

Utah Valley University

Emergency Operations Plan



Utah Valley University

Emergency Operation Plan (EOP)

Revised October 2024

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Utah Valley University

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Letter of Promulgation

Utah Valley University is a teaching institution that provides opportunity, promotes student success, and meets regional educational needs. Consistent with this mission, UVU is committed to protecting the health and safety of our employees, students, and visitors. UVU will protect its properties in accordance with regulatory requirement and will strive to minimize property damage and any interruption of functions that would prohibit the institution from achieving its mission.

This Emergency Operations Plan strives to minimize the impact of emergencies and maximize the effectiveness of the campus community's response to and recovery from their inevitable occurrence. Although these situations are unpredictable, this plan allows for an immediate response by university employees, thereby minimizing danger to our campus. This can only be accomplished by working together and with members of the UVU community understanding their role in an emergency situation.

This plan should be used as a training tool to prepare individuals responsible for emergency response and should be reviewed frequently. Training and exercises will be conducted periodically to ensure that those who have a role in the plan are competent to fulfill that role during an emergency.

The Emergency Operations Plan is dynamic in nature and will be reviewed and updated annually or as necessary. The Director of Emergency/Risk Management will be responsible for making those appropriate changes.

Thank you,

Astrid Tuminez
President
Utah Valley University

Date: _____

C. Concept of Operations (Purpose, Scope, Mission)

Purpose: The purpose of the Utah Valley University Emergency Operations Plan (EOP) is to establish guidelines, procedures, and an organizational structure for response to emergencies and disasters occurring on campus (including all UVU campuses). In addition to the main “all hazards plan” there are a series of hazard-specific plans identified using a Hazardous Vulnerability Analysis (HVA) process. This process identifies top hazards, risks, and threats. They include, but are not limited to, earthquake, severe weather, utilities loss, wildland fires, active shooter, hazardous material release, and others. 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 are considered and utilized in this written document and in the planning process.

Scope: This EOP is a university level plan that guides the response of Utah Valley University’s personnel and resources during an emergency. The EOP and organization shall be subordinate to State and Federal plans during a disaster declaration by those authorities. The EOP is designed to provide a framework and guidance for a coordinated response to minor, major, and large-scale disasters. This plan does not replace the procedures for safety, hazardous materials response, or other emergency measures already established at the university. Instead, it supplements these existing procedures with a temporary crisis management structure, which provides for an immediate managerial focus on response operations and an early transition to recovery operations.

Situational Overview: Utah Valley University is one of Utah’s largest public universities. The University offers over 160 undergraduate degrees, 80 certificates, 18 graduate degrees with 44 fully online programs.

The University campus includes 573 acres and 70 buildings. There are several satellite campuses as well, such as Wasatch Campus in Heber, Utah, West Campus that includes the health professions building, the Emergency Services and Aviation buildings located in Provo, Utah, Culinary Arts building in North Orem, Thanksgiving Point in Lehi, and the Capitol Reef Station. There are four soccer fields in Vineyard, Utah including an enclosed soccer field. There are several hundred acres associated with the Vineyard property that are not developed at this time. There are approximately 43,000 students with 2000 staff and 1700 faculty. Estimations show a potential of 20,000 to 25,000 people on the main campus during the busiest times of the day (except for summer and academic breaks). At this time there is no on-campus residential housing owned by the University. There are 800 units at The Green, that houses first-year students that are associated with the University.

Mission Statement: UVU's EOP mission is to provide an integrated, comprehensive emergency management program for Utah Valley University to save lives, protect property, promote continuity of operations, and reduce the overall effects of a large-scale disaster. This is accomplished by following the emergency management principles:

Preparedness, Planning, Protection: Activities completed or ongoing before the emergency incident, such as writing or updating the EOP, establishing or updating hazards, risks, and threats analysis, training/education for incidents that rank high on the hazards risk assessment. Participating in disaster drills and exercises on campus and off-campus interfacing with the community with their associated planning/preparation.

Mitigation: Actions or activities that will lessen the impact of a disaster or emergency incident examples may include: stabilization of non-structural infrastructure (securing objects that can shift during an earthquake), administering flu vaccine to employees, plowing roads and applying salt to walkways during a snow storm, testing generators that turn on during a power outage, establishing and practicing communications with students, employees and the community before an emergency or disaster.

Response: Actions or activities that start directly after a disaster or emergency incident has begun or shortly after it is over. The following are examples of response actions or activities: Law enforcement responding to an active shooter incident, building marshals evacuating a building during a fire, Emergency Medical Services (EMS) responding to a mass casualty incident, and structural engineers completing assessments on buildings after an earthquake.

Recovery: Actions or activities that begin as soon as the disaster or emergency incident is over and may be separated into short-term and long-term phases. May include activities such as: rebuilding infrastructure, clean-up and debris removal, long-term medical care, mental health services, and returning to normal or better if possible.

Concept of Operations: The EOP is an "all-hazards" document. In other words, it contains concepts, policies, and procedures that apply regardless of the nature or origin of an emergency or disaster, and it is not designed to address unique conditions that result from a particular hazard or event. The plan does, however, provide a framework for emergency operations staff and other relevant department and agency personnel to work together developing and maintaining hazard-specific annexes. Because this plan is designed as a flexible management system, part, or all of it may be activated as appropriate to a situation. Moreover, although it is based on a worst-case scenario and provides for the critical functions and roles of the university during disaster response, its general procedures for the management of information, activities, and operations can be applied as needed during any level of emergency.

D. Plan Assumptions

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

- A disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- The succession of events in a disaster is not entirely predictable hence, published support and operational plans will serve only as a guide and may require field modification to meet the requirements of the incident.
- Incidents may affect residents in the neighborhoods surrounding the university and beyond. Therefore, city, county, and state services may be overwhelmed. There may be a delay in off-campus response services in a catastrophic disaster that may take 72 hours or more for a response.
- Incidents that affect portions of the city, county, or region and not the university directly may require the involvement of the university. The degree of involvement would be dependent on university leadership.
- People may become stranded at the university, and conditions may be unsafe to travel off-campus.
- Communication and exchange of information will be one of the highest priority operations for the university's Emergency Operations Center (EOC).
- Any size of EOC may be activated to coordinate response actions and resources.
- A plan such as this can never address every possible incident. It defines a process for resolving most any situation.
- Contact with families and households of the university community may be interrupted.
- Normal suppliers may not be able to deliver materials.
- Critical lifeline utilities may be interrupted, including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones, and information systems.

E. Plan Objectives

Organization:

This plan will:

- Provide guidelines for the most critical functions during an emergency response.
- Provide an easy-to-follow format in which users (university employees and students) can quickly determine their roles, responsibilities, and primary tasks.
- Link and coordinate processes, actions, and the exchange of critical information into an efficient and real-time overall response in which all entities have access to the emergency response process and know what is going on at the university.

