted for during an emergency.
- Advanced Search & Rescue Teams are not available in Alaska. Memos of Agreement (MOA) and Memos of Understanding (MOU) currently allow Southeast Alaskan communities to utilize services from the State of Washington.

In conclusion, persons on or near campus should be aware that natural and man-made hazards, crimes, accidents, threats, and trespasses may occur with minimal warning or alert. Additionally, response and resource challenges may arise from similar needs faced by other local educational and business institutions. Examples of these types of situations are not limited to severe weather, environmental and biological hazards, utility failures, cybercrime, civil disturbances, communicable disease, and acts of violence.

2.3 PLANNING ASSUMPTIONS

Assumptions regard evidences, events, or circumstances that are expected to occur during an emergency and affect the overall UAS emergency response. Below are the primary assumptions that should be considered before, during, and after an incident or large event:

- *An emergency can occur at any time with little or no warning.*
- *There are no campus security, police, or fire personnel at any of the Southeast campuses, so delayed responses should be expected.*
- *Emergency operation plans are flexible and may require field modifications to mitigate or recover from the incident.*
- *Outside resources and assistance may be further delayed during wide spread community emergencies. In such cases, first responders may not be able to reach everyone right away. This may include vital delivery of water, food, medical/first-aid equipment, and temporary shelters. Appropriate stocking of vital goods shall therefore be attempted to*

meet or exceed a 72-hour self-sustainment level in accordance with existing national Emergency Management recommendations.

- *Operational requirements must be maintainable for lengthy periods; therefore, staff may be assigned to longer shifts with cancellation of vacations, holidays, or regular time off from typical work assignments, or as deemed appropriate by the UAS Executive Cabinet ("Policy Group").*

- *Communications including radio, phone apps, internet/intranet, electronic alerts, and phones are likely to be disrupted or compromised during a large-scale emergency.*

- *Major roads, overpasses, bridges, and local streets may be damaged. Therefore, critical personnel may not be available to respond on campus.*

- *Maintaining the Emergency Operations Plan and providing frequent opportunities for staff, students, parents, and first responders to exercise the EOP can greatly increase the University's readiness to respond to emergencies.*

- *During an emergency, operational, relief, and designated assistance locations will likely be required for student, faculty, and critical staff. The inclusion of family/friend pick-up and media areas must also be promptly established.*

- *Regular emergency training, exercises, fire drills, and the review of after action reports are fundamental for life safety success and property protection.*

3. CONCEPT OF OPERATIONS

The Emergency Operations Plan (EOP) is grounded on the concept that campus incident management must quickly transition to an appropriate level of employee notification, staffing, readiness, response, cooperation, and continuity.

Such operational principles include the ability to progress from an initial campus responder to successive and supportive actions carried out by campus Directors, Deans, Supervisors, key personnel, or others with practiced experiences or expertise.

This concept further formalizes the UAS Chancellor/Executive Cabinet ("Policy group") to provide hierarchal guidance and budgetary authorizations, not limited to the point that if an

incident reaches a scale as to overwhelm UAS resources or capabilities, an authorization may be given to the University of Alaska System, City & Borough local agencies, or State or federal government departments to manage the overall emergency operations.
This incident command process is known as *Unified Command (UC) or Joint Command (JC),* and can be activated for the duration of the emergency and until all recovery efforts have been completed.

To understand these emergency response protocols and terminologies better, the FEMA National Incident Management Systems (NIMS) and Incident Command System (ICS) are described as follows:

National Incident Management System (NIMS):

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

It is intended to:

- Be applicable across a full spectrum of potential incidents, hazards, and impacts, regardless of size, location or complexity.
- Improve coordination and cooperation between public and private entities in a variety of incident management activities.
- Provide a common standard for overall incident management.

The Incident Command System (ICS):

The Incident Command System (ICS) is an emergency management system that integrates a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is normally structured to facilitate activities in these major functional areas: Command, Operations, Planning, Logistics, Intelligence & Investigations, and Finance & Administration.

The Incident Command System is used to manage nearly any emergency or large planned event. The Incident Commander at UAS will be delegated the authority to direct all emergency activities. The most readily available and qualified individual shall assume command until relieved by a qualified or designated shift Incident Commander. The Incident Commander will establish an Incident Command Post (ICP) as soon as possible. Primary ICP establishments are referenced in the Emergency Operations Center (EOC) plan.

The NIMS and the ICS approaches also address specific phases of emergency responses to include: Mitigation, Prevention, Preparedness, Response and Recovery, as follows:

***Mitigation*:** Includes activities that eliminate or reduce the occurrence or effects of an emergency (e.g. hazard identification, mapping, land use planning). The UAS Department of Risk Services, Environmental Health & Safety, and Emergency Management conducts routine risk assessments to recognize natural and man-made hazards that may apply to the University and take steps to prevent loss through various means.

Prevention: Focuses on preventing human hazards, primarily from potential natural disasters or violent (both physical and biological) attacks. Preventive measures are designed to provide protection from disasters; however, not all disasters can be prevented. The risk of loss of life and injury can be limited with good evacuation plans, environmental planning and design standards.

Preparedness: Is the process of planning how to respond when an emergency occurs and coordinating the physical and human resources to respond effectively. Preparedness includes establishing authorities, procedures, protocols, plans, agreements, training and exercising, and acquiring and maintaining resources.

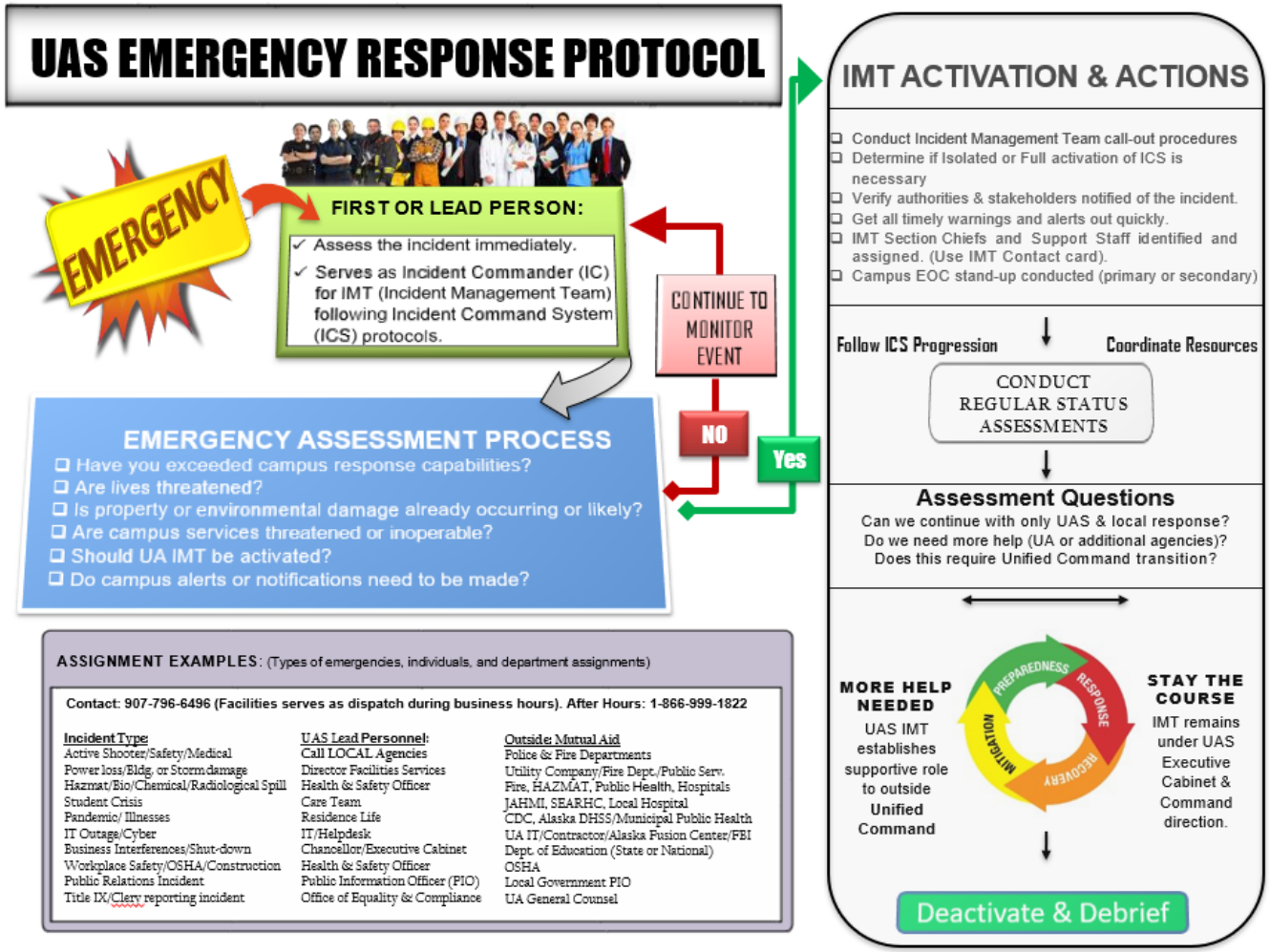
***Response*:** Involves the real-world emergency deployment of personnel and equipment to save lives, protect property, contain and stabilize the incident. Response involves alert and warning, search and rescue, emergency medical care, firefighting, security, providing shelter, removing debris, and restoring critical services/functions.

***Recovery**:* Involves the short and long-term actions necessary to return all systems to normal conditions. This includes repairing or rebuilding infrastructure, counseling, applying for disaster reimbursement, and restoring the administrative, instructional, and research environment.

For further *Concept of Operations* understanding, the following resources are linked below:

https://www.fema.gov/national-incident-management-system
https://www.fema.gov/incident-command-system-resources
https://emilms.fema.gov/IS230c/FEM0101summary.htm
(Sources: FEMA.gov)

This *UAS EMERGENCY RESPONSE PROTOCOL* chart illustrates how the Incident Command System is generally activated.



CAMPUS LEVELS OF ALERT AND EMERGENCY ACTIVATION

UAS uses a four-level system (1-4) of variable alert and activation levels. The "1" level designation signifies operations are normal on campus and "4" signifies the highest level of alert. Implementation of this operational process helps to communicate individual and emergency conceptualization in order to activate the appropriate levels of readiness and response. Each level will be determined by the Chancellor and/or the Executive Cabinet, Incident Commander, or UAS Department of Risk Services, Environmental Health & Safety.

Table of Alert and Emergency Activation:

Level	*Definition*	*Description*
1	*Normal Conditions*	▪ At this level, there is no significant emergency present however safety diligence and situational awareness is maintained for all daily activities. ▪ The University is working at a normal operational levels that includes working with local responders that may include responding to basic medical emergencies, events, fire alarms, training and exercises. ▪ This level is the default level of readiness and activation for UAS.
2	*Increased Readiness*	▪ This level indicates that a higher than normal level of readiness is warranted due to heightened concerns. ▪ Actions at this level may include conference calls, meetings, and increased threat monitoring between local agencies, departments, campuses, IMT members, and Executive Cabinet. ▪ Readiness examples at this level may include forecasted severe weather, planned protests, or upcoming large events. A UAS advisory or specified "need-to-know" recipient email will likely be issued at this level instead of mass or RAVE alerts.
3	*Partial Activation*	▪ An emergency occurring at this level requires immediate response, however it is still limited to specific areas, buildings, or activities. Some external assistance may also be involved or requested. ▪ The University has all or most of the resources needed to properly respond to the emergency, but may utilize contractor, first responder, or volunteer services/resources. ▪ Incident Command may operate in the "field" or at the EOC with key personnel assigned; IMT coverages may be brief or designated to just certain timeframes. ▪ Emergencies typically at this level may include a building hazard or spill that is brief in duration or impact. Timely warnings and/or Alerts may be required.
4	*Full Activation*	▪ When an emergency occurs at this level, UAS capabilities and resources exceed typical daily "normal" and staff are expected to transition to emergency duties and likely work extended or staggered shifts. ▪ The EOC is staffed with full personnel and may merge duties and locations to meet City, State, or Federal agency requests or directives. ▪ Emergencies at this level may include major acts of violence, large scale natural disaster, or long term emergency coordination with outside agencies. Timely warning and alerts must be sent out promptly.

In adherence to the levels of readiness and activation, all notifications shall be communicated to the appropriate UAS staff, students, and outside agencies in accordance with established laws, compliances, requirements, and declarations.

4. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Various campus departments, local agencies, state agencies, and federal agencies may be called to assist with emergencies that occur at UAS locations or activities. The chart below identifies organizational responders and their typical assignment of responsibilities.

ASSIGNMENT RESPONSIBILITY LIST:

Department	Assignment of Responsibilities
Chancellor/Executive Cabinet ("Policy Group")	• Respond to Emergency Operations Center (EOC) during major emergency activations. • Make policy decisions and coordinate directly with Incident Command to execute decisions regarding staffing levels, funding, continuation or suspension of classes, event cancellations, building closures, and other critical policy decisions impacting the University faculty, staff, students, and visitors. • Review and approve planning and operational guidelines. • Authorize control/release of information and funding. • Allow transfer to Unified Command or activation of MOU/MOA • Keep UA/statewide leadership informed of progress regarding the emergency.
UAS Incident Commander (as assigned)	• Report directly to Executive Cabinet and Chancellor • Serve as Commander during phases as needed (typically not more than 12 hour shifts). • Open, manage, and coordinate Emergency Operations Center (EOC). • Activate or Recall key personnel. • Conduct EOC briefings/debriefs. • Establish and maintain communications/alert systems for those on University properties and outside agencies with jurisdictional authority. • Request Unified Command if the emergency exceeds UAS capabilities. • Ensure University safety measures are in place.
Director of Risk Services, Environmental Health & Safety, and Emergency Management	• Assist all departments in developing emergency and incident action plans. • Provide liaison and planning with city, borough, state, and volunteer emergency providers. • Set up the EOC • Coordinate response and recovery activities. • Coordinate emergency warning systems on campus. • Develop, review, and disseminate emergency action plans and guides. • Coordinate planning requirements with Emergency Management staff in jurisdictions. • Maintain the Operational Center and secondary locations for long-term physical readiness. • Complete After Action Report
Facilities Services	• Director and Manager take Command Operations & Logistics Section Chief assignments based on need. • Assist in maintaining, activating and provide staffing support to the Emergency Operations Center. • Restrict area control. • Protect vital infrastructure. • Traffic Control.

	• Liaison and coordination with law enforcement agencies, public services, utilities, and Fire Department/Rescue. • Oversee evacuation of buildings and areas. • Keep Incident Commander or designee informed of condition of campus buildings/areas. • Control main shutoff valves for gas, water, and electricity and ensure that no hazard(s) results from broken or damaged utilities. • Provide damage control as needed. • Assist in the conservation, use, and disbursement of supplies and equipment. • Provide architectural documentation as requested. • Conduct placement of barricades/signs. • Clear and maintain the roadways for emergency vehicle access. • Provide and deliver equipment and materials to staging sites. • Provide intelligence, data, and mapping.
Faculty	• Assist with supervision and accountability of students and attempt to remain with students until directed otherwise. • Take steps to ensure the safety of students, staff, and other individuals in the implementation of incident management protocols such as lockdown, shelter-in-place, or evacuation. • Direct students to inside or outside assembly areas, in accordance with signals, warning, written notification, or other orders according to established incident management procedures. • Share/instruct appropriate safety information to students during an incident. • Execute all assignments as directed by Incident Command and/or Section Chiefs. • Seek first aid services for injured students from wellness staff or person(s) trained in first aid.
Residence Life Employees	• Take steps to ensure the safety of students, staff, and other residential occupants in the implementation of incident management protocols. • Render first aid as qualified and assigned. • Assist in the movement of residents, staff, and other individuals when their safety is threatened by an emergency. • Ensure accountability of all students and staff residing in campus housing. • Assist with reunification process, to include establishing temporary shelter/housing. • Account for disabled residents and service/therapy animals • Relocating/Sheltering disabled resident students when necessary. • Assisting with reunification of disabled students with their families when necessary.
Health Services	• Provide a representative to assist Incident Commander if requested. • Administer first aid, triage, or emergency treatment as permitted. • Administer medical supplies/equipment to those trained to provide it. • Communicate with the Section Chief(s), outside responders, health providers, and local hospitals. Detection of diseases, liaison with Public Health Department. • Direct and control health-related documentation. • Provide public information dealing with health issues as cleared through the Public Information Officer and Executive Cabinet. • Provide medical information/records to appropriate agencies in accordance with State & Federal law.
Health and Safety Officer	• Provide Safety oversight for all staff and students. • Report directly to the Incident Commander. • Make University environmental, health and safety recommendations. • Complete safety reports. • Forward insurance and incident claims • Liaison with outside agencies
Information Technology (IT)	• Reestablish telephone and computer services to the affected buildings/rooms.

	• Reestablish the data communication network and on-line access to data files essential to various University departments/work teams. • Reestablish data gathering, batch processing and distribution of essential reports and financial transactions. • Assist and notify Alaska Fusion Center/FBI/DHS of security breaches, hacking, etc.
Laboratory Safety Coordinator/ Lab Assistants	• Collaborate with Department of Risk Services, Environmental Health & Safety, and Emergency Management and Facilities Services. • Provide building safety related information concerning hazardous materials, lab supplies, chemicals, storage areas, SDS lists, and equipment specific to each room or building. • Provide staff list for building/laboratory specific response protocols to include spills, reporting duties, and equipment alarms/service repairs. • Activate Special Response Team (SRT) or Chemical Spill Response Team (CSRT) according to procedure and guidelines.
Human Resources/Business Partner	• Answer phones and assist in receiving and providing consistent information to callers. • Provide for the safety of essential UA/UAS records and documents. • Execute assignments as directed by the Incident Commander/Section Chiefs. • Provide assistance to the EOC as necessary. • Monitor emergency broadcasts. • Assist with health incidents as needed, liaison with insurance/benefits companies. • Serve/oversee as floor wardens, count reporters, and accountability personnel at assembly areas. • Account for staff and student workers.
Food Service/Dining	• Use, prepare, deliver and serve food and water on a rationed basis whenever the feeding of students and staff becomes necessary during an incident. • Execute assignments as directed by the Incident Commander/Section Chiefs.
Transportation Services (Under Facilities Services or designee)	• Transfer students to safe location when directed via shuttle/van service • Execute additional assignments as directed by the Incident Commander/Section Chief. This may involve hiring additional outside services such as taxi vouchers, etc. • Transport individuals in need of medical attention or to alternative transportation hubs as directed by Incident Commander or Section Chief.
Business Services	• Business Services representative assigned to the EOC as Finance Section Chief • Assist in quickly obtaining needed emergency response supplies. • Track all emergency related purchases and expenses. • Execute assignments as directed by the Executive Cabinet. • Provide financial record keeping in accordance with University policy. • Maintain necessary financial records for possible UA/FEMA/Borough/State assistance. • Coordinate with University insurers; fill applicable claims for damage sustained to buildings and maintain necessary records. • Coordinate the purchase of additional supplies and services. • Arrange for and maintain EOC service emergency contracts for essentials. (Food, beverage and other critical supplies and services).
General Staff (i.e., non-listed employees)	• Engage in assigned or volunteer roles based on personal/team knowledge and experience under direction of person of authority.
Students	• Cooperate during an emergency. • Learn and prepare yourself to be self-sufficient for up to 72 hours or more, and assist others when safe to do so. • Understand the importance of immediately reporting situations of concern/suspicious nature. • Develop an awareness of natural, technological, and human-caused hazards and associated prevention, preparedness, and mitigation measures. • Take an active part in university and community incident recovery activities.

