Letter of Promulgation

The University of Alaska Fairbanks’ Emergency Operations Plan (EOP) is designed to provide the University with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response. It is based on integrating University of Alaska Fairbanks emergency response resources with those of other local government emergency response agencies. The EOP uses the National Incident Management System – Incident Command System (NIMS – ICS) for managing response to emergencies and disaster events.

The plan recognizes that the University of Alaska Fairbanks, with support from local governments (e.g., the City of Fairbanks and Fairbanks North Star Borough) has primary responsibility for emergency response and operations for emergencies that occur on the University of Alaska Fairbanks campus. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of critical services.

The EOP consists of a Basic Plan, emergency support functional annexes, hazard specific annexes, appendixes, and a resource guide. The Basic Plan and subsequent functional annexes are based on an all-hazard approach and acknowledge that most responsibilities and functions performed during a major emergency are not hazard specific.

The EOP is a dynamic plan and will be reviewed, updated, and exercised annually.

The EOP is part of a larger integrated Emergency Management Program at UAF that focuses on mitigation, continuity of operations, recovery, preparedness and response activities.

This Letter of Promulgation recognizes that the Emergency Operations Plan is a working document and is subject to updates and revisions based on organizational changes. This plan will be actionable regardless of the status of the Emergency Operations Plan.

______________________________  __________________________
Brian Rogers, Chancellor              Date
University of Alaska Fairbanks
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Executive Summary

This Emergency Operations Plan (EOP) is designed to provide the University of Alaska Fairbanks with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response. It is based on integrating University of Alaska Fairbanks emergency response resources with those of other local government emergency response agencies. The University through mutual agreements may call on the City of Fairbanks and Fairbanks North Star Borough to provide support resources and guidance.

The EOP uses the National Incident Management Systems (NIMS) and Incident Command System (ICS) for managing response to emergencies and disaster events and is intended to be fully NIMS compliant.

The Incident Command System (ICS) is designed to be used for all types of emergencies and is applicable to small day-to-day emergency situations as well as large and complex disaster incidents. ICS can also be used to manage large planned events such as commencements. ICS provides a system for managing emergency operations involving single agency within a single jurisdiction; multiple agencies within a single jurisdiction; and multiple agencies from multiple jurisdictions.

This plan was developed with the understanding that all University departments responding to an emergency will utilize ICS for overall coordination of the response effort. Response efforts for all Level II and Level III emergencies\(^1\) will be coordinated from a single location, normally the University of Alaska Fairbanks Emergency Coordination Center (ECC). Level I emergencies may be coordinated from an on-scene command post. The designated event Incident Commander (IC) may determine it necessary to use an alternative location of the ECC.

The organizational structure of the ICS may not resemble the day-to-day organization of the University. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee assignments may change in the ICS organizational structure. This means that an employee’s position in the ICS structure may change during the course of a single incident.

The EOP consists of a basic plan (this document), hazard specific annexes, appendixes, and a resource guide. The resource guide contains information used to contact personnel and resource during a major emergency. The resource guide contains information of a confidential nature as it is not included with the manuals where it is not necessary. The Office of Emergency Management (Plan Administrator) under the authority of the Office of the Vice Chancellor of Administrative Services is responsible for making that determination.

The Basic Plan and subsequent functional annexes are based on an all-hazard approach and acknowledge that most responsibilities and function performed during a major emergency are not hazard specific.

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\(^1\) Level II and Level III emergencies are situations that require additional resources and coordination beyond Standard Operating Procedures.
The EOP is part of a larger integrated Emergency Management Program at UAF that focuses on mitigation, recovery, preparedness, and response activities. The UAF Emergency Management Program is responsible for the overall development and maintenance of the EOP.

The plan is based on the fact that the University of Alaska Fairbanks has primary responsibility for emergency response and operations for emergencies that occur on the University of Alaska Fairbanks campus. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of critical services.

The plan provides a framework for emergency preparation, response and recovery efforts. Leadership, preparation, good judgment and common sense by personnel directing these efforts will determine the effectiveness of the overall emergency program. Given the nature of some emergency events, Unified Command or the Incident Commander may alter the plan for more effective response or to accomplish strategic priorities.

The guidelines and procedures included in this plan used the best information and planning assumptions available at the time of preparation. There is no guarantee in outcome or performance implied by this plan. In an emergency, resources may be overwhelmed and essential services may be delayed, inadequate or in extreme case not available at all. Deviation from these guidelines may be necessary given the facts of any particular situation.
UAF Emergency Management Oversight Structure

UAF Policy Group Members

Chancellor
Executive Officer
Vice Chancellor for Academic Affairs and Provost
Vice Chancellor for Administrative Services
Vice Chancellor for University Advancement
Vice Chancellor for Research
Vice Chancellor for Rural, Community, and Native Education
Vice Chancellor for Student and Enrollment Services
Associate Vice Chancellor for Facilities and Safety
Chief Information Technology Officer

UAF Safety and Compliance Coordination Committee (SCCC)

Administrative Services
Student and Enrollments Services
Academic Affairs
Rural, Community and Native Education
University Police
University Fire
Health and Counseling
Environmental Health and Safety / Risk Management
Emergency Management Coordinator
Office of Information Technology
Tanana Valley Campus
Human Resources
Research
Facilities and Safety
Residence Life
Auxiliary Services
Media Relations
University Advancement
Center for Distance Education
Cooperative Extension Service

UAF Emergency Management Program

UA Director of Emergency Management
UAF Emergency Management Coordinator
UAF Chief of Police
UAF Fire Chief
Special Thanks & Acknowledgements

This plan builds upon the hard work and foundation of the previous UAF Crisis Plan and Draft UAF Emergency Operations Plan. This plan also incorporates information gathered from the Emergency Operations Plans of several Universities.