Communications and Information Management

This plan will:

- Serve as the central point of communications both for receipt and transmission of urgent information and messages.
- Serve as the official point of contact of the university during emergencies when normal channels are interrupted.
- Provide 24-hour, comprehensive communication services for voice, data, and operational system.
- Collect all disaster information for notification, public information, documentation and post-incident analysis.
- Provide a basis for training staff and organizations in emergency response management.

Decision Making

This plan will serve as a reference for:

- Determining the level of response and extent of emergency control and coordination that should be activated when incidents occur through a clear decision process.

Response Operations

This plan will provide guidelines for:

- Utilizing university resources to implement a comprehensive and efficient emergency management response team (those who respond to the EOC and those who may be at the scene).
- Continuously preparing a proactive emergency response management action plan for the possibilities and eventualities of emerging incidents. This includes providing training for

and practice of likely disaster scenarios. (training, tabletop exercises, full-scale exercises).

Recovery Operations

This plan will supply guidelines for:

- Transitioning response operations to more normal management processes.
- Supporting business continuity plans or return to operation plans and processes, as needed, during recovery phases.
- Providing documentation and information support to the FEMA disaster assistance program as needed.

F. Activities by Phase of Emergency Management

This plan addresses emergency preparedness activities that take place during all four phases of emergency management. These emergency management phases include:

Mitigation

UVU will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency, and lessen the consequences of unavoidable hazards. Mitigation is generally a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation.

Preparedness/Protection

Preparedness activities will be conducted to develop the response capabilities needed in the event of an emergency. Preparedness is everyone's responsibility. Colleges, schools and divisions must develop specific plans and procedures to assist in the overall implementation and maintenance of emergency plans. The preparedness activities included in the emergency management program are:

- Providing emergency equipment and facilities.
- Emergency planning, which includes maintaining this plan, its annexes, and it's appropriate guidelines.
- Conducting or arranging appropriate training for emergency responders, emergency management personnel, other local officials, and volunteer groups who assist this jurisdiction during emergencies.
- Conducting periodic drills and exercises to test emergency plans and training. As possible drills and exercises should be conducted with the community (city, county, healthcare facilities, and state).

Response

UVU will respond to emergency situations as effectively and efficiently as possible. The focus of most of this plan and its annexes is on planning for the response to emergencies. Response operations are intended to resolve a situation while minimizing casualties and property damage. Response activities include warnings, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, search and rescue, communications, as well as other associated functions.

Recovery

If a disaster occurs, UVU will carry out a recovery program that involves both short-term and long-term efforts.

- **Short-term recovery** seeks to restore vital services and provide the basic needs of the university community. These activities may include mental health services, immediate medical services, law enforcement activities, safety and security to immediately affected areas, emergency and crisis communications, infrastructure operations, utilities restoration, returning to all normal operations quickly, and other immediate activities depending on the incident.
- **Long-term recovery** focuses on restoring the university to its normal state or better if possible. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, government entities and other public institutions. Examples of recovery programs include temporary housing, restoration of university services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and facilities.

G. Federal and State Authorities**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)

H. Levels of Response

The university classifies responses using a three-level system, according to increasing severity. The severity of an incident will be identified by the incident commander (IC) or the first qualified individual to arrive at the scene of the incident. The severity level of the incident may increase or decrease during response activities, requiring the level of response to be adjusted. The severity of an incident is determined by the threat to the safety of the campus community and university property, as well as the ability of the university to manage the incident.

Low Risk Emergency: (Most Common Incident)

A minor emergency that is limited in scope and potential effects, may involve:

- A limited area and/or limited population.
- An evacuation or in-place sheltering, typically limited to the immediate area of the incident.
- The provision of warnings and public instructions in the immediate area, not university wide.
- Incident management by one or two local response agencies (UVU Police, Orem City Police, or EMS) or departments acting under the IC, with requests for resource support being handled through agency and/or departmental channels.
- The limited external assistance from other local response agencies or contractors.

Normal university response services will be able to manage incidents without activation of an EOC. The incident may result in minor injury to members of the campus community and minor damage to university facilities and will affect a single localized area of the campus.

Moderate Risk Emergency:

A moderate emergency that is larger in scope and more severe in terms of actual or potential effects. Characteristics include:

- A large area, significant population, or important facilities.
- The implementation of large-scale evacuation or in-place sheltering and implementation of possible temporary shelter.
- University-wide warning and public instructions.
- A multi-agency response operating under an IC.
- External assistance from other local response agencies, contractors and limited assistance from state or federal agencies.
- Activation of the EOC to provide general guidance and direction, coordinate external support, and provide resource support for the incident.

High Risk Emergency:

A disaster involving the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the university and local government to handle with its own resources. A High-Risk Emergency involves:

- A large area, sizable population, and/or important facilities (this could be on campus or involve the entire community).
- The implementation of large-scale evacuation or in-place sheltering, and implementation of temporary shelter and mass care operations.
- Community-wide warning and public instructions.
- Response by multiple local response agencies operating under one or more Incident Commander (includes city, county ICs.)
- Significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.
- Activation of the EOC to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.

OPERATIONS

I. Activation of Emergency Operations Center (EOC) and Emergency Operations Plan (EOP)

This plan identifies the functional groups, management structure, key responsibilities, emergency assignments and general procedures to follow during a disaster or emergency incident. The Emergency Operation Plan (EOP) is activated whenever disaster/emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

1. Save and protect lives.
2. Coordinate communications on and off-campus.
3. Prevent damage to the environment, systems, and property.
4. Provide essential services (law enforcement, information technology, business services, healthcare).
5. Temporarily assign university staff to perform emergency work.
6. Invoke emergency authorization to procure and allocate resources.
7. Activate and staff the Emergency Operations Center (EOC).

Activation of the Emergency Operation Center (EOC):

Utah Valley University's EOC may be activated partially or fully depending upon the need in the following ways:

- **Limited Activation (Low Risk Incident):** a response to a small incident in the field that would require only the responding staff to manage the problem. This is the most common incident type, which occurs frequently. This type of incident is managed using campus resources and may need outside assistance (city law enforcement, EMS, or vendors with specific supplies for restoration of services). Notification to senior leadership is not immediate.

Examples of this type of incident include flooding due to a pipe break, a small fire that can be extinguished by those present, a chemical vapor that requires evacuation of a small location, utility failure (loss of power) for a brief period. This type of incident will likely resolve within hours.

Most incidents in this category will not escalate to the opening of an EOC, but incident management principles could still be utilized to manage the situation.

Planned Events, a partial EOC may be opened during a planned event, such as commencement, speaker on campus, concert, or any other event that meets criteria after a risk assessment has been completed.

- **Partial Activation (Moderate Risk Incident):** a response to a larger incident that involves more resources than are on campus. This would likely involve the media, and notification to senior leadership would be immediate. Timely communication campus-wide may be necessary. There is the potential of imminent harm to people and damage or destruction to property.

