



University of Central Arkansas Police Department

EMERGENCY OPERATIONS PLAN



Protecting and Serving the Academic Community

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Section 1

1.0 Introduction

The University of Central Arkansas is susceptible to a variety of hazards. This document identifies the methods employed to respond to, and recover from, an all hazard event. The population density of the university is 12 times that of the local area, therefore the greatest vulnerability of the university is its population. This plan addresses not only population protective measures, but also infrastructure protection.

The Emergency Operations Plan (EOP) is part of an overall emergency management strategy outlined in the Emergency Management Plan (EMP), and it provides specific coordination, communication, methods, and practices for response and recovery. The EOP will be reviewed periodically and updated with current information.

1.1 Reference and Authority

The University of Central Arkansas has adopted NIMS as its emergency incident management system. In conjunction with Homeland Security Presidential Directive 5, the National Incident Management System, Code of Federal Regulation 44, Department of Education, and state and federal legislation, the Emergency Operations Plan of the University of Central Arkansas is designed to complement response and recovery protocol at all levels of government.

- The Arkansas Campus Security Enhancement Act Act 1400 of 2009
- National Incident Management System December 2008
- HSPD – 5, Response to a domestic incident February 2003
- HSPD – 8, National Preparedness December 2003
- Section 10, A.C.A. 12-75-101 et al 1973 – 2010
- Code of Federal Regulations 44, chapter 1 2003 & 2007
- Stafford Act June 2007
- State of Arkansas Emergency Operations Plan 2010, as amended.
- Faulkner County Emergency Operations Plan 2010
- University of Central Arkansas Police Department General Orders Section 9
- Public Law 81-920 - Federal Civil Defense Act 1950 as amended.
- Public Law 93-288 - Disaster Relief Act 1974 as amended.
- Public Law 99-499 - Re-Authorization Act 1986 as amended
- State and Local Guide (SLG) 101, September 1996, Guide for All-Hazard Emergency Operations Planning published by Federal Emergency Management Agency

1.2 Purpose

As a part of the overall emergency management plan and strategy, the University of Central Arkansas has developed an all-hazard Emergency Operations Plan which outlines response and recovery protocols for any critical incident. This plan is intended to enhance the university's ability to respond to and recover from, any number of emergency situations by increasing the capability of sustainability by way of preparedness and bolstering over-all resiliency in order to preserve human life and critical infrastructure.

1.3 Scope

The University of Central Arkansas Emergency Operations Plan (EOP) is part of the overall all-hazards emergency management strategy and is presented as part of the Emergency Management Plan. The EOP addresses only two aspects of emergency management; those of "response" and "recovery."

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- This EOP supersedes all previous versions.
- Every effort has been made to coordinate the response and recovery at each level of government.
- Essential planning for high risk hazards can be found in the annexes.

1.4 Assumptions

- The University of Central Arkansas may experience natural, technical, man-caused emergencies, or disasters, at any time.
- The university has 12 times the population density of the city of Conway. The potential for loss of human life during a regional disaster is exacerbated by this fact.
- The University of Central Arkansas Police Department (UCA PD) is the primary emergency response organization for the university and will have the capability to cope with most disaster situations. Coordination between the UCA PD and the city and county government is necessary in order to respond to disasters threatening life or property.
- The University of Central Arkansas will make efforts to mitigate any disaster/emergency situation. Efforts to educate the population on all possible disasters/emergencies shall be made.
- Advance warnings of most natural disasters and some man-caused disasters will be received in time to warn the public prior to impact.
- Each functional area will obtain and keep current maps and charts required to fulfill its assigned responsibilities.
- City, county, state, federal, and volunteer organizations will provide needed assistance to cope with a disaster after university resources have been exhausted or if resources are not available at the university level.
- In the event of major earthquake or tornado damage, or any regional disaster, little if any assistance would be available from other areas for several days. Should a major regional disaster occur the university will be required to sustain itself, establish incident command, communicate to all levels of government, and respond to the incident.
- The University of Central Arkansas has declared the National Incident Management System (NIMS) and the Incident Command System (ICS) as the primary method to prepare for, respond to, and manage critical incidents.