The Office of Emergency Management would like to thank the Safety and Compliance Coordination Committee (SCCC) members for all of their work in the development of this plan:

2009 SCCC Members

Pat Pitney, Vice Chancellor for Administrative Services (Committee Chair)
William Krause, Environmental Health and Safety (Vice Chair) (retired)
Don Foley, Vice Chancellor for Student Life
BJ Aldrich, Health and Counseling
Sean McGee, University Police
Edie Curry, University Fire (retired)
Kathleen Schedler, Facilities and Safety (retired)
Randy Pommenville, Emergency Management
Kevin Huddy, Residence Life
Robert Holden, Auxiliary Services
Rick Caufield, Tanana Valley Campus
Carla Browning, Media Relations
Scott McCrea, University Advancement
Karl Kowalski, Office of Information Technology
Susan Heinrichs, Academic Affairs
John Duhamel, Facilities Project Manager
Kris Racina, Human Resources

Other contributors:

Rick Forkel, UA Emergency Management Director
Sean McGee, UAF Chief of Police
Doug Schrage, UAF Fire Chief
Frances Isgrigg, Director, Environmental Health, Safety, and Risk Management
Scott Bell, Associate Vice Chancellor for Facilities and Safety
Plan Distribution List

The Emergency Operations Basic Plan is distributed to all departments and auxiliaries involved in the plan.

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Part I. BASIC PLAN

SECTION 1
Overview

The University of Alaska Fairbanks (UAF) is vulnerable to a number of natural and human-caused hazards that can affect University property and faculty, staff, students, and visitors that are present on campus. To effectively respond to these natural and human-caused hazards, the UAF has adopted this Emergency Operations Plan (EOP) to guide response efforts. The priorities for this plan are to (1) protect lives, (2) stabilize the incident, (3) minimize environmental and property damage, and (4) continue critical services to customers. This plan also strives to meet National Incident Management System (NIMS) and Incident Command System (ICS) requirements as established by the Federal Emergency Management Agency (FEMA.) The use of NIMS and ICS enables this response plan to coordinate effectively with other jurisdictions involved in a response, such as local or state police departments, local fire or EMS departments, as well as the City of Fairbanks, Fairbanks North Star Borough, or other State Agencies.

Purpose

The purpose of University of Alaska Fairbanks’ Emergency Operations Plan is to outline the management structure, responsibilities, procedures, and guiding policies to assist the University of Alaska Fairbanks when responding to an emergency event. The EOP directs response efforts when Standard Operating Procedures (SOPs) developed by University departments and units are insufficient to handle an emergency. Department specific plans and SOPs are meant to complement and coordinate overall efforts while providing more depth and specific detail regarding department-level response.

Scope

The UAF EOP is a campus-level plan covering property owned by the UAF and the faculty, staff, students, and visitors associated with the UAF campus. This EOP is designed to address a comprehensive range of natural and manmade hazards that could affect the University of Alaska Fairbanks campus. The plan includes procedures for responding to a range of levels of emergency regardless of the size, type or complexity.

This plan only covers the University of Alaska Fairbanks’ main Fairbanks campus. Other campuses or properties owned or leased by the UAF will have separate response plans to be developed in the future. The UAF will provide guidance and additional resources to help other areas develop additional plans.

The UAF EOP supersedes any previous plans and precludes employee actions not in concert with the intent of this plan, or the emergency response organizations created by it. This Plan
supersedes and rescinds all previous editions of UAF’s emergency operations or response plans. If the any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this Plan.

Nothing is this Plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this Plan or its appendices.

Nothing in this Plan is intended, or should be construed, as creating a duty on the part of the University of Alaska Fairbanks toward any party for the purpose of creating a potential tort liability.

**Authorities**

This plan is promulgated under the authority of the Chancellor, the Provost, and the Vice Chancellor for Administrative Services of the University of Alaska Fairbanks.

**FEDERAL**

8. EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities.

**STATE**

1. Administrative Order, No. 228, Use of NIMS ICS and Interagency Incident Response Teams
UNIVERISTY POLICIES

1. University of Alaska Regent’s Policy, Part II, Administration, Chapter V, Crisis Planning, Response, and Communications
   - UA Regent’s Policy, April 21, 2000, P02.05.010, Crisis Planning
   - UA Regent’s Policy, April 21, 2000, P02.05.020, Crisis Communications
   - UA Regent’s Policy, April 21, 2000, P02.05.030, Notification Procedures
   - UA Regent’s Policy, April 21, 2000, P02.05.060, Crisis Response Rehearsals
2. UAF Policy, Policy # 2003-002, UAF Campus Close Due to Emergency Conditions

Situation and Assumptions

The University of Alaska campus, students, staff, and visitors can be exposed to a number of hazards with the potential to disrupt the University, create damage, and cause casualties. The following situation and assumptions provide an overview of a potential emergency situation at the UAF and the assumed operational conditions that provide a foundation for establishing protocols and procedures.

SITUATION

The University of Alaska Fairbanks can vary in the number of faculty, staff, and students located on campus depending on the time of day and event. The University has a student enrollment of approximately 6,000 and a staff of approximately 1,500. The majority of these students and staff may be on campus at a given time. The number of staff on campus varies from 900-1,200 at any given time. In addition, the University of Alaska Fairbanks draws large gatherings for athletic games and or special events.