DEPARTMENT/UNIT FUNCTIONS AND ASSIGNMENTS

This chart includes types of organizational delegation and department assignments during an emergency response. Both primary (first level) and secondary departmental assignments are detailed so overall campus readiness is implemented.

Department Emergency Assignment Chart

Emergency Response Function	Primary Assignment	Secondary Assignment
Alert and Notification	All assigned IMT representatives	Department of Risk Services, Environmental Health & Safety, and Emergency Management
Building & Utility Damage or Concerns	Facilities Services, Safety Officer, Building Safety Representative (BSR) or Lab Safety Assistant	Supervisor in building or immediate area
Communications	IMT; PIO; Creative Manager	Facilities Services Dispatch
Computer Support	Information Technology	Assigned Contractors
Criminal Event	Local Police	Law Enforcement Federal agencies
Crowd Management	Local Police	Security Contractor
Damage Assessment	Facilities Services	Local various other governmental or private building/service authorities
Debris Management	Facilities Services	Contractor/Governmental assistance agencies
Record Keeping	Dept of Risk Services, EHS & Emergency Mgt.	Academic Services
Emergency Medical / Mass Casualty	Local Police or Fire	Department of Risk Services, Environmental Health & Safety, and Emergency Management, Wellness, Housing, and Care Team
Employee Welfare	Human Resources/Business Partner; Care team	Care Team; Wellness
Environmental Issues	Safety Officer, Building/Lab Safety Coordinator	Public Health Department
Evacuation	Department of Risk Services, Environmental Health & Safety, and Emergency Management, Residence Life	Floor safety wardens, Department Supervisors & Leads
Finance/Business	Business Services	UA designees or contracted services
Fire	Local Fire Department	Mutual Aid agencies
Flood/Heavy Rains	Facilities Management	Local Department of Risk Services, Environmental Health & Safety, and Emergency Management /Fire/Public Services
Hazardous Materials Response	Fire Department, Safety Officer, Laboratory Safety,	Local Mutual Aid Emergency Agencies or contracted services
Insurance Documentation	Business Services, Department of Risk Services, Environmental Health & Safety, and Emergency Management	UA Risk Management, Department of Risk Services, Environmental Health & Safety, and Emergency Management
IT support	Information Technology	Contracted Services
Legal	UA Legal /General Counsel	Contracted Legal Services
Map Procurement	Facilities-project management	Multi-Media Services
Mass Care / Sheltering	Facilities, Housing, Food Services, Care Team	Mutual Aid agencies, Red Cross and Wellness Center.
Mental Health	Care Team	Hospitals; Public Mental Health Departments/Agencies; and available Private Services
Public Health	Health Clinic	Hospitals; Public Health Dept.
Public Information/Media	PIO	IMT representatives
Search & Rescue	Department of Risk Services, Environmental Health & Safety, and Emergency Management	Local Search & Rescue/ State of Washington S&R for severe issue
Severe Weather	Facilities Services	NOAA, Alternate weather services monitors
Special Needs Individuals	SDS assigned staff; Care Team	SDS/ADA local services
Student Welfare	Care Team/ Residence Life	Wellness Center, Alternate Counseling Services
Telecommunications	IT	Local phone company/contractor
Transportation	Facilities Services or specific Department	Contracted Services
Utility Disruption	Facilities Services	Contracted Utility Service Providers
Volunteer Management	Department of Risk Services, Environmental Health & Safety, and Emergency Management Human Resources	Student Engagement/Government

Water Supply/Contaminated (non-terrorist)/outage	Facilities Services	Local Water Services Department and Public Health Dept.

SPECIAL RESPONSE TEAMS AND DESIGNATIONS

Special Response Team's (SRTs) in this plan allow for a variety of designated personnel to rapidly identify, evaluate, and respond to campus and area emergencies. Examples of an emergency needing a Special Response Team may include those arising from a man-made threat, incident (i.e. power failure, hazardous material incident), or a naturally occurring disaster (i.e. flooding and severe weather).

The Special Response Team Chart below details commonly utilized teams (including members from outside agencies) that will likely be activated during emergency response and/or recovery processes.

Special Response Team Chart

Type of Emergency	*Assignments*	*Teams Members from Specified Departments*
Locating missing persons, materials, and/or identifying hazards	The **Search Team** assists with locating others through searches, investigation, and communicating with outside agencies. Physical searches may take place in campus areas or buildings. Teams may also be responsible for ensuring that all students and staff evacuate (or, if it is unsafe to move the persons, that their locations are documented so that professional responders can locate them easily and extricate them). Specialized portions of this team may assist the Outdoor Studies activities, Clery Act & Protection of Minors (POM) responsibilities, resource retrieval, or the collection of vital university items. The search team members are also responsible for: • Identifying and marking unsafe areas. • Conducting initial damage assessment. • Obtaining injury and missing student/minor reports from faculty/staff. • Making campus notifications, including communicating with emergency contacts	**Residence life** **Department of Risk Services, Environmental Health & Safety, and Emergency Management** **Office of Equity & Compliance**
Student First Aid/ Illness/ Pandemic	**Medical Assist Team** members provide triage, treatment, and first aid services in accordance with direction from emergency responder personnel or campus health services Medical Response Teams are responsible for: • Setting up first aid area for students. • Assessing and treating injuries under Good Samaritan protocols. • Completing injury/illness report(s). • Delivering or assisting with medical or vaccine supplies. • Cleaning/disinfecting some types of bodily fluids, disposing of needles, or other similar actions	**UAS Health Services** **Department of Risk Services, Environmental Health & Safety, and Emergency Management** **Trained & Certified Staff identified by Health & Safety** **Executive Cabinet (policy Group for Pandemic)**
Evacuation & Sheltering	The **Evacuation & Shelter Team** are among the most important tasks during an emergency. These tasks include student accountability,	**Department of Risk Services, Environmental Health & Safety, and Emergency Management**

	protection from weather, providing for sanitation needs, and providing for food and water. The Evacuation & Shelter Team is responsible for: • Assisting individuals and group with removal from unsafe areas. • Accounting for the whereabouts of students, faculty, staff and volunteers. • Setting up temporary assembly areas. • Managing sheltering and sanitation operations. • Managing student and staff feeding and hydration. • Coordinating with transportation if services are off-site. • Coordinating with Facilities to secure the needed space and supplies.	**Supervisory or designated employees** **Red Cross Volunteer (or similar local or volunteer organization)** **Housing/Food Services** **Facilities Services** **Rec Center/ Joint Services staff**
HAZMAT/Chemical Spills	The **Chemical Spill Response Team** members assume a specialized (but limited) safety role that includes obtaining chemical information, reporting illness/symptoms, and taking immediate evacuation protocols during an emergency. Personnel trained in hazardous materials operations may augment the local Fire Department in the performance of low-risk tasks that do not bring them into direct contact with hazardous materials or substances requiring specialized or long-term decontamination. The **Chemical Spill Response Team** is responsible for: • Locating all utilities and turning them off, if necessary. • Securing and isolating FIRE/HAZMAT incidents/sources. • Assessing and notifying the appropriate officials of Fire/HAZMAT. • Placing Safety barricades or signs. • Cleaning/Removal (Low-Risk Only). • Assisting with perimeter control and containment.	**Facilities Services** **Lab Safety Team** **Department of Risk Services, Environmental Health & Safety, and Emergency Management** **Fire Department -HAZMAT**
Behavioral Crisis Intervention	The **Care Team** is designed as a proactive way to address the growing needs in the university community for a centralized, coordinated, caring, developmental intervention for those in need, during or after a crisis. The Care Team is responsible for: • Assessing need for onsite mental health support. • Determining need for outside agency assistance. • Providing onsite intervention/counseling. • Monitoring and assisting the well-being of Special Response Teams, other impacted staff and students, and reporting all findings to Incident Command	**Care Team & Outside Behavioral Health Providers** **University Academic Counselors** **Staff assigned to disability assistance**
Student Reunification	The **Reunification Team** focuses on getting students and campus residents reunited after an evacuation or similar major incident in order to account for everyone's whereabouts. Reunification can be an enormous challenge usually occurs during the recovery phase. The Reunification Team is responsible for: • Setting up secure reunion area. • Documenting and accounting for students. • Coordinating with the Public Information Officer on external messages.	**Residence life** **Student Engagement/Government** **Facilities Services** **Care Team**

	• Provide support to staff and faculty when unable to reach personal vehicles.

5. DIRECTION, CONTROL, AND COORDINATION

UAS emergency response framework is under the direction, control, and coordination of the Chancellor, Executive Cabinet, and Incident Commander.

The Incident Command System (ICS) is to be typically applied and coordinated as follows:

The first arriving UAS personnel trained and experienced in responding to emergencies shall take the role of the UAS Incident Commander (IC) until the position needs to be transferred, the command is unified (outside agency or UA takes over ICS function based on severity/scale of the incident), or the incident is stabilized and terminated.

The Incident command (IC) is not required to be the highest-ranking campus personnel on scene. The only requisite is that they:

- ◊ Take reasonable lifesaving actions
- ◊ Communicate that they are taking "incident command" to the Incident Management Team (IMT) for proper activation
- ◊ Follow practiced UAS Emergency Response Protocols
- ◊ Provide capable management of the response
- ◊ Develop an appropriate ICS organization to address the critical tasks at hand

Additional duties may require:

- Declaring updated *Level of Alert and Emergency Activation* (1-4).
- Establishing and maintaining a UAS Field Command or Emergency Operations Center (EOC) until the response and recovery efforts are completed.
- Overseeing completion of Incident action plans, notifications, and timely warnings
- Communicating regularly with the Chancellor and/or Executive Cabinet and outside agencies

If an emergency is about to exceed, or already exceeds UAS IMT capabilities, an official assistance request to outside agencies or the UA System will be made by the Chancellor/ Executive Cabinet (Policy Group) designee. Under such circumstances, UAS IMT members shall immediately recognize, support, and adopt any interoperable ICS duties requested by the Unified Incident Commander until an "All Clear" announcement has been made.

Emergency Operations Center (EOC)
Emergency situations that require extensive control and coordination of resources, safety, personnel, and information sharing will be supported in part or in full from the Emergency Operations Center (EOC). More than one site on campus has been designated, and one will be selected at the time of need depending on the geographic focus of the crisis.

The Emergency Operations Center is the centralized facility where emergency response and recovery activities are planned, coordinated, and supported. The EOC may operate on a 24 hour, 7-day basis during extended events with rotating shifts until the event is over. The EOC will be supervised by an EOC Manager. The Incident Commander determines when the incident no longer needs coordination and support from the EOC.

This EOC uses FEMA's Incident Support Model (ISM) structure, focusing on support functions rather than operations or managing actual response/recovery efforts. This model puts the EOC Manager in direct contact with those doing situational awareness, information management, logging, and streamlines resource sourcing, ordering, and tracking. See the UAS Emergency Operations Plan for further information https://uas.alaska.edu/chancellor/risk-management.html.

In events when a full Incident Command Post (ICP) has not been activated, the EOC can serve as a site for both command and coordination. This process will also assist in streamlining the Incident Action Planning and approval processes during multiple operational periods.

Incident Action Plan (IAP)
An Incident Action Plan (IAP) is a coordinated and controlled written or verbal strategy for responding to the incident and is developed by the Incident Commander and Sections Chiefs in the General Staff.

A written IAP is often not necessary for smaller incidents. In those cases, the Incident Commander can verbally communicate response strategy to the responders.

In larger emergency situations a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed)
- The event will include multiple operational periods
- A HAZMAT incident is involved (required)

Developing an Incident Action Plan
In larger emergency situations the Incident Commander and Section Chiefs in the General Staff will meet immediately to develop the IAP. The Planning Section Chief is responsible for writing, maintaining, and distributing the IAP.

The Operations Chief will delineate the amount and type of resources needed to accomplish the plan. The Planning Section, Logistics Section, and Finance and Administration Section have to work together to accommodate those needs.

The Planning Section is responsible for writing and maintaining the Incident Action Plan. The IAP will include standard forms and supporting documents that convey the IC's intent and the Operations Section's direction for the accomplishment of the plan. The Planning Section will communicate with other section Chiefs any materials and documentation needed to develop the plan. The IC approves the written IAP.

Copies of the IAP are distributed to the Policy Group and members of the Incident Management System. The mission within the IAP should be conveyed to all resources on scene. A briefing prior to each shift should be held to communicate the IAP to everyone involved in the incident or event.

In a Unified Command situation, the joint Incident Commanders will work together with Command and General Staff to develop the IAP.

Implementing the Coordinated Incident Action Plan
The Operations Section is in charge of implementing components of the IAP. The Operations Section Chief will meet with supervisors of tactical resources to brief them on the plan and delineate their respective assignments.

The Operations Section has the authority to make appropriate adjustments to the plan as needed to meet the plan objectives in the most efficient manner possible. Changes should be communicated to the Incident Commander and Planning Section Chief and documented on the ICS Form 214.

A series of ICS forms found in the IAP will assist the UAS incident managers in documenting and communicating information related to the incident.

Demobilization Process

The Incident Commander decides when the situation is under control and the Incident Management Team (IMT) can be deactivated. Deactivation requires two key functions:

- Demobilization of Response Units (General Staff Sections)
- Documentation of the Incident (i.e., After Action Report)

The Planning Section oversees demobilization planning and collection of incident documentation.

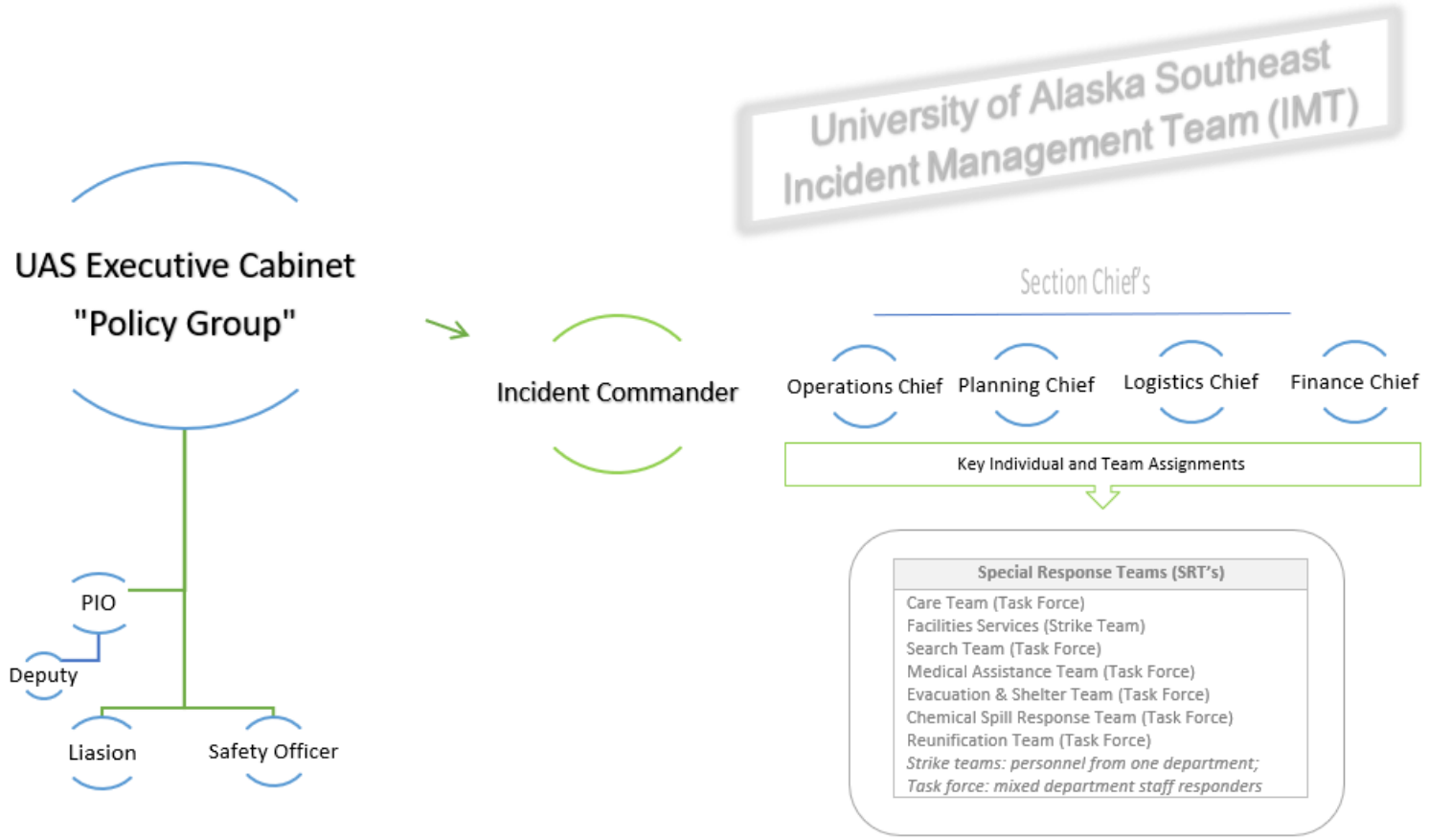
Demobilization of Response Units: The Incident Commander meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. Section Chiefs are responsible for overseeing the demobilization of their respective sections.

Documentation of Incident: After the incident has been resolved, an After-Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned.