1.5 Incident Management

In an effort to standardize response and recovery operations the federal government has created the National Incident Management System (NIMS) through Homeland Security Presidential Directive 5. In consideration of requirements set forth by NIMS, the University of Central Arkansas has adopted the following:

“NIMS” is the incident management system which will be employed by university response personnel as the primary method to prepare for, respond to, and manage critical incidents.

The Incident Command System (ICS) will be established by the first responder arriving on scene to an incident. The responder will work in the capacity of incident commander until properly relieved by a more experienced or senior responder. Further details will be delineated under section (2) titled “Incident Command.”

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- A. **Emergency Management Policy Group (EMPG):** The Emergency Management Policy Group reports to the president of the university. The EMPG is comprised of the senior executives of the university. Within the domain of the university's emergency management program, the EMPG serves three primary functions: (1) establishes emergency management policy, (2) serves as members of the emergency operations center staff, and comprises the university recovery council.

This plan is promulgated under the authority of the president of the university. All decisions concerning the discontinuation of university functions, cancellation of classes, or cessation of operations rest with the president or designee. Subsequent to consultation with the Director of Emergency Management (chief of police) and members of the Emergency Management Policy Group, the president or designee shall be responsible for declaring any major institutional emergency.

The Emergency Management Policy Group's role is typically centered on continuity of operations, planning, and recovery management which includes:

- Planning and preparation prior to and during the recovery from an incident
- Ascertaining the long-term effects of the incident and the steps needed in order to restore the university to normal operations.

The responsibilities of the group include, but are not limited to:

1. Final plan approval and for final major policy decisions.
2. Allocate and distribute resources to reduce identified vulnerabilities and to accomplish the purposes of the Emergency Management Plan.
3. Request any needed resources from non-university agencies.
4. Delegate necessary authority for incident stabilization and protection of life and property.
5. Identify critical business functions that must quickly be restored and maintained.
6. Review needs and allocate resources required, within the first 24-96 hours following the incident, in order to complete stabilization and commence and maintain the recovery process for a 30-day period.
7. Determine long-term (greater than 30 days) effects the incident may have on the university and how these can be managed.
8. Monitor the recovery process to ensure that the recovery is proceeding according to plan and to provide guidance/assistance as needed.
9. Ensure students, faculty, and staff are kept informed of the local, state, national, and international situation.
10. Establish priorities and resolve conflicting demands for services.

The Emergency Management Policy Group includes the following administrators:

- | | |
|------------------------------------------|-------------------------|
| • Emergency Policy Executive | President |
| • Operational Impact/Policy Coordination | Chief of Staff |
| • Constituency/Community Impact | VP Advancement |
| • Local/State/Federal Impact | VP Government Relations |

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- Admin/Facilities/Employee/Fiscal Impact
 - Academic Impact
 - Student Impact
 - Legal Consideration
 - Emergency Management Director
- VP Finance and Admin.
Provost
VP Student Services
VP Enrollment Management
General Counsel
Chief of Police

- B. Emergency Response Team (ERT): The ERT reports directly to the Incident Commander and is responsible for Emergency Operations Plan execution during an emergency situation. The group is comprised of senior management personnel representing functional areas of the university that have critical Emergency Operations Plan execution responsibilities. Members are responsible for ensuring that their functional area has an Emergency Operations Plan Annex and necessary resources to execute their plan.

The ERT includes both primary and alternate members. Alternate members direct and execute the plans and procedures set forth in their area annex in the absence of the primary member. All primary and alternate members must be knowledgeable of overall Emergency Operations Plan operations. Members must also be available during a crisis situation.

It should be noted that for any given incident it might not be necessary for all members of the Emergency Response Team to be part of the incident stabilization and recovery effort. The Incident Commander, through the UCAPD communications center, will notify members of the ERT when their services are needed.

