# THE UNIVERSITY OF UTAH

**Emergency Operations Plan**

Published October 2019

Updated July 2022

## Executive Summary

The University of Utah Emergency Operations Plan provides a comprehensive framework for university-wide emergency management. It addresses the roles and responsibilities of business units and departments and ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan is promulgated by the President of the University.

The goal of this plan is to establish policies, procedures, and an organizational structure for response to emergencies occurring on campus. It follows national standards and best practices for handling emergencies that disrupt normal campus operations. It is considered an all-hazards plan employing management-by-objectives techniques that guide University personnel and resources. It is subordinate to State or Federal plans during a disaster declaration by those authorities. Decision-making during emergencies is based on three priorities: 1) Protection of Life Safety, 2) Incident Stabilization and 3) Property Preservation. Emergency operations may require personnel to work outside of normal reporting lines.

Working with the Chief Safety Officer and the Director of Emergency Management, the President and Cabinet provide strategic direction and define program roles and responsibilities. During times of emergency, the President and Cabinet act as a policy group to declare emergencies, act as spokespersons for the University, authorize emergency funding and allocate critical resources. The *Situation, Triage and Assessment Team* (STAT) establishes objectives for the program, and, during times of emergency, members of STAT serve in the Emergency Coordination Center (ECC). Emergency Response Teams (ERTs) in each building are tasked with developing emergency response plans that embody the protocols and procedures for three protective actions that each student, faculty and staff member should know in emergencies: evacuation, shelter-in-place, and secure-in-place. ERTs assist the ECC and STAT through Emergency Assembly Point coordinators by providing situational awareness and executing the appropriate protective actions. Tactical and operational response is coordinated through STAT at emergency coordination centers (ECCs) located in the new Public Safety Building and at the S. J. Quinney College of Law. Emergency management personnel support the business units listed herein through continual planning, training and exercise programs.

No single plan can contain all the procedures or operational details for a response to every possible hazard. Rather, a concept of operations outlines how the many moving parts of emergency planning and response are coordinated. Some specifics and technicalities are contained in annexes appended to this basic plan which serve as living documents as resources and procedures are revised. Regular review and maintenance of this plan ensures continual improvement in the University's response to emergencies.

# Promulgation Statement

Taylor R. Randall

President
The University of Utah

THE UNIVERSITY OF UTAH EMERGENCY OPERATIONS PLAN

PROMULGATION

*The University of Utah promotes student success to transform lives; develops and transfers new knowledge; engages communities to improve education, health, economic well-being and quality of life; and ensures long-term vitality of the University.*

– The University of Utah Strategy 2025

Inherent in our core mission is the necessity of providing for the welfare of students, faculty, staff and visitors. The welfare and safety of our population is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety is preserved.

The University of Utah Emergency Operations Plan provides a comprehensive framework for university-wide emergency management. It addresses the roles and responsibilities of business units and departments and provides a link to local, State, Federal, and private organizations and resources that may be activated to address disasters and emergencies at the University of Utah.

The University of Utah Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of the University of Utah and with the authority vested in me as the President of the University of Utah, I hereby promulgate the University of Utah Emergency Operations Plan.

Taylor R. Randall
President, The University of Utah

## Approval and Implementation

This plan supersedes the University of Utah Emergency Operation Plan dated January 10, 2013.

The transfer of management authority for actions during an incident is done through the execution of a written delegation of authority from an agency to the incident commander. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The University of Utah Emergency Operations Plan delegates the President's authority to specific individuals in the event that the president is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. President
2. Senior Vice President, Academic Affairs
3. Senior Vice President, Health Sciences

## Record of Changes

| Change # | Date | Part Affected | Date Posted | Who Posted |
|---|---|---|---|---|
| 001 | Feb 2020 | References changed to reflect new position of Chief Safety Officer | Feb 2020 | Stuart Moffatt, Associate Director, Emergency Management |
| 002 | Jul 2022 | Promulgation: new president; addition of | Jul 2022 | Stuart Moffatt, Interim Director, Emergency Management |
| 003 | Jul 2022 | Update of public health emergency risk in the Threat and Hazard Identification and Risk Assessment | Jul 2022 | Stuart Moffatt, Interim Director, Emergency Management |
| 004 | Jul 2022 | Addition of public health liaison officer (Division of Family and Preventative Medicine) | Jul 2022 | Stuart Moffatt, Interim Director, Emergency Management |

*Note: After initial promulgation, changes and additions to annexes are indexed here.*

## Record of Distribution

| Plan # | Office / Department | Representative | Signature |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Note: Initial distribution included the President and Cabinet as well as all members of the Situation, Triage and Assessment Team (STAT).*

# Table of Contents

## Tables and Figures

## Concept of Operations

### Purpose

The purpose of the University of Utah Emergency Operations Plan (EOP) is to establish policies, procedures, and an organizational structure for response to emergencies occurring on campus. The Plan incorporates operating procedures from the Incident Command System (ICS), the National Response Framework (NFR) and the National Incident Management System (NIMS) for handling emergencies that disrupt normal campus operations such as: active shooter / violent activity, catastrophic earthquake, cyberterrorism, flood (including dam failure), landslide, pandemic flu, public health emergency, severe weather, technological hazard (e.g. infrastructure failure, hazardous materials release), terrorism (e.g. political, religious, ideological), wildfire, or other potential disasters.