Activation of the EOC may be initiated by the Chief of Police (or designee) in collaboration with the following positions as possible: Associate Vice President of Facilities, Emergency Management, Vice President of Administration and Strategic Relations, and the Provost of Academic Affairs. This will depend upon the availability of these people; all do not need to be contacted in order to activate the EOC or initiate a response.

The EOC should be activated even if only partially so decision-makers and EOC staff may gather and manage the incident, which may include but is not limited to: managing resources off-campus, media relations, communications with staff, faculty, students, and visitors, communications with the Board of Trustees and the community at large, business continuity measures, recovery strategies, and so forth. This type of incident has the potential to quickly escalate into a larger incident or could as quickly decrease in severity.

Examples of this type of incident may include: Bomb threat or explosion, active shooter, hostage situation, larger fire that engulfs an entire building with the potential to grow, large chemical spill that requires sheltering in place for a lengthy period of time, severe weather that may cause damage or trap people on campus, an infectious disease outbreak that is affecting the staff/faculty/students ability to be on campus, and so forth. This type of incident could last for many hours or even days.

- **Full Activation (High Risk Incident):** in response to a large-scale incident requiring resources on campus, off-campus and beyond. The likelihood of running out of resources is great or imminent. The likelihood of injury to people and damage or destruction to property is high. Notification to senior leadership would be immediate. This is a catastrophic event with huge implications for business, reputation, and everyday operations. The incident could potentially last for weeks, months, or longer.

Utah Valley University Emergency Operation Plan (EOP)

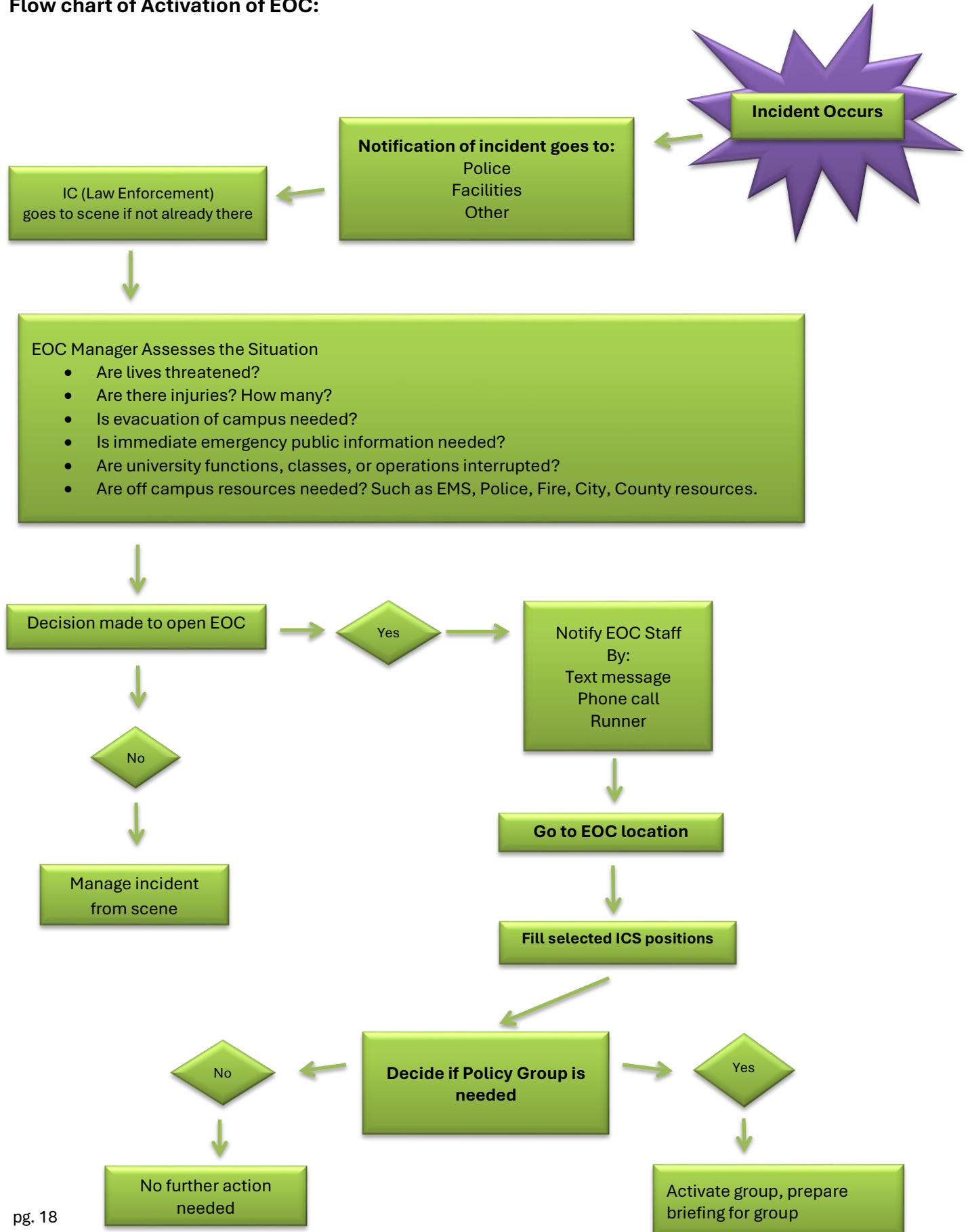
Activation of the EOC would be initiated by the Chief of Police (or designee) in collaboration with anyone in the President's Cabinet, Emergency Management, or any leadership position that may be available. Due to the severity of the incident, the EOC activation is obvious and does not formally require a decision.

Examples of this type of incident include large scale earthquake (over 6.0 in magnitude) causing structural damage and injuries to people, multiple bomb explosions on campus, utility disruption that lasted for weeks, flood inundation due to dam failure, and so on. This type of incident would last for weeks, months, or longer.

Note: It is understood any one of these incidents could escalate to something bigger or deescalate. Depending upon many unknown factors will determine what level of activation is needed. To the degree that this occurs the university will also determine the size and scope needed to manage the incident through the activation of the EOC.

The organizational flowchart below shows how this may operate:

Flow chart of Activation of EOC:



J. Emergency Operations Center (EOC)/Incident Command System (ICS)

When the decision has been made to activate the EOC, the location may vary depending on the severity, length, or other determining factors of the incident. It may be as simple as a few people in the Presidential Suite to pre-designated locations that will accommodate more people, equipment, and resources. When the activation of the EOC has been announced the location of the EOC will be assumed to be in the primary EOC location unless otherwise directed.

Locations of the EOC:

- *Primary EOC* will be in Fugal Gateway (Trustees Conference Room)
- *Secondary EOC* or off campus (when needed) will be in the Young Alumni Bld. YA ?
- *Small incident* will be in the UVU police department (specifically when the response is police oriented)
- Other locations may be selected as well, depending on what is needed and the type of situation

Methods for notification of those who would respond to and manage the EOC:

- The event itself for example an earthquake, consider the ground shaking the notification
- Telephone use land lines or cell phones by voice or by text
- Radios used by police, custodial, facilities, building marshals, or others
- In-person use of runners, if communications systems have failed

Organization of Incident Command System (within the EOC):

Incident Commander (IC): The person at the scene (on campus) whose responsibility is to manage the activities, functions, tactical efforts where the incident is located. There may be other agencies involved as well, and they will communicate with the IC. The IC will communicate directly with the EOC giving a status report, sharing situational awareness, and requesting additional resources beyond what they are able to request. The IC is usually a UVU law enforcement representative.