A number of natural hazards can affect the University of Alaska Fairbanks campus. These include:
- Earthquake
- Power Plant Failure
- Wildfires
- Extreme/Severe Winter Weather
- Volcanic Activity
- Pandemics
- Terroristic Events

In addition, threats of technological and biological hazards, those caused by human omission or error, such as transportation accidents, hazardous materials incidents, or utility failures are also possible. A civil disturbance or terrorism incident could also occur. The UAF draws crowds to different social events which are potential targets for terrorist incidents. The global presence of University of Alaska Fairbanks business, programs, and travel to and from other regions or continents elevates the risk of exposure to communicable diseases.
ASSUMPTIONS

In the event of a worst-case emergency situation, such as an earthquake, the University of Alaska Fairbanks will operate under a set of assumptions that are incorporated into this Plan. The following assumptions could apply in an emergency situation:

- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas services, telephone communications, cellular telephones and information systems.
- Regional or local services may not be available.
- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Unsafe conditions including structural and toxic environments may exist.
- Damage and shaking may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University as conditions may be unsafe to travel off campus.
- The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, from the Campus ECC while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the Campus ECC. The internet/intranet may be down.

Emergency Response Priorities

Priorities for all emergency response at the University of Alaska Fairbanks are as follows:

1. Protection of Life
   - Emergency response personnel
   - At risk people
   - General public

2. Stabilization of the event
   - Bring the situation to a point of order
   - Determine course of action
   - Prevent the incident from expanding
   - Isolate the scene and deny entry

3. Protect the Environment
   - Confinement, contain or neutralize hazardous materials that may be released
   - Endure, to the extent possible, that emergency response efforts do not adversely impact the environment

4. Protect University Property
   - Facilities used for emergency response are high priority
   - Facilities necessary for shelter and care of student are a high priority
   - Facilities used for education and operational purposes
- Critical University records, collections and research

5. Restoration of critical services, education and research programs
   - Services necessary for emergency response are of high priority
   - Service critical to the well-being of the students are of high priority
   - Service critical to the integrity of research projects and educational services

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

The University of Alaska Fairbanks (UAF) Emergency Operations Plan (EOP) follows the requirements set forth by the National Incident Management System (NIMS). The NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Using the NIMS as the UAF enables the University to communicate and coordinate response actions with other jurisdictions and emergency response agencies.

The UAF EOP also follows the Incident Command System (ICS) which is the emergency management structure used by NIMS for emergency response. Using ICS at the UAF allows for improved coordination among individual departments and agencies as they respond to an incident.

**The benefits of the ICS process are:**

1. **History**
   - Thirty-year history of successful implementation for emergency response management in the field
   - Ten-year history as the International Standard for Emergency Management organization

2. **Proven Best Practices in Emergency Management**
   - Flexibility in application – allows for scale-up, scale-down and transition
   - Team based, bundled and linked processes and cross-functional efficiency within the organization
   - Easy to understand for the users
   - Action oriented – focuses on results and output
   - Starts and stops – designed for the rapid deployment and smooth deactivation
   - Wide application to unique settings

3. **Aligned with Adjacent and Contiguous Agencies**
   - Standardized functions
   - Standardized processes
SECTION 2
Concept of Operations

The Concept of Operations section provides an overview of the emergency management structure and procedures for responding to an emergency situation. More detailed information can be found in the appendices after the Basic Plan. Appendix A provides more detailed information about the Emergency Coordination Center (ECC) and other emergency response facilities; Appendix B details the University of Alaska Fairbanks Incident Command System (ICS); Appendix C includes ICS position checklists.

The concept of operations provides the following information for the EOP:

1. Emergency Operations Plan Activation
2. Levels of Emergency
3. Emergency Management Structure
4. Emergency Coordination Center
5. Unified Command
6. Incident Action Plans
7. Incident Documentation
8. Media Relations
9. Deactivation Process
10. Campus Recovery
11. Campus Community: Roles and Responsibilities

The role of University departments involved in emergency response will generally parallel normal day-to-day functions, however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of an emergency. Efforts that would typically be required for normal daily functions will be redirected to accomplish emergency tasks following the ICS system.

The Plan is designed to be flexible to be used in any emergency response situation regardless of the size, type, or complexity. The procedures outlined in the Plan are based on a worst-case scenario. Part or all of the components of the Plan can be activated as needed to respond to the emergency at hand.
Emergency Operations Plan (EOP) Activation

This Plan is activated whenever emergency conditions exist in which immediate actions is required to:

- Save and protect lives
- Prevent damage to the environment, systems and property
- Initiate Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- Provide essential services
- Temporarily assign University staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Coordination Center (ECC)

Levels of Emergency

There are three levels of emergency, Level I, II, and III. The higher the level of emergency the larger the scale of the event and more resources and coordination are required to manage the event. Any given level may be bypassed if necessary to allow a response to proceed directly to a higher level. As an emergency event progresses to higher levels, the stated activities of previous levels will continue to be enacted.

- Figure 2.1: highlights the Levels of Emergency

The level of emergency will be determined by the department director/designee and the Vice Chancellor for Administrative Services (VCAS.) In the absence the VCAS, the succession of authority as listed on page 16, will apply.

In addition, the following diagrams highlight both general and event specific monitoring and response procedures for the UAF in the event of an emergency.

