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Utah Valley University

Emergency Operation Plan (EOP)

Letter of Promulgation

Utah Valley University is a teaching institution which 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 every member 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,

Matthew S. Holland
President
Utah Valley University

Date: ________________________________
Purpose: The purpose of the Utah Valley University Emergency Operations Plan (EOP) is to establish policies, procedures, and an organizational structure for response to emergencies and disasters occurring on campus (including all UVU campuses). 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 but not limited to: fires, floods, severe weather, earthquakes, hazardous materials incidents, acts of violence, gas leaks, terrorist threats and other potential disasters.

Scope: This Emergency Operations Plan 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 70 undergraduate degrees and 3 graduate degrees.

The University campus includes 412 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, and the Culinary Arts building. There are approximately 30,000 students with 2000 staff, and 1700 faculty. Estimations show a potential of 20,000 to 25,000 people on campus during the busiest times of the day (except for summer and academic breaks). At this time there is no campus residential housing associated with the University.

Mission Statement: UVU’s EOP mission is to provide an integrated, comprehensive emergency management program for Utah Valley University in order 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 of:

Preparedness/Planning/Protection: Activities completed or ongoing before the disaster/emergency incident, such as writing or updating the EOP, establishing or updating a
Hazards, Risks, and Threats analysis, training/education for incidents that rank high on 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, and generators that turns on during a power outage, establishing and practicing communications with students, employees and the community before an emergency or disaster.

**Response:** Actions or activities begun directly after a disaster or emergency incident has begun or shortly after it is over depending on the incident. The following are examples: 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 Emergency Operations Plan 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 work together to develop and maintain 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 are not entirely predictable, hence, published support and operational plans will serve only as a guide and may require field modification in order 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 EOC.
- An Emergency Operations Center (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 pro-active 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, Table Top Exercises, Full Scale Exercises)
Recovery Operations
This plan will supply guidelines for:

- Transitioning response operations over to normal management processes as able
- 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 the following:

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 situation, or lessen the consequences of unavoidable hazards. Mitigation should be 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. Among the preparedness activities included in the emergency management program are:

- Providing emergency equipment and facilities
- Emergency planning, including maintaining this plan, its annexes, and 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/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 to the university community and provide for the basic needs of the university community. These activities may include mental health
services, immediate medical services, law enforcement activities, safety and security to immediate 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. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, and government 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. Hazards and Risk Assessment for UVU and Utah County

The table below shows the hazards and their respective ranking score based on the following criteria:

- **Probability**, what is the likelihood of the hazard occurring
- **Frequency**, meaning how often the hazard occurs (how often in the past 5 years)
- **Impact to**, people, property and business
  - Duration, how long is the hazardous incident likely to last (hours, to days, to week, to months)
  - Degree of preparedness, university and outside community
  
  Each ranking factor is on a scale of 0-5 (0 being the lowest, 5 being the highest) except for the Preparedness portion where it is opposite, the higher number indicates less preparations at UVU or in the community.

Each area should be ranked in the most objective way possible, however it is known there will still be some subjectivity inserted.
## Utah Valley University Emergency Operation Plan (EOP)