EOC Manager: The VP of Administration and Strategic Relations or designee assumes leadership of the EOC. They will communicate with the IC (on scene) if appropriate and the Policy Group. This position will make decisions as appropriate for this group and approve all communications prior to posting.

Policy Group: The President, cabinet, and others as designated. This group is ultimately responsible for establishing the university's overarching priorities and direction during a disaster incident. The Policy Group works closely with the Emergency Operations Center (EOC) Manager.

The Policy Group communicates with the Board of Trustees, Board of Regents, and other groups as needed throughout the incident. This group defines and endorses the emergency management and business continuity program roles and responsibilities found in this document.

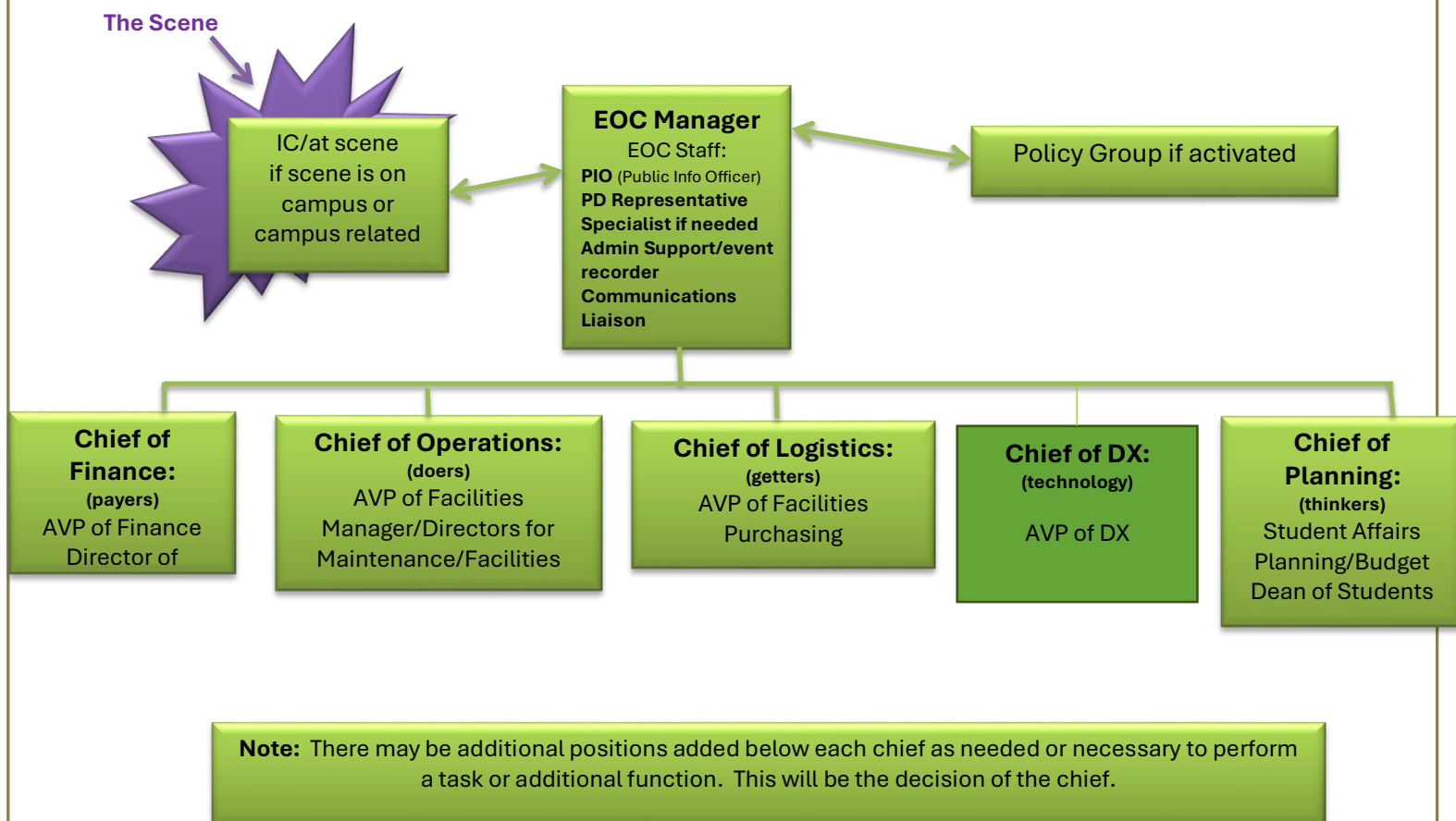
There may be overlap in representatives of the Policy Group and the EOC, this may be modified as needed. There should be good communication between the two established groups. At times the two groups may be housed together. Factors that may affect this would be severity and length of the incident.

The Emergency Operations Center (EOC): is the group responsible for supporting the IC at the scene as it relates to operations, tasks, activities associated with the incident overall. The disaster incident will dictate who and what positions of the ICS may be involved in the operations of response and recovery throughout the disaster. The following UVU positions or department representatives may be needed to fill ICS positions within the EOC. Remember this system is flexible and scalable depending upon the needs of the incident type or severity. Other positions and departments may be included depending on the need.

- VP of Administration and Strategic Relations (EOC Manager)
- Director of Emergency Management/Safety
- Associate Vice President of Facilities
- Director of Physical Plant/Maintenance
- Law Enforcement
- Marketing and Communications
- Public Relations (public information officer)
- Information Technology
- Finance/Budget/Procurement
- Human Resources
- Student Affairs
- Student Health Services (medical/mental health)
- Fire Marshall
- Environmental Health and Safety Coordinator
- Risk Manager
- Associate Dean of Students
- Dean of Students
- Director of Accessibility Services
- General Counsel

ICS Positions in the EOC: Below is the EOC Organizational Chart, which indicates the main positions held in the EOC and provides a brief description of how each position. This is a guide to use when deciding what positions need to be activated and who will likely be appointed to fill each position.

EOC Organizational Chart



Position/Roles in the EOC with a brief description: (All positions have a Job Action Sheet (JAS) associated with their role, found in Appendix J)

EOC Manager: Supervising position within the EOC, communicates with the IC at the scene and with the Policy Group as needed (if activated). This position supports operations at the scene, coordinates communication with other entities and groups, documents incident, coordinates possible outside resources or communications that may be needed and other duties as assigned.