### Scope

This Emergency Operations Plan is a campus level plan that guides the response of University of Utah personnel and resources during an emergency. It is the official Emergency Operations Plan for the University of Utah and supersedes previous plans and discourages employee actions not in concert with the intent of this plan, or the emergency organization created by it. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the plan or any appendices and annexes hereto. The Plan and organization shall be subordinate to State or Federal plans during a disaster declaration by those authorities.

## Situation Overview

The University of Utah is the state's oldest and largest institution of higher education and is ranked as one of the top public research universities in the nation. The University is comprised of over 32,000 students with 23,000 faculty and staff in 500+ buildings (10 million square feet) across 1800 acres.

There are several known and possible hazards that the have been considered in developing the University's hazard and threat analysis. The following criteria have been applied: *frequency* – how often the hazard occurs; *duration* – how long the hazard or the impact of the hazard may last; *severity* – the extent of the hazard impact; *intensity* – how strong the hazard is felt on campus. Each ranking factor is on a scale of 0-5 (0 being the lowest, 5 being the highest).

| Hazard | Ranking Factors | | | | Ranking |
|---|---|---|---|---|---|
| | *Frequency* | *Duration* | *Severity* | *Intensity* | |
| Catastrophic Earthquake | 1 | 4 | 5 | 5 | 15 |
| Active Shooter / Acts of Violence | 3 | 2 | 3 | 5 | 13 |
| Public Health Emergency (e.g., pandemic) | 2 | 4 | 4 | 3 | 13 |
| Terrorism (e.g., political, religious, ideological) | 3 | 2 | 3 | 5 | 13 |
| Technological Hazard (e.g., infrastructure failure, hazardous materials release) | 4 | 2 | 3 | 2 | 11 |
| Cyberterrorism | 4 | 1 | 2 | 3 | 10 |
| Severe Weather | 4 | 1 | 2 | 2 | 9 |
| Flood (including dam failure) | 3 | 1 | 2 | 2 | 8 |
| Wildfire | 3 | 1 | 2 | 1 | 7 |
| Landslide | 2 | 1 | 1 | 2 | 6 |

*Table 1: Threat and Hazard Identification and Risk Assessment*

## Planning Assumptions

The following statements reflect certain known facts and reasonable assumptions upon which components of the plan are based:

- Priorities:
  - Priorities for emergency operations are life safety, incident stabilization, and property preservation. These priorities depend on effective crisis communication and information exchange.
  - The University may activate the Emergency Coordination Center to coordinate emergency operations, response and recovery. The plan must include protocols for multiple operational periods with limited external assistance.
- People:
  - There may be casualties, injuries, and displacement of people.
  - Unsafe travel conditions may result in students, faculty, staff, or visitors becoming stranded at the University.
  - The on-campus resident population and first responders will require life safety resources
- Damage and Infrastructure
  - In catastrophic emergencies, critical infrastructure and lifelines may be interrupted and unavailable. For example: transportation, health services, water delivery, electrical power, natural gas, and telecommunications and IT systems.
  - Buildings and other university structures may be damaged and unavailable for use.
  - Unsafe conditions including structural and toxic environments may exist.
- Resources:
  - Emergencies may be localized (such as a fire affecting a single building) or regional (such as an earthquake or concentrated coordinated terrorist attack).
  - Resources may or may not be available to the University in a regional emergency. This could include emergency response by fire, medical, police, or other logistics to assist in the University's recovery.
  - University vendors, suppliers and contractors may not be able to deliver goods, materials, or services.
- Communications
  - Communication systems may be unavailable for days or weeks and prevent contact with family and homes.

# Organization and Assignment of Responsibilities

## Emergency Priorities

It shall be the goal of the University to respond to an emergency in a safe, effective, and timely manner. University personnel and equipment will be utilized to accomplish the following priorities:

- Priority 1: Protection of Life Safety
- Priority 2: Incident Stabilization
- Priority 3: Property Preservation

It is anticipated that, as operations progress from Priority 1 through Priority 3 responses, administrative control of the campus will transition from the ICS/NIMS structure back to the routine University of Utah organizational structure. To the greatest extent possible, regulations regarding the protection of the environment will be complied with during disaster response activities.

Ultimate responsibility for establishing the University's priorities and direction lies with the President and Cabinet. Regarding emergency management this policy-making group works with the Chief Safety Officer and the Director of Emergency Management. This group defines and endorses the emergency management and business continuity program roles and responsibilities which is reviewed and updated as needed.

Strategic direction for coordinating and assisting with the development of an emergency management program is assigned to the University of Utah *Situation, Triage and Assessment Team* (STAT). This team establishes objectives for the program consistent with senior management's vision as written in the policy statement. Members of STAT also serve in the Emergency Coordination Center (ECC).