### Hazardous Vulnerability Analysis

<table>
<thead>
<tr>
<th>Hazards/Risks</th>
<th>Probability Likelihood of incident</th>
<th>Frequency How often in the past 5 yrs.</th>
<th>Impact People</th>
<th>Impact Property</th>
<th>Impact Business</th>
<th>Duration hrs, days, weeks, months</th>
<th>*Preparedness Rating UVU</th>
<th>*Preparedness Rating Community</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>Catastrophic Earthquake</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>29 1</td>
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<tr>
<td>Infectious Disease Pandemic (Worldwide)</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>23 2</td>
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<tr>
<td>Severe Weather (high winds, heavy snow, heavy rain)</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>23 2</td>
</tr>
<tr>
<td>Violent Situations (Active Shooter, Hostage)</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>22 3</td>
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<td>Flood inundation from dam failure (Deer Creek, Jordanelle)</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
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<td>21 4</td>
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<td>Aircraft Fall/Collision</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>21 4</td>
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<tr>
<td>Criminal Activity (theft, burglary, assaults)</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>20 5</td>
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<tr>
<td>Bomb Threat</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>19 6</td>
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<tr>
<td>Hazardous Materials Spill on campus</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>18 7</td>
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<td>Utility Failure</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
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<td>2</td>
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<td>17 8</td>
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<td></td>
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<td>Acts of Terrorism</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>17 8</td>
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<tr>
<td>Fire on campus</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>17 8</td>
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<td>Landslide</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>17 8</td>
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<tr>
<td>Civil Unrest (protests, etc.)</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>16 9</td>
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<tr>
<td>Construction Accident on campus</td>
<td>3</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>15 10</td>
</tr>
<tr>
<td>Hazardous Materials Spill off campus (freeway, roadway, railway)</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>13 11</td>
</tr>
<tr>
<td>Catastrophic Computer Failure</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>13 11</td>
</tr>
<tr>
<td>Wildfire in community</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>12 12</td>
</tr>
</tbody>
</table>

*Preparedness Rating Scale: 1=Very Prepared; 5=Unprepared
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 handle the incident.

Low Risk Emergency: (Most Common Incident)

A minor emergency situation that is limited in scope and potential effects, which 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 major emergency situation that is larger in scope and more severe in terms of actual or potential effects than a Low Risk Emergency. Characteristics of a Moderate Risk Emergency 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 IC (includes city, county IC’s)
- 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
Utah Valley University  Emergency Operation Plan (EOP)

OPERATIONS

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

This plan identifies the functional groups, management structure, key responsibilities, emergency assignments and general procedures to follow during a disaster or emergency incident. The EOP (Emergency Operations Plan) 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 EOC (Emergency Operations Center):

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 and occurs with frequency. This type of incident is managed using campus resources and may need outside assistance (City law enforcement or EMS, vendor with specific supplies for restoration of services) Notification to Senior Leadership is not immediate.

Examples may 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 of time. 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.
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 or damage/destruction to property.

Activation of the EOC may be initiated by: the Police Chief (or designee) in collaboration with the following positions as possible: Associate Vice President of Facilities, Emergency Management, Vice President of Finance and Administration, Vice President 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 the EOP.

The EOC should be activated even if only partially so that decision makers and EOC staff may gather and manage the incident, which may include but is not limited to: managing resources from off campus, media relations, communications with staff/faculty/students/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 just 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 to 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/destruction to property (reputation/business) is great. Notification to senior leadership would be immediate. This is a catastrophic event with huge implications for business and everyday operations. The incident would potentially last for weeks, months, or longer.

Activation of the EOC would be initiated by: The Chief of Police (or designee) in collaboration with anyone in the President’s Cabinet, Emergency Manager, 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 will also determine the size/scope of those needed to manage the incident through the activation of the EOC.

An organizational flowchart below shows how this may operate:
Flow chart of Activation of EOC:

1. **Incident Occurs**
2. **Notification of incident goes to:**
   - Police
   - Facilities
   - Other
3. **IC (Law Enforcement) goes to scene if not already there**
4. **Decision made to open EOC**
   - **Yes**
     - Notify EOC Staff
       - By: Text message
       - Phone call
       - Runner
   - **No**
     - Manage incident from scene
5. **Go to EOC location**
6. **Fill ICS positions as needed**
7. **Decide if Policy Group is needed**
   - **Yes**
     - Activate group and gather information from EOC
   - **No**
     - No further action needed
When the decision has been made to activate the EOC, the location may vary depending on the severity or length or other determining factors. 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 is announced the location of the EOC will be assumed to be in the Primary Location unless otherwise directed.

Methods for notification of those who would respond to and manage the EOC:
- The event itself: and earthquake, consider the shaking the notification
- By telephone: land lines or cell phones, by voice or by text
- By radio: radios used by police, custodial, facilities, building marshals, or others
- In person: by runners if communications systems have failed

Locations of the EOC:
- Primary EOC will be located in BA 214 (second floor of the administration building)
- Secondary EOC will be located in the UCAS building (building located on the north of campus)
- Other locations may be selected as well depending on what is needed and the type of situation

Organization of Incident Command System (within the EOC):

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

Policy Group: The President and the Cabinet and others as designated, this group ultimately is responsible for establishing the University’s priorities and direction during a disaster incident. The Policy Group works with those located in the Emergency Operations Center (EOC). This 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
Utah Valley University Emergency Operation Plan (EOP)

needed to fill ICS positions within the EOC remembering this system is flexible and scalable depending upon the needs of the incident type/severity. Other positions and departments may be included depending on the need.