EOC Staff: The group that may be needed to run the EOC

Public Information Officer (PIO): Communicates with the media (when needed), writes messages that go out to students/employees (approved by EOC manager and/or Policy Group)

Police Department Representative: Acts as a liaison between the IC at the scene and the EOC, receives and transmits information at the scene, and may communicate and coordinate with outside agencies as well (City Police Representatives, SWAT, Bomb Squad, State Resources, etc.)

Specialist: A person who has a specific skill set or a content matter expert that may be needed during a type of scenario (Medical/Health: Student Health Services Representative, Chemical Spill/Exposure: Faculty Chemistry Representative or HAZMAT Specialist)

Administrative Support: Records and documents the timeline of the event, keeps track of requests made and filled and other duties as assigned. There may be a need for more than one person to fill this role.

IT Specialist: Accesses and utilizes the text messaging system, provides updates on uvu.info (disaster website). May assist with other IT-related issues.

Communications: Answers all incoming phone calls or radio transmissions ensuring those messages or calls get to the right position within the EOC. Tracks communications that leave and enter the EOC. There may be a need for more than one person to fill this role.

Liaison: Interfaces with outside agencies to coordinate and communicate status reports, requesting resources, and intelligence gathering concerning the scene (on or off campus).

Chief of Finance (payers): Tracks and documents expenditures, expedites procurement measures, tracks and documents supplies, equipment, and people; Responsible for identifying potential and actual costs associated with an incident, activate agreements (MOU's) if needed and work closely with other EOC staff.

Chief of Operations (doers): Coordinates people getting jobs and tasks completed. Examples: barricade roads, provide traffic control points, get equipment from one location to another, fix and repair systems if there is a failure (utilities), assess infrastructure damage after an earthquake, etc.

Chief of Logistics (getters): Coordinates obtaining or procuring supplies, equipment, people that may be needed for the operations of the incident. Provides security and creates staging areas for supplies, equipment, and students if needed.

Chief of Planning (thinkers): Anticipate future needs depending on the incident, write and publish the Incident Action Plan (IAP) (goals, objectives during the operational periods), take care of the needs of people (coordinate food, water, shelter, if needed).

Chief of Digital Transformation (technology): Manages all functions and operations associated with digital transformation. Gather and share information regarding ability to use digital technology and report on damage or limitations to use technology.

Note: Each Chief may need others to execute, perform, complete tasks, functions or to be their eyes and ears outside of the EOC positions may be created as needed and people activated as needed depending on the incident.

There are additional positions with corresponding Job Action Sheets (JAS). These positions are subordinate to the chief positions. It is up to each Chief to activate them depending on the need. The additional positions simply stimulate thinking or provide possible areas that may need to be considered and can be incident-specific or used every time. The JAS can be found in Appendix J.

An Incident on Campus:

Examples: Large structural fire requiring evacuation, chemical spill that requires evacuation, large utility failure not easily repaired, active shooter, hostage situation, bomb threat or explosion, or an incident that affects the geographic area of the campus.

If the incident is on campus, then the Incident Commander (IC) will either be selected from UVU law enforcement or will be chosen from another department. That person will be at or near the scene. The IC will communicate regularly with the EOC staff. The EOC's purpose is to support the IC and the scene with what is needed (people, equipment, supplies, other). The EOC staff will manage and coordinate other activities such as media, notification to outside groups, and communications with students and employees and so forth.

If the incident is large enough to include the Policy Group, then they will be physically located near the EOC.

An Incident off Campus:

Examples: Flood inundation from dam failures (Deer Creek and Jordanelle), earthquake, aviation crash (UVU airplane), wildfire with smoke inhalation, and large chemical spill (railroad tanker, freeway tanker).

If the incident is off-campus and affects the daily operations on campus and requires activation of the EOC, where possible, UVU law enforcement or designee will be at or near the scene. Their purpose will be to communicate with the EOC on campus giving intelligence, status reports, expected outcomes, and timelines. Many times, the disaster will be widespread and having an IC at the scene may not be possible. If a multiple agency EOC is activated (unified command), this person would represent UVU's interests and provide possible assistance to the community.

Flow of Communications and Operations after the EOC is activated: The flow of communication is critical throughout the duration of the incident.

In the first few minutes to hours of an incident all types of information are needed. Below is a list of questions that may need to be answered if the incident is on campus.

Communications from the scene on campus to EOC:

Nature of incident: fire, bomb threat or device, gas leak, etc.

Where is the incident located?

Are university operations impacted (immediately and potentially)?

What types of injuries exist? Is EMS needed from the city?

What university assets are damaged?

What resources are currently at the scene (campus, community)?

Who needs to be notified?

What is the message to the students, employees, and public?

Is evacuation of campus needed?

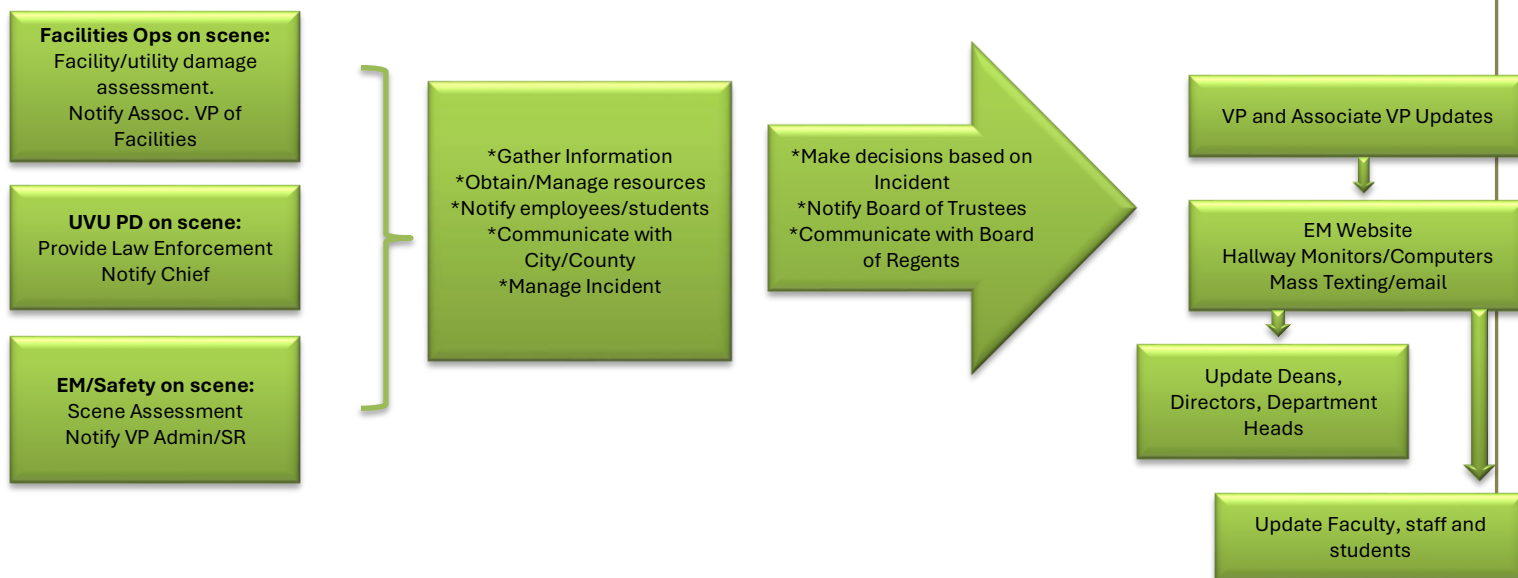
Estimated time for stabilization, repairs, and return to normal (where applicable).