Emergency Response Teams (ERTs) in each building are tasked with developing emergency response plans that embody the protocols and procedures for three protective actions that each student, faculty and staff member should know in emergencies: evacuation, shelter-in-place, and secure-in-place. ERTs assist the ECC and STAT through Emergency Assembly Point coordinators by providing situational awareness and executing the appropriate protective actions.

## President's Cabinet

The President, or designee, is responsible for declaring an emergency and functions as the highest level of authority. The President determines a state of emergency and/or campus closure; authorizes the official request for assistance; and supports the management of emergency services involved with the response and recovery to situations associated with emergency.

During an emergency, the Cabinet assists the President in these responsibilities. The Cabinet is activated for incidents requiring further direction in the form of executive management

engagement, deliberation, and strategic decision-making. The Cabinet will function as a Policy Group to advise the Situation, Triage and Assessment Team (STAT) and will consider a broad array of impacts or consequences and provide institutional direction and strategy.

In addition to the three Core Priorities, the Cabinet will:

- Provide strategic direction to STAT / ECC
- Allocate critical resources according to established priorities
- Authorize emergency funding
- Interact with key external stakeholders
- Declare or terminate a university emergency
- Act as spokesperson for the University
- Provide public information statements and releases

The Cabinet will set formal reporting procedures for STAT to report progress on incident objectives, shortfalls and policy needs and options. Regular status reports will be provided to the Cabinet.

For details on Cabinet activation, response and direction, please see *Annex: President's Cabinet*.

## Situation, Triage and Assessment Team (STAT)

The Situation, Triage and Assessment Team (STAT) is comprised of an expert team of selected senior administration, directors, and department heads (and delegates) from 14 core organizations with oversight and specialties across the entire spectrum of campus operations. STAT members will:

1. Evaluate the scope of an incident, including understanding the impact and associated downstream consequences
2. Take the lead for an incident originating in their functional area
3. Bring personnel and resources to bear to stabilize the incident and return to normal business

The business unit responsible for the type of emergency or hazard handles most campus emergencies. For example, Facilities Management handles infrastructure disruption; University Police handles criminal activities; and Environmental Health and Safety handles lab and general safety concerns. Should the incident expand beyond the purview of the lead business unit, the Situation Triage and Assessment Team (STAT) is notified to support the incident and to provide additional resources as requested.

Emergency Management facilitates the STAT conference call in which the unit leader managing the original incident briefs the group. Group members then evaluate the impact of the incident on their respective organizations and University functions. Goals for stabilization and recovery are set, and STAT members operationalize their personnel and resources as appropriate to ensure life safety, incident stabilization, and property preservation / business recovery.

For incidents with considerable impact or consequences, an Emergency Coordination Center (ECC) is established with additional resources from STAT business units.

For details on STAT activation, response, and direction, please see *Annex: Situation, Triage and Assessment Team (STAT).*

**STAT Missions: Emergency Support Functions and Continuity of Operations**

This Emergency Operations Plan also incorporates some elements of the National Response Framework and the National Continuity Policy. STAT business units are assigned three to five missions which are comprised of Emergency Support Functions (ESFs). For STAT units with missions not directly covered by the federal standard, core University business functions for that unit are used. STAT missions also include details on succession, key personnel and resources to accomplish the mission. The combination of emergency support functions and continuity of operations for each STAT unit make up the STAT Mission Annex.

For details on STAT missions, please see *Annex: STAT Mission Annexes.*

## Emergency Response Teams (ERT)

Every building on campus shall have an Emergency Response Team (ERT) comprised of at least an Emergency Response Coordinator (ERC). Depending on the layout, size, and configuration of the building, including multi-department buildings, an ERC may have a team area captains.

Emergency Response Coordinators are responsible to develop an Emergency Response Plan (ERP) for their building. The plan is supported by departmental leadership, and where necessary, coordinated with other departments within a building or a department that occupies space in multiple buildings.

The Emergency Response Plan identifies key individuals for response operations, including Emergency Management personnel, Public Safety Dispatch, Emergency Assembly Point Coordinators, and Area Captains. The plan has basic information that support Emergency Priorities. For instance, building Emergency Response Plans contain annexes for evacuation, shelter-in-place, and secure-in-place. The plan contains information about emergency supplies, crisis communication and provides annexes which may address unique characteristics of a building (e.g., has lab space, has childcare operations, has specific hazards).

For building-specific Emergency Response Plans and other ERT details, please see *Annex: Emergency Response Teams*

## Emergency Assembly Point Coordinators (EAPC)

Emergency Assembly Point are assigned to a specific Facilities Management District. The district manager provides personnel to deploy to EAP(s) when requested by emergency management personnel or automatically during a significant event like an earthquake.

The EAPC primary role is to post at the EAP so that ERCs can approach them to give situational awareness and intelligence from their respective buildings. This information is relayed via radio to emergency management personnel in the Emergency Coordination Center (ECC).