- Figure 2.2: highlights the General Response Activation process
- Figure 2.3: highlights the Inclement Weather Monitoring process
<table>
<thead>
<tr>
<th>Level of Emergency</th>
<th>Definition</th>
<th>Action</th>
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| I EOP Standby     | Emergency incident that Standard Operating Procedures can handle. While there may be some damage and/or interruption, the conditions are localized and the ECC does not need to be activated. The Department may open a Department Operation Center (DOC.) Once notified by the Department Head, the UAF EOP and ECC operate in “standby” mode in Level I. | - The onsite lead unit/dept. handles the situation following the leaf unit’s Standard Operating Procedures. The lead unit responding to an incident is the Incident Commander (IC.)  
- If a situation requires additional resources, the IC contacts the Department Head to help monitor the situation and to provide additional guidance.  
- The Department Head may choose to open a DOC.  
- If the incident has the potential to grow, the Department Head will notify UAFEM and VCAS.  
- The UAF ECC is placed on stand-by mode. |
| II Partial/Full EOP Activation | The emergency incident is severe and causes damage and/or interruption to the University of Alaska Fairbanks’ operations. Coordination of resources and campus services is needed to respond effectively. A partial or full activation of the University of Alaska Fairbanks ECC is needed. The University of Alaska Fairbanks may be the only affected entity. | - The Department Head contacts the VCAS and the UAFEM for the determination of whether to activate the UAF ECC, the UAF Incident Management Team (IMT), and the Policy Group.  
- The VCAS designates the appropriate IC.  
- The campus UAFEM staff sets up the ECC and calls on support staff for assistance.  
- If activated, Policy Group representatives convene in Signer’s Hall.  
- IC in communications with VCAS and UAFEM determines necessary Incident Command Staff to report to the Incident Command Post (ICP.) The ICP will typically be collocated at the DOC.  
- Some operations and classes may be suspended.  
- Unified command with local police, fire, or EMS personnel may be implemented. |
| III Full EOP Activation | The emergency situation is a disaster condition and the UAF must fully activate the ECC to address and immediate emergency response. Emergency conditions are widespread and the UAF must be self-sufficient for a period of up to 96 to 120 hours. The UAF may request mutual assistance from the local police agencies, local fire agencies, the City of Fairbanks, the Fairbanks North Star Borough, and/or other State agencies. | - The Emergency Operations Plan and ECC are fully activated.  
- Normal University operations are suspended.  
- Staff vacations and planned leaves may be terminated.  
- The ECC coordinates efforts with the City, Borough, and/or State as needed.  
- Unified Command is typically used to manage incident response. |
Figure 2.2 Emergency Response Diagram

LEAD UNIT RESPONDS
- Serves as Incident Commander (IC) on scene

ACTIONS
- Notify UAF Emergency Management (UAFOEM) of situation
- Notify Vice Chancellor of Administrative Services (VCAS)

CONTINUE MONITORING EVENT

YES

INCIDENT COMMANDER (IC) REQUESTS ACTIVATION:
- IC requests full activation of EOP & ECC from VCAS
- VCAS notifies Policy Group representatives

ACTIONS:
- ECC Coordinator and support staff stands up ECC
- IC determines Incident Command Staff to report to ECC
- Policy Group Representatives convene

PROCESS:
ECC Monitors and manages campus-wide emergency response actions & coordinates resources throughout emergency response

ASSESSMENT QUESTIONS:
- Are outside mutual services needed?
- Does this require proclamation of disaster?

PROCESS:
Coordinate with City, Borough, and/or State

ACTIONS:
- Complete incident information and status reports

NO

MONITOR THE INCIDENT

ASSESSMENT QUESTIONS:
- Is the incident over?

DEACTIVATE ECC:
IC, IC Staff, UAFOEM staff debrief

Incident Commander (IC) Overview:
The following university positions on Campus will typically assume the IC position for the following events:

Law Enforcement/Fire/Public Safety Issue:
UAF: Police or Fire Dept

Utilities/Power Loss/Storm Damage:
UAF: Associate Vice Chancellor, Facilities Services and Safety

Biohazard/HazMat/Public Health/Infectious Disease/Chemical or Radiological Hazard:
UAF: Director, Environmental Health & Safety or Director, Health and Counseling Center

Student Crisis & Emergencies/ Student Death(s)/Student Demonstrations/ Bias Incidents:
UAF: Associate Vice Chancellor, Student Life
**MONITOR CAMPUS CONDITIONS & WEATHER**

**PRIMARY TEAM:**
- Facilities and Safety (FS)
- University Police (UPD)
- UAF Emergency Management (UAFEM)

**ACTIONS:**
- Department directors name dept. lead and alternate for the situation.
- Designated dept. leads communicate via e-mail or phone to assess situation.
- Communicate with City and school districts on situation.
- Establish situation monitoring log (e.g., simple e-mail string).

**PRIMARY ASSESSMENT QUESTIONS:**
- Is there an immediate or future transportation concerns on campus, city, or borough?
- Is there potential for power loss on campus?
- Is there damage to campus or potential for damage?

---

**NOTIFY SECONDARY TEAM**

**SECONDARY TEAM MEMBERS:**
- Administrative Services (VCAS)
- Public Information (PIO)
- Human Resources (HR)
- Registrar

**ACTIONS:**
- Brief secondary team members on current situation.
- Decide if campus should stay open, close, delay start, cancel events, or early release.
- PIO, HR, and/or Registrar to develop and release information to students, staff, faculty, and media regarding UAF plan of action and post to UAF Website.
- Ask VCAS to pre-designate Incident Commander.
- Place ECC on Stand-by for (Level I Emergencies).

---

**INCLEMENT WEATHER IS PREDICTED:**
- Activate PRIMARY TEAM to monitor the weather & campus

---

**INCIDENT COMMANDER (IC) REQUESTS ACTIVATION:**
- IC requests full activation of EOP & ECC from VCAS.
- VCAS notifies Policy Group representatives

**ACTIONS:**
- ECC Coordinator and support staff stands up ECC.
- IC determines Incident Command Staff to report to ECC.
- Policy Group Representatives convene.

**PROCESS:**
ECC Monitors and manages campus-wide emergency response actions & coordinates resources throughout emergency response.