First responders provide information to the on-scene incident commander and/or to the directors of their departments or designees. They will communicate via handheld radio, cell phone, or by runner to the EOC.

Below is a flowchart of how the communication flow may work.

Flow of Information/Communication

Incident Updates → **EOC Activated** → **Policy Group** → **Campus**



K. Direction, Control, and Coordination of the Incident:

First responding agencies work with other campus departments for assistance with logistics, resources, and intelligence.

Tactical:

On-scene command
Management and long-range
strategic issues

Operations/EOC:

Assessment and Prioritization

Strategic:

Crisis



L. Support Teams

Community:

City Emergency Management: depending on the scope of the disaster and what part of campus is involved communication and coordination with City EM may be necessary.

Orem City Emergency Management

EM: Heath Stevenson, cell phone: 801-472-8621, office: 801-229-7146

EOC Phone Number:

EOC Location: Public Safety Building adjacent to Orem City Center (State Street and Center Street)

Provo City Emergency Management

EM: Chris Blinzinger, cell phone: 801-404-6368

EOC Phone Number (s): 801-377-7135, 801-377-9379

Alternates: 801-852-7131, 801-852-7132

EOC Location: 351 West Center Street, Police Training Room

County Emergency Management:

Utah County Emergency Management

EM: Peter Quittner, cell phone: 801-404-6050

EOC Phone Number: 801-851-4150

EOC Location: Spanish Fork Sheriff's Office Complex, same building as jail

Wasatch County Emergency Management

EM: Jeremy Hales Cell Phone:

Office: 435-657-3544

EOC Phone Number: 435-657-3525, Fax: 435-657-4055

EOC Location: Search and Rescue Building, 1359 South US Highway 40, Heber City

Other Support Groups:

Orem City EMS/Fire/Law Enforcement: Accessed through UVU Police

Provo City EMS/Fire/Law Enforcement: Accessed through UVU Police

Wasatch Sheriff's Office: Accessed through UVU Police

Wasatch County Health Department: Lewis Hastings, 435-657-3262 (office)

Utah County Metro Bomb Squad: Accessed through UVU Police

Provo/Orem/BYU Metro SWAT: Accessed through UVU Police

Provo City, Orem City, and Utah County HAZMAT Teams: Accessed through UVU Police

State Assistance would go through the County Emergency Manager

Wasatch Mental Health: Accessed through the UVU Student Health Center

Utah County Health Department: Emergency Response Coordinator Kylaas Flanagan
Office (801-851-7503), Cell (801-960-2705)
Red Cross: Disaster Program Manager (Utah County) Office: 435-315-5746, Cell:

Campus:

Building Marshalls and Floor Captains: These are people assigned by building to help during a disaster or emergency incident. They have radios for communication, and they have back packs with basic supplies to help assist in their responsibilities. They will coordinate with the floor captains who are to help on their designated floors those that may need assistance during a disaster. Building marshals and floor captains receive annual training reviewing roles and responsibility. Building marshals and floor captains practice their training twice a year. The Great Shakeout statewide earthquake exercise and the annual fire drills.

The main purpose of building marshals and floor captains:

- Evacuation during an incident when needed.
- Accounting for employees, as much as possible.

Emergency Response Team (UVU's Paramedic/EMS team): This team is active during the week during office hours for smaller incidents. They coordinate with UVU police and Orem City Paramedics. During a disaster incident they would be utilized to help care for and assist with transport for those who are injured.

Police Department: Are activated at any time 24/7 by calling UVU dispatch at 801-863-5555.

Behavioral Assessment Team (BAT): This team meets regularly to identify and assist troubled students. Their primary purpose is to proactively respond before a student escalates to violence (when possible).

Student Response Team: The emergent response section of the BAT team. If there is an emergent need with a student, they can be notified and will act immediately (phone number: 801-863-5555)

Air Support: UVU Aviation may be able to offer some support, depending on the situation.

Mental Health: Additional off-campus resources can be activated. These resources may come from a variety of locations. To activate the EOC would contact the Sr. Director of Student Health Services.

M. Communications

Rapid and timely communication of information to the campus community during emergency situations is critical. In addition, accurate and timely communication of information to incident response personnel is required for an adequate response to emergency incidents. See Campus-Wide Emergency Communications Plan at <https://www.uvu.edu/emergencymanagement/plans/index.html#incident-response> for additional detailed information regarding communications during an emergency or disaster. UVU will coordinate and communicate with all appropriate agencies, boards, and other local county groups.

Utah Valley University utilizes several means of communication in managing varying levels of incidents. These means of communication will be tested for proper functionality.

During day-to-day emergency and disaster incidents, the following response organizations will communicate with their designated liaison groups:

University Department	Off-Campus Liaison Assignments
Public Safety	Law Enforcement Agencies FBI, Bomb Squad, SWAT teams, others
Emergency Management/Safety Department	EOC's for appropriate city, county, and County Health Department
Facilities	All Utility Providers UDOT Contractors/Vendors as appropriate
University Relations/Communications	Media Outlets

DX

Vendors, contractors or other services that enhance the ability to communicate

ALERTS and NOTIFICATIONS:

Utah Valley University has several communication methods that would be used (as possible) to reach students and employees with time-sensitive information during unforeseen incidents or emergencies using:

- Public Announcement System: through fire alarm annunciation system
- Email: alert that goes through UVU email service
- Text messaging: UVUAlert, goes to cell phones unless the person has opted out
- Electronic bulletin boards: alert goes to monitors in major hallways and gathering areas
- Desk top computer monitors: alert goes to monitors giving digital info or an audible alert
- University homepage: www.uvu.edu with an emergency backup website located at www.uvu.info
- Social Media outlets will be used as possible

Communications during an incident:

There are several types of communication abilities that can be utilized during an incident. The communication method used may vary depending on the incident. The following are examples of how these methods will be used:

Device	On or Off-Campus	Off-campus contacts
Radios (800 megahertz)	On/Off	Police Departments, Dispatch
HAM radios	On/Off	City EOCs, County EOCs, Scene (if a HAM operator is located there), UVU's HAM radio operators
Cell Phones	On/Off	Unlimited unless functionality is disrupted
Land Lines/Desk Phones	On/Off	Unlimited unless functionality is disrupted