A secondary role for the EAPC is to wait for command and control instructions from emergency management personnel in the ECC. For instance, if the EAPC reports that 100 people have evacuated from a particular building, and the weather outside is too hot or too cold for the evacuees, the ECC may direct the EAPC to communicate with ERCs to move their people to another building as a temporary shelter location.

For details on Assembly Points, including EAPC activation, response, and direction, please see *Annex: Emergency Assembly Points.*

## ECC Location, Activation Levels and Organization

The Emergency Operations Plan (EOP) can operate at three different levels. The level of activation depends on the assessment of the needs by the director of the lead unit (or designee) responding to an event in coordination with STAT. The EOP may also be activated at the direction of the President of the University.

**Emergency Coordination Center Locations**

| Primary | Emergency Coordination Center College of Law, Building 0070 Fourth floor, Rm 4420 383 South University Street Salt Lake City, UT 84112 Campus Map: https://map.utah.edu/?buildingnumber=70 |
|---------|---|
| Alternate | Ballroom University Guest House, Building 0801 Lower level 110 Fort Douglas Blvd Salt Lake City, UT 84113 Campus Map: https://map.utah.edu/?buildingnumber=801 |

**Emergency Operations Plan Activation Levels**

1. Level 1: Full Activation (catastrophic – e.g., earthquake)
2. Level 2: Partial Activation (life safety issues – e.g., homicide)
3. Level 3: Watch Steady-State (day-to-day event monitoring)

*Level 1: Full Activation*

- Full activation of STAT
- Full activation of Emergency Coordination Center (ECC)
- President and designees form Policy Group
- Characteristics of Level 1 Activation
  - Multiple sites / agencies involved
  - Resource support is required
  - Extensive life-safety issues or evacuations
- Communication elements for Level 1 Activation
  - Campus Alert to entire campus population
  - STAT notification (including President / designees)
  - Chain-of-command notification (phone, email, person)
- Examples
  - Catastrophic earthquake, active shooter

*Level 2: Partial Activation*

- Activation of STAT
- Partial activation of Emergency Coordination Center (ECC)
- Involvement of President / designees as needed*
- Characteristics of Level 2 Activation
  - Incident requires additional support and coordination
  - Mobilization of more disciplines and resources
  - Consideration of downstream consequences
- Communication elements for Level 2 Activation
  - Campus Alert as required
  - STAT notification (including President / designees)
  - Chain-of-command notification (phone, email, person)
- Examples:
  - Homicides

*Level 3: Watch Steady State*

- Normal operations
- 24 hours per day, 7 days per week, 365 days per year
- Characteristics of Watch Steady State
  - Monitoring and conducting routine operations
  - Includes day-to-day emergencies handled by cognizant business units
- Communication elements for Watch Steady State
  - Chain-of-command notification via phone, email, or in-person
  - Communication to affected population using tools appropriate to the situation