**ASSESSMENT QUESTIONS:**
- Are outside mutual services needed?
- Does this require proclamation of disaster?

**MONITOR THE INCIDENT**

**ACTIONS:**
- Complete incident information and status.

---

**SECONDARY ASSESSMENT QUESTIONS:**
- Is there severe damage to campus?
- Is there significant interruption to campus operations?
- Is coordination of campus resources and services needed to respond effectively?

---

**DEACTIVATE ECC:**
IC, IC Staff, UAFEM staff debrief.
Emergency Management Structure

Emergency response activities at the University of Alaska Fairbanks are directed under the authority delegated to the UAF Incident Command System’s IC. The UAF Incident Commander (IC) will report directly to the Vice Chancellor for Administrative Services (VCAS.)

UAF Policy Group

The Policy Group provides direction in making strategic policy decisions for any incident that impacts the University’s ability to perform its critical business and academic functions. The Policy Group is chaired by the Chancellor of the University of Alaska Fairbanks.

The Policy Group convenes in the Signer’s Hall (Chancellor’s conference room) or designated area associated with the ECC during Level III emergencies and as needed in Level II emergencies.

UAF Chancellor Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the University Chancellor is unavailable:

1. Executive Officer, Chancellor Office
2. Provost
3. VC for Admin Services

Vice Chancellor for Administrative Services (VCAS)

The VCAS is the designated authority that works on behalf of the Policy Group to make emergency response decisions.

The VCAS has the following responsibilities:

- Until the Incident Commander (IC) is determined, approve all emergency notification messages.
- Makes the final determination as to who is designated as the IC for each emergency that is elevated to Level II or III.
- Determines the level of emergency using the criteria outlined in Figure 1.
- Determines if the UAF ECC is partially or fully activated.
- Cancels planned leaves and vacations for Level II and Level III emergencies.

Vice Chancellor for Administrative Services Succession of Authority
To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the VCAS is unavailable:

1. Associate Vice Chancellor for Financial Services
2. Director, UAF Human Resources
3. Associate Vice Chancellor for Facilities and Safety
4. Executive Officer for Admin Services

**UAF Incident Command System**

The EOP follows the structure of the Incident Command System (ICS) for managing a response. There are three functional areas in the ICS structure: (1) Incident Commander (IC), (2) Command Staff, and (3) General Staff. The IC supervises the Command Staff and General Staff and is responsible for emergency response activities and efforts. (See Figure 2.3 for UAF Incident Command System diagram)

In most Level II and Level III emergencies, the Incident Commander, Command Staff, and Section Chiefs in the General Staff will report to the Incident Command Post (ICP) (the ICP maybe collocated with the DOC) or the ECC if activated.

![UAF Incident Command System Diagram](image)
**Incident Commander**

The Incident Commander (IC) manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.

- The Incident Commander is the authority for all emergency response efforts and serves as supervisor to the Public Information Officer (PIO), Liaison Officer, Safety Officer, ECC Coordinator and Support Staff, Operations Chief, Planning Chief, Logistics Chief, and Finance and Administration Chief.
- The Incident Commander may retain any or all of the positions in the Command and General Staff depending on the complexity of the event.
- The Incident Commander communicates closely with the VCAS.
- The Incident Commander determines the location of the Incident Command Post (ICP). Depending on the scale of the event the ICP may be collocated with the Department Operations Center (DOC). If the event continues to expand and the Emergency Coordination Center (ECC) is activated, then the ICP staff and functions would move to the ECC.

**Establishing an Incident Commander**

The Incident Commander (IC) will vary depending on the situation. The IC may not always be the highest ranking individual at the University but rather an individual with the specific skills, knowledge base, and training needed to respond to the specific situation.

When an incident occurs the initial IC will be established from the responding resources on-scene and communicated to the Department Head. During a more complex incident, a person with higher qualifications may be sent to by the Department Head to assume command, or the VCAS may designate an IC. The on-site University of Alaska Fairbanks IC will provide a situation status briefing to an IC assuming command. Incident command may be carried out by a Unified Command established jointly by units and/or agencies that have direct functional or jurisdictional responsibility for the incident.

The following University positions on campus will typically assume the Incident Commander position for Level II or Level III incidents. Succession lines for each department are also included:

**Law Enforcement / Public Safety Issue:**

University of Alaska Fairbanks:

1. Police Chief, University Police
2. Investigator, University Police
3. Lieutenant, University Police
4. Sergeant, University Police
Fire / EMS:
University of Alaska Fairbanks:
   1. Fire Chief, University Fire
   2. Fire Marshal, University Fire
   3. Battalion Chief*, University Fire

City of Fairbanks Fire / EMS, local volunteer fire dept.
* University Fire has three (3) shifts that has its own Battalion Chief.

Facilities and Safety:
University of Alaska Fairbanks:
   1. Associate Vice Chancellor for Facilities and Safety
   2. Director, Facilities Services
   3. Operations Superintendent, Facilities Services
   4. Safety Officer, Facilities Services

Biohazard/Chemical or Radiological Hazard/ Public Health*/Infectious Disease*:
University of Alaska Fairbanks:
   1. Director, Environmental Health and Safety
   2. Radiation Safety Officer, Environmental Health and Safety
   3. Safety Officer, Environmental Health and Safety

*for Public Health / Infectious Disease events, Environmental Health & Safety would be in Unified Command with the Director of the University Health and Counseling.