The AAR is developed by the Planning Section. Information for the AAR will be gathered from the members of the response and management teams. The AAR will serve as the official record describing the incident and the University's response efforts. The lessons learned will be used to update the EOP and will be incorporated in future University training exercises.

Additional documentation required for insurance, FEMA, and disaster assistance purposes will be organized by the Finance and Administration Section.

This IMT chart describes the organizational structure of the UAS *Incident Command System (ICS) and National Incident Management System (NIMS).*



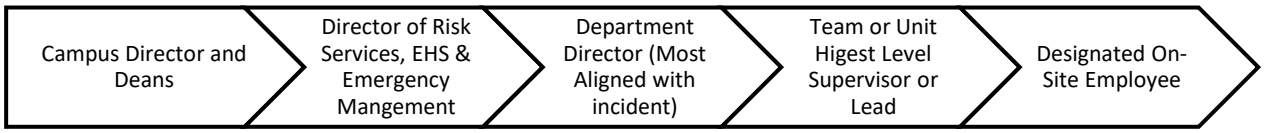
IMT POSITION DUTIES AND RESPONSIBILITIES:

UAS "POLICY GROUP" - EXECUTIVE CABINET - The highest level in the incident management structure comprises of the **Executive Cabinet (EC)** which comprises the University Chancellor and Vice Chancellor's. Together they meet as a single unit and one or more may also serve as the **Incident Commander**, **Command Staff,** or **General Staff** depending on the incident type and scale.

The Policy Group is responsible for providing strategic decision making, policy guidance, allocating resources, and formalizing campus continuity efforts. The University Chancellor or designee leads this team during any emergency that may impact the university's ability to meet its mission, including common and specialized procedures designed to protect campus life and local communities.

The **Policy Group** may assemble virtually or in-person at the **Emergency Operations Center** (**EOC)** with the IMT members, or separately in the **Policy Group Command (PGC).**

In the event that members of executive cabinet/policy group leadership are not available, the following progressive chain of command is to be used in emergency situations that require rapid responses and clear decisions and directions.



UAS Incident Command (IC)/Unified Command (UC): A community campus or department Director, Dean, or Director of Risk Services, Environmental Health & Safety, and Emergency Management typically serves as the Incident Commander during emergency responses. However, transitions in Incident Command are to be continually assessed and assigned based on incident type, expertise, and availability. If the emergency reaches a Level 3 *(Partial-Activation Response)* or Level 4 (*Full-Activation Response),* command activities will likely transition based on scheduling (for example, 12-hour shift assignments are adopted for ease of staff rotation and continual coverage).

The primary **Emergency Operations Center (EOC)** shall be located at the **Hendrickson Building**, the on the main campus, or the **secondary location at Recreational Center**. **Ketchikan** or **Sitka**

alternative locations will be determined based on the general safety of the location, proximity to the emergency, and overall scope of the emergency.

*The Incident Commander shall direct lines of functional chains to their **Command Staff**. The Command Staff shall include the following organizational positions and assignments:*

Public Information Officer (PIO): The UAS PIO is responsible for relaying emergency information to the public, media, and other agencies. This position shall always be activated upon Level 3 and 4 emergency activations. Level 2 notifications are to be implemented on an *as needed* basis by direction of the Chancellor/Policy Group or Incident Commander. The primary designee for this position is the UAS PIO, or PIO deputy.

Liaison Officer (LO): The Liaison Officer assists with coordination between the IMT members and external partners, such as: city/borough, state, or federal agencies, as well as public and private resource groups. The LO will also coordinate with internal groups within the campus or annex locations. The Liaison Officer is generally the personnel assigned to "dispatch" duties in Facilities services, or a similar designee.

Safety Officer (SO): The Safety Officer monitors, evaluates, and recommends procedures regarding hazards and unsafe conditions, including first responder and supportive personnel. The primary IMT Safety Officer is the Campus Health & Safety Officer.

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*The next level in the incident command structure comprises of the **General Staff**.*

There are four sections of **General Staff** to include: (1) Operations, (2) Planning, (3) Logistics, and (4) Finance/Administration. Each section is headed by an individual according to the nature of the emergency. Each Section Chief reports directly to the Incident Commander as assigned:

Please note that not every emergency response requires all four general staff members be activated.

Operations Section: Performs all emergency specific operations management including the implementation of tactical response activities related to developing incident action plans, determining the strategic needs for additional resources, and reporting/documenting information concerning special activities, events, and gathered intelligence.

The Operations Section Chief will be assigned based on the type of emergency. The following provides general responsibilities for departments fulfilling the role under supervision of the Operational Section Chief. The Operations Chief shall be assigned by the Incident Commander.

Examples of persons assigned to this role may be the Residence Life Director regarding a housing unit emergency, or the IT Director facing cyber threats to campus computer learning systems.

Planning Section: Looks ahead to address upcoming issues or concerns. This effort typically involves collecting, monitoring, evaluating, planning and disseminating information needed to appropriately measure the size, scope, and seriousness of the overall emergency response effort. The primary Planning Section Chief's may be the Director of Risk Services, Environmental Health & Safety, and Emergency Management, Business Partner/Human Resources, Facilities Services project managers, the Provost, Dean's, and so on.

Logistics Section: Supports incident management operations by securing and providing needed personnel, equipment, facilities, resources, and services required for incident resolution; coordinating personnel; assembling and deploying volunteer teams; and facilitating communication among emergency responders. The primary Logistics Section Chief is often the Facilities Director or Manager.

Finance/Administration Section: Oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement, and recovering University records following an incident. The primary Finance/Administration Section Chief is the Director of Business Services, or designee.

Campus Safety Committee (CSC): Organized under University Regulation R02.09.010, this committee serves as an advisory and planning body to the Policy Group and IMT regarding institutional and personal safety on UAS's campuses. It provides periodic reports to the campuses on safety issues for the purpose of promoting campus safety and enhancing safety awareness through the UAS Department of Risk Services, Environmental Health & Safety, and Emergency Management.

The Campus Safety Committee is charged with encouraging accountability for safety by developing recommendations on funding requirements to address new and existing safety programs and operations, advising on ways for improving safety, and facilitating promoting the sharing of safety-related information.

Through collaboration with UA Compliance, the UAS Chancellor & Vice Chancellor for Administrative Services, the Committee must submit an annual report assessing and summarizing the campus risks, safety record, and recommend improvements. The group generally meets at least two times a year, typically in September and December.

Procedural guidelines for Incident Command System activation:

Why do we need an Incident Management Team (IMT)?

- The role of the IMT is to provide support to the incident field operations through efficient communication, coordination, and resource management functions.
- The IMT does not respond to the scene but is responsible for managing and directing response activities.
- IMT activations must always take precedence over non-emergency response work activities and each member must quickly respond to serve the campus community.
- Simply put, one person cannot do it alone!

What's an Emergency Operations Center (EOC)?

- An EOC is a physical (e.g., a conference room) or virtual (e.g., telephone conference call) location designed to support emergency response, continuity and crisis communications activities.
- IMT Staff meets at the EOC to manage preparations for an impending event or manage the response to an ongoing incident. By gathering the decision makers together and supplying them with the most current information, better decisions can be made.
- The EOC supports the following incident management functions by providing:
    - Activation -Brings knowledge and expertise together to deal with events that threaten the campus
    - Situation Analysis -Gather information to determine what is happening and to identify potential impacts
    - Incident Briefing - Efficiently share information among team members
    - Incident Action Plans - Provide a single point for decision-making and decide on a course of action for the current situation
    - Resource Management - Provide a single point of contact to identify, procure and allocate resources
    - Incident Management -Monitor actions, capture event data and adjust strategies as needed

When to activate the EOC?

- Emergency involves multiple individuals, sites, and/or areas of campus.
- Emergency requires unique or multiple resources.
- Emergency exceeds campus resource capabilities.
- Public Health related events.

- Homeland Security concerns.
- At the discretion of the UA President/UAS Chancellor or Executive Cabinet/Campus Director.
- At the discretion of the Incident Commander regarding the EOC.
- When large events will exceed typical service, staffing, or planning capabilities.

How to activate the EOC?

- Call IMT contacts (Generally conducted by Facilities Services/After Hours Service or Department of Risk Services, Environmental Health & Safety, and Emergency Management).
- Notification via the RAVE mass text communication system.
- Notification via UAS email and text communication systems.

Upon activation of the EOC:

- IMT/EOC staff will be called in to respond immediately.
- EOC will be set up for operations (i.e., computers, phones, forms, work stations, work packets, maps, status boards, check-in sheet, etc.).
- Notification of activation will be made to partnering city/borough, and state officials by Facilities Services/Department of Risk Services, Environmental Health & Safety, and Emergency Management.
- Local Media communications and staging designations will be coordinated through the Public Information Officer, or Incident Commander.
- Apprise IMT/EOC staff members upon each shift opening and closing briefing. Generally, 12-hour operational shifts will be conducted by IMT/EOC members during the emergency response.
- EOC may alternatively be held via Zoom or through similar resources.

When would the UAS IMT/EOC transition to Unified Command or another outside agency incident command system be initiated?

- When a severe or complex emergency reaches a level beyond UAS capabilities, the **Unified Command (UC)**, which may be made up of UA and/or local governmental agencies, will be established in accordance with previous agreements or new requests, following the order of the UA President, UAS Chancellor, or UAS Executive Cabinet.
- Designated outside agency EOC's are generally referred to as the **Unified Command Center (UCC)**, **Mobile Command Centers (MCC)** [for in-field responses], and the **Multiagency Coordination Center (MACC)** [generally activated for larger state or federal outside agency responses].

- Meeting locations are determined by unified command officials based upon availability of resources and shared response protocols.
- UAS staff will be notified according to their updated response duties, shift assignments, and will likely merge roles with members from the city/borough, state, and/or federal agencies with direct functional, jurisdictional, or mutual aid responsibility.

6. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

During an emergency, a clearly defined information collection process is essential. Appropriate information sharing provides situational awareness for leadership and promotes informed decision making. Accordingly, the University has established a process to collect, analyze, and disseminate information during an emergency for both internal and external response partners, as well as the public.

The process begins with:

INFORMATION COLLECTION:

Information will need to be gathered from a variety of sources during an emergency. The Planning Section will be charged with the responsibility of collecting all relevant information. Here are some examples of information that need to be collected and archived:

- All Incident Action Plans. (*General use FEMA forms which may be modified to suit the incident*)
- All on-scene first responder reports from local Police/Fire and any other jurisdictional authorities. (*Includes Clery Reporting*).
- Activity Logs and CAD Dispatch Logs.
- Internal IMT/EOC Shift Assignments and Contact logs.
- All involved Department and SRT reports.
- Non-Governmental, Volunteer or Contracted Service partners.
- Television, Radio, and Print media (Includes weather and emergency alerts).
- Social Media.
- Victim/Witness Reports of the Emergency, to include the General Public.
- Subject Matter Experts.
- Recordings of UAS Phone, Dispatch, and Hot Lines.
- Evidentiary Items and Photos (*Due to legal reasons, may be stored in off-site location).*
- Behavioral Health and Functional Assistance Information.

Incident, shift assignment, expenses, and situational logs are also to be completed in the Emergency Operations Center (EOC) and kept internally. These duties shall start at the

declaration of the emergency response and not cease until the final recovery actions. All essential records in regard to the University shall be preserved and secured by at least one designee from the Planning Section.

To assure this protocol is carried out correctly, the Planning Section Chief shall have each incoming/outgoing designee transfer all relevant documentation and materials at the beginning and end of each shift (generally a 12-hour assignment). These documents and materials will need to include a continuous log listing:

- each designee's clearly print name,
- date and time of the transfer,
- description of collected materials being transferred,
- updated emergency contact information of the transferring designee's,
- and lastly, the signature of at least the two direct transferring designees to acknowledge and verify the transfer.

ANALYSIS:

During information collection, it must be analyzed in a timely fashion to determine its operational relevance. Department of Risk Services, Environmental Health & Safety, and Emergency Management personnel (or Planning Section personnel, if the EOC is activated) will analyze information that is received and prepare intelligence reports for leadership.

During an emergency, the potential for dissemination of incorrect or misleading information is high. This can lead to operational difficulties for responders and confusion among to the community. Consequently, UAS will establish a media monitoring and rumor control element in the EOC. Media monitoring will be conducted in close coordination with the UAS Public Information Officer.

DISSEMINATION:

Message dissemination is categorized into internal messaging and public messaging. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to communications for public dissemination.

Internal Messaging:

Public information representatives in the EOC will assist in conveying information as necessary to the Chancellor/Executive Cabinet. Additionally, the Planning Section (during activation) will maintain and update Incident Action Plans that contain critical information and intelligence updates for all types of responders and other designated partners.

Supplementary methods of internal information dissemination may come via UA/UAS mass emails, RAVE alerts, UAS social media notification, Department of Risk Services, Environmental Health & Safety, and Emergency Management Safety Bulletins, and/or ALERTUS messages.

Public Messaging:

Various methods of public information dissemination are available and the decision to use a particular communications standard will be based on the urgency of information and the intended audience. Some methods of distribution may include:

- Press Releases
- Press Conferences
- Website Updates
- Print, Radio, or Televised Announcements
- Social Media Updates
- Parental/Family Notices
- Physical signs/postings

7. TRAINING AND EXERCISES

The Homeland Security Exercise and Evaluation Program (HSEEP) is the national standard for emergency response exercise design and implementation. UAS incorporates the HSEEP standardized methodology to evaluate and document exercises and develop improvement plans. The EOP will be tested, evaluated and assessed using HSEEP compliant exercises. A real-world emergency of sufficient size and complexity may be substituted in certain cases.

Each exercise will be designed to identify strengths and deficiencies within the EOP in order to develop future best-practices. Recommendations are to be compiled in an After Action Report (AAR) and developed into corresponding improvement emergency action plans, procedures, policies, and the EOP.

Adopting HSEEP, NIMS, and ICS national training models permit a stair-stepped and flexible process for different personnel to respond to various types of emergencies by enhancing cooperation, coordination, and communications between arriving first responders, persons of authority, and University officials.

UAS emergency response training programs shall regularly include *discussion-based* and *operations-based* exercises. The following tables further detail these types of recommended exercises.

Discussion-Based Exercises:

Type of Exercise	Participant Goals	Conduct Characteristics	Exercise Outcomes
Seminar - Seminars orient participants to or provide an overview into strategies, plans, policies, or procedures. Seminars can be valuable when an entity is developing new plans or making changes to existing plans or procedures.	• Orient participants to new or existing plans, policies, or procedures • Research or assess interagency capabilities or inter-jurisdictional operations • Construct a common framework of understanding	• Causal atmosphere • Minimal time constraints • Lecture-based	
Workshop - Workshops are more structured than seminars. Participant attendance and collaboration from relevant stakeholders is essential to obtain consensus and produce effective plans, procedures, and agreements.	• Develop a written product as a group, in coordinated activities • Obtain consensus • Collect or share information	• Broad attendance by relevant stakeholders • Conducted based on clear objectives/goals • More participant discussion than lecture-based seminar • Frequently uses break-out sessions to explore parts of an issue with similar groups	• Emergency Operations Plans (EOPs) • Mutual Aid Agreements • Standard Operations Procedures (SOPs)
Tabletop Exercise (TTX) - Tabletop exercises facilitate conceptual understanding, identify strengths, and areas for improvements, and/or achieving changes in perceptions. Participants are encouraged to problem-solve together through in-depth discussion. An effective TTX comes from active participants and their assessment of recommended revisions to current plans, policies, and procedures. It is important to have a facilitator that will keep the participants focused on the exercise objectives.	• Enhance general awareness • Enhance roles and responsibility understanding • Validate plans and procedures • Rehearse concepts and/or assess types of systems in a defined incident	• Requires an experienced facilitator • In-depth discussion • Low stress, problem-solving environment	
Game - A simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Identifying critical decision-making points is a major factor in the success of games.	• Explore decision-making processes and consequences • Conduct "what-if" analyses of existing plans • Evaluate existing and potential strategies	• No actual resources used • Often involves two or more teams • Includes models and simulations on increasing complexity as the game progresses • May include pre-scripted messages	

Operations-Based Exercises:

Type of Exercise	Participant Goals	Conduct Characteristics
Drill - A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency organization. Drills are commonly used to provide training on tasks specific to new equipment or procedures, to introduce or validate procedures, or practice and maintain current skills.	• Provide training on new equipment • Evaluate new procedures, policies, and/or equipment • Practice and maintain skills • Prepare for more complex exercises	• Immediate feedback • Realistic but isolated environment
Functional Exercise (FE) - Functional exercises are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.	• Validate and evaluate capabilities • Focused on plans, policies, and procedures	• Conducted in a realistic, real-time simulated environment • Simulated deployment of resources and personnel • Include controller and evaluators
Full-Scale Exercise (FSE) - Full-scale exercises (FSE) are high stress multi-agency, multi-jurisdictional activities designed to test coordinated responses and rapid problem solving skills. These are the most complex, resource-intensive, and possible expensive exercises.	• Demonstrate roles and responsibilities as addressed in plans and procedures • Coordinate between multiple agencies, organizations and jurisdictions	• High stress environment • Rapid problem solving • Critical thinking • Conducted in a realistic, real-time environment to mirror a real incident • Mobilization of units, personnel, and equipment

UAS will coordinate additional training(s) as applicable within the University development learning systems, new employee orientations, and in-person annual training(s). Each exercise shall align with local, state, and FEMA recommendations, in order to remain within the guidelines of the National Incident Management System (NIMS) and Incident Command System (ICS). Additional compliance efforts shall be considered to meet current Clery Act and local fire code guidelines.

To further meet training and educational objectives, it is the responsibility of the employee's supervisor or training manager to properly assign and document any Federal Emergency Management Agency (FEMA) learning modules, as follows:

- *Facilities, Health and Safety, and Department of Risk Services, Environmental Health & Safety, and Emergency Management staff, along with any other designated staff, who will likely be assigned to roles described in this EOP, shall complete training and achieve*

certification in IS-100.C: Introduction to the Incident Command System and IS-200.C: IS for Single Resources and Initial Action Incidents. IS-100.C and IS-200.C are web-based courses available free from the Federal Emergency Management Agency (FEMA).