## Organizational Chart



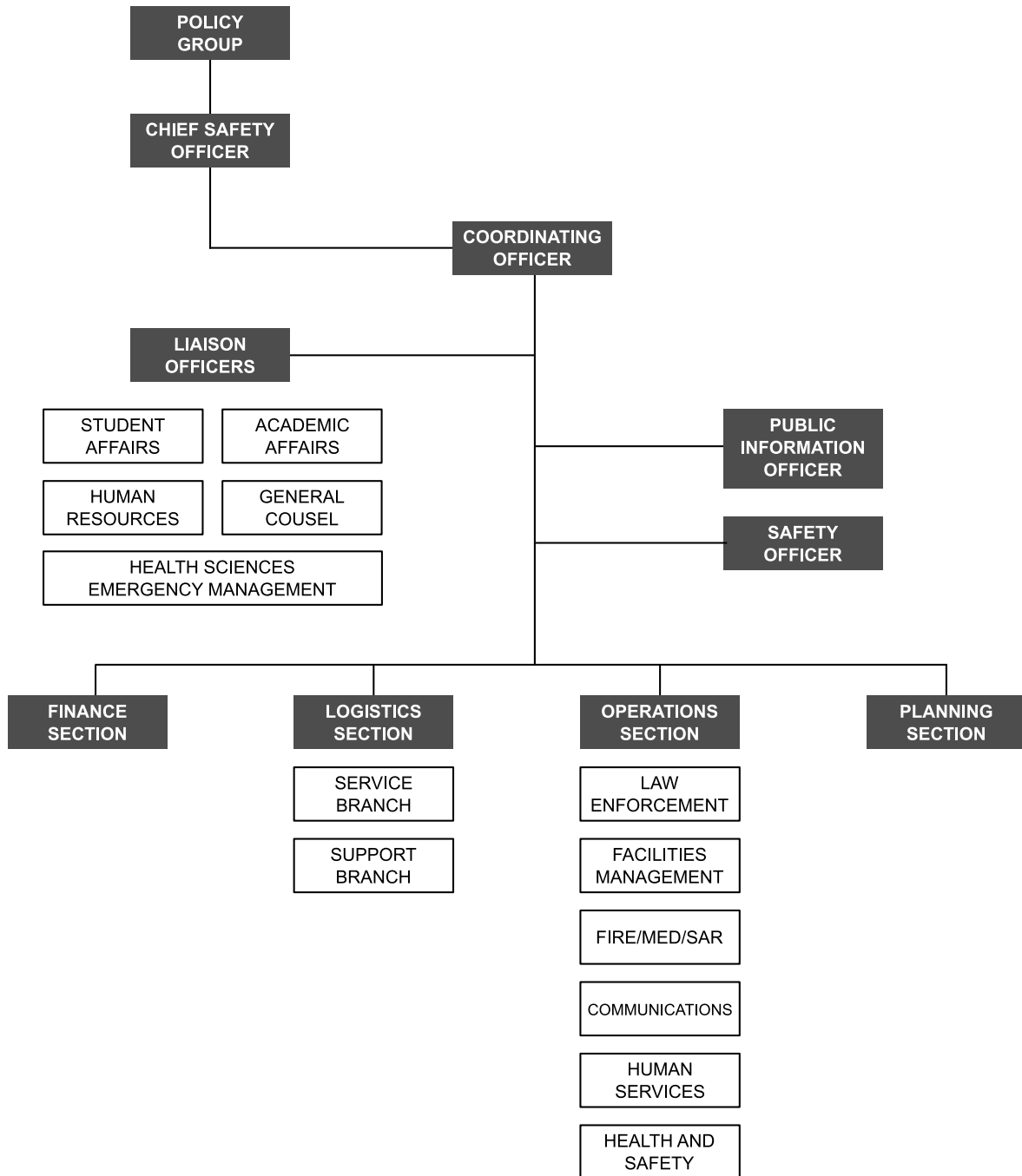*Figure 1: Emergency Organization Chart*

# Direction, Control, and Coordination

To provide for the effective direction, control, and coordination of an incident, either single site or multi-incidents, the University EOP will be activated using a modified implementation of the Incident Command System (ICS) that accounts for the University's structure with the Situation, Triage and Assessment Team (STAT).

## Policy Group

At the President's discretion, the policy group may be composed of the President and the two Senior Vice Presidents, the Cabinet, or the entire Cabinet.

Responsibilities include:

- Provide strategic direction to STAT / ECC
- Allocate critical resources according to established priorities
- Authorize emergency funding
- Interact with key external stakeholders
- Declaration / termination of university emergency
- Spokesperson for the University
- Public information statements and releases

## Command Staff

The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer(s). They report directly to the Coordinating Officer. Command Staff are all part of the Situation, Triage and Assessment Team.

### Public Information Officer

The Public Information Officer is a member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

### Safety Officer

The Safety Officer is member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

### Liaison Officers

Liaison Officers are members of the Command Staff responsible for advising Command and General Staff on their areas of expertise and to provide personnel and resources appropriate to their area of responsibility.

| Function | Business Unit |
|---|---|
| Public Information Officer(s) | University Marketing and Communications |
| Safety Officer | Environmental Health and Safety |
| Liaison Officer (Student Affairs) | Dean of Students |
| Liaison Officer (Academic Affairs) | Special Assistant to SRVP Academic Affairs |
| Liaison Officer (Staff) | Human Resources |
| Liaison Officer (Legal) | Office of General Counsel |
| Liaison Officer (U Health) | Health Sciences Emergency Management |
| Liaison Officer (Public Health) | Division of Family and Preventative Medicine |

Table 2: Liaison Officers

## General Staff

The General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief who all report to the Coordinating Officer. Operations and Planning Section Chiefs are part of the Situation, Triage and Assessment Team. Logistics and Finance/Admin Section Chiefs may be added to STAT as needed.

| Function | Business Unit |
|---|---|
| Operations Section Chief | Lead STAT Business Unit or Emergency Management |
| Planning Section Chief | Human Resources |
| Logistics Section Chief | Financial Business Services – Procurement |
| Finance/Administration Section Chief | Chief Financial Officer |

Table 3: General Staff

**Operations Section Chief**

The Operations Section Chief (OSC) manages all operations and progress related to the incident, specifically:

- Manages all aspects of the Operations Section, which covers the five mission areas: protection, prevention, mitigation, response, and recovery
- Provides the tactical assignments documented in the Incident Action Plan (IAP) and directs its execution
- Makes expedient changes to current operations based on the complexity or magnitude of the incident and reports those changes to the Coordinating Officer (CO)

- Manages all operations and progress related to the incident
- Ensures the safety and welfare of Operations Section personnel
- Coordinates operations at the local level
- Establishes or transitions into the Operations Section
- Supervises and configures section with branches, divisions, groups, and units to support operations

## Planning Section Chief

The Planning Section Chief (PSC) manages all aspects of the Planning Section, which covers the five mission areas: prevention, protection, mitigation, response, and recovery, specifically:

- Manages all aspects of the Planning Section, which covers the five mission areas: prevention, protection, mitigation, response, and recovery
- Manages the preparation of strategies and plans for the incident and submits incident status reports
- Prepares, collects, evaluates, disseminates, and uses incident information to develop the Incident Action Plan (IAP)
- Facilitates incident information to maintain situational awareness (current and future)
- Provides periodic predictions on incident potential and incident course of actions
- Coordinates planning efforts at the local level
- Establishes or transitions into the Planning Section
- Supervises and configures section with units and single resources as necessary

## Logistics Section Chief

The Logistics Section Chief (LSC) manages logistical needs and provides facilities, services, people, and materials in support of the incident, specifically:

- Manages logistical needs across the five mission areas for incidents: protection, prevention, mitigation, response, and recovery
- Provides facilities, services, people, and materials in support of the incident
- Advises the Coordinating Officer (CO) on all matters relating to logistics planning, facilities, communications, ordering, receipt, storage, transport, and onward movement of goods, services, and personnel
- Coordinates logistics at the local level
- Establishes or transitions into the Logistics Section
- Supervises and configures section to support operations with branches, divisions, groups, and units as necessary
- Supports or participates in the Incident Action Plan (IAP) process as necessary

## Finance Section Chief

The Finance/Administration Section Chief (FSC) is responsible for all financial, administrative, and cost analysis aspects of an incident, specifically:

- Maintains daily contact with agency administrative headquarters on finance and administration matters
- Meets with assisting and cooperating agency representatives
- Advises the Incident Commander (IC) on financial and administrative matters
- Develops the operating plan for the Finance/Administration Section
- Coordinates finances at the local level
- Establishes or transitions into an existing Finance/Administration Section
- Supervises and configures section with units to support as necessary

## **Emergency Support Functions**

The University has modified the Incident Command System and ESF concepts to fit the structure and organization of day-to-day operations (please see *Organization of Responsibilities: Situation Triage and Assessment Team* above). ESFs as outlined here, along with selected core University business functions, are described in further detail within *Annex: STAT Mission Annexes.*

### **ESFs Assigned to General Staff**

Some emergency support functions are assigned to STAT units who already hold General Staff positions. The following are emergency support functions assigned to General Staff.

| General Staff | **Planning Section Chief** |
|---|---|
| Description | Analyzes, process and disseminates emergency information and conducts action planning to facilitate crisis management. |
| ESF | ESF 5 – Information and Planning |
| Lead Unit(s) | Emergency Management, Human Resources |

*Table 4: Planning Section ESFs*

| General Staff | **Logistics Section Chief** |
|---|---|
| Description | Coordinates the delivery of supplies, equipment, services and facilities. |
| ESF | ESF 7 – Logistics |
| Lead Unit(s) | Financial Business Services – Procurement |

*Table 5: Logistics Section ESFs*

| General Staff | **Public Information Officer** |
|---|---|
| Description | Provides accurate, coordinated, timely and accessible information to the campus community and external organizations |
| ESF | ESF 15 – External Affairs |

| Lead Unit(s) | University Marketing and Communications |
|---|---|

*Table 6: Public Information ESFs*

## ESFs Assigned to Operational Branches

The following are key operational branches and their related emergency support function.

| Branch | **Facilities Management** |
|---|---|
| Description | Management of transportation systems and infrastructure of the University of Utah; Coordinates and organizes the resources of the University of Utah to facilitate the delivery of multiple core capabilities; Coordinates campus energy systems and system components. |
| ESF | ESF 1 – Transportation; ESF 3 – Public Works and Engineering; ESF 12 – Energy |
| Lead Unit(s) | Facilities Management |

*Table 7: ESFs assigned to Facilities Management*

| Branch | **Fire / Medical / Search and Rescue** |
|---|---|
| Description | Provides support for the detection and suppression of wildland, rural, and urban fires; Coordinates response to medical emergencies; Deploys search and rescue resources to provide lifesaving assistance. |
| ESF | ESF 4 – Firefighting; 9 – Search and Rescue |
| Lead Unit(s) | Salt Lake City Fire Department |

*Table 8: ESFs assigned Salt Lake City Fire Department*

| Branch | **Law Enforcement** |
|---|---|
| Description | Provides public safety and security coordination. |
| ESF | ESF 13 – Public Safety and Security |
| Lead Unit(s) | Department of Public Safety (University Police) |

*Table 9: ESFs assigned to University Police*

| Branch | **Human Services** |
|---|---|
| Description | Provides life-sustaining resources and essential services during disaster. |
| ESF | ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services; 8 – Public Health and Medical Services; |

| Lead Unit(s) | Housing and Residential Education; Student Affairs; Environmental Health and Safety (Public Health Liaison) |
|---|---|

*Table 10: ESFs assigned to Human Services Units*

| Branch | **Health and Safety** |
|---|---|
| Description | Coordinates response to a discharge of hazardous materials. |
| ESF | ESF 10 – Oil and Hazardous Materials Response Annex; ESF 8 – Public Health and Medical Services |
| Lead Unit(s) | Environmental Health and Safety (ESF 10), Division of Family and Preventative Medicine (ESF 8) |