Fairbanks North Star Borough HAZMAT Response Team

Student Crisis & Emergencies / Student Death(s) / Student Demonstrations / Bias Incidents:
University of Alaska Fairbanks:
   1. Vice Chancellor for Student and Enrollment Services
   2. Associate Vice Chancellor for Student Life
   3. Associate Vice Chancellor for Student Services

The Incident Commander (IC) is responsible for the overall management of the incident and all activities / functions until the IC delegates and assigns them to Command or General Staff. The Incident Commander is responsible for the following tasks:
   - Providing overall leadership for incident response
- Assessing incident situation
- Establishing incident objectives
- Developing the Incident Action Plan (in conjunction with General Staff Section Chiefs when General Staff is activated)
- Initiating Incident Command System: developing an appropriate organizational structure and delegating authority / functions to others.

A Deputy Incident Commander\(^2\) may be designated to:
- Perform specific tasks as requested by the Incident Commander
- Perform the incident command function in a relief capacity
- Represent an assisting agency that shares jurisdiction

**Command Staff**

Command Staff report directly to the Incident Commander. Positions include the Public Information Officer, Liaison Officer, and Safety Officer. Some events may require a Student Affairs Officer position. (See Appendix B: UAF Incident Command System for more details on the Command Staff.) Current lines of succession are provided for each position.

**Public Information Officer (PIO)**

The PIO is responsible for relaying incident related information to the public and media and with other agencies. This position is always activated in a Level II or Level III emergency and as needed in Level I situations.

1. Director, Marketing and Communications
2. Senior Public Information Officer, Marketing and Communications
3. Communications Manager, Marketing and Communications

**Liaison Officers**

The Liaison Officers are responsible for coordinating with external partners, such as city, borough, state, or federal agencies, and public and private resources groups, as well as internal university groups such as the Anchorage or Juneau campuses and the University of Alaska Statewide Office.

Policy Group

1. Executive Officer, Chancellor’s Office
2. Vice Provost, Office of the Provost

\(^2\) Note that if a deputy is assigned, he or she must be fully qualified to assume the Incident Commander’s position.
3. Director, EHS&RM

Safety Officer
The Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Officer is responsible for developing the site safety plan and safety directions in the Incident Action Plan (IAP).

1. Director, Environmental Health and Safety
2. Radiation Safety Officer, Environmental Health and Safety
3. Safety Officer, Environmental Health and Safety
4. Safety Officer, Facilities Services

Student Affairs Officer
The Student Affairs Officer is responsible for coordinating activities to assist students in establishing vital communications with family and loved ones when Level II or III emergencies occur on campus.

1. Associate Vice Chancellor for Student Life
2. Director, Residence Life
3. Director, Auxiliary Services

General Staff
The General Staff is comprised of four sections: (1) Operations, (2) Planning, (3) Logistics, and (4) Finance and Administration. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander. (See Appendix B: UAF Incident Command System for more details on General Staff.)

Operations Section
The Operations Section is responsible for managing all incident specific operations of an emergency response.

Planning Section
The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. They are responsible for the development, maintenance and distribution of the Incident Action Plan (IAP.)

Logistics Section
The Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g.
personnel call-out, equipment acquisition, lodging, transportation, food, etc.)

**Finance and Administration**

The Finance and Administration Section is responsible for purchasing and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation.
Emergency Coordination Center (ECC)

Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed in part or in full from the Emergency Coordination Center (ECC.)

The Emergency Coordination Center is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The ECC will operate on a 24 hour, 7-day basis during extended events with rotating shifts until the event is over. The ECC will be supervised by an ECC Director. The ECC Director will be the UAF Emergency Management Coordinator or designee. The ECC may serve as the Incident Command Post (ICP) when activated. The Incident Commander determines when the incident no longer needs coordination from the ECC. Normal shift rotation is 12 hours on 12 hours off. Detailed information about the ECC can be found in Appendix A: Emergency Coordination Center.

**ECC Locations:**

- **PRIMARY (located on campus):** Hess Rec Center, MBS Building (741 Yukon Drive)
- **ALTERNATE (located on campus):** Wood Center Ballroom, Wood Center (505 South Chandalar Drive)
- **ALTERNATE (located off campus):** UPark Room 111, Old University Park Building (1000 University Avenue)

**ECC Activation**

The ECC will be activated during any situation that requires the immediate coordination of multiple University departments and auxiliaries.

The Vice Chancellor for Administrative Services has the authority to activate the ECC. If the VCAS is unavailable, the Succession of Authority on page 16 shall be used. The degree to which the ECC is activated depends on the need for coordination and communication between internal and external interest.

Once the ECC is activated, the ECC Director reports immediately to the designated ECC. The ECC Director is responsible for preparing the ECC facility for operation and checking staff into the ECC.

As a standard practice the Command and General Staff Section Chiefs will report to the ICP to assume emergency response roles in a Level II or III emergency or event. The IC will determine which University of Alaska Fairbanks staff report to the ICP and which staff report to their normal workstations to coordinate response efforts.
Command Staff and General Staff are required to check-in with the ECC Director upon arrival at the ICP. If a staff member is unavailable in an emergency, the ECC Director will coordinate with the IC to designate alternate staff positions based on the need.
**Unified Command (UC)**

A Unified Command is used when more than one agency within the incident jurisdiction are working together to respond to an incident. In many emergency situations the University will work with local response agencies in a Unified Command Structure.

In a Unified Command situation, the VCAS, in consultation with the department director/designee, will determine who will serve as the Joint Incident Commander representing the University.

The University Fire / EMS Department will assume the role of Lead IC for any fire, rescue, EMS, mass casualty incident, or hazardous materials event that happens on campus and requires mutual assistance from any local fire, EMS, or HAZMAT agencies. The University Police Department will assume Lead IC for any event that happens on campus and requires mutual assistance from any local law enforcement agencies.

When both University Fire Department and University Police Department respond to the same incident they will determine who IC is or if a Unified Command approach is needed.