- *All Health and Safety, and Department of Risk Services, Environmental Health & Safety, and Emergency Management staff, along with any other designated staff, are recommended to complete NIMS course IS-700: National Incident Management System, An Introduction, and IS-800: National Response Framework, An Introduction, and a web-based course available from Emergency Management Institute (EMI).*
- *All campus personnel and other designated staff are recommended to complete NIMS course IS-907: Active Shooter, a web-based course available from the Emergency Management Institute (EMI).*
- *Staff members are encouraged to annually train and exercise according to this EOP and Building Emergency Action Plan (BEAP). Students and other stakeholders are invited to participate or observe the training and exercises procedures as they are announced. The objective is for each person residing, working, or visiting the campus to gain experience through scenario based interaction, and not be caught off-guard when a real emergency occurs.*

IS-100.C and IS-200.C, NIMS IS-700 and IS-800 training completions for leadership, supervisory, and general staff is strongly recommended for partnering personnel in Facilities Services, Building/Laboratory Safety Coordinators, Emergency Operations Center (EOC) Staff, , Campus Response Safety Committee Members, Housing, Care Team Staff, Specialized Response Team (SRT) members, and Wellness staff.

Please visit https://training.fema.gov/nims/ to take your assigned NIMS coursework. (Make sure to retain a copy of your FEMA certificate along with providing a copy to your direct supervisor).

Each department shall delegate educational requirements based on their perceived staff needs, in consultation with the UAS Director of Risk Services, Environmental Health & Safety, and Emergency Management, according accreditations, and regulatory ordinances.

The Department of Risk Services, Environmental Health & Safety, and Department of Risk Services, Environmental Health & Safety, and Emergency Management will assist in developing, distributing, holding, and documenting any Emergency Management based exercise or education program(s). Multiple options for training will be resourced to students and staff throughout the school year. University department supervision is ultimately responsible for their assigned personnel conducting required emergency education and exercises.

8. ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION

UAS is responsible for establishing the administrative controls necessary to manage the expenditure of their funds and to provide reasonable accountability and justification for expenditures made to support Emergency Management operations. All administrative controls will be done in accordance with the established fiscal planning, policies, and standard business procedures.

The Section Chief assigned to the Emergency Operations Center (EOC) will maintain accurate logs recording key incident management activities including:

- Activation or deactivation of incident facilities;
- Significant changes in the incident situation;
- Major commitments or requests for additional resources from external sources;
- Issuance of protective action recommendations to the staff and students;
- Evacuations;
- Casualties, injuries, illnesses among students, faculty, staff, or visitors;
- Containment or termination of the incident.

FINANCE/BUSINESS SERVICES

UAS incorporates multiple annual financial measures to protect, prevent, mitigate, respond and recover from emergencies. Expenditures of these types shall follow standardized budget and financial protocols. However, large-scale emergencies may place financial strains on departments and units. When this occurs, departments may find they have insufficient funds for the activities.

In such a case, UAS may use emergency funding and procedures to ensure response and recovery activities continue. As an example, these activities may include but are not limited to raising purchasing limits and expedited review and authorization of contracts, among other efforts. Assigned finance/business service personnel may also seek assistance when permitted under certain types of disaster declarations and community relief programs. Further stabilization and recovery assistance may be permitted through available insurance guarantees or policies.

LOGISTICS

Logistic operations will manage resources and will work closely with Facilities Services, Human Services, and Business Services personnel to identify, obtain, and deliver needed resources to the operation. Emergency logistics management involves the following responsibilities:

- Establish the necessary systems for describing, inventorying, and requesting resources.
- Activate planned systems prior to, during, and after an incident.
- Transport resources as requested following approval.
- Deactivate or recall resources when no longer needed per EOC directives.

The Logistics Section Chief will be responsible for satisfying ongoing emergency resources requests as they emerge. If the resource is not available on scene, logistics personnel assigned to the EOC will attempt to obtain the resource through procurement or mutual aid/agreement requests.

9. PLAN DEVELOPMENT AND MAINTENANCE

The Emergency Operations Plan (EOP) utilizes numerous program expertise and personnel members to provide best practices in emergency prevention, protection, mitigation, preparedness, response, and recovery efforts. The Department of Risk Services, Environmental Health & Safety, and Emergency Management Department shall oversee and coordinate with all applicable stakeholders in regard to the following EOP actions:

- The EOP shall be reviewed and modified as necessary by the Director of Risk Services, Environmental Health & Safety, and Emergency Management.
- Final results of the reviews and any changes to the EOP shall be presented for approval before being submitted to the University Chancellor/Policy Group through administrative channels.
- The EOP will be submitted for signatures if significant changes are proposed.
- Each unit or department identified as having a role in this EOP is responsible for communicating the content of the EOP to their staff and ensuring critical staff have the opportunity to attend EOP training and exercise activities.
- Any draft document(s) will be sent to relevant partners for review and recommendations.
- After an adequate review period and consideration of stakeholder comments, the document will be finalized and signatures obtained. Substantive changes between review periods such as changes in roles or responsibilities will prompt notification to listed stakeholders.
- Minor edits such as grammar or spelling changes will require no notification.

- University Department of Risk Services, Environmental Health & Safety, and Emergency Management personnel will ensure EOP compliance with all educational, local, state, and federal guidelines and regulations.

10. AUTHORITIES AND REFERENCES

This Emergency Operations Plan (EOP) is authorized under the authority of the University Chancellor & Executive Cabinet. The following authorities, standards, and references were used in the development and implementation of this EOP.

Federal

1. Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended.
2. The Disaster Relief Act of 1974, PL 93-288 as amended.
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100 707.
4. Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), PL 99-499 as amended.
5. Code of Federal Regulations (CFR), Title 44. Department of Risk Services, Environmental Health & Safety, and Emergency Management Assistance.
6. Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management Agency.
7. EO 12472 of April 3, 1984, Assignment of National Security and Emergency Preparedness Telecommunications Functions
8. EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities.
9. Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies.
10. Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents
11. Higher Education Opportunity Act (PL-110-315) August 14, 2008
12. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) January 3, 2012.
13. Presidential Policy Directive/PPD-8: National Preparedness
14. Presidential Policy Directive/PPD-21: Critical Infrastructure Security and Resilience
15. Homeland Security Presidential Directive/HSPD-5: Management of Domestic Incidents
16. Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), 20 USC § 1092(f)
17. Occupational Safety and Health Administration; OSHA 29 CFR 1910.38 Emergency Action Plans; OSHA 29 CFR 1910.120 Hazardous Waste Operations and Emergency Response;

OSHA 29 CFR 1910.146 Permit-Required Confined Spaces; OSHA 29 CFR 1910.151 Medical Services and First Aid; OSHA 29 CFR 1910.156 Fire Brigades

18. National Preparedness System
19. National Fire Protection Agency (NFPA) 1600 Standard on Disaster/ Emergency Management and Business Continuity Programs;
20. Emergency Management Accreditation Program (EMAP) Emergency Management Standard
21. U.S. Department of Education Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
22. U.S. Department of Education Readiness and Emergency Management for Schools Technical Assistance Center (REMS TA)
23. FEMA Comprehensive Preparedness Guide 101 (CPG 101): Developing and Maintaining Emergency Operations Plans
24. FEMA Comprehensive Preparedness Guide 201 (CPG 201): Threat and Hazard Identification and Risk Assessment Guide

State

25. Alaska Division of Homeland Security and Department of Emergency Management.
26. Alaska Statutes: Title 26 - MILITARY AFFAIRS, VETERANS, DISASTERS, AND AEROSPACE.

Local

27. Juneau, Ketchikan, Sitka – Adopted International/City/Borough (Amended) Fire Code and Emergency Operations Plans
28. Administrative Order, No. 228, Use of NIMS ICS and Interagency Incident Response Teams

University of Alaska/University of Alaska Southeast/Board of Regent's Policy

28. UAS/UA Policy Handbooks
29. UA Board of Regents' Policy & University Regulation University of Alaska Regent's Policy, Part II, Administration, Chapter V, Crisis Planning, Response, and Communications; April 21, 2000, P02.05.010, Crisis Planning; April 21, 2000, P02.05.020, Crisis Communications; April 21, 2000, P02.05.030, Notification Procedures; April 21, 2000, P02.05.060, Crisis Response Rehearsals

-End of UAS Emergency Operations Basic Plan-

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FUNCTIONAL ANNEXES

ANNEX A: ACCOUNTABILITY

It is vital that all students, residents, faculty, staff, site contractors and visitors be accounted for during a natural or man-made disaster on campus. Everyone's whereabouts and welfare must also be documented and logged. Once the incident has become stabilized the "Search Team" will be the primary responding campus special response team (SRT). They may perform any of the following duties:

1. Activate the Incident Management Team (IMT) to assess the situation and call in additional resources as needed.
2. Call upon volunteer local community search teams or auxiliary groups to assist local police and fire in closing the facility and setting up a perimeter control.
3. Create a listing of those people who are evacuated for medical treatment or body storage, including information regarding which facility they have been transported to, as they are leaving the scene.
4. Direct the Registrar and Student Affairs to use Banner and similar databases to generate listings of class rosters for the hours in which the incident takes place.
5. Interview faculty to compare class rosters with attendance records for that time period.
6. Sweep the affected facility, checking for hidden personnel or victims. Trained Safety Wardens will be available to assist in many buildings.
7. Prompt Residence Life to do welfare checks in Student Housing of the listed students who are unaccounted for on-scene.
8. Instruct the Registrar to collect accountability data, by having responding and follow-up workers report their findings in person or by phone. IMT may issue a request to the University community that people in the affected facility or area of the incident call home to their loved ones to assure them of their welfare.
9. Direct available staff or department to field calls from concerned parents, friends, and family members. Referral to a website listing of affected people will be considered.
10. Conduct investigative interviews of students, employees, and visitors who were on-scene at the time of the incident.

11. Request any additional assistance from other agencies for accountability, assessment, documentation, and other tasks as needed.
12. Set up a "Tips Line" or BOLO to gather/present information regarding related criminal activity planning and other evidentiary data.
13. Prompt UAS Care Team to activate both on-scene and follow-up behavioral health support to survivors, using outside mutual aid resources as needed.

ANNEX B: BARRICADE, CLOSURE & LOCKDOWNS

During certain types of emergencies, it will be important to keep others from coming onto the UAS campus due to present and ongoing danger. While notice will likely be sent to stakeholders by e-mail, radio, television and other means, it may become necessary to rudimentary methods to prevent entry to the property. This process will require the use of on-site staff, barrier equipment, and the use of UAS vehicles to create physical blockades at all entrances from municipal streets and trails onto campus.

When entry to the campus needs to be restricted, Facilities Services will be contacted by telephone that entrance blockades are needed. University trucks will then be deployed to the larger campus entrances.

Establishing blockades: Pending the arrival of Facilities Services trucks, alternative staff may need to set up traffic cones and/or barricades in an attempt to prohibit access. Facilities and departmental vehicles will be placed across the incoming lane, with hazard flashers and amber beacon activated, if equipped. Sufficient space should be maintained for emergency vehicles to enter the campus, either by going around the blockade vehicle or onto the outgoing lane. Blockades shall remain in place until instructed by a supervisor or police officials to demobilize. Blockade staff will be supplied a high visibility traffic safety vest and shall flag traffic past the closed road.

An outgoing traffic lane shall remain open for vehicle egress. A flashlight or traffic wand should also be used during low light hours. If needed, the flagger may stop traffic on the municipal street for brief periods to allow vehicles to exit the campus if safe to do. Please use extreme caution in these instances!

Campus Shuttle: These service vehicles may be used to evacuate people from dangerous areas. Once the shuttle has left campus, emergency staff may enact a policy to also prohibit their

entrance past the blockades. In those cases, shuttles may be assigned to a staging area away from the danger zone or instructed to pick up passengers at the bus stops.

Blockade Assistance: Emergency staff may choose to activate the IMT and gather additional UAS employees to assist in maintaining blocked entrances. During extended periods, a roving University fleet vehicle and driver may be assigned to relieve blockade personnel as needed.

Limited Access: During most emergencies, some crisis professionals will be responding from off-campus and may be given access to campus past a blockade. Obviously marked police, fire, American Red Cross, and emergency medical vehicles may pass blockades to reach the emergency scene. Other responders may include police officers in private vehicles, Federal, state or local Emergency Management staff, and others carrying official agency credentials.

Blockade staff will need to exercise their judgment regarding access requests and may contact a supervisor by mobile phone if uncertain. Pedestrians should be warned against entry, but not physically restrained. Any vehicle or person getting past the blockade despite the staffer's efforts should be reported to command staff, including a driver and car description.

Command staff will issue instructions as to where to send media representatives for press briefings.

After Hours Activation: UAS Facilities services staff may be called-in from home to perform these functions after normal business hours. Facilities services dispatch maintains a call-in list of their employees. Access to UAS vehicle ignition keys may require that employee with a master key give entry to the Facilities (Stover House) office for access to the key box.

Community Campuses will work under the guidance of their director or designee.

Off Campus Sites: In the event that access to Student Housing, TEC, Anderson, or other UAS properties is required, emergency personnel may enact variations of this model, as needed. Assistance from local authorities will be coordinated through the Incident Commander or Policy Group.

ANNEX C: CRISIS COMMUNICATIONS PLAN

This plan outlines the crisis communications response of the University of Alaska Southeast (UAS) for incidents in which the Incident Management Team (IMT) is activated.

This plan (1) establishes a structure to provide information to the University community, the media, and the general public, and (2) outlines procedures to ensure campus officials and communicators are familiar with the specific roles and tasks required.

CRISIS RESPONSE

A crisis is any unplanned event that significantly threatens the health and welfare of members of the UAS community, causes operational disruption, physical or

environmental damage, or harm to the University's public standing. While there is no way to anticipate all possible emergency situations, the following examples represent categories of crises that would necessitate crisis communications:

- Natural disaster (earthquake, blizzard, ice storm)
- Military or terrorist activities
- Armed aggressor
- Technological failure

UAS'S CRISIS COMMUNICATIONS PHILOSOPHY:

- Help stabilize the crisis situation for the University community
- Gather information and liaise with UAS leadership, community partners, surrounding agencies and stakeholders
- Provide essential and factual information to the community
- Communicate openly and factually with the media
- Mitigate the potential for the event to cascade and create long-term damage and negatively impact UAS's image, credibility, enrollment and public relations.

UAS CRISIS COMMUNICATIONS PERSONNEL: STRUCTURE AND ROLES

The Incident Management Team (IMT) has responsibility for initial crisis response, and for coordinating the efforts of appropriate campus resources for up to 48 hours.

- University assigned staff secures the scene and coordinates with other emergency service providers.
- Additional staff assesses the impact of the event on the UAS community, with special attention to students and the residential community; communicates with injured parties, family and friends, and co-workers.
- Facilities Services coordinates the logistical response to any damage to UAS physical facilities or infrastructure.
- Section Chiefs notify the Executive Cabinet and key staff assisting with the response of the facts as they are known. Assigned lead(s) will then triage the severity of the incident and decide what steps or immediate actions to take.
- The Department of Risk services, Environmental Health Safety & Emergency Management supports sending emergency notifications via the University's emergency communications system. They will additionally assess risk and outline mitigation tactics, advise on emergency response best practices, etc.

ADVANCEMENT CRISIS COMMUNICATIONS TEAM

- During a crisis in which the IMT is activated, any assigned staff member assisting will follow the direction of the lead(s), who serves as the designee to IMT, in the dissemination of information. The designee role in crisis communications includes:
- Provide backup and direct assistance in issuing UAS's official emergency notifications information, advice, and instructions to the UAS community and the general public.
- Drafting and proofing communications sent out using channels other than the emergency notification system (e.g., UAS email system, press, etc.)
- Providing information to local, state and national media covering a significant event affecting UAS.
- Coordinating all press briefings and conferences and arranging all media interviews as needed depending on the nature of the incident.
- Providing advice when it is determined that executives and staff from outside the advancement office should speak with the media.

PUBLIC RELATIONS, (PIO) WHILE IN IMT ACTIVATION

- Following activation of IMT, determines a recommended level of response for the crisis situation.
- In most circumstances, serves as the official spokesperson during a crisis. Should the level of incident require formation of an Emergency Operations Center (EOC), the PIO may designate an alternate spokesperson.

- Communicates the facts of the incident and the University response to the campus community, the media and the community at large.
- Determines the messages to be delivered and the best means for communicating to internal audiences and University constituencies.
- Prepares official statements, rumor control centers and establishes media centers as needed.

CREATIVE MANAGER/MEDIA RELATIONS LEAD

Note: As a backup designee, the Creative Manager or designee may assume the lead's absence.

- Serves as the on-the-ground resource for media on-scene and for media inquiries.
- Works directly with the PIO on the dissemination of information to the media and to the campus community.
- At the direction of the IMT, sets up and staffs an on-scene media "bullpen".
- In cooperation with the IMT, assists with press briefings and conferences, and arranges all media interviews as needed depending on the nature of the incident.

EXECUTIVE CABINET MEMBER

- Chancellor serves as official spokesperson or designator of such duties for the University.
- May also lead the crisis communications team in the dissemination of information at the direction of the IMT.
- May assign designee to handle non-emergency calls and ensure operation of office functions.

SOCIAL MEDIA SPECIALIST DESIGNEE

- Keeps all institutional social media channels up-to-date with information about the crisis as it unfolds.
- Monitors social media activity for posts about the crisis, responding to posts when action is required, and for correcting misinformation and inaccuracies on social media channels.
- Communicates with other campus social media managers regarding social media posting policy during a crisis.

DIGITAL COMMUNICATIONS SPECIALIST

- Posts and updates the latest information about the crisis on UAS's homepage and other applicable UAS sites.

- Serves as a liaison between IMT and the Information Technology (IT) staff as needed.

OFFICIAL MEDIA SPOKESPERSON DESIGNEE

The official spokesperson must remain composed under stress. They must be articulate and knowledgeable of UAS operations. The spokesperson must be available to meet with the press, either individually or in a media briefing, on a regular basis (as deemed appropriate by the IMT).

- In most cases the spokesperson should be the University Chancellor or the PIO. A Vice Chancellor or community campus Director may also serve as the official UAS spokesperson.
- Authorized Spokesperson(s) from specific area or with specific expertise also may be designated to address issues relevant to the crisis.

ADDITIONAL SUPPORT

Any staff member in the advancement office may be called upon to assist in the crisis communications response. In case of a physical disaster, the crisis incident may last up to several days. The assigned personnel may need to set up several shifts of staff to ensure coverage and not exhaust all personnel in the first wave of activity; 24-hour communications operations may be called for during a long-term crisis.

CRISIS COMMUNICATION PLAN

The IMT designee, as an initial responder, will be responsible for assessing the crisis and directing necessary communications based on the level of the incident.