The team members are responsible for evaluating information from various sources during an actual event and for providing advice to the Incident Commander.

Team members are responsible for the review, discussion, advisement and recommendation for approval of the Emergency Management Plan.

Departments that are represented on the ERT include, but are not limited to, the following:

- Police Department
- Physical Plant
- Human Resources
- Student Health Center
- Counseling Center
- Housing and Residence Life
- Information Technology
- Campus Dining
- Office of the Provost
- Office of the Dean of Students
- Finance

1.6 Rational Considerations in Emergency Response

Emergency management planning for a university must include two primary considerations. First, a university will have dramatically higher population density than the surrounding community, thereby increasing the number of people who are exposed to hazards which would normally be distributed over a greater area in a local community setting. This increase in density also increases the number of functionally and mobility impaired persons, thus creating unique challenges in providing for the security of those members of the population who are most vulnerable during an emergency.

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Secondly, the university possesses very limited response capability. Preparedness, coordination, effective planning and training will mitigate the effects of a disaster and enhance response and recovery.

1.7 Concept of Operations

This document provides not only the mechanism for a flexible framework for response, but also the authority to act. A line of succession is established to promote continuity within the university in the event of a disaster.

The official delegation of both authority and responsibility is conferred to the following administrators to make decisions on behalf of the president in emergency situations in which the president is not available or disabled. The “line of succession” for the chain of command is as follows:

1. President
2. Provost/Vice President for Academic Affairs
3. President’s Chief of Staff
4. Vice President for Finance and Administration (CFO)
5. Vice President for Student Services
6. Vice President for Enrollment Management

The decision to activate the UCA Emergency Operations Plan and/or the Emergency Operations Center will be made by:

1. President or designee
2. Provost or designee
3. Chief of Staff or designee
4. Chief of Police or designee
5. Vice President for Finance and Administration or designee

In the event that any of the above is unavailable or unable to respond, the ranking UCA police officer on duty may activate the EOP and/or EOC.

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Incident Response Section 2

2.0 Introduction

The strengths of the following response plan lay in the premise that the university will leverage and develop its assets in response to a disaster. Human resources and facilities are the primary assets of the university; as such, they must be developed and prepared for any critical incident. The Emergency Operations Plan (EOP) is only one step in a series of steps that foster a state of preparedness.

Each of the university's stakeholders has a part in the overall preparedness of the university. Departments within the university are expected to embrace their role and learn their responsibilities to ensure a proactive emergency response team for the benefit of the campus community.

To ensure the use of best practices, this Emergency Operations Plan is considered a dynamic document that will be consistently updated to improve response protocol. Suggestions for change to this document can be submitted to the UCA Police Department, Office of Operations Support.

2.1 Response Approach

The UCA Emergency Operations Plan cannot foresee all emergency response situations or needs; therefore, it will lay the framework whereby the university response teams can respond to any eventuality through a flexible, scalable, coordinated and integrated protocol with response partners.

The key component of this plan is the coordination amongst various echelons of emergency management which provides communication with all levels of government to include city, county, state and federal authorities. The National Response Framework (NRF) and the National Incident Management System (NIMS) provides sound integration and the framework to establish partnerships in response. The University of Central Arkansas has established NIMS/Incident Command System as its emergency response protocol.

2.2 Response Partners

The University of Central Arkansas lies within the political boundaries of the state of Arkansas, the county of Faulkner, and the city of Conway. The incident management systems adopted by the university mirror that of the city and county. Coordination for incident response will be at the lowest level possible beginning with the individual responder. As resource capability to respond is surpassed for the responder, department, city, or county, coordination will be elevated to the next higher echelon for response support.

2.3 Coordination Incident Command System

The University of Central Arkansas will use the Incident Command System (ICS) for all response to incidents assessed as Emergency Level One and higher. Coordination will be made with the city or county based upon the scope of the incident. The decision to use additional assets will rest with the Incident Commander (IC) who will assess the situation, project future needs, and provide information to the University of Central Arkansas Emergency Operations Center.