- Director of Emergency/Risk Management
- Associate Vice President of Facilities
- Director of Physical Plant/Maintenance
- Law Enforcement
- University Relations
- Public Relations (public information officer)
- IT/IS
- Finance/Budget/Procurement
- Student Affairs
- Student Health Services (medical/mental health)
- Fire Marshall

ICS Positions in the EOC: Below is an Organizational Chart indicating the main positions in the EOC and a brief description of the functions of that role. This is a guide to use when deciding what roles need to be activated and who the likely people are to fill that role.

EOC Organizational Chart

Note: There may be additional positions added below each chief as needed or necessary to perform a task or additional function. This will be the decision of the chief.
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**Position/Roles in the EOC with 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 utilized). This position supports operations at the scene, coordinates communication with other entities and groups, documents incident, and coordinates any 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

- **PIO (Public Information Officer):** 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:** Liaison between the IC at the scene and the EOC, receives and transmits information at the scene, 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 content 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.
- **Communications:** access text messaging system and sends messages and updates, documents updates and messaging on UVU Emergency/Disaster Link, tracks communications leaving and entering 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 giving status reports, requesting resources, and intelligence gathering concerning the scene (on or off campus)

**Chief of Finance:** The **Payers:** Tracks/documents expenditures, expedites procurement measures, tracks/documents supplies, equipment, and people, overall responsible for identifying actual costs potential costs associated with incident, activate agreements (MOU's) if needed and work closely with other EOC staff.

**Chief of Operations:** The **DOERS:** coordinates people getting jobs/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:** The **GETTERS:** coordinates obtaining or procuring supplies, equipment, people that may be needed for the operations of the incident. Creates staging areas for supplies, equipment if needed and provides security. Stages areas for students if needed.
Chief of Planning: The 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)

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 JAS’s and positions that correspond to each Chief as possibilities that may or may not be used. The positions simply stimulate or provide areas that may need to be considered and can be incident specific or used every time. The JAS can be found in Appendix J.
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An Incident on Campus:

Examples: Large structural fire requiring evacuation, Chemical spill that requires evacuation, Large utilities 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 the Incident Commander (IC) will be UVU law enforcement or designee, that person will be at 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). The EOC staff will manage/coordinate other activities such as media, notification to outside groups, and communications with students/employees and so forth.

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

An Incident off Campus:

Examples: Flood inundation from dam failures (Deer Creek and Jordanelle), Earthquake, Wild Fire with smoke inhalation, and Large Chemical Spill (rail road tanker, freeway tanker)

If the incident is off campus but 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, and expected outcomes. Many times the disaster will be wide spread and having an IC at the scene may not be possible. If a multiple agency EOC is activated, 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 communications 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 the types of questions that may need to be answered if the incident is on campus.

Communications from scene (if on campus) to EOC (Emergency Operations Center):

Nature of incident: fire, bomb threat/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/public?
Is evacuation of campus needed?
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Estimated time for stabilization, repairs, and return to normal (where applicable)?

First responders provide information to on scene incident commander and/or to the directors of their departments/or designees, who 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

Facilities Ops on scene:
- Facility/utility damage assessment.
- Notify Assoc. VP

UVU PD on scene:
- Provide Law Enforcement
- Notify Chief

EM/Risk on scene:
- Scene Assessment
- Notify Finance VP

*Gather Information
*Obtain/Manage resources
*Notify employees/students
*Communicate with City/County
*Manage Incident

*Make decisions based on incident
*Notify Board of Trustees
*Communicate with Board of Regents

VP and Associate VP Updates

EM Website
Hallway Monitors/Computers
Mass Texting/email

Update Deans, Directors, Department Heads

Update Faculty, staff and students
First responding units work with other campus departments for assistance with logistics/resources and intelligence.