Incident occurs: IMT activates, assesses the situation and initiates an appropriate emergency response. If the IMT advancement lead implements the Crisis Communication Plan, the following actions should be taken:

The IMT lead notifies the Chancellor or Vice Chancellor of the crisis and the planned response. The safety and security of the campus community will always be the first priority with emergency communication. If immediate dissemination of information is required due to campus safety (ex: active shooter), IMT notification to the Executive Cabinet may occur after the initial communication to the campus community.

In most instances, the Department of Risk Services, EHS and Emergency Management will initiate emergency notifications via the University's emergency communication system. Emergency notifications follow Clery Act messaging requirements and are issued when there is an immediate or ongoing threat to the health and safety of the campus community. The initial announcement will include basic safety instructions for the campus community.

IMT's lead will initiate a public announcement that should be made through other relevant communication means. This earliest release of information is not a formal news release, but a short two or three sentence notification, including all the facts verified by on-scene authorities available at that time. The initial announcement to the campus community should include factual information and answer as many of the following things as possible:

- What happened; when and where it happened?
- What's being done about it?
- Safety instructions?
- Where to get more information and access resources?
- Instructions to contact family if safe and secure?
-

In addition to the University's emergency communications system, other relevant channels include:

  - UAS webpage
  - UAS Social Media (Facebook and Twitter)
  - Local media outlets
  - UAS-assigned or created email inbox

- Updates will continue to be provided on a regular basis as directed by IMT. Until the situation stabilizes, the same communication methods should be employed when issuing updates.
- Executive Cabinet will determine if a formal media briefing is necessary after the campus is confirmed to be secure and whether or not an on-campus media briefing site should be established. Media interview requests will be logged and scheduled once the crisis situation has been contained.
- The Chancellor should issue a statement to the affected groups, reaching the internal University audience first whenever possible.
- Other key stakeholders will be notified of crisis and resolution once the situation has stabilized.

JOINT INFORMATION CENTER

Should the crisis situation involve multiple agencies, UAS may establish a joint information center to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

SOCIAL MEDIA

Only the UAS institutional social media sites (listed below) will be updated with official information by the IMT/communications team. All other UAS-affiliated social media pages, such as departmental social media accounts, should point users to official UAS social media platforms. No campus department or unit should post to UAS-affiliated social media sites during a crisis.

Official UAS social media sites used during a crisis:

- UAS X – "Twitter" feed: https://twitter.com/uasoutheast
- UAS page on Facebook: https://www.facebook.com/UASALASKA/

WEB PAGES

UAS will designate a specific webpage to serve as a hub for emergency information during a crisis. Depending on the type of crisis, this may mean standing up a separate page with information. The web page https://uas.alaska.edu/chancellor/risk-management.html may be used for this purpose and designated quickly as needed.

MEDIA CONTACT

As soon as verifiable facts are available, the Executive Cabinet will prepare a brief media release regarding the incident. If possible, a time will be announced in the statement as to when the next statement/release will be made or when a press conference will be held. An on-campus media bullpen may be established.

UAS personnel should refer all media to Executive Cabinet, to the established UAS media center or to the Joint Information Center. No other University employee are authorized to speak to the news media in a crisis without clearance from Executive cabinet.

No personal information will be released by advancement during or immediately following the crisis.

CRISIS CALL CENTER

The Dean of Students (DOS) office will serve as primary contact for students and families. A crisis contact center will be established using (907) 209-6539.

ALTERNATIVE COMMUNICATIONS

Alternative or additional means of conveying information should be considered, including letters or emails to members, volunteers, or selected constituencies of the University and letters to newspaper editors.

'SWITCHBOARDS' – further notification resources

The following locations, which receive high volumes of incoming telephone calls to the University, should be notified regarding the key facts of the crisis (fact sheet) and where to refer calls pertaining to the crisis:

- Human Resources
- Registrar's Office
- Student Affairs
- Residence Life
- Chancellor's Office
- Dean of Students
- Student Health and Counseling Centers
- University Recorded Message through IT coordination and Cisco Informacast
- UA PR Council (UAA, UAF, UAS PR representatives)

ONGOING CRISIS COMMUNICATIONS (24-48 HOURS AND POST INCIDENT)

If the incident is considered very serious and/or involves a serious personal injury or fatality, the Executive Cabinet should meet as soon as possible to develop the long-term response team. Based upon these discussions, the PIO or other assigned lead will develop the key messages and written statements to issue to the University's stakeholders and community.

ANNEX D: DONATIONS MANAGEMENT

During a crisis, individuals and organizations may bring goods of all sorts to a command post out of a perceived need or a plea from officials for similar items. Monetary donations are preferred, since they can be used to:

- Buy exactly what is needed, when it is needed
- Help rebuild the local economy
- Donate to those established organizations that are meeting the needs of the University during the disaster

Incident Commander or IMT shall determine how donated money will be managed and who will manage it. Typically, an Incident Management Team can direct donations to the UA/UAS Foundation to establish a relief fund.

For other goods donated, I.C. or IMT may establish a plan to operate a Donation Coordination Center (DCC).

Find location(s) that consider:

- How many staff and/or volunteers will be operating the DCC
- Enough room to receive, sort, and store emergency relief supplies
- Enough room to receive, sort, and store unsolicited donations
- Capability to store dry, refrigerated, and frozen goods, such as:
  - Food/water
  - Clothing, bedding, towels
  - Household items such as dishes, pots, pans, furniture
  - Infant supplies
  - Personal hygiene supplies and toiletries
  - Pet supplies
  - Emergency relief supplies such as shovels, mops, buckets, etc.

Other considerations:

- Establish a Donation Manager
- Establish a security plan and pest protection plan for stored goods
- Consult with Incident Command regarding rationing decisions and action plans
- Establish an accountability function for intake, distribution, and return of goods

- Ensure a trash containment/removal option exists for unusable donations

ANNEX E: EVACUATIONS

Normally evacuation alarm systems consisting of horns, strobe lights or bells will be used to order occupants from their buildings to quickly gather at their designated Emergency Assembly Area (EAA). Building Emergency Action Plans (BEAPs) will list the EAAs as well as an alternate indoor gathering place during extreme weather.

Ketchikan and Sitka assembly locations are located in the parking lots. Occupants will need to assemble as far away from the building as possible to avoid arriving first responder vehicles and any falling debris/fire.

In the event that all or most of the campus must be evacuated, an Incident Command Post and/or EOC should be established, using ICS management principles.

The Director of Residence Life is typically established as the Joint Operations Section Chief when residents are impacted.

The Logistics Section Chief determine transportation needs and plan for a First Aid and Weather Protection Station to be set up at the evacuation reception center. Depending on the nature of the evacuation, the station may need to be upgraded to a triage center. Local fire medics shall be tasked with coordination with the Student Health for this purpose.

The Facilities Services Director or designee should consider assigning the shuttle and UAS vehicles for emergency use. Additionally, a temporary staging transport safe zone should be established and drivers should be placed on standby.

The Planning Section Chief develops and implements a plan to evacuate individuals from affected buildings to the closest safe zone where larger vehicles, such as shuttles, emergency centers, or buses, can move evacuees to a reception center. A Documentation Unit should be set up to register evacuees' names and where they can be contacted later (such as at an evacuation center, friend's home, etc.)

Local first responders and government agencies will serve primary responsibilities for warning to those in harm's way. They will also lead building searches if needed and will mark each building evacuated when a search is completed. UAS Search teams shall not make entry into buildings to assist until authorized and the area is deemed safe.

If evacuation is required due to an active shooter or major criminal event, a secondary location as far away from the campus area involved shall be broadcasted. Such a notice may even include all campus occupants to immediately leave the campus area.

Shelters must minimally have warming, water, and feeding stations/services. Further considerations may also include travel assistance for residents to return to home, personal medical prescription assistance, animal care.

The Public Information Officer should develop a process working with the Documentation Unit to be able to provide evacuees' names based on inquiries from relatives, develop press releases related to the incident and provide informational handouts to the evacuees on the situation.

ANNEX F: FAMILY ASSISTANCE CENTER

In an incident where there is any likelihood for the general public, media, or family members to be involved, a Family Assistance Center (FAC) may be activated. Family Assistance Centers are facilitated by UAS Risk Services, EHS, and Emergency Management with assistance from Alaska Victims Assistance Program coordinated by the FBI, and are secured sites that provide accurate, honest, and transparent information, assistance, and reunification of affected/injured people with family members and vice versa.

Services provided by a Family Assistance Center will seek to promptly establish:

- A safe/secure private area, media-free zone
- An area where missing persons' reports can be filed
- An area where reunification can take place between families and missing/injured persons
- Food
- First aid
- Emotional support services, including animal assistance
- Translation services (ADA, languages)
- Short-term child care
- Spiritual care
- Transportation
- Event updates and briefings

The Family Assistance Center should provide frequent and clear updates/briefings addressing:

- What event occurred?
- How often and where briefings will be held?
- Where information can be found about the injured/missing (phone #s, URLs, physical locations)?
- Where belongings can be claimed?
- Where First Aid can be obtained?
- Options for crisis/spiritual counseling?
- Pertinent legal and financial assistance information?
- When emergency response switches to recovery operations?
- Repatriation concerns
- Long term housing and food assistance

FACs should be set up rapidly following an incident in order to help curtail chaos. A reception center is set up first and can start in a small area such as a classroom. It may then move from

there to a larger hall, residence hall, Rec Center, or hotel. The Red Cross can assist at this moment in coordination with the UAS IMT.

FACs are resource- and staff-intensive operations. At UAS, when an FAC is activated, trained UAS personnel can set up and staff the FAC, while trained volunteers from Red Cross, Salvation Army and others can run it upon their arrival.

UAS employees, generally Residence Life staff, should be 3-5 people on call on a rotational basis in case of any incident triggering an FAC.

Areas needed in a Family Assistance Center:

- Housing/Lodge/Rec Center Reception Room/Intake Area
- Established Information Center
- Child and animal care area
- Food service area
- Treatment/counseling/rest area
- Bathrooms
- Claim Center (where lost or recovered personal belongings are stored and can be retrieved from)
- Logistics Center (volunteers, transportation, etc.)

One or more of these centers may be housed in the same general area. Treatment/counseling rooms and the call center should have their own separate spaces.

ANNEX G: CRISIS CALL CENTER

For mass casualty events occurring on campus or during a UAS-affiliated event off- campus, there is a likelihood of an overwhelming number of telephone calls requesting information about ill, injured, or deceased loved ones. The public's need for information and the University's desire to share accurate meaningful information may be hampered by the fact that too few call takers will be working at UAS Housing or Facilities Services dispatch. Creating and establishing a Crisis Call Center (CCC) will help relieve the demands on those personnel while providing the most recent information about the emergency to those who need it.

Typically, the Incident Management Team will be continually gathering information about the severity and extent of impact of an emergency. This will include accountability for students and employees involved in the event.

Management Options:

The IMT can task departments, such as the Registrar's Office, Residence Life, and Student Services, to use Banner and other information systems to determine how many students were enrolled for attendance in the area of concern. Roll call taken by office managers and/or building representatives once people have evacuated to Emergency Assembly Areas (EAA's) can also be a helpful tool in accounting for occupants of an affected building.

Emergency scene responders should track those affected by the emergency as they are being transported from the scene by ambulance. Determining which medical facility, they are being taken to will assist in follow-up interviews and accountability.

An Incident Command Post (ICP) and Emergency Operations Center (EOC) should be considered to support the needs of responders to the emergency and recovery efforts. Employees working in those locations should check-in, receive their Position Checklist, and establish a communications bridge between that site and the Incident Commander. A Planning Section Chief or Situation Unit Leader should establish a tracking method for accounting for affected students and employees as that information becomes available.

The function of the CCC is to provide limited information about the emergency and the status of those affected by it. The IMT and University Relations staff shall provide a written script for CCC workers to use, with clear instructions not to vary from the approved information or to engage in sharing opinions or speculation.

Whenever possible, calls to the CCC may be rolled over to the I.T. Services, who will also be releasing limited information from the same approved scripts. Information will be updated as often as is practical. Requests for interviews or press conferences will be referred to the UAS assigned Public Information Officer (PIO).
Managers should consider that communications operations during the aftermath of an emergency can be extremely stressful. This will also be the case for student workers in a CCC. Frequent rest periods and rotation of workers should be implemented.

ANNEX H: MASS CARE CENTER

There may be instances when UAS students and employees will need to be housed on campus for short periods of time and for various reasons. UAS has limited capability to house people in areas besides any available housing units, but will coordinate with Facilities Services and Residence Life where cots, food, delivery vehicles, and bathroom facilities can be provided.

In other instances, the State EOC may request the use of, and activate a Mass Care Center (MCC) on the Juneau or community campuses. In these cases, the State of Alaska and/or the City & Borough generally assumes operational responsibility and liability for these centers. Due to the

Juneau campus having an Alaska National Guard (Joint-Use Facility) MOA with the UAS Rec Center, additional military cooperatives may be utilized.

Additional information is available in the State of Alaska Mass Care Group (MCG) Operations Guide. There are also plans specific to local community fire departments and emergency management departments.

In general, the object of the MCC is to:

- Open and maintain congregate care centers during times of disasters.
- Provide sheltering and care of those citizens who are displaced due to a natural or manmade disaster.
- To have a large pool of possible centers available for the public good.

Guidelines may include:

- Mass Care Centers should be available on a 24/7 recall system in case of an emergency.
- The Point of Contact (POC) of each center will have a 24-hour phone number available to the EOC.
- Mass Care Centers will operate on a 24-hour basis during the incident.
- Staffing of the shelter will be done under the guidance of various government and private services or agencies
- Management of the center will be done under the guidance of the local government
- Security will be requested to be performed under the local authorities or private security

Set Up

- The community Emergency Operations Center will place the initial call to the desired shelter site.
- Damage assessment and inspection of the facility prior to opening will be conducted by trained and certified damage assessment personnel.
- Approval to become a shelter rests solely on the host. If they do not wish to operate as a shelter during the disaster period their wish will be respected.
- Any Red Cross or similar resources and supplies will be directed to the shelter location as soon as possible and safe to do so.

Supplies

- The UAS IMT will request supplies from local agencies, UA System Wide, American Red Cross, other MOA's, and so on. Essential supply requests should be fully assessed and documented prior to submitting to authorized providers in a timely manner

Transportation

- Transportation to and from the shelter for those displaced will be provided by Facilities Services and other departments with university vehicles.
- Other services, including other state vehicles, may be requested along with the coordination from assisting agencies/organizations.
- Individual transportation in personal automobiles to each facility is discouraged due to limited parking and security considerations.

Timeframe

- This annex encompasses the first 48 hours of the incident. Hours of obligation may be extended based upon severity of community damage and/or number of individuals displaced.

Finance

- Documentation. The MOA will retain full responsibility for tracking all goods that are released to agents/volunteers and similar organization personnel for shelter purposes.
- Responding organizations will track all associated personnel hours for possible compensation from the MOA.

- Compensation. Responding outside agencies and organizations will pay for all goods that are distributed to congregate care centers.

ANNEX I: SHELTER-IN-PLACE

When seeking shelter from airborne environmental dangers, the campus community could be instructed to "shelter in place". It should be kept in mind that fleeing from a person's current location toward a "safer area" can sometimes put them in harm's way - situational awareness is key. In general, people will be instructed to do the following:

- Go inside as quickly as possible.

- If there is time, shut and lock all exterior doors and windows. Locking them may pull the door or window tighter and make a better seal against the airborne danger. Turn

off the air conditioner or heater. Turn off all fans too. In Student Housing apartments, close any other place that air can come in from outside.

- Go in the shelter-in-place room and shut the door.
- Review local media or government notifications or informational broadcasts. Keep a telephone close at hand, but don't use it unless there is a serious emergency.
- Sink and toilet drain traps should have water in them (you can use the sink and toilet as you normally would). If it is necessary to drink water, drink stored water, not water from the tap.
- Tape plastic over any windows in the room. Use duct tape around the windows and doors and make an unbroken seal. Use the tape over any vents into the room and seal any electrical outlets or other openings.
- If you are away from your shelter-in-place location when an event occurs, follow the instructions of emergency coordinators to find the nearest shelter. If your children are at school, they will be sheltered there. Unless you are instructed to do so, do not try to get to the school to bring your children home. Transporting them from the school will put them, and you, at increased risk.
- Listen to authorized public or campus broadcasts for an announcement indicating that it is safe to leave the shelter.
- When you leave the shelter, follow instructions from local emergency coordinators to avoid any contaminants outside. After you come out of the shelter, emergency coordinators may have additional instructions on how to make the rest of the building safe again.

ANNEX J: COORDINATION OF TRAINED & SPONTANEOUS VOLUNTEERS

I. Planning Assumptions

This plan is based upon the following planning and operational assumptions:

- UAS campuses can expect reoccurrence of certain disasters (flooding, windstorms, and power failure) as well as the periodic occurrence of large disasters such as earthquakes.
- There will be a continuing need for volunteers to assist in response and recovery operations during certain disasters.
- An overwhelming number of spontaneous, unsolicited, and emergent volunteers may arrive within the impacted area in order to assist responders.
- The establishment of this Multi-Tiered Emergency Worker Plan will assist in the recruitment, management and utilization of these volunteers in advance of an actual emergency.
- Organization of volunteers under this plan provides for a more effective and efficient use of volunteers as well as maintains ICS and Span of Control as appropriate.
- By identification, training and management of volunteers the University can provide needed services to disaster victims, citizens and fellow responders in a more efficient fashion.

During any emergency a core group of volunteers may be needed to assist in emergency operations. In non-emergency times, potential volunteers will be recruited, trained and organized to provide for safe integration into emergency response.

All prospective volunteers will fill out an application that shall include contact information, appropriate license and credentialing information, specialized skills the volunteer may have, and a record of training. This application shall be maintained in a secure database and may not be shared without the express written permission of the applicant. As part of the process, any volunteer who may have access to vulnerable populations or private residences without close supervision, may be required to undergo a background check.

Basic minimum qualifications for all volunteers will be as follows:

- 18 years of age unless accompanied by and teamed with a Parent or Legal Guardian.
- Possession of valid Government-issued identification

- Free of any criminal charges, arrests, convictions, or other history, which might otherwise disqualify you from certain missions.

Currently UAS uses trained volunteers as members of:

- Community Emergency Response Team (CERT) responders, who minimize the loss of life and property following a disaster until professional responders can arrive.
- Building Wardens receive training in medical operations and light search & rescue, in order to assist in building sweeps after a damaging emergency
- Critical Incident Stress Management resources following a serious incident, activated through the local police and fire dispatch.