2.4 Declaration of an Emergency

The authority to declare a university state of emergency rests with the president of the university, or designee. During periods of campus crisis (undeclared emergency), the UCA Police Department shall place into immediate effect the emergency procedures outlined in this plan that are necessary or appropriate to mitigate the emergency, safeguard persons and property, and maintain educational activities.

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Upon a declaration of an emergency or at any other appropriate time without such declaration, the Chief of Police (Emergency Management Director) or the highest ranking officer on duty in the Police Department, will order the implementation of the Emergency Operations Plan (response).

- The Emergency Operations Center (EOC) will be activated. (See EOC activation)
- The EOC will notify incident command, and UCA Police Department CommCenter will log the time.
- The EOC will establish communication as needed with the city or county notifying them that the university has activated its EOC.
- Upon a declaration of emergency the EOC will note the declaration by a memorandum noting the time and nature of the emergency.

It is also noted that the university may use incident command for special event planning in preparedness and enhanced response capability for potential emerging concerns (hazards), such as: sporting events, cultural events, performing arts, political assemblies, and community events.

2.5 Emergency Levels

A. Emergency – Level 1 – Critical Incident

A Level I emergency is defined as a minor to moderate critical incident wherein campus resources are adequate and available to address the emergency. The effects of the incident are local, and impact to the university will be a disruption for one day or less.

B. Emergency – Level 2 - Crisis

A Level 2 emergency is defined as a moderate to severe crisis wherein campus resources may not be adequate and mutual aid may be required on a larger basis. The effects of the incident are local and the impact to the university will be a disruption of services for one to three days.

C. Emergency – Level 3 - Disaster

A Level 3 emergency is defined as a major disaster wherein resources in or near the impacted area are overwhelmed and extensive city, county, state, and/or federal resources are required. The effects of the incident may be local or regional, and the impact to the university will be a disruption of services for four or more days.

Note: An incident does not have to meet all the criteria to be elevated to the next higher emergency level so long as justification exists to do so. Executive discretion should be applied when determining the appropriate emergency level.

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The following matrix is designed to assist in determining the appropriate Emergency Level:

UCA Emergency Level Matrix

Emergency Level Indicators	Emergency Level 1	Emergency Level 2	Emergency Level 3
The campus resources are adequate to respond to the incident	X		
Additional off campus resources or assistance is needed to respond		X	X
The scope of the incident is on campus only	X		
The scope of the incident includes areas off campus		X	X
There are multiple agencies County, State or Federal agencies responding			X
Local assistance is needed to respond		X	
The impact of this incident will affect the campus for less than one day	X		
The impact of this incident will affect the campus for one to three days		X	
The impact of this incident will affect the campus for four or more days			X

2.6 Warning Systems

- A. The University of Central Arkansas will utilize any or all of the following communications systems to deliver emergency notifications, information or safety instructions to the general campus population of students, faculty and staff during major campus emergencies. The systems, under the umbrella of the Safe@UCA communications program, include an outdoor warning system, UCAAlert Mass Notification System, Safe@UCA Info Line, E-Mail broadcasts to faculty, staff and students, Web postings on the UCA, UCAPD, and other Web sites, and public broadcasting media outlets (on and off campus).

- B. Emergency Notification Methods
 1. Outdoor Warning System
 - This is an outdoor tone-alert/public address system designed to alert persons outside of campus buildings of an emergency situation on campus.

 2. UCAAlert Mass Notification System
 - This is a mass notification system designed to send messages via SMS text, voice, or e-mail to all faculty, staff and students.
 - This system may also be used by university departments for emergency call back lists during minor emergencies.

- C. Authorization for Mass Notification
 1. The Chief of Police or designee authorizes the activation and use of emergency mass notification messages during a campus emergency.