*Table 11: ESFs assigned to Environmental Health and Safety, Division of Family and Preventative Medicine*

| Branch | **Communications** |
|---|---|
| Description | Supports the restoration of the campus communication infrastructure. |
| ESF | ESF 2 - Communication |
| Lead Unit(s) | University Information Technology |

*Table 12: ESFs assigned to University Information Technology*

## Situational Awareness / Command and Control

Situational Awareness / Command and Control will be achieved through the following processes:

- Coordination through first responder agencies (police, fire, EMS, facilities)
- Coordination through public information (e.g., social, or traditional media)
- Coordination through state and local emergency management agencies
- Coordination through the Emergency Assembly Point system with ERTs, EAPCs, and the ECC

For more detailed information about situational awareness / command and control, please see *Annex: Situational Awareness / Command and Control*.

# Information Collection, Analysis, and Dissemination

## Information Collection

Information will be collected from a variety of sources, including:

- University Emergency Response Coordinators (ERCs) and their teams of Area Captains
- Witnesses and victims of the emergency or the general public
- On-scene responders
- Social media
- Television, radio, and print media
- Public agencies and non-governmental organization partners
- Subject matter experts

## Information Analysis

Once information has been collected it will be analyzed to determine operational importance. Emergency management personnel (or Planning Section personnel, if the ECC is fully activated) will analyze information that is received and prepare intelligence reports for leadership. Subject matter experts from the Situation, Triage and Assessment Team will aid in information analysis as required.

## Information Dissemination

Message dissemination is categorized into internal messaging and public messaging and includes media monitoring and rumor control. Internal messaging refers to messages crafted for responders and partners, while public messaging refers to messages crafted for public dissemination.

### Internal Messaging

Emergency Management personnel will assist in conveying information to STAT.

Public information officers from University Marketing and Communications will assist in conveying internal information as necessary to the students, faculty, and staff. This may include updates to the @TheU website and/or via the @TheU email newsletter. Depending on the immediacy of the intended message, Campus Alert SMS and/or email messages may be used to assist in disseminating internal messages.

### Public Messaging

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

- Press releases

- Press conferences
- Website updates
- Social media updates
- Print, radio, or televised announcements

To ensure one consistent and accurate voice, all public information releases will be coordinated through the Public Information Officer in the Emergency Coordination Center.

**Media Monitoring and Rumor Control**

The potential for dissemination of false or misleading information during times of emergency is high. This may lead to operational confusion and public misunderstanding. Misleading information may be amplified by several sources including television, radio, print, and especially, social media. University Marketing and Communication will establish regular and social media monitoring and will act in coordination with communications personnel from University Health and Salt Lake City.

# Communications

Procedures and protocols for communicating during an emergency will follow guidelines set forth in the National Incident Management System (NIMS). All communication pathways will be resilient, interoperable, and redundant.

## Tactical Communication

In tactical communication, responders communicate within a particular command element on activities necessary for carrying out operational objectives. There are several tactical communication channels for emergency operations at the University:

1. University Police uses an 800 MHz radio system for all normal and emergency operations. Police dispatch and emergency management personnel have access to this system.
   a. Dispatch can act as a hub between police, emergency management and other responders including Salt Lake City Fire Department
2. Facilities Management uses a VHF radio system for all normal and emergency operations. Facilities dispatch and emergency management personnel have access to this system.
   a. Building Emergency Response Coordinators (ERCs) check-in at Emergency Assembly Points (EAPs) and can report situational awareness either to Emergency Assembly Point Coordinators (EAPCs) who are Facilities Management staff that radio information into the ECC or if the EAPC is not present, the ERC can use their personal cell phone to call into University Police Dispatch and communicate their situational awareness.
3. When engaged operationally, the Situation, Triage and Assessment Team (STAT) uses several methods of communication.
   a. The primary method is an off-site conference bridge to communicate. This is accessed via landline or cell phone. Emergency management personnel provides access to and facilitates communication for this system.
   b. The secondary method is radio. Each STAT member has a radio (using the University Health disaster radio network). Emergency management personnel can coordinate STAT via radio if the primary pathway is unavailable.
   c. The third method is satellite phone. Each STAT member has a satellite phone. Emergency management personnel can coordinate STAT conference calls via satellite phone if the primary or secondary methods are unavailable.
4. University Health uses a UHF radio system for emergency operations. Emergency management personnel have access to this system.

Tactical communication details are described in the attached annexes. Personnel will receive pre-event or just-in-time training on the use of communication equipment and proper communication protocols.

## Strategic Communication

Strategic communication reaches across all organizational elements and conveys situational awareness, resources requests, and other response-related information.

Strategic communication will use landline and cellular phone as the primary method of communication. When engaged strategically, the President's Cabinet uses an off-site conference bridge to communicate. Emergency management personnel may provide access to and facilitate communication for this system.