II. Training Period

Following recruitment and during non-activation periods, volunteers will be considered in a training period. This training shall be coordinated with the Training Coordinator and is reinforced during periodic team meetings.

III. Activation Period

Whenever the Volunteer is involved in an actual emergency or a disaster exercise this period will be known as an Activation Period. Upon activation volunteers should report to the Volunteer reception center for assignment. During this period members will be assigned according to skills and needs to a particular mission. These assignments may be in the field, in a designated Volunteer Reception Center, the EOC, or any number of functional areas. During activation it is critical that Proper Incident Command System (ICS) compliance is maintained so a modified version of the previous organizational chart is used. The designated Volunteer Coordinator will report directly to the Operations Section Chief or other person as designated by the Incident Commander.

IV. Roles and Responsibilities

1. Operations Section Chief
   i. During activation periods the Operations Section Chief (or other person as identified by Incident Commander) shall assume authority over the volunteer

ii. program. The OSC shall provide direction to the Volunteer Coordinator over tasks and missions needed.

2. Volunteer Coordinator

The Volunteer Coordinator receives direction from the operational sections chief and assigns task as appropriate to volunteer teams. This position shall maintain volunteer rosters, arrange for certification, background checks, and other duties as appropriate. The Volunteer Coordinator shall work with the Training Coordinator to maintain training and exercise programs as appropriate.

3. Training Coordinator

The UAS Director of Risk, EHS, Emergency Management, or designee shall work with volunteers to arrange for and advise on an appropriate training plan for all volunteers. During activation this person shall be responsible for basic orientation and safety briefings to volunteers.

4. Volunteer Center Operations Manager

The Volunteer Center Operations Manager shall provide for the overall operations of the Volunteer Reception Center. This shall include provisions for operational and logistical needs of reception center. The VCOM shall not supervise volunteers other than those assigned to duties in or in support of the Volunteer Center.

5. Unaffiliated Volunteers

i. Unaffiliated volunteers are not part of a recognized voluntary agency and often have no formal training in emergency response. They are not officially invited to become involved but are typically motivated by a desire to help others in time of need.

ii. The Incident Commander and Operations Section Chief must consider the value of accepting a spontaneous volunteer's offer of assistance in a response, compared to the risk and vulnerability that the volunteer may perform in a manner that may cause injury to him, others, or damage to University equipment/property.

iii. "Walk-in" volunteers may be assigned to a trained responder or affiliated volunteer, under close supervision, after signing a UA/UAS Volunteer form.

If Incident Command decides to have an outside volunteer agency provide services to the University community during an event, the following concerns must be addressed:

- How many personnel will be coming to provide services?
- Where will the personnel stay while they are on campus?
- Will the personnel have the capability to sustain themselves while providing services to the University?
- Will their transportation or supply shipments cause a disruption in services for disaster survivors?
- Determine how volunteer needs will be met on campus:
    - Travel
    - Lodging
    - Restrooms and showers
    - Laundry facilities
    - Food and water

UAS THREAT/HAZARD-SPECIFIC APPENDICES

Institutes of Higher Education are exposed to many types of threats and hazards, all of which have the potential for disrupting the campus and surrounding community, causing casualties, and damaging or destroying public or private property.

UAS Department of Risk Services, Environmental Health & Safety, and Emergency Management will periodically complete threat and hazard analyses to identify any circumstances on or near the campus that may present potential risk to people or property. The interior and exterior portions of all UAS buildings and grounds are assessed for potential threats/hazards that may impact the students, staff, visitors, and critical infrastructure. Identified hazards and threats have been assessed by *probability* and *impact* designation and ranked accordingly.

The *Risk Assessment Table* on the following page briefly summarizes assessed risks to UAS and prioritizes them according to their probability of occurrence and potential impact to the campus and surrounding community population. Probability and impact are rated on a scale from 1-5. (A rating of 1 would indicate the least probability of occurrence and the least impact on the university population and business operations. A rating of 5 represents the greatest probability of occurrence and potential impact.

The table also describes the timing expectations to send out appropriate warnings, the likely duration of primary staff responding to the emergency, and varied best practices and resources that further protect the greater campus and surrounding community. From this assessment, all annexes, planning, procedures, training, and informative guides are formulated to address the most likely Emergency Management related needs and responses.

See the Threat/Hazard Assessment Table on the next page: (Based on collection of main campus and community campuses)

Incident Type	Ranking		Warning & Duration	Preparedness & Mitigation Techniques
Active Violence	*Probability*	2	Initial response of just minutes to over 4 hours if barricade situation occurs	*Increased surveillance cameras & safety alarms; behavioral Intervention & incident response team, hands-on active threats training; See Something, Say Something campaign; and, full building access card provided to local police& fire.*
	Impact	5		
Earthquake	*Probability*	2	1-hour initial evacuation and accountability -to- multiple aftershocks and building inspection(s) (over 24 hours)	*Mass communication resources, backup generators, secondary sheltering; back-up sheltering areas; annual exercise adherence*
	Impact	3		
Dangerous Animal Activity	*Probability*	3	1-3 hours; may involve delays due to animal dispatch & removal	*Bear spray/pepper balls, RAVE, and Informacast; Surveillance cameras; Fish & Game/Forest Service training*
	Impact	2		
Campus Area or Building Fire/Explosion/Collapse	*Probability*	2	Similar to earthquake	*Fire safety training, Building Action Plans; Guides; Search & Rescue team (floor wardens).*
	Impact	4		
Flooding/Severe Weather/Building Water Damage/	*Probability*	3	6-12 hours	*Text and computer alerts / Emergency monitoring; Entry way sandbagging and water removal; Prior priority rental equipment & delivery service established. Large sand and rock storage.*
	Impact	3		
Hazardous Material Incident	*Probability*	2	1 to < 3 hours	*Safety Data Sheets (SDS) readily available in each classroom; Mandatory lab safety training and*

	Impact	3		*kits; HS & Lab Response Team; Limited chemical storage*
Medical Hazards/Exposures (Includes Infectious, Disease or Pandemic situations)	*Probability*	3	1 to < 12 hours	*Maintain Supply of Personal and Workplace Protective Equipment and Medication; Health Bulletins; Adhere to DHSS & CDC guidelines.*
	Impact	2		
Civil Unrest - Protests/Demonstrations	*Probability*	1	2-8 hours	*Police Department/FBI Team lead personnel on site. Specialized team creation for events as needed*
	Impact	2		
Utility Outages/Shut-Down (Includes Elevator Entrapments)	*Probability*	3	Minutes to < 12 hours	*Installation/maintenance of back-up generators; Increased Contractor Response Services*
	Impact	2		
Bomb Threats/Suspicious Packages	*Probability*	1	1 to < 3 hours	*Evacuation Procedures / Drill Response Training; Guides; Phone Checklist; and, secondary evacuation points*
	Impact	3		
Cyber Attacks	*Probability*	3	Minimal 12+ hours	*Computer/Internet usage policy; IT department bulletins; Guides*
	Impact	3		
Heavy Snow/Ice	*Probability*	4	4 to 24+ hours	*Maintain emergency supply; Support conservation efforts; Safety Flyers & Guides; snow decision team (community wide); and back-up on call staff.*
	Impact	2		

APPENDIX 1: DAMAGING EARTHQUAKE

Listed below is a checklist of UAS response options in the event that a significant earth- quake event causes damage and/or personal injury to one of our campus sites.

- □ Quickly assess the extent of damage and assign an Operations Section Chief to begin executing Incident Commander's initial incident objectives.
- □ Establish a Search group under the Operations section. Responders working in a buddy system could include the volunteer police auxiliary team, CERT, activated local responders, and the Safety Wardens.
- □ Building safety wardens and Facilities staff should perform a quick patrol of campus to determine if there are any injured or trapped people. It should be assumed that there are injuries in any building heavily damaged. These areas should be mapped out for rescue planning.
- □ Activate a Post Disaster Damage Assessment Team (PDDAT) through the Planning Section Chief, and have their results relayed to the Incident Commander.
- □ Establish Situation Unit to carefully document which buildings have been checked for injuries and significant damage.
- □ Immediately survey and prioritize emergency needs before allocating emergency resources.
- □ Establish an Operations Housing/Residence Life Branch director to coordinate room to room assessment and documentation of findings
- □ Local Police should be notified of actual fires as a top priority to prevent their spread to other areas.
- □ Facilities Services staff should close gas valves to affected facilities if leaks are suspected.
- □ Seek campus closure from the Chancellor and send home all employees not designated for emergency response.
- □ Supplement placards or notices with "Do Not Enter" or "Keep Out" tape for perimeter and interior doorways.
- □ For responder accountability, have everyone check-in to their "Base" at a designated periodic time.
- □ Instruct faculty to communicate closure details to their students.
- □ Assigned staff should develop a security plan for all areas. This plan should include prevention of looting, keeping people out of condemned areas, and control of on

lookers. Traffic plans may have to be modified in consultation with the Planning Section chief, due to damaged roads and emergency operations.

- □ Arrange for evacuation from affected areas. Fleet Operations, volunteer groups, and Facilities Services staff may assist when local first responders are engaged in other emergency functions.
- □ Establish an emergency reception center for evacuees. Such a center should include a triage capability for those who are injured, as well as a tracking system for accountability purposes.
- □ Contact the State Emergency Operations Center to activate the American Red Cross (or similar organization) for shelter and feeding information before moving uninjured people from the reception center.
- □ Consider opening a shelter site for those commuters who may not be able to go home due to damaged infrastructure.
- □ Establish contact and communications with the local and State Emergency Management to relay on and off campus assessments and needs. Open the UAS Emergency Operations Center (EOC) if needed.
- □ Develop a system during the recovery period for allowing employees into their office space to assess duration of outage and to retrieve personal items.
- □ The Public Information Officer should generate bulletins with information about the overall situation, evacuation centers, and phone numbers/web sites for getting more information.
- □ Update UAS home webpage regularly for those who are not linked by social media.
- □ Consider opening a Crisis Call Center to handle information requests.
- □ Work with the Finance Section Chief and the Director of Risk & EHS to track injury claims, costs of the response and recovery.

APPENDIX 2: INCLEMENT WEATHER CLOSURES

Given the weather in southcentral Alaska, our goal is to limit the inconveniences that members of the University community have to face and to do everything within our means to make conditions as safe as possible for living or working on campus. We can expect deep snow, overbanked streams/rivers, glacier flooding, damaging high winds, electrical service outages, and ice-covered surfaces during any given year. During severe weather events in which Grounds Crew responders cannot keep up with changing conditions, the University must sometimes delay or cancel classes until it is believed our students, employees, and visitors can come to our campuses safely. Only the Chancellor or their designee can close a campus or cancel instruction, based on situational

awareness recommendations from the Incident Management Team (IMT). The purpose of this Policy is to articulate decision making and action steps likely in such situations.

Assumptions

1. Weather and road conditions in Alaska can change drastically in just a short time. UAS makes the most informed closure/cancellation decision based on the facts we have at the time
2. University closures, late starts, early releases and class cancelations due to inclement weather are sometimes unavoidable. We carefully consider the safety of our campus community when recommending an action be taken by the Chancellor or their designee
3. The local School District may choose to cancel school, while UAS may remain open; one does not signify the closure of the other
4. There will be days that start out as ordinary, but conditions quickly deteriorate and require consideration of closing campus for the remainder of the day
5. Closing of a campus would indicate canceling of classes, all scheduled activities and events, and work assignments
6. Only Designated Employees will need to continue working, in areas such as Residence Life, dining services for Student Housing, and limited Facilities Services. All other employees will use leave time as allowed under Human Resources policies, or as otherwise directed
7. A short-term shelter may be required for personnel unable to leave campus safely due to severe weather conditions or road closures
8. If a notice of closure for a set amount of time has been issued, this will not be retracted or changed to re-open earlier
9. Campus activity will resume as normal the next business day, unless alerts are posted otherwise.

Decision Making

Members of the IMT will monitor storm activity and assess conditions early in the day and will meet to agree on a recommended course of action. The IMT shall consider the following before making a recommendation to the Chancellor for action:

-Conditions of roads and other surfaces on and around campus
-Conditions of roads throughout the community
-Canceling of shuttle bus and city & borough services to and from campus

-State Trooper, Department of Transportation, and Local Police accident reports/warnings
-NOAA weather reports and predicted conditions
-General Safety of the campus community (including slips, trips, and fall considerations)

Protocols

The Chancellor or designee, agreeing that allowing operations on campus would be unsafe, could choose to:

1. Delay the start of the work day until driving/walking conditions have been made safe
2. Cancel classes for the day, but allow employees to report to work
3. Close the campus for the calendar day
4. Close campus to evening activities
5. During a class day, close campus early for the remainder of the day

UAS will make every effort to announce a closure by 7:00 a.m. for classes that take place during the day, and by 4:00 p.m. for classes that take place in the evening.

Inclement weather closures are announced to the UAS community via the following ways:

- UAS email
- UA Alert (students should visit http://UASlert.alaska.edu to make sure their phone and text numbers are current)
- UAS website
- UAS social media (Facebook and X)
- UAS phone/Informacast
- local news outlets

There may be days that UAS stays open, but people are unable to make it to campus due to road conditions or other factors in their area. If an individual feels it is unsafe to travel to class or work, they should not travel, regardless of whether classes/events are officially canceled. Employees may be granted administrative leave under BOR R04.06.140.A.3.

- students should be in touch directly with their professors regarding missing class or making up work
- faculty should contact their dean, director or department chair
- staff should contact their direct supervisor.

In rare circumstances when the Chancellor is not reachable to affirm and authorize a safety closure, the IMT is empowered to proceed with announcing a closure based on the guidance of this Policy.

APPENDIX 3: VIOLENT INCIDENT (ACTIVE SHOOTER/ARMED AGGRESSOR)

The University of Alaska Southeast (UAS) considers the safety of its students, employees, and visitors as a high priority. Using the motto "Safety is Everybody's Business", UAS strives to minimize its vulnerability to threats and to respond quickly and efficiently to disruptive events if they do occur.

The general definition of an Active Shooter situation as "One or more subjects who participates in a random or systematic action demonstrating their intent to harm others. Their objective appears to be that of mass murder, rather than other criminal contact. Their weapons may be firearms, explosives, knives, bow and arrow, etc." UAS's campuses strive to be open and welcoming to the public. There are no gates to keep people out. Recognizing that armed perpetrators across the country have too often come onto campuses of public schools and institutions of higher education, UAS has taken the following efforts to be better prepared for such an event.

Prevention and Mitigation:

1. Alaska statutes allow for the University to create and enforce regulations regarding the safe conduct of patrons. The Board of Regents enacted policy which restricts the possession of firearms and explosives on our campuses except under limited circumstances.

2. The administration has created the Care Team as a threat assessment team as a resource for the gathering of information about students of concern and their behavior. The team can serve as an intervention and referral body for students
in crisis. Similar fact-finding and assistance roles regarding employees exhibiting problematic behavior is accomplished through the Human Resource Services department in cooperation with collective bargaining units.

3. Locking manual and electronic hardware has been installed on most centrally-scheduled classrooms and laboratories so that those areas can be secured.

4. Further alert notification options have been implemented using the UA/UAS alert system to send text messages, RAVE safety mobile app, safety beacons, email messages, tweets, Facebook alerts and/or phone calls with vital information and advice on where to get updates as an incident progresses. All students and employees are automatically enrolled and can update their personal profiles by logging-in to the UA Alert website.

Response & Survival Training:

1. Departments and campus directors have been conducting small group presentations on request, offering training on developing a survival mindset and what to do if patrons find they are in the midst of an active shooter situation. Several nationally-recognized training paradigms are being used, teaching the concepts of "Run! Hide! Fight! Treat!", "Get Out, Hide Out, Take Out" and other similar techniques. All current training to the public uses the philosophy that it is best to flee from the threat if practical, or barricade in place if escaping the area cannot be done safely. Finally, people should be prepared to take whatever action is needed to subdue the offender in order to stop the threat and survive.

2. Specialized employees may be designated and assigned to training in responding to situations involving armed aggressors. This type of training will be provided by officers from local, State, and Federal law enforcement agencies, so that the designated employees can assist each other seamlessly in a real event. UAS has no police or security personnel on campus. There is no employee responsibility to directly engage an attacker(s).

3. The initial responding officers from local agencies have the duty to use all lawful means to stop the active violence. The prioritization of their activities are:
   a. Stop the active violence.
   b. Rescue victims.
   c. Triage medical assistance.
   d. Preserve the crime scene.

4. Supervisors and managers at UAS should regularly attend training in Incident Command System protocols for making the best use of available resources, to properly manage a serious incident, and minimize the loss of life and property. Response and management procedures and best practices are codified in the Emergency Response Plan and other documents, and practiced periodically in exercises.

Recovery:

Should a violent event happen on campus, the following are possible recovery operations which might take place. All incidents will have specific recovery operations that are applicable to the specific incident.

1. Recovery response teams are cognizant of their responsibility of accountability for all persons involved, and a Crisis Call Center may be activated to provide information to the loved ones of those directly involved.

2. People at or near the scene of the event should expect to be briefly detained by police as witnesses of the crime. The crime scene(s) will likely be out of service for normal activities for days or weeks.

3. A Family Assistance Center may be opened to provide timely information, food, and emotional support to the families of those directly impacted by such an event.

4. Psychological counseling and critical incident stress management will be made available to survivors as well as responders.

APPENDIX 4: UTILITIES FAILURE

There is a wide range of events that could cause disruption of utility service to any or all of the University buildings. These might include a terrorist event, natural disasters, storm damage and downed trees bringing down above-ground service lines, mechanical failure, and disruption of service from the public utility company.

Electrical Failure

In the event of electrical power failure to a UAS facility, emergency generators and/or battery-operated emergency lighting will activate in hallway and stairwell egress to allow occupants to more safely leave the building. Elevators typically are powered by a generator and/or drop to the floor level with battery back-up. Facilities Services personnel will be dispatched to evaluate the problem, and their office will advise the campus directors, appropriate deans, department directors, and building representatives of an approximate time when power will be restored.

The Registrar and Student Services may need to work toward relocating classes or labs for the duration of the outage. Generally, people will not be allowed to work or otherwise remain in the facility until service and life safety systems are back to operational status.