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2. In the event that the following life safety incidents develop on the University of Central Arkansas campus the senior ranking police officer on duty has the authority to immediately initiate messages using this system.
 - A verified active threat/shooter
 - A major hazardous material incident requiring immediate evacuation of areas beyond the contained facility, and/or
 - A large explosion of a suspicious nature.
 3. It is intended that all of these systems would work simultaneously with other campus emergency communications systems to keep faculty, staff and students informed during a campus emergency.
- D. Other Emergency Communications / Information Systems
1. There continues to be a number of other communications methods employed by the campus to transmit urgent messages to all or select portions of the faculty, staff and student populations. The precise method or combination of methods employed for a specific situation is dependent upon a number of factors (i.e. the size of the event area, area of campus impacted, nature of the event, etc.) including availability of the various communications methods. These methods include:
 - E-mail to students, faculty and staff - Safety and emergency information will be sent to all UCA students, faculty and staff members via official UCA e-mail accounts.
 - Postings on UCA Web sites - Safety and emergency information will be posted on various official UCA Web sites.
 - Critical Incident Call List - This is a list of key campus administrators and managers who have responsibilities for directing various campus operations during critical incidents. These critical incidents are defined as those situations which involve, or have the potential to cause, major injury or death, loss of material resources, or could result in a major disruption to the campus community.
 - Safe@UCA Information Line - Safety and emergency information will be communicated via a recorded voice message on the Safe@UCA Info line, a 24 hour emergency information hotline. During an emergency, campus closure or other significant event, UCA PD CommCenter personnel will record updated messages as necessary. The Safe@UCA Info Line phone number is (501) 852-INFO (4636).
 - Safe@UCA E-mail Distribution List - Parents, visitors, neighbors, or students who may not check their official UCA e-mail accounts often may subscribe to the Safe@UCA e-mail distribution list with their personal e-mail address via the UCA PD Web site.
 2. Public Broadcast Media Outlets (Campus and City)
 - The University of Central Arkansas will work with local broadcast and online media outlets to notify the campus community of an existing threat or significant emergency having the ability to substantially disrupt campus operations.
 - This means of communication will be activated through the Office of the Vice President for University and Government Relations and/or the UCA Police Department.

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2.7 Evacuation

- A. The University of Central Arkansas has established guidelines for evacuating buildings and larger campus sectors due to various threats. In any emergency or threat environment, it is the policy of the UCA Police Department to determine the necessity and the means to evacuate students, faculty, staff and visitors from imminent danger. The safety of persons, including emergency service providers, is the first priority. It is essential that evacuations be planned and carried out systematically, efficiently and in a manner that gives primary consideration to the protection of human life.

There are three levels of evacuation:

1. **Shelter-In-Place** is used when the safest course of action is to stay where you are at or move to a safer location within a building.
 2. **Partial Evacuation** is the evacuation of segments of the campus from a potential hazard, such as bomb, violence, or hazardous material.
 3. **Complete Evacuation** closes the campus. Once each building is secured the gates on the campus will be closed and locked with controlled access on non-gated roads.
- B. The decision to evacuate a building, area, or campus will be made after an assessment of the situation by the highest ranking officer on duty, or the incident commander. The decision will consider the potential for loss of life or injury, speed of onset, and severity of the incident. Where the loss of life or injury is imminent the on-scene commander has the authority to clear/evacuate the danger area. Reference the Evacuation Annex for additional guidelines, as well as UCA Police General Order 9.1.2.

After the situation has been deemed safe, the incident commander will coordinate with the emergency management policy group for the return of students, staff, and faculty through the UCAAlert notification system, as well as all applicable media sources.

2.8 Incident Response

- A. University Incident Command

The University of Central Arkansas has integrated various sections, departments, and divisions from across the university to maximize the effectiveness of its disaster response. The various entities within the university have specific roles within the incident command system as applied to a critical incident. The following is a brief description of the roles that each organization from within the university assumes during disaster response.