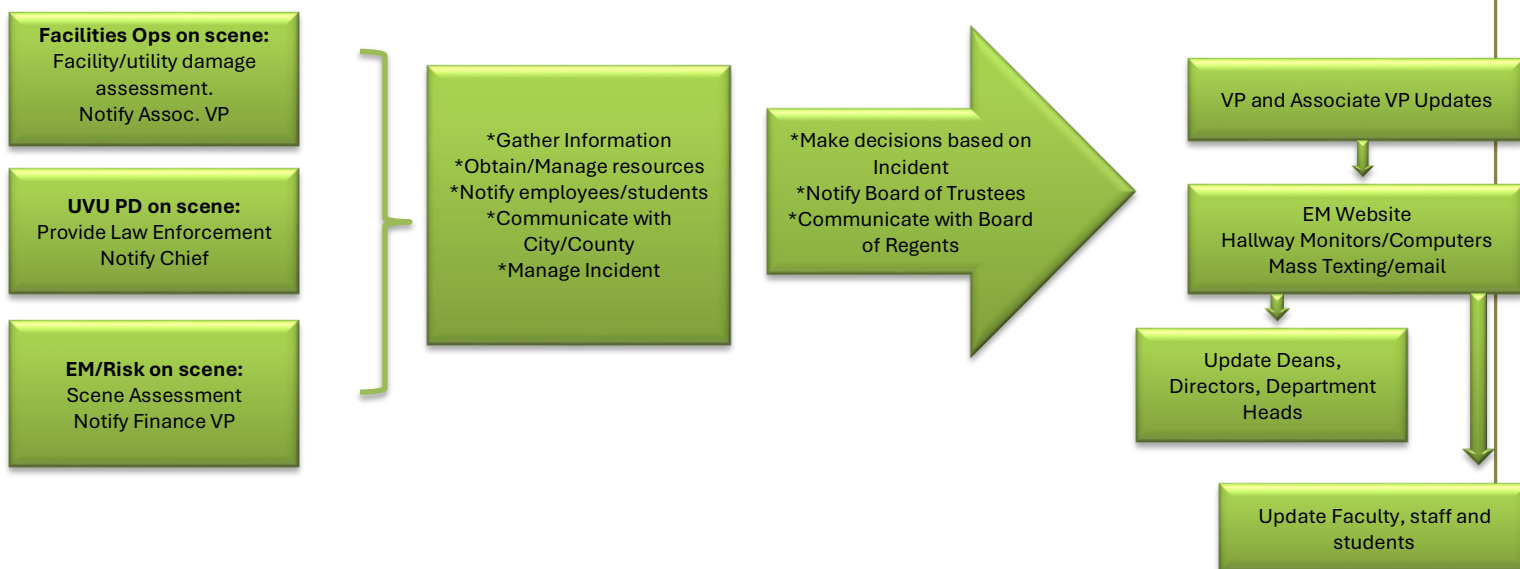
Runners	On	
Desktop Computers	On	
Radios (400 megahertz)	On	Building Marshalls, Parking, Custodial, Facilities
Satellite Phones	On/Off	County, City EOC's. Other phones on campus.

Note: Cell phone communication is often the first type of communication to be lost in a large incident. Remember that texting may be a better means of communication than a phone call as it uses a smaller bandwidth.

Communication from the scene to the EOC and to the campus community is important. A diagram below outlines the flow and process of gathering information and ultimately sending it out.

Flow of Information/Communication

Incident Updates → **EOC Activated** → **Policy Group** → **Campus**



Communication with the Media:

The Marketing/Communications department will communicate with media outlets providing them with timely and appropriate information concerning the incident. These messages are approved by the EOC and/or Policy Group as needed. It is important to share accurate and appropriate information with the media by way of one source to reduce rumors and false or misleading information. For this reason, if a media outlet contacts a university employee, they will refer the contact to the University Marketing/Communications Department.

Locations for Press Conferences:

Locations for speaking with the media may be set up in advance and communicated with the media outlets. Depending on the incident, the following principles should be used when selecting a location:

- Easy to access (parking, easy to find) for both media outlets and UVU campus officials
- Keep designated media location away from affected family and friends of those involved
- Close enough to see campus without being in the way of response efforts
- Away from the EOC

N. RECOVERY PLAN

Recovery

Recovery operations should be considered at the start of the incident and not only following the response phase. Recovery will have three phases: short-term, intermediate-term, and long-term. Section Chiefs should begin considering recovery along with demobilization of personnel and supplies early in the incident.

Short-Term

The objective for short term recovery is to restore the university to minimal capacity. The short-term could last from 0-3 months.

- Life Safety (most immediate).
- Damage assessment.
- Debris removal.
- Infrastructure restoration.
- Reestablish University's responsibilities.
- Academic instruction has been restored.
- Reduction and demolition of hazardous structures.
- Restoring critical business functions.
- Crisis counseling to the affected population.
- Emergency repairs to damaged infrastructure.
- Look at the business continuity plan (how do we stay in business?)

Intermediate-Term

The objective for intermediate-term recovery is to have ongoing activities that are characterized by temporary actions that will assist in providing a bridge to more permanent measures. In this term, most of the essential services have been restored, but the university is far from a pre-disaster state.

The intermediate term could last from 1-6 months and will typically overlap the short-term and long-term.

- Academic instruction has resumed but could be on a limited basis and in unconventional formats for example, alternated site locations, web-based delivery, independent study, etc.

- Delivering mental and behavioral health services to individuals and families.
- Researchers have determined the extent of the damage incurred and have made preliminary decisions on their ability to continue their research at the University.
- Primary transportation routes in and out of the University have been open but might not be fully restored.
- Information technology, critical servers and networks, and the widely used application have been re-established.
- Insurance claims are being processed.

Long-Term

The objective for long-term recovery is to restore facilities to pre-disaster conditions or better. The long-term could last from a few months to a few years. The main goals for long-term recovery operations include:

- Returning the university to pre-disaster level or better.
- After Action Report and Improvement Plan.
- Improving the university's EOP based on lessons learned from the incident.
- Reimbursement for qualifying disaster costs.
- Integration of mitigation strategies into recovery and operations planning.
- Delivering mental and behavioral health services to individuals and families.
- Provide assistance to those transitioning to permanent housing if applicable.
- Ensuring the student's degree progress is not delayed or penalized as a result of the disruption.
- Rebuilding university's buildings and facilities to appropriate resiliency for future disasters.

University Recovery Command and Governance

The university's initial recovery operations will take place within the Emergency Operations Center (EOC) and will be structured similarly to the Incident Command System (ICS) in tangent with the Incident Action Plan (IAP) and the Business Continuity Plan (BCP). Functions of the EOC will decline as recovery transitions through each phase. The EOC Manager will determine, with the consultation of the Policy Group when demobilization of the EOC will take place and what the long-term recovery will look like. During short-term and intermediate-term recovery, some departments may be asked to defer their normal day-to-day operations to devote personnel and equipment to assist in the recovery process.