University of Alaska Fairbanks personnel and resources would be integrated into appropriate ICS positions. At the very least the need for a liaison person from the affected University of Alaska Fairbanks department should be anticipated, and under most circumstances, will be requested.

The outgoing on-site IC will provide a situation status briefing to the incoming IC assuming command.

**Transfer of Command**

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command
- Change of command is necessary for effectiveness or efficiency
- Incident complexity changes
- There is a need to relieve personnel on incidents of extended duration
- Personal emergencies
- Agency administrator / official directs a change of command

A main feature of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. The following three key procedures should be followed whenever possible:

- The transfer should take place face-to-face
- The transfer should include a complete briefing
- The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.
The transfer of command briefing should always take place. The briefing should include the following essential elements of information:

- Situation status
- Incident objectives and priorities based on the IAP
- Current organization
- Resource assignments
- Resources ordered and en route
- Incident facilities
- Incident communications plan
- Incident prognosis, concerns, and other issues
- Introduction of Command and General Staff members

**Incident Action Plan**

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

A written IAP is not for smaller incidents. In those cases the Incident Commander can verbally communicate response strategy to the University of Alaska Fairbanks Incident Command System.

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

- Two or more jurisdictions are involved in the response
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed)
- A HazMat incident is involved (required)

**Developing and Incident Action Plan**

In larger emergency situations the Incident Commander and Section Chiefs in the General Staff will meet immediately to develop the IAP. The Planning Section Chief is responsible for the writing, maintenance, and distribution of the IAP.

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

The Planning Section is responsible for writing and maintaining the Incident Action Plan. The IAP will include standard forms and supporting documents that convey the IC’s intent and the Operations Section’s direction for the accomplishment of the plan. The Planning Section will communicate with other section Chief any materials and documentation needed to develop the plan. The IC approves the written IAP.
Copies of the IAP are distributed to the Policy Group and members of the University of Alaska Fairbanks Incident Command System. The IAP should be conveyed to all resources on scene. A briefing prior to each shift should be held to communicate the IAP to everyone involved in the incident or event.

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

**Implementing the Incident Action Plan**

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

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

A series of forms found in the IAP will assist the UAF Incident Command System in documenting and communicating information related to the incident.

**Incident Documentation**

It is important that the incident be properly documented throughout the response effort. Forms for documenting information will be provided by the Planning Section with the Incident Action Plan (IAP.) Thorough documentation will:

- Ensure information is transferred accurately during shift changes
- Inform the After Action Report (AAR) that will be compiled once the incident has been resolved
- Assist in reimbursement measure taken after the incident has been resolved

**Media Relations**

The members of the media will go to the designated center in the (location is dependent on event.) The Public Information Officer (PIO) is responsible for the setup, use, and breakdown of the Media Center. All press releases must be approved by the Incident Commander.

For information the media can contact the Marketing and Communications office or visit Website at [http://www.uaf.edu/marketing/](http://www.uaf.edu/marketing/). In large scale events this site may not be active but information will be available on the UAF Alert Website at [http://www.uaf.edu/alert/](http://www.uaf.edu/alert/).

**Deactivation Process**

The Incident Commander decides when the situation is under control and the Incident Management Team (IMT) can be deactivated. Deactivation requires two key functions:
- Demobilization of Response Units (General Staff Sections)
- Documentation of Incident (i.e., After Action Report)

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

**Demobilization of Response Units**

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

**Documentation of Incident**

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

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

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

**Campus Recovery**

Some situations may cause the campus to cease some or all University operations. In situations when University operations have been shut down, the first step to recovery is to ensure that the campus is safe and secure. The second step will be to restore campus facilities and grounds. The third step will be for the Policy Group to determine when and how to return to normal campus operations. [More information can be found in the Business and Academic Continuity Plan (BACP) – to be developed.]

The Director of the UA Emergency Management Program will work with UAF’s Emergency Management Coordinator for starting the recovery process while emergency response activities are still be implemented. He / She works closely with UAF Policy Group and government agencies in the recovery process The UA Emergency Management Program Director and UAF Emergency Management Coordinator will look at how the University can better prepare and mitigate the effects of future emergencies.
Campus Community: Roles and Responsibilities

This section outlines the roles and responsibilities of students, building coordinators, faculty, staff, and deans and department heads in non-incidents events as well as during emergencies.

Currently students, faculty, staff, dean / department heads and building coordinators attain information on emergency response procedures through the University of Alaska Fairbanks Emergency Management Website (coming in the 2010), and through the orientation programs and in job specific training programs (Building Coordinators.)

Students

General Responsibilities

Students are responsible for being aware of their surroundings and familiar with building evacuation routes, exits and the nearest faculty, staff, and / or residence director. In the event of an emergency, they are responsible for listening for and following directions provided by emergency responders and / or University staff. Information on emergency procedures for residence halls and classrooms can be found with Residence Life or on their Website found at http://www.uaf.edu/reslife/.

Role in an emergency

Students involved in an emergency should assess a situation quickly and thoroughly, but follow common sense when determining how to respond. If directly involved in an incident, students must contact the University Police Department as soon as possible, show public safety officers / responders where the incident occurred, and provide any requested information. If evacuation of a building is necessary, students should evacuate the building in an orderly fashion and follow directions from emergency responders, Building Coordinators, faculty and staff, and Department Heads.

Building Coordinators

General Responsibilities

Building Coordinators are responsible for coordinating the repair and maintenance of campus buildings with facilities services, and monitoring the building for public safety threats. Building Coordinators are responsible for understanding department emergency and building evacuation procedures as well as campus emergency response procedures. Information regarding a Building Coordinator’s roles and responsibilities can be found with the Customer Service Manager for Facilities Services. Campus emergency procedures can be found on the UAF Facilities Services Website, http://www.uaf.edu/fs/.