**Tactical:**
- On-scene command
- long range issues

**Operations/EOC:**
- Assessment and Prioritization

**Strategic:**
- Crisis Management and strategic

---

- University Police
- Facilities Operations
- Emergency/Risk Management
- Marketing/Communications

---

EOC Staff

---

Policy/Administration
L. Support Teams

Community:

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

Orem City Emergency Management
EM: JoAnna Larson, cell phone: 385-201-7193
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
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: Tyler Plewe, Emergency Response Coordinator (801-
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Red Cross: Trisha Holmes, 801-368-0339 (Utah County)

Campus:

Building Marshalls and Floor Captains: These are people assigned by building to help during a disaster incident. They have radios for communication and they have kits to help assist in their responsibilities. They will coordinate with the floor captains who are to help on their floors those that may need assistance during a disaster.

Emergency Response Team (UVU’s Paramedic/EMT team): This team is active every day 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 transport those who are injured.

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

Behavioral Assessment Team (BAT): This team meets regularly to identify and assist troubled students. Their primary purpose is proactive response 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: 863-1234 or 683-5555)

Community Emergency Response Team (UVU’s CERT): This team is at a beginning phase, but would be an asset to the campus during a large event where people were injured. They would work in tandem with the UVU police, UVU Emergency Response Team and Orem City or Provo City Paramedics as they arrived on campus. They may be used to help with campus evacuation or other assigned responsibilities.

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

Rapid and timely communication of information to the university public during emergency situations is critical. In addition, accurate and timely communication of information to incident response personnel is required for adequate response to emergency incidents.

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:

<table>
<thead>
<tr>
<th>University Department</th>
<th>Off Campus Liaison Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Public Safety</td>
<td>Law Enforcement Agencies</td>
</tr>
<tr>
<td></td>
<td>FBI, Bomb Squad, SWAT teams</td>
</tr>
<tr>
<td>Emergency/Risk Management department</td>
<td>EOC’s for appropriate city, county, health</td>
</tr>
<tr>
<td>Facilities</td>
<td>All Utility Providers</td>
</tr>
<tr>
<td></td>
<td>UDOT</td>
</tr>
<tr>
<td></td>
<td>Contractors/Vendors as appropriate</td>
</tr>
<tr>
<td>University Relations/Communications</td>
<td>Media Outlets</td>
</tr>
<tr>
<td>IT enhance communicate</td>
<td>Vendors, contractors or other services that enhance the ability to communicate</td>
</tr>
</tbody>
</table>

**ALERT and NOTIFICATION:**

Utah Valley University’s mass notification system is used to reach students and employees with time-sensitive information during unforeseen incidents or emergencies using:

- Public Announces Systems: through fire alarm annunciation system
- Email: alert that goes through UVU email service
- Text messaging: alert goes to cell phones unless 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 written info or an audible alert
Communications during an incident:

There are several types of communication abilities that can be utilized during an incident. Depending on the incident may determine what is used. Examples are listed below:

<table>
<thead>
<tr>
<th>Device</th>
<th>On or Off Campus</th>
<th>Off campus contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radios (800 megahertz)</td>
<td>On/Off</td>
<td>Police Departments, Dispatch</td>
</tr>
<tr>
<td>HAM radios</td>
<td>On/Off</td>
<td>City EOC’s, County EOC’s, Scene (if a HAM operator is located there)</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>On/Off</td>
<td>Unlimited unless functionality is disrupted</td>
</tr>
<tr>
<td>Land Lines/Desk Phones</td>
<td>On/Off</td>
<td>Unlimited unless functionality is disrupted</td>
</tr>
<tr>
<td>Runners</td>
<td>On</td>
<td></td>
</tr>
<tr>
<td>Desktop Computers</td>
<td>On/off</td>
<td></td>
</tr>
<tr>
<td>Radios (400 megahertz)</td>
<td>On</td>
<td>Building Marshalls, Parking, Custodial, Facilities</td>
</tr>
</tbody>
</table>

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 band width.