If services are disrupted to many or all University buildings, the IMT will be activated to help evaluate whether classes should be canceled. Further, that Team may need to advise the Executive Cabinet (Policy Group) to consider closing the campus for the safety of the University community. Most buildings are currently equipped with only enough emergency power generation capability to keep heating systems, fire panels, and elevators minimally operating and hallway egress emergency lights lit. Temporary signboards, banners, road barricades, and placards may be placed at property entrance points by Facilities and Police personnel.

E-mail and website advisories would be posted when power is available and the campus is returned to open and operational status.

During area-wide crisis situations, displaced resident students may be relocated to another facility with significant emergency diesel generator power and heat capabilities. Shelter options will be evaluated by the IMT through consultation with the director of Facilities Services and/or the enacted Post Disaster Damage Assessment Team.

Information Technology (IT)Disruption

There are a limited number of events that could be reasonably expected to occur that would result in the total loss of IT services at UAS. For example, all IT services rely on electrical power. Any event that might lead to the loss of electrical power will affect IT services significantly. UAS has mitigated the risk of power loss through investments in battery back-up and electrical generation equipment. Any event that would simultaneously interrupt commercial power and backup power, such as a very large-scale earthquake or other event leading to severe physical damage to the data center, would result in the total loss of IT services.

Key IT services affected by a total outage include:

1. *UAS email distribution lists*
2. *Phones*
3. *Internet, Website Content Management System*
4. *File Shares (shared drives)*
5. *Alertus alerting systems*
6. *Security Cameras*

7. Door lock systems
8. Virtual lab environments

Cyber-attacks also represent a significant risk. UAS's IT security posture is constantly improving, but the resources available to nation states engaged in IT infiltration and espionage are almost limitless and represent a risk of total loss of IT services. Practically, such nation states are not interested in interrupting services, but instead desire to find valuable information. Nonetheless, even low budget hackers may attempt to launch "denial of service" (D-DOS) attacks against the University web pages though these attacks typically do not result in a total loss of IT services.

Our current resources do not allow us to achieve rapid, significant improvements in this area, while simultaneously working to keep existing services operating. Efforts

include leveraging cloud services like Office 365 and Google Suite, collaborating with Systemwide OIT to improve our perimeter defenses, and cooperating with community campuses to back-up each other's core services and data.

SERVICE OUTAGE PROCEDURES: Observers may not be able to ascertain if an apparent loss of some or all IT services locally is the result of a total loss of IT services, generally. The first step for most users is to try to contact the ITS Call Center either by phone, email or text. Some users may first try to check the ITS service status web site. A total loss of services would render all but the text contact ineffective. Typically, users try other avenues, such as alerting colleagues or department leadership when services are unavailable.

In the event of a total loss of service, leadership should contact IT services using the cell phone contact information available on the contact cards distributed by Administrative Services and email the Technical Support Center. ITS leadership will be using cell phones and Cloud based MS Teams and email to establish communications with those who will be tasked with assessing damage and either beginning work to restore services or simply preventing further damage. The contact hierarchy begins with the UAS CIO, and their designee.

Following a coordinated assessment of the post-event state, IT leadership will formulate appropriate responses depending on the extent and severity of an outage, and will communicate plans or a selection of plans to appropriate leadership through the Vice Chancellor of Administrative Services. Response plans may include a range of activities from a serialized process

of bringing services back online in order of priority, with communications capabilities primary, to a simple securing of the debris and instructions for staff to stay away from the campus and await further instructions.

Water/Sewer Failure

There is a wide range of events that could cause disruption of water service to any or all of the University buildings. These might include a terrorist event, natural disasters, storm damage, mechanical failure, and disruption of service from the public utility company.
In the event of water service failure to a UAS facility, emergency responders and planners should establish a fire watch as sprinklers would be disabled. Restrooms will be closed and occupants will be redirected to other facilities that have water service.
Portable toilets may also be rented and brought to the site. If the outage is large enough that we can't provide the bathroom facilities or personnel or fire watch then the buildings should be closed.

E-mail and website advisories could be posted when water service is restored and the campus is returned to open and operational status.

During area-wide crisis situations, displaced resident students may be relocated to hotels or community shelter sites. Shelter options will be evaluated by the IMT through consultation with the Director of Facilities Services, and the University Risk, EHS & Emergency Management.

APPENDIX 5: TERRORISM AND CIVIL DISTURBANCE

The intent of this appendix is to provide guidance for planning, response, and recovery operations concerning law enforcement-based events that include terrorist activities, weapons of mass destruction, civil disturbances, and natural disasters.

a. Situation and Assumptions

- The University will need assistance from outside law enforcement agencies. The FBI has primary jurisdiction in terrorist events.
- Certain natural disasters or societal events may place greater pressure on existing law enforcement resources.

- A more aggressive law enforcement posture may be required from a natural disaster, such as an earthquake, that may trigger civil unrest due to societal factors.
- Significant coordination is required between various local, State, and federal law enforcement agencies as well as public safety agencies to ensure timely and seamless jurisdictional operations and avoid duplication of effort.
- Disruption of communications may present challenges to law enforcement efforts.
- Disruption of transportation corridors may result in increased response times and coverage shortfalls.
- In all cases, prompt safety and security measures will be essential for the protection of life and property.

b. Operations

Response and EOC activation for a Law Enforcement (LE) event will be dictated and driven by the scope and locations of the event. The vast majority of LE events within the community are day-to-day operations that do not pose a major threat to large populations or infrastructure. Terrorism based events within the MOA pose a higher threat of infrastructure loss and affect to populations.

Some of the primary functional areas that will need to be considered during an LE event include (but are not limited to):

- Law Enforcement - Police operations may range in scale depending on the threat or size of the disaster. Additional resources from other local LE agencies may be required to support UPD.
- PIO and Alerts - Public Information and Alert is a key capability in this event response. Public information is critical for information relating to the public during times of LE events to avoid an area with an active threat.
- Medical and Health - In an event that impacts a populated area, the public health and medical component could be a significant operation. A medical surge response may be required during an active shooter or large scale LE event, or act of terrorism. The event may impact the use of and or cause the evacuation of

medical facilities. Mobile units or overflow sites may become the primary operation center for medical care.

- Evacuation - This function may be required as an area-to-area evacuation if the threat conditions warrant the movement of people outside of a potential hazard area.
- Lockdown-Students, employees and visitors are instructed to move quickly to (or remain in) predetermined locations that are relatively secure, and lock the doors. Normal activities cease, and all reasonable means of staying quiet and out of sight are used, according to established procedures. People stay in hiding until help arrives. Emergency lockdown may be appropriate:
  -When evacuation is not a safe alternative.
  -When a potentially dangerous person is inside the building, or the situation is unclear.

- Emergency Communications - Interoperable communications with back-up capabilities is critical for events involving multiple LE agencies. The ability to share critical information on the tactical and operational level will require a communications plan that is flexible and adaptable to changing conditions.

APPENDIX 6: TRAVEL TO AREAS OF CONCERN

Incidents of civil unrest, terrorism, and natural disaster in other states and countries can create unsafe circumstances for students and employees of the University who are in those areas. Even travel in-state can be subject to vulnerability. In addition to UAS employees in other states or countries for research, sabbatical, or other purposes, the University has students overseas in study abroad, exchange, scholarship, and other programs. We also have foreign students studying at UAS. Those affected by an emergency may contact University officials for assistance in getting to a place of refuge, and students from other countries attending classes in Alaska may seek assistance as well. The contacted UAS representative being notified of a travel incident may activate the IMT to manage the University's response.

Authority

Regents Policy (Chap.02.05) …"the University responds quickly, accurately, and fully to requests for information about any crisis that affects the system, its employees, its property, its students and its public image, within the constraints imposed by concern

for individual privacy and legal responsibility… it is the responsibility of each MAU to develop notification procedures, and lists of people to be notified in the event of a crisis... chancellors will be responsible for notifying the president."

Action Plan

Depending on the nature and severity of the incident, the IMT shall convene to gather information and aid in decision-making in collaboration with relevant departments, as well as to provide the Chancellor and Executive Cabinet with situational updates. The IMT or Chancellor's Cabinet may also activate the UA System Incident Management Team by contacting the UA Continuity Director and Emergency Planner at (907) 450-8349.

1. Intelligence in the form of travel warnings, alerts, and evacuation orders through government resources can be obtained by visiting one of several websites: http://travel.state.gov, http://www.dhs.gov/domestic-travel, http://511.alaska.gov.
2. During the early information-gathering, response, and recovery phases of a crisis, the IMT and offices collaborating in the incident can call on a number of people within the University system for assistance. They should consider the Dean of Students, Department of Risk EH&S Emergency Management, the counseling staff services, Care Team, Student Health Center, Human Resource Services, Statewide Risk Services, and UA Incident Management Team.
3. Investigate and provide a briefing to the Executive Cabinet as well as any others who may need to be added, within the hour. Details in the briefing will include:

    - Name(s) of persons involved
    - Location of incident
    - Description of the emergency
    - Actions taken
    - Assistance needed

4. For those in areas with travel warnings or evacuation orders, the University will use any available appropriate methods to respond to requests for financial and legal assistance. Issues regarding academic records and fee reimbursement for non-completed semesters or work assignments will be considered
on a case-by-case basis.

5. A uniform system-wide notification will be issued to traveling students and employees in the event the President determines that the University should issue a supplemental travel communication.

6. Emergency contact information should be provided by employees on sabbatical, research, teaching, or doing other University business outside the U.S. to their MAU Human Resources office by using the UAOnline Personal Information menu or filing a UA Personal Demographics Data paper form. The System Office of Human Resources holds a fairly comprehensive list of employees working outside Alaska; they are reachable at (907) 450-8218 (Payroll & Benefit Accounting). Information and tracking of employees on sabbatical may be found through their Dean or department, and not through the Provost's office.

7. Emergency contact information for UAS outbound students abroad may also be acquired through the Academic Exchanges and Study Abroad office.

Communication Plan: Education Exchange & Abroad

UAS students are advised to have secondary University contacts (on campus) readily available in case an emergency. Additional contact resources can include members of the student's family, study abroad fellow participants, tour leaders, or other concerned individuals. However, it is vital that for sharing of information between these contacts, the student should make sure that they have provided updated emergency contact information with the university in order to meet FERPA requirements.

1. In the event that IMT members, or other staff are the first to be alerted to an emergency or potential emergency involving a study abroad student:

- Call the Abroad Coordinator, to assist with situation assessment, student and family support, and liaison with UAS's partners as appropriate.

- Follow existing protocols for promptly notifying and updating UAS leadership and the President.

- The Provost is to be included in any communications if there is a significant and urgent incident.

2. Where the Abroad Coordinator, is the first to learn of an incident abroad:

   a. In the event of a minor incident (e.g., a minor injury or illness treated without hospitalization, a student experiencing anxiety or depression, student disciplinary action, student alcohol abuse, or a property crime), they will investigate first and then contact the Dean of Students, and if unreachable, the Vice Chancellor for Enrollment Management and Student Affairs and/or the Provost office.

   b. In the event of a moderate incident (e.g., a serious injury or illness requiring hospitalization, a missing student, psychotic behavior, suicide attempt, sexual assault or rape, or student arrest), they will Immediately contact the Dean of Students and the Director of Equity & Compliance. For injuries also contact the Director of Risk Services or the Health & Safety officer.

   c. In the event of a potential major incident (e.g., a natural disaster or terrorist attack where the risk of injury, illness, or possible fatalities is a serious concern and/or there is a broader general impact and probably disruptions to the program and/or the local support infrastructure and resources), the Abroad Coordinator will:

      Send an email alert or call the Director of Risk Services, EHS & Emergency Management. If unavailable, directly contact the Provost office. Include details in your reporting such as:

      - o Name(s) of persons involved
      - o Location of incident
      - o Description of the emergency
      - o Actions taken
      - o Assistance needed

Mitigation Considerations

Travelers are responsible for their own safety. UAS should advise potential travelers of their responsibility to maintain situational awareness, take personal actions for their safety, and encourage them to provide contact information. University students and employees are

responsible for monitoring conditions and warning announcements regarding their destinations or routes of travel, and for taking appropriate precautions and mitigation to ensure their own safety. Situational awareness can be improved by visiting one of several websites: http://travel.state.gov, http://www.dhs.gov/domes-
tic-travel, http://511.alaska.gov. For international travel, US citizens are encouraged to register in the U.S. Department of State's Smart Traveler Enrollment Program (STEP), at https://travelregistration.state.gov/ibrs/ui/. Citizens of other countries should contact their governments to inquire about support and procedures.

Those traveling on behalf of the University have several insurance options and pro- grams available to them. Students studying through the study abroad program or using student organization funds are required to have coverage for accidents, illness, injury, mental health, evacuation and repatriation of remains coverage prior to traveling. For information on travel-related insurance carried by the University, please visit the System Office of Risk Services web site:
http://www.alaska.edu/risksafety/b_insurance/insurance-coverage/ and/or contact the UAS Department of Risk Services.

APPENDIX 7: HAZARDOUS MATERIALS RELEASE & OIL SPILL

The types of material that can cause a hazardous materials incident are wide ranging. Examples include materials such as chlorine, sulfuric acid, gasoline, and medical/biological waste. Many accidents happen at fixed sites (where hazardous materials are stored or handled), but incidents may also occur during transportation. UAS's Lab Assistants, Facilities Services, and Health & Safety officer will serve as a subject-matter expert for guidance and liaison with off-campus responders. Safety Data Sheets (SDS) for hazardous materials are located at each site.

Building Emergency Action Plans and chemical inventory lists should be reviewed for location specific hazardous materials.

Situation/Assumptions

- Hazardous Materials Release/Oil Spill (HMR/OS) is unique not only due to their complex nature, but also due to the overlapping jurisdictional concerns and statutory mandates involved.

- Significant cooperation and coordination will be required between multiple local, State, and federal public safety and environmental organizations to ensure successful operations.
- The response must be quantitative, measured, and verifiable due to potential litigation which may come at a later date. In this instance, accurate record keeping and maintenance is important.
- Due to statutory requirements it is important that all personnel involved in planning, response, and recovery operations be properly trained and certified by the appropriate controlling authority.
- Emergencies are likely to result in significant media attention which can have second and third order affects that may influence response and recovery operations. Such media attention can bring with it a disruptive protest element which must be mitigated to ensure successful response and recovery operations.

Operations

Response and EOC activation for a Hazmat event will be dictated and driven by the scope and locations of the event. The vast majority of Hazmat spills within the community are small and do not pose a major threat to large populations or infrastructure. The potential is there for large spills or spills of materials that are extremely hazardous to health or a major threat to public safety.

Some of the primary functional areas that will need to be considered during a Hazmat spill include (but are not limited to):

- PIO and Alert - Public Information and Alert is a key capability in this event response in this no-notice event. Public information is critical for information relating to avoidance of hazard areas by the public during times of threat as well as critical information during a response.
- Medical and Health - In an event that impacts a populated area the public health and medical component could be a significant operation. A medical surge response may be required if there is a release or dispersant over a large area that affects a large population. The medical system may also be impacted by those that aren't showing any symptoms but believe they may have been exposed to a hazardous material.
- Mass Care - Similar to Medical, an event that impacts a heavily populated area can dictate a large sheltering operation. A Hazmat event can necessitate a large mass care operation

due to the size and distance that may be required for exclusion of non-responders. These mass care events are typically short duration in nature until the event is resolved and stabilized.

- Evacuation - This function may be required if the spill size, weather, or environmental conditions warrant the movement of people outside of a potential threat area. An area-to-area evacuation will be likely.

APPENDIX 8: FLOODING

Flooding is a major and widespread threat in Southeast Alaska and can be broken into a number of categories including rainfall-runoff floods, snowmelt floods, ground-water floods, ice jam floods, flash floods, fluctuating lake levels, alluvial fan floods and glacial outburst floods. Coastal flooding from storm surge or Tsunami may occur, especially at the Sitka community campus. These are not exclusive categories as a flood event could have elements of more than one type. The pertinent types of floods are:
Rainfall-Runoff Floods

Typically, rainfall-runoff floods occur in mid to late summer. The rainfall intensity, duration, distribution and geomorphic characteristics of the watershed all play a role in determining the magnitude of the flood. This is the most common type of flood.

Snowmelt Floods
Snowmelt floods usually occur in the spring or early summer. The depth of the snowpack and spring weather patterns influence the magnitude of flooding.
Snowmelt floods can also be caused by glacial melt.

Groundwater Floods
Ground-water flooding occurs when water accumulates and saturates the soil. The water-table rises and floods low-lying areas, including homes, septic tanks, and other facilities.

Ice Jam Floods
Ice jams can form during fall freeze up, in midwinter when stream channels freeze forming anchor ice and during spring break-up when the existing ice cover gets broken into pieces and the pieces get stuck at bridges or other constrictions. When the ice jam fails, it releases the collected water.

Glacier Outburst

The sudden release of a reservoir of water which has been impounded within or by a glacier. When this type of burst occurs, this has caused historical damages near the UAS campus and causes extensive river re-direction and building damages throughout the Mendenhall Valley.

Flooding Overall

a. Situation and Assumptions

- Flooding events are largely seasonal and have some level of predictability.
- River flooding in the MOA does not generally threaten large populations or critical infrastructure.

b. Operations

Response for a flooding event will be dictated and driven by the scope and locations of the event. The vast majority of floods within the City & Borough are in isolated or contained areas that do not pose a major threat to large populations or infrastructure.

Some of the primary functional areas that will need to be considered during a flood include (but are not limited to):

- PIO and Alerting - Public Information and Alert is a key capability in this event response both in a notice and no-notice event. Public information is critical for information relating to avoidance of hazard areas by the public during times of threat as well as critical information during a response to flood event.
- Facilities Services will be a critical component to an event due to the nature of the operational capacities of the departments. The heavy equipment and machinery needed to move large volumes of material as well as the department's functions in restoring key infrastructure is critical in this event.
- Mass Care - Localized flooding can dictate a sheltering operation for those who are displaced by the flooded areas.
- Evacuation - This function may be required as an area-to-area movement of people outside of the potential threat area.

- Debris Management - A flood event that occurs in or across populated or managed infrastructure (roads, etc.) will generate debris. The management of that debris during a response and the subsequent recovery will be a significant undertaking. The debris will be mixed woody and household materials.

APPENDIX 9: MISSING PERSONS

UAS officials will participate to the fullest extent possible in gathering information about, and locating students, employees, or visitors who are reported to be missing.