O. Post Incident Review/After Action Report and Improvement Plan

After any real incident or exercise a post-incident review will take place. This would include those key stakeholders who were involved in response to the incident. This is often called a debriefing or hot wash. It allows those involved to offer or suggest comments regarding processes or procedures that went well and should be repeated or enhanced if needed. It also allows those involved to offer or suggest comments regarding weaknesses or failures in processes or procedures that occurred during the response to the incident. When making changes, a focus on correcting processes and procedures, not people, will be most helpful.

A hot wash or debriefing should be held as soon after the incident as possible. Because memory of the incident will fade, it is critical to capture the information of the incident so that changes can be made. The debriefing should take place in a no-fault environment to best gather the critical information that is needed for improvement.

The incident is documented in writing; this is called an After-Action Report/Improvement Plan (AAR/IP). This is usually completed by the Emergency Manager with the assistance of those involved if needed. The AAR/IP is shared with the VP of Administration and Strategic Relations and the President's Council for review. The contents will also be shared with any department that may need to participate in the improvement plan as well.

The Emergency Manager will track the Improvement Plan elements to ensure they are not only identified but corrected as possible. All reports or paperwork produced during a disaster incident will be saved and stored with the Emergency Manager. This becomes critical for tracking improvements and for any potential FEMA reimbursements if the disaster is Presidentially Declared.

OTHER

P. Training and Exercises

The University will participate in and conduct regular training for employees that relate to hazards, risks, and threats identified on the Hazardous Vulnerability Analysis. There will be ongoing assessments performed if new threats or hazards arise that may need attention, education, or training. Student participation in exercises would be through the annual fire drills and Shakeout earthquake exercise.

Different methods of training and exercises:

Tabletops: A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. Tabletop exercises can be used to assess plans, procedures, and guidelines.

Functional Exercises: A functional exercise examines and/or validates the coordination, command, and control between various multi-agency coordination centers (EOC, Scene, Policy Group). A functional exercise does not involve any “boots on the ground” (emergency officials responding to an incident in real-time)

Full-Scale Exercises: A full-scale exercise is a multi-agency, multi-discipline, multi-department, and “boots on the ground” response. There are people, equipment, and supplies moved. The purpose is to pattern the response as close to what would really occur during an actual emergency/disaster incident.

Drills: A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity, such as radio checks, communications plans, or evacuation drills. (fire drills, hazardous materials spill, radio checks, activation, and use of campus HAM radios)

Q. Emergency Operation Plan Development and Maintenance

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 teaching and community service responsibilities.

The following are basic operating principles for the planning effort:

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

The university's office of emergency management is tasked with development of a basic EOP, which articulates the implementation and development of supplemental plans and appendixes and annexes (as determined to be necessary) to accomplish plan goals and objectives. The office of EM is responsible for reviewing regulations, hazard analysis, mitigation strategies, and discussing and developing recommended language for a campus plan. This EOP follows the principles that come from state and local guidance, FEMA's concept for developing risk-based, all-hazard emergency operations plans and incorporates the National Incident Management System (NIMS) concepts.

The EM office works with content experts in its work. 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 the office of EM in its work.

The Director of Emergency Management/Safety is responsible for ensuring 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 NIMS
- Working with city, county, and state officials when developing plans
- Ensure plans are reviewed and approved by the EPAC, promulgated by University Administration (the President), tested by way of exercise and drills, and updated every three-years or sooner as needed
- Writing and tracking any After Action Reports/Improvement Plans

A complete review of the EOP and incident-specific plans will occur every three years.

The Emergency Manager, with the assistance as needed, is responsible for developing and implementing the 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.

R. Glossary of Terms/Acronyms

Alphabetical

AAR/IP: After Action Plan/Improvement Plan
AVP: Associate Vice President
BAT: Behavioral Assessment Team
BYU: Brigham Young University
CERT: Community Emergency Response Team
EM: Emergency Management
EMS: Emergency Medical Services
EMT: Emergency Medical Technician
EOC: Emergency Operations Center
EOP: Emergency Operation Plan
EPAC: Emergency Preparedness Advisory Committee
FEMA: Federal Emergency Management Association
HAM: Amateur Radio
HAZMAT: Hazardous Materials
IAP: Incident Action Plan
IC: Incident Commander
ICS: Incident Command System
IT: Information Technology
JAS: Job Action Sheet
MOU/MOA: Memorandum of Understanding/Agreement
NIMS: National Incident Management System
NRF: National Response Framework
PD: Police Department
PIO: Public Information Officer
Stafford Act:
SWAT: Special Weapons and Tactics
UCAS: Utah County Academy of Sciences
UDOT: Utah Department of Transportation
UTA: Utah Transit Authority
UVU: Utah Valley University

S. Record of EOP Distribution and Revisions**Record of EOP Distribution:**

A limited number of hard copies will be printed. Digital versions are available for review or can be downloaded 24/7 from the Emergency Management website. www.uvu.edu/emergencymanagement

Department	Number of Hard Copy Plans
Master Binder (Emergency Management)	1
Emergency Operations Center (primary/secondary locations)	2
Chief of Police	1

Record of Revisions:

This plan goes through continuous, ongoing changes based on the results of actual events, post-exercises, drills, activities, or trainings. UVU Emergency Management does not go through a formal annual plan review process but rather makes incremental changes, modifications, and adjustments to this plan as conditions change. By posting these changes on the UVU Emergency Management website, the most up-to-date version of this plan is instantly available to all UVU and partnered responders 24/7.

A formal documented plan review and revision process will occur every other three years as possible in which we solicit public, internal, and external stakeholder comments. Records of these revisions are maintained by the UVU Emergency Management Department.

Date	Section of Plan	Summary of changes made	Who
8-2014	Entire plan re-written	Entire plan re-written. EPAC members reviewed all sections and had feedback and input during the rewriting process.	Robin Ebmeyer, Director of Emergency/Risk Management
11- 2016	Entire Plan Reviewed	Minor changes made throughout the document. Updates made (numbers, people, and position changes)	Robin Ebmeyer, Director of Emergency Management/Safety
6-2018	Entire Plan Reviewed	- Several incident specific plans were added, others reviewed and updated. Older copies saved. - Grammar, typos, and other errors were corrected. - Changes made to Page 30, removed a section regarding Campus CERT. This team does not exist. Also added a UVU resource (Mental Health and how to access this resource) - Page 31, references the Campus Emergency Communications Guideline, which is a more detailed document about communications during an emergency. - Page 32, added social media as a means of communication to students, staff, faculty, and visitors - Table of contents revised (11-2018) - Recovery section added.	Robin Ebmeyer, Director of Emergency Management/Safety
10-2021	Entire Plan Reviewed	- Some incident specific plans were updated (dated added to each plan to track updates). - Extensive grammar and other language errors were improved. - Table of contents revised	Robin Ebmeyer, Director of EM/Safety

10-2024	Entire Plan Reviewed	• Minor changes made throughout the document. Updates made (numbers, people, and position changes) • Changed who will have a printed copy of EOP	Robin Ebmeyer, Director of EM/Safety
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