Communication from the scene to the EOC and on to the campus community is important. A diagram below outlines that flow and process of gathering information and ultimately sending it out.
Utah Valley University Emergency Operation Plan (EOP)

Flow of Information/Communication

Incident Updates ➔ EOC Activated ➔ Policy Group ➔ Campus

Facilities Ops on scene: Facility/utility damage assessment. Notify Assoc. VP

UVU PD on scene: Provide Law Enforcement Notify Chief

EM/Risk on scene: Scene Assessment Notify Finance VP

*Gather Information
*Obtain/Manage resources
*Notify employees/students
*Communicate with City/County
*Manage Incident

*Make decisions based on Incident
*Notify Board of Trustees
*Communicate with Board of Regents

VP and Associate VP Updates

EM Website Hallway Monitors/Computers Mass Texting/email

Update Deans, Directors, Department Heads

Update Faculty, staff and students

Communication with the Media:

The office of University Relations will communicate with Media Outlets providing them with timely and appropriate information concerning the incident. These messages are approved of 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, false or misleading information. For this reason if a media outlet contacts a university employee they will refer the contact to University Relations.

Locations for Press Conferences:

Locations for speaking with the media may be set up in advance and communicated with the media outlets. The following principles may apply as a location is selected:

- Easy to access (parking, easy to find) for both media outlets and UVU campus officials
- Keep designated location of media far from family and friends
- Close enough to see campus without being in the way of response efforts
- Not close to the EOC
N. RECOVERY PLAN
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 the response of the incident. This is often called a debriefing or hot wash. It allows those involved to offer/suggest comments regarding processes or procedures that went well and should be repeated or enhanced if needed. It also allows those involved to offer/suggest comments regarding weaknesses or failures in processes or procedures that occurred during the response to the incident. A focus on correcting processes/procedures and not people is most helpful.

A hot wash or debriefing should be held as soon after the incident as possible. The sooner the better as the events 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 Emergency Preparedness Advisory Council (EPAC) 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 if 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.
The University will participate in and conduct regular trainings that relate to hazards, risks, and threats identified on the Hazardous Vulnerability Analysis form. There will be ongoing assessments performed if new threats or hazards arise that may need attention, education, or training.

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 exams 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, 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 plan, or evacuation drills. (fire, hazardous materials spill)
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.

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

The University’s Emergency Preparedness Advisory Committee (EPAC) is tasked to develop a Basic EOP, which articulates the implementation and develop of supplemental plans and appendixes/annexes (as determined to be necessary) to accomplish plan goals and objectives. The EPAC is responsible for reviewing regulations, hazard analysis, and mitigation strategies, discuss and develop 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 EPAC 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 EPAC in its work.

The Director of Emergency/Risk 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 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 undated annually
- Writing and tracking any After Action Reports/Improvement Plans

The EPAC will meet monthly and organize their meetings to ensure all aspects of the plan requiring review are completed by (month) each year.

The Emergency Manager with the assistance of the EPAC is responsible to develop and implement 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
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
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. Soft/electronic versions are available for review or can be downloaded 24/7 from the Emergency/Risk Management website. [http://www.uvu.edu/safety/](http://www.uvu.edu/safety/)

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Hard Copy Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Binder (Emergency Management)</td>
<td>1</td>
</tr>
<tr>
<td>VP Finance Administration</td>
<td>1</td>
</tr>
<tr>
<td>Chief of Police</td>
<td>1</td>
</tr>
<tr>
<td>AVP of Facilities</td>
<td>1</td>
</tr>
</tbody>
</table>

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 partner responders 24/7.

A formal documented plan review and revision process will occur every other year (in even numbered years: 2016, 2018, 2020, etc...) in which we solicit public, internal and external stakeholder comments. Records of these revisions are maintained by the UVU Emergency Management Department.

<table>
<thead>
<tr>
<th>Date</th>
<th>Section of Plan</th>
<th>Summary of changes made</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>8-1-2014</td>
<td>Entire plan re-written</td>
<td>Entire plan re-written. EPAC members reviewed all sections and had feedback and input during rewriting process.</td>
<td>Robin Ebmeyer/Director of Emergency/Risk Management</td>
</tr>
</tbody>
</table>