Law Enforcement: UCA Police will establish incident command and provide assistance with first priority (life-threatening) tasks: warnings, immediate evacuation of hazardous areas, and rescue. In addition, UCAPD will provide for traffic control, access containment and property protection. UCAPD is responsible for providing traffic and crowd control in support of closure plans, as well as protecting critical facilities and supplies. UCAPD assists with the search and closure of damaged buildings and the evacuation of the campus community. UCAPD is also responsible for establishing security, and providing an outer and inner perimeter.

Emergency Communications: UCAPD CommCenter personnel will be responsible for providing and coordinating communication needs for the emergency response. **The communications center will activate the university warning systems as needed in accordance with UCA Police General Order 9.8.3.**

Physical Plant: Personnel assigned to the incident command will report to the Incident Commander and direct Physical Plant personnel. The Physical Plant is responsible for transportation, as well as

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evacuation of mobility and functionally impaired persons from the campus. Coordination will be made through student services, and the incident commander.

The Physical Plant is also responsible for shutting off and/or restoring essential utilities to reduce further hazards, assisting with closing off areas and streets and clearing debris from roadways and essential areas for emergency equipment and building inspection following approval of the safety officer. Physical Plant personnel are responsible for making safety inspections of all facilities to assess their condition, coordinating and keeping records of emergency construction or repairs, gaining approval from the finance section chief, and reporting cost of labor, equipment, overtime, contract labor, and materials.

Their responsibilities also include quickly identifying hazardous material problems that will or could impact the emergency response. Physical Plant is responsible for coordinating the containment and cleanup of hazardous materials, identifying unsafe conditions for campus facilities, providing warnings and developing measures for assuring personnel safety.

All HAZMAT response will be coordinated through the Conway Fire Department.

Student Services: Personnel assigned to the incident command will report to the Incident Commander and direct Student Services personnel. Student Services is responsible for maintaining a list and designated point for evacuation of mobility and functionally impaired persons and will coordinate evacuation as needed through the incident command with the physical plant. Student Services will also coordinate for any physical or mental health needs of the campus population.

Student Health: Personnel assigned to the incident command will report to the Incident Commander and direct triage, treatment, and transport as needed through the incident command.

Housing: Personnel assigned to the incident command will report to the Incident Commander and coordinate evacuation and temporary housing as needed for the on campus population.

Information Technology: Personnel assigned to incident command and the EOC will coordinate the technology needs for the emergency response.

Food Services: Personnel assigned to the incident command will report to the Incident Commander and will direct food service personnel as needed in response to logistics requirements for the response. Food Services provides food, water and other support for on-site workers and any shelters under the control of the campus.

Human Resources: Personnel assigned to the incident command will report to the Incident Commander regarding the status, location and availability of on- and off-duty personnel. Human Resources coordinates with the EOC to determine staff recall needs, arranges for the recruitment and orientation of any temporary employees, registers and assigns all volunteer workers and technical experts and specialists, and receives and processes injury reports, compensation claims and other personnel-related matters.

B. Internal Assets

The university also has various assets that can be leveraged in support of disaster response. It is incumbent upon the Operations Section, Planning Section, as well as the Logistics Section to maximize internal assets in the response phase.

Facilities: Various facilities are available for temporary shelter, such as the Farris and HPER Center. These assets may be used to host responders or displaced students in times of disaster. Prior to any building being used in response the physical plant will certify the integrity of the building. Coordination will be made through the incident commander to the emergency operations center.

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C. External Assets

Mutual Aid: The purposes of the mutual aid agreements are to enhance response capability and reliability. See the Appendix titled Mutual Aid for a list of all agreements. Mutual aid should be requested as needed as soon as the nature and scope of the emergency has been identified.