Role in an emergency

Building Coordinators involved in an emergency should assess a situation quickly and thoroughly, but follow common sense when determining how to respond. The Building Coordinator is responsible for following department emergency and building evacuation procedures and will contact the Department Head, the Department of Public Safety, or Facilities Services based on need. If an evacuation of the building is necessary,
the Building Coordinator is responsible for coordinating evacuation measures with the Department Head.

**Faculty and Staff**

*General Responsibilities*

University faculty and staff are seen as leaders by students and must be prepared to provide leadership in emergency situations. Faculty and staff should understand department emergency and building evacuation procedures in areas they work and teach. Faculty and staff may be the first to the scene of an incident and are responsible for following standard operating procedures and contacting the appropriate individuals. They should familiarize themselves with the basic concepts for how the UAF responds to an emergency situation.

*Role in an emergency*

Faculty and staff involved in an emergency should assess a situation quickly and thoroughly, but still follow common sense when determining how to respond. Faculty and staff should follow department emergency procedures to report emergencies to Building Coordinator and the University Police or Fire Department. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

**Deans / Department Heads**

*General Responsibilities*

Deans and Department Heads serve as leaders for University departments and are responsible for providing overall guidance in the event of an emergency. Deans and Department Heads must be familiar with department emergency and building emergency procedures as well as understand the overall emergency response procedures for the University of Alaska Fairbanks campus.

*Role in an emergency*

Deans and Department Heads involved in an emergency should assess a situation quickly and thoroughly, while still following common sense when determining how to respond. Deans and Department Heads must follow department emergency and building evacuation procedures and report emergencies to the Building Coordinator and the University Police or Fire Department. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.
SECTION 3
Emergency Management Training

The Vice Chancellor of Administrative Services is responsible for ensuring that staff under the University of Alaska Fairbanks Incident Command Structure is adequately trained. The VCAS has delegated the responsibility for developing and conducting appropriate training programs to the UAF Emergency Management Office.

The main objective for the Emergency Management Program is to enhance disaster preparedness capabilities through preparing, training, and exercising. The Emergency Management Program Director is responsible for the overall development and implementation of the program at the UAF but the Emergency Management Coordinator will be primarily tasked with the duties of achieving the objective.

The following are guidelines for training and preparedness:

- Command Staff positions receive a minimum 8-hour basic Incident Command System (ICS) training and annual trainings on emergency management. Staff trained in ICS will receive a 4-hour refresher course every two years. Policy Group members receive the ICS Overview for Executive and Senior Leadership (ICS 402.)

- Staff designated for ICS positions (IC, PIO, Liaison Officer, Safety Officer, ECC Coordinator, Operations Chief, Planning Chief, Logistics Chief, Finance and Administration Chief) are required to take ICS specific training for their designated position. (See the National Incident Management System (NIMS) and Incident Command System (ICS) Training Matrix for UAF in Appendix E)

- Each year the UAF Emergency Management Program will conduct one table-top exercise and one functional or full-scale exercise for the UAF Incident Command System Staff. The basic EOP and / or one of its annexes will be used in at least one of the annual exercise.

The UAF NIMS/ICS Training Matrix (Appendix E will highlight required and recommended training for key positions within UAF’s organizational structure.
SECTION 3
Plan Development and Maintenance

The University of Alaska Fairbanks Emergency Operations Plan (EOP) is a living document that will change according to situations and circumstances at the University. To ensure that the EOP remains current and functional, the UAF has developed the Safety and Compliance Coordination Committee (SCCC) as an oversight structure for non-incident planning and policy development (Figure 4.1). This planning group is the primary plan development and maintenance structure for all emergency management planning activities at the UAF.

The Vice Chancellor for Administrative Services is the EOP administrator and is the primary representative of the Policy Group. The VCAS is ultimately responsible for developing and maintaining the University of Alaska Fairbanks EOP. The VCAS works together with UAF Emergency Management staff and the Safety and Compliance Coordination Committee (SCCC) to ensure the plan remains current.

The UAF Emergency Management Office and SCCC provide guidance and oversight on all emergency management plans, policies, and procedures, including but not limited to, the Emergency Operations Plan, Mitigation Plan, Hazard and Vulnerability Assessment, and Business and Academic Continuity Plan (BACP).

The Emergency Management Program will provide staff and research support in the development of emergency management plans and activities. The program is supported by 4.0 FTE, a Program Director, Emergency Management Coordinator (UAS), Emergency Management Coordinator (UAA), and Emergency Management Coordinator (UAF). The UAF Emergency Management Coordinator will work together with the SCCC to update and amend the EOP as needed.

To facilitate the development of plans, policies, and procedures, smaller subcommittees can be formed as needed to conduct additional research and focus on developing a final product.
Review of the Plan

To maintain a current and functional plan, a formal review of the EOP by the Policy Group, the UAF Safety and Compliance Coordination Committee (SCCC), the UAF Incident Management Team (IMT) and the Emergency Management Coordinator will occur annually.

In addition, the EOP will be activated at least once a year in the form of a simulated emergency exercise to provide practical experience to those having EOP responsibilities. The Plan will be updated, as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the EOP and forwarded to all departments and individuals identified as having possession of the Plan. The Emergency Management Coordinator will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the EOP and function in the Incident Command System.

The development and continued updating of all functional annexes is the responsibility of each of the lead departments identified in each annex and in the Basic Plan section of this document. The Emergency Management Coordinator along with appointed working groups will be responsible for coordinating completion of the functional annexes.