Campus Alert (via SMS and/or email), and other web-based communications (e.g., UMC's Slack system) will be used as necessary to supplement or substitute primary strategic channels as required.

All communicative devices and methods used in emergency operations will be identified in the Incident Action Plan.

# Plan Development and Maintenance

## Planning Purpose

The purpose of the University's emergency planning effort is to coordinate enterprise-wide planning related to protection of our greatest resource, our people, as well as our research, teaching and community service responsibilities.

Following are three basic operating principles for the planning effort:

- Decisions based on reliable data
- Planning based on stakeholder inclusion
- Commitment to continuous improvement of plan outcomes

## Maintenance

This plan will be updated every two years unless substantive changes are required prior to the review date. Minor changes, additional annexes (including cross-references to the base plan) are not considered substantive changes.

## Roles

This plan requires input and direction from multiple stakeholders. Primarily, this includes emergency management personnel, STAT members, and content experts (as needed).

### Emergency Management

Emergency management personnel are tasked to develop a basic Emergency Operations Plan (EOP). They are responsible for reviewing relevant laws, hazard analysis, and mitigation strategies, discuss and develop recommended language for a campus plan. This EOP follows the standard format contained in the State and Local Assistance Guide, (CPG 101, March 2009) which provides information on FEMA's concept for developing risk-based, all-hazard emergency operations plans.

The Director of Emergency Management is responsible to ensure all plans and procedures are developed and executed in accordance with local, state and federal plans, regulations and standards relevant to emergency management. Those duties include:

- Developing plans in support of the National Incident Management System (NIMS).
- Working with state and local officials when developing plans.
- Ensure plans are reviewed and approved by the Situation, Triage and Assessment Team (STAT), promulgated by University Administration (the President), tested and updated annually, and current and available in the Emergency Coordination Center (ECC).
- Develop and implement campus drills and exercises. These should be held regularly and with enough frequency to keep the members of the EOC prepared. At a minimum, this should occur annually

- Ensuring that STAT members will meet organize their monthly briefings to ensure all aspects of the plan requiring review are complete by June each year.

**Situation, Triage and Assessment Team (STAT)**

STAT members are tasked to review key components of the basic EOP. As necessary, STAT develops and/or reviews supplemental plans and annexes to accomplish the goals and objectives of the plan.

**Content Experts**

Emergency management personnel and STAT members work with content experts in developing and/or reviewing plans. Content experts are individuals with unique experiences, education, preparation, authority deemed necessary and or useful to the development of an EOP. Content experts are invited to inform and influence STAT members in their work to develop and/or review plans.

## Annexes

A basic emergency operations plan cannot contain all of the necessary details in specific operations across multiple disciplines. Specifics and technicalities are contained in annexes which are appended to this basic plan.

Content in annexes may change more frequently than the components of the basic plan. Details of procedures and protocols in tactical operations may be changed, refined or updated more often than fundamental components of the plan. Promulgation of the basic EOP incorporates an implicit understanding that annexes may change and be updated without the need for senior administration review or re-promulgation.

## Integration with Other Plans

The following plans are correlated with other emergency management plans, namely:

1. Continuity of Government (COG) plan
2. Continuity of Operations (COOP) plans
3. Mitigation plans
4. Recovery plans

Details of or links to these associated plans are found in the *Annex: Planning Integration*

# Authorities and References

## Authorities

This plan is promulgated in compliance with University of Utah Policy 3-300: University Health and Safety Policy (III B. 10) under the authority of the Chief Safety Officer in the Department of Public Safety and is managed by the Director of Emergency Management. The following authorities, standards, and references are used in the development and implementation of this plan.

### Federal Authorities

- Presidential Policy Directive / PPD-8: National Preparedness
- President Policy Directive / PPD-21: Critical Infrastructure
- Homeland Security Presidential Directive / HSPD-5: Management of Domestic Incidents
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), 20 USC 1092f

### Utah State Authorities

- Utah Code Title 53 (Public Safety Code) Chapter 2a (Emergency Management Act)

## References

- National Preparedness System
  - National Prevention Framework
  - National Protection Framework
  - National Mitigation Framework
  - National Response Framework
  - National Disaster Recovery Framework
- National Continuity Programs
- National Incident Management System
- Emergency Management Accreditation Program (EMAP) Emergency Management Standard
- U.S. Department of Education Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education
- FEMA Comprehensive Preparedness Guide 101 (CPG 101): Developing and Maintaining Emergency Operations Plans
- FEMA Comprehensive Preparedness Guide 201 (CPG 201): Threat and Hazard Identification and Risk Assessment Guide

## Annexes

Annexes are listed alphabetically, not necessarily based on priority or the order in which they appear in the plan. Annexes may be added/changed/deleted without requiring the plan to be promulgated again.

- A. Emergency Assembly Points
- B. Emergency Response Teams
- C. Planning Integration
- D. President's Cabinet
- E. Situational Awareness / Command and Control
- F. Situation, Triage and Assessment Team (STAT)
- G. STAT Mission Annexes