Volunteer Organizations Active in Disaster (VOAD): Volunteer organizations responding to an incident will report to the Liaison officer for in-processing and will report to the Incident Commander for assignment. The Liaison Officer will ensure the following:

1. That the VOAD is an organization authorized by the State of Arkansas to assist in disaster response or recovery.
2. That the entity has not self-dispatched and has been requested by the university or our response partners.
3. That the VOAD is covered under the state or county liability insurance via mutual aid agreements, or has suitable insurance.
4. Once accepted as a response or recovery asset the logistics section will ensure proper housing and food for the responders of the VOAD, or will coordinate the same.

Non-Governmental Organizations (NGO): Non-Governmental Organizations are partners in response. Care should be given to enhance the relationship with any NGO response partners. Officially, the following will govern how we accept assistance from NGO's:

1. That the NGO is an organization authorized by the state of Arkansas to assist in disaster response or recovery.
2. All gifts and volunteer work is strictly on a volunteer basis, and will not be compensated.
3. Any services requested which requires compensation will be authorized by the Logistics Section, as well as the Finance and Accounting Section.
4. Official letters of appreciation should follow any assistance after the response phase of the incident is over.

Spontaneous Volunteers: Spontaneous volunteerism is strongly discouraged for liability reasons. Be polite and inform the spontaneous volunteer to report to a VOAD to volunteer, such as the American Red Cross. **All persons responding to an incident must be affiliated with an organization.**

D. Responding Actions

Responding Officers: Notification of an emergency incident will be made by the first response officer on scene. The first responder on scene will establish incident command by announcing his location and assumption of command on a response radio channel. Communications will log and acknowledge their assumption of command noting the date, time, officer, and situation.

The officer will respond to the situation in accordance with UCA Police General Orders. If it is determined that adequate response cannot be effected by the responding officer, he/she will coordinate all incoming assets to the response area until relieved by a more senior officer or appropriate response agency (i.e. fire).

Immediate actions are as follows:

1. Assess the situation
2. Notify UCAPD CommCenter
3. Determine ICS needs and implement as necessary
4. Establish an inner perimeter
5. Establish immediate priorities

Initial actions on scene will be governed by Action Plan 0.

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UCA Police Department Communications: Communications will notify the University of Central Arkansas chief of police, as well as the police department command staff of the following:

1. Situation
2. Location
3. Time of incident
4. Affected parts of the university
5. Assets responding/assets needed
6. Response personnel
7. Incident Commander
8. Other relevant information as needed

UCA Police Department Command Staff will activate needed resources to respond to the emergency.

1. The officer in charge or senior officer on duty will assume incident command upon his arrival on scene.
2. Should the situation warrant, a higher ranking officer, or a more experienced or appropriate responder, may assume the role of Incident Commander.
3. The incident commander will establish and verify communications with all appropriate response agencies.

Incident Commander (IC) will periodically brief the EOC as to the evolving nature of the event, provide situational awareness, and any information on resource needs for the response. This periodic brief should occur as conditions change and not less than every hour.

Chief of Police will notify the university executive staff of the nature of the emergency and provide an initial situation report. The chief of police, or designee, will activate the Emergency Operations Center to coordinate response needs with the incident commander and county emergency management director, as needed.

Emergency Operations Center will notify the UCAPD CommCenter of its activation noting the time. The EOC will make contact with response partners providing initial information as to the nature of the incident and response assets. The EOC will communicate to the city and county, periodic situation updates, as well as response request from the incident commander. The EOC will determine the emergency level using the matrix in section 2.5 (**See Section 2, subsection 10 for EOC Operation**)

1. The EOC is responsible for establishing course of action and coordination for the continuity of operations for the institution, students, staff, and faculty.
2. The EOC will be responsible for public relations, as well as the dissemination of press releases and public safety information.
3. The EOC will coordinate requests from incident command to the city or county as needed.
4. The EOC will establish shelter in place and evacuation orders as needed to protect life.
5. The EOC will coordinate response efforts with all levels of government as needed.

2.9 Incident Command

Authority for this section is derived from the University of Central Arkansas Police, General Orders and Procedures Manual, Section 9, as well as the National Incident Management System and Homeland Security Presidential Directive 5.