Management Options:

Should a student, employee, or visitor be considered missing, usually for a period of 24 hours or more, individuals should report this to The Director of Equity & Compliance and the Dean of Students. Shorter absences may result in an investigation, depending on aggravating circumstances. The investigating UAS personnel will gather information about the reporting person's concerns and will attempt to determine the missing person's clothing description, vehicle, class schedule, and other details which may help in locating the person.

If a resident student has been missing for 24 hours, individuals should report this to the Director of University Housing/Residence Life staff members. Roommates and friends of the missing person may be interviewed. Staff could attempt to locate the resident by going to their room, class, and other areas frequented, and follow up with phone calls or e-mail. The report will be forwarded to local Police as the situation warrants. If a "confidential contact" is on file for the missing person, Residence Life and/or investigating police will contact them within 24 hours of the report. Except in the case of emancipated minors, in the event that the missing resident is younger than 18 officials will talk with the "parental emergency contact" listed in the Housing registration files.

In situations where criminal activity or malicious intent is suspected, UAS personnel may elicit information and assistance from State or local agencies and the general public. The IMT and Policy Group can convene to gather information and aid in decision-making and notifications.

If accurate information exists about the missing person's last known direction of travel, investigating officers may choose to call out trained employees and volunteers to assist in an organized search. During a pre-activity briefing, a recent photograph and other relevant information will be distributed to searchers, as well as details for communicating with the UAS

point of contact in command of the search. Untrained volunteers may be paired with trained/experienced searchers. Resources to be considered for ground searches would include the volunteers coordinated through the local police/fire or Alaska State Troopers dispatch.

Once the missing person is located, or every attempt has been made and thereby exhausting the search, the reporting person shall complete all required incident reporting for UA Senior Leadership significant incident reporting, Clery Act reporting, and so on.

APPENDIX 10: PANDEMIC

Pandemic has been defined as an outbreak of influenza, for which there is little or no immunity among humans and is easily spread, over a wide geographic area that affects an exceptionally high part of the population. They occur about every 30 years, with the last one in the U.S. being a novel coronavirus first identified in 2019. All current modeling suggests that no matter where it breaks out in the world, it will be in the U.S. in a matter of 2 weeks or less because of travel and the impossible job of closing borders. Modes of transmission include coughing & sneezing, as well as contact with virus on objects in daily life.

Work managers need to determine how to keep critical processes running if there is a 40-50% absenteeism rate. The UAS Student Health Clinic and the Care Team will be in close communication with the Municipal Health Department and the Alaska Department of Health & Social Services for the latest CDC health advisories. The Incident Management Team will be activated when needed and may advise the Chancellor of prudent options such as canceling classes, closing the University, sending/keeping "non-essential" employees home. UAS is establishing ongoing communications and joint training opportunities with local emergency personnel in order to coordinate efforts for managing health safety issues.

1. In campus departments, you can plan for pandemic by:
    a. Determine who are the essential employees/positions that must be at work to keep the core processes running
    b. Cross train employees for temporary re-assignment to vital areas
    c. Engage staff in pandemic planning
    d. Create a method for some employees to work from home
    e. Stockpile gloves, hand wash, N-95 masks, and similar items for those employees who do report to the office

f. Implement a mandatory stay-home policy for employees who are symptomatic (fever, chills, headache, runny nose, etc.)

g. Create a liberal leave policy for personnel who must care for sick family members

h. Plan to cancel vacation (and other types of) leave

i. Establish communication plans with Student Health Center, Residence Life, and Student Affairs for reporting outbreaks and medical transports

j. Once a department plan is established, provide exercises & drills to re hearse it and improve it

k. Encourage staff to make emergency preparedness kits and plans with their families, so the employee feels more comfortable being at work

2. Reduce risk of infection by:
   a. Isolating those who are already sick
   b. Quarantine those in homes with sick people
   c. Dismiss students from classes, social activities
   d. Encourage alternatives to face-to-face meetings ("social distancing")
   e. Reduce staff density in working group areas
   f. Modify or postpone public gatherings
   g. Cancel work related travel

3. Prevention and Control:
   a. Do not cough into the hand or the air in public (cough into the shirt or elbow if tissues are unavailable)
   b. Use tissues and dispose of them properly
   c. Eliminate handshaking
   d. Wash hands frequently and thoroughly
   e. Use antiseptic towelettes or antiseptic gels if soap & water are not available
   f. Avoid touching the eyes and mouth
   g. Get an annual flu vaccination to mitigate the impact of possible pandemic strains of flu
   h. Disinfect surfaces and commons areas, including work vehicles, to whatever degree is possible
   i. Use disposable cups and utensils
   j. Create a departmental disease surveillance protocol to monitor employees for signs of illness

k. Enhance ventilation of offices by opening a window if possible
l. Make N-95 (or higher) particulate face masks available to all employees
m. At home, stockpile enough food, medications, water and related living supplies for 21 days

4. Special duties of Facilities services and the Department of Risk Services, EHS, & Emergency Management:
    a. Protecting vaccine distribution chains & distribution sites from the Strategic National Stockpile and other sources to maintain order and prevent theft
    b. Enforcing closure orders, curfews, travel limitations, and restrictions on gatherings
    c. Enforcing quarantine orders and other involuntary restrictions
    d. Arranging for secure disposition of dead bodies during surges in deaths
    e. Assisting health care providers & other agencies with security for delivery of essential food & medicine
    f. Work with the Public Information Officer to disseminate information and alerts via mass e-mails, UA Alert system, press conferences and other options.

Coronavirus Pandemic Specific (COVID)

Objectives:

- ☐ *Identify a pandemic preparedness coordinator/lead and response team, including trained backup, to define roles and responsibilities for preparedness, response, and recovery planning. The team should include, but not be limited to, campus health services and mental health staff, student housing personnel, communications staff, facilities services, food services, and student affairs.*
- ☐ *Incorporate into the pandemic preparedness plan scenarios that address university functioning based upon various levels of illness in students and employees and different types of community containment interventions. Plan for different outbreak scenarios including variations in severity of illness,*

mode of transmission, and rates of infection in the community. Issues to consider include: cancellation of classes, sporting events and/or other public events; closure of campus, student housing, and/or public transportation; restricted or interrupted supply chains; and the assessment of the suitability of student housing for quarantine of exposed and/or ill students.

☐ *Work with the local and campus Emergency Management (as the lead agent for planning) and General Counsel office to identify legal authority, decision makers, trigger points, and thresholds to institute community containment measures such as closing (and re-opening) the college/university. Identify and review the legal responsibilities and authorities for executing infection control measures, including case identification, reporting information about ill students, staff and faculty members, isolation or quarantine, movement restriction, and provision of healthcare on campus.*

☐ *Work with the local health department to discuss an operational plan for surge capacity, healthcare and other mental health and social services to meet the needs of the campus community during and after a pandemic.*

☐ *Exercise linkages between the IMT and the Incident Command System of the local health and emergency management department.*

☐ *Develop and disseminate alternative procedures to assure continuity of instruction (e.g., web-based distance instruction, telephone trees, mailed lessons and assignments, instruction via local radio or television stations) in the event of a campus closure.*

☐ *Develop a continuity of operations plan for maintaining the essential operations of the campus including payroll; ongoing communication with employees, students and families; security; maintenance; as well as housekeeping and food service for student housing.*

☐ *Procure, store and provide sufficient and accessible infection prevention supplies (e.g., soap, alcohol-based hand hygiene products, tissues and receptacles for their disposal).*

☐ *Establish policies for employee and student sick leave absences unique to pandemic influenza (e.g., non-punitive, liberal leave).*

- ☐ *Ensure health services and clinics have identified critical supplies needed to support a surge in demand and take steps to have those supplies on hand.*
- ☐ *Adopt Center for Disease Control (CDC) and/or develop travel recommendations (www.cdc.gov/travel/) during an influenza pandemic and be able to support voluntary and mandatory movement restrictions. Recommendations may include restricting travel to and from affected domestic and international areas, recalling nonessential employees working in or near an affected area when an outbreak begins, and distributing health information to persons who are returning from affected areas.*
- ☐ *Advise employees and students where to find up-to-date and reliable federal, State, local and University pandemic information/guidance.*
- ☐ *Implement infection control policies and procedures which help limit the spread of influenza on campus (e.g. promotion of hand hygiene, cough/sneeze etiquette). Make good hygiene a habit now in order to help protect employees and students from many infectious diseases such as influenza. Encourage students and staff to get annual influenza vaccine.*
- ☐ *Implement -Social Distancing Protocol (Tab B) and Exclusion, Quarantine, & I solation Protocols (Tab C) to limit the spread of an infectious disease*

Recovery Objectives:

- ☐ *Develop a recovery plan to deal with consequences of the pandemic (e.g., loss of students, loss of staff, financial and operational disruption).*

A: Planning Considerations and Challenges

Pandemic influenza can appear suddenly with a rapid increase in the number of infected individuals over a short period of time. The international nature of a university increases the risk of early appearance of pandemic illness.

Individuals with Special Circumstances:

Identify individuals and groups which may be more severely affected by a pandemic event thus allowing pre-event planning to account for:

- *Students in residence halls – higher potential attack rate*
- *Students with families – affected by family health, higher attack rate among school-age children and K-12 school closures*
- *International students – may be unable to return home if the University closes*
- *Individuals with certain chronic medical conditions – at higher risk of serious illness, complications, and hospitalization*
- *International travelers – may be unaware of University pandemic response or requirements for those returning to campus*
- *Students currently studying abroad – study abroad programs should be assessed very early during a pandemic to determine if students should be brought home while travel is still possible*

International Travel

International travel is an integral part of the academic and research mission of a university. During a pandemic, international travelers may be at increased risk of exposure related to travel in an area experiencing pandemic illness or to passage through international airports. Planning efforts will require an effective travel policy for students, faculty, and staff which addresses the following issues.

- *Accountability: Accounting for individuals travelling abroad is required in order to identify those who are in travel status and determine what, if any effect a pandemic event may have on them.*

- *Communication: International travelers may be unaware of pandemic-related recommendations, actions and events occurring at their campus. Effective means of contacting and communicating with travelers should be established.*

- *Travel restrictions: The CDC may recommend restricting travel to or from certain destinations to limit the spread of pandemic illness. The UA system would be expected to comply with these restrictions. Protocols are needed to ensure that students and staff planning to travel or currently traveling are made aware of these restrictions.*

- *<u>Screening</u>: The CDC may recommend that travelers returning to the U.S. from affected international locations be screened for pandemic illness on arrival. Protocols are needed to identify and screen staff and students (both returning students as well as new students) arriving from CDC-specified locations.*

<u>Class Suspension/Campus Closure</u>

During a public health emergency such as a pandemic, public health officials may require suspension of classes in order to reduce the number of cases of pandemic illness, slow the spread of illness and reduce the likelihood of overwhelming campus student support systems. The UA system, acting in concert with guidance/directives from State or local agencies/public health officials, may also take such actions prior to a public health recommendation based upon the nature of the pandemic event.

The timing of class suspension and school closure is critical to their success. Premature intervention may result in unnecessary hardship while late implementation may be ineffective.

<u>Continuity & Recovery:</u>

UAS plans for continuity of operations during and recovery after a pandemic including:

- *policies to address the possibilities of extended work hours and staff reassignments during a pandemic.*
- *work-from-home options/telecommuting.*
- *plans for addressing reduced staffing due to illness.*
- *modified sick leave policies to ensure that ill workers stay home.*
- *modified class absence policies to allow sick students to stay home.*
- *continuity of academic instruction if classes are suspended.*

- *maintenance or suspension of research during closure.*
- *support provisions for medical care, housing, food, and academic/social support for residence hall students ill with influenza.*
- *plans for feeding and housing residence hall students who are unable to leave campus if the residence halls close.*
- *means of modifying the academic calendar if classes are suspended.*
- *identification of essential functions and the key staff necessary to maintain critical operations.*
- *cross-training of staff to provide essential functions.*
- *identification of back-ups for personnel providing essential functions.*
- *business resumption requirements for returning to normal operations, research, and teaching following school closure or a pandemic event.*

B: Physical Distancing Protocol

Social distancing refers to various community, workplace and classroom non-pharmaceutical interventions intended to limit the spread of an infectious disease by reducing opportunities for close contact between individuals and groups. The Centers for Disease Control recommends timely implementation of social distancing options as the primary means for controlling the spread of pandemic illness prior to development and distribution of a vaccine.

<u>Social Distancing Options:</u>

- *Voluntary self-isolation of ill individuals at home.*
- *Modifying workplace schedules and practices through actions such as telecommuting, staggered shifts, teleconferences and other alternatives to close or face-to-face interactions.*

- *Postponing or cancelling public, group and sporting events and gatherings.*
- *Temporary suspension of classroom instruction.*
- *Temporary suspension of academic, research, and business activities other than those functions deemed essential.*
- *Limiting on-campus staff to those needed to perform essential functions.*

Implementation of Social Distancing Actions

In most cases social distancing actions will be recommended by the State Division of Health and Social Services; however, the actions of local health care officials and/or special circumstances may affect the decision to implement such actions prior to instructions from public health.

Upon receiving recommendations/direction from State or local public health officials, the Incident Commander will review options and develop policy recommendations for the Chancellor. Actions may include some or all social distancing options.

Once authorization is provided for implementation, social distancing decisions will be communicated for operational implementation. The decisions will also be communicated to all students, parents, faculty, staff, and the general public.

If the decision is made to suspend classes, send students home, and limit staffing to essential personnel, most campus academic, administrative, and support operations will be closed. Minimal utilities will be supplied to buildings. All routine, normal daily housekeeping and maintenance activities will cease until the reopening of campus buildings has been announced. Buildings will be secured to prevent entry by all but approved essential employees. Most research activities that depend upon campus facilities will be suspended as well. Facilities staff, and a small number of other essential personnel will be available to monitor/maintain safe and secured buildings. In all cases, essential employees must strive to maintain social distance and minimize exposure to others to the fullest degree possible.

C: Exclusion, Quarantine, & Isolation Protocols

Individuals who have either been exposed to an illness or who are ill should be advised to remain at home in order to prevent the spread of infectious illness. Should these measures prove

insufficient in limiting the spread of illness, additional public health strategies, such as exclusion, quarantine or isolation, may be implemented.

Exclusion is a public health strategy aimed at reducing the risk of exposure of susceptible persons to a specified communicable infectious illness through contact with others who may be infected. Exclusion is used to reduce the risk of illness in susceptible persons to specified infectious illnesses and to limit the spread of the illness within the community.

Quarantine and isolation are public health strategies to limit the spread of a specified contagious illness among individuals and within a community or population. Both are intended to decrease the likelihood that healthy persons will become ill through exposure to those who are either already ill or at increased risk of becoming ill. While quarantine and isolation may be voluntary for some communicable illnesses, either one or both may be required for more severe or serious infectious illnesses.

The decision to implement mandatory quarantine and/or isolation protocols may be made by the lawful order of State Public Health, Homeland Security & Emergency Management and/or other legally authorized entities, or by court order.

Definitions:

- *Exclusion: The process by which a healthy person who is not immune to a specified communicable infectious illness circulating in the community is either restricted or requested to remain from attending classes and/or work to reduce the susceptible person's risk of exposure to the infectious illness in the workplace or classroom.*

- *Quarantine: Is the separation of healthy persons who have been exposed to a specific communicable infectious agent and are at increased risk of becoming ill and/or spreading the disease to others. The duration of quarantine is typically the incubation period of the organism causing the specific infectious illness.*

- *Isolation: The separation of ill persons who have a specific communicable infectious illness from those who are healthy. Persons who are in isolation are physically separated from healthy persons and their movement is restricted to stop the spread of the communicable infectious illness.*

Exclusion Protocol

- *Students, faculty and staff should be notified of the decision to exclude susceptible individuals from work or class.*

- *Exclusion applies to healthy individuals who are not immune and as a result are asked to refrain from attending classes and/or work.*

    - *Depending on the communicable infectious illness and based on the recommendations of public health officials' susceptible individuals may be excluded from classes or work for a specified length of time (e.g., for the duration of the incubation period of the infectious illness) or for the duration of the outbreak of illness if they remain susceptible.*

Quarantine Protocol

- *Criteria for determining who will be quarantined will be based on public health directives or court orders.*

- *University deans, directors, and department heads, University staff, and students will be notified of the decision to implement quarantine for healthy students and/ or staff who are exposed to the specific communicable infectious illness. A notice will also indicate whether quarantine is voluntary or required of individuals at risk based on public health mandates.*

- *Quarantine may involve specific individuals, a larger group, or an entire community.*

- *Individuals may be asked to remain at home or in specified community-based alternate care facility that meet needs or quarantine.*

- *Under extreme circumstance (as ordered by government health officials or a court), individuals may be quarantined and consequently monitored. Monitoring occurs by direct contact (person to person, telephone) between the quarantined person and*

the health department or designee. Quarantine may involve passive or active monitoring of individuals for signs or symptoms of illness.

- *Passive monitoring relies on the quarantined person to contact the local health department/designee if symptoms develop.*
- *Active monitoring involves direct assessment of each contact at least once daily by the health department/designee.*
- *Community quarantine may consist of containment measures such as use of masks, social distancing, "snow days", cancellation of public events, cancellation of classes, or closing of the University. In a severe outbreak an entire community may be quarantined.*

Isolation Protocol

Isolation may occur at home or in a community-based facility for those who are less seriously ill. Isolation occurs in the hospital for those with serious illness. Isolation may be voluntary (self-isolation) unless otherwise directed by local/State public health, emergency management or other legally authorized entity.

University deans, directors, and department heads, University staff, and students will be notified of the decision to implement isolation procedures for students and/ or staff with suspected or confirmed illness caused by the specific communicable infectious illness. The notice will also indicate whether isolation is voluntary or required based on public health mandate.

<u>Factors to consider for implementation of quarantine and/or isolation:</u>

- *Explanation to the community and involved individuals of the reason for isolation including its effectiveness and duration as well as support avail- able to persons in quarantine and/or isolation.*
- *Location(s): home and/or community-based facility locations for quarantine and/or isolation should be identified, evaluated and prepared for use*
- *Food: The feeding of individuals in UAS facilities.*

- *Educational and/or work needs addressed.*
- *Continuation of work/school – telework, distance education and suspension of class guidance.*
- *Communications needs addressed.*
- *Medical/psychological care needs addressed.*
- *Financial issues addressed.*
- *Absence from work or school addressed.*
- *Hotline for questions and to report status in place and, if necessary, staffed 24/7.*
- *Enforcement requirements defined and addressed including legal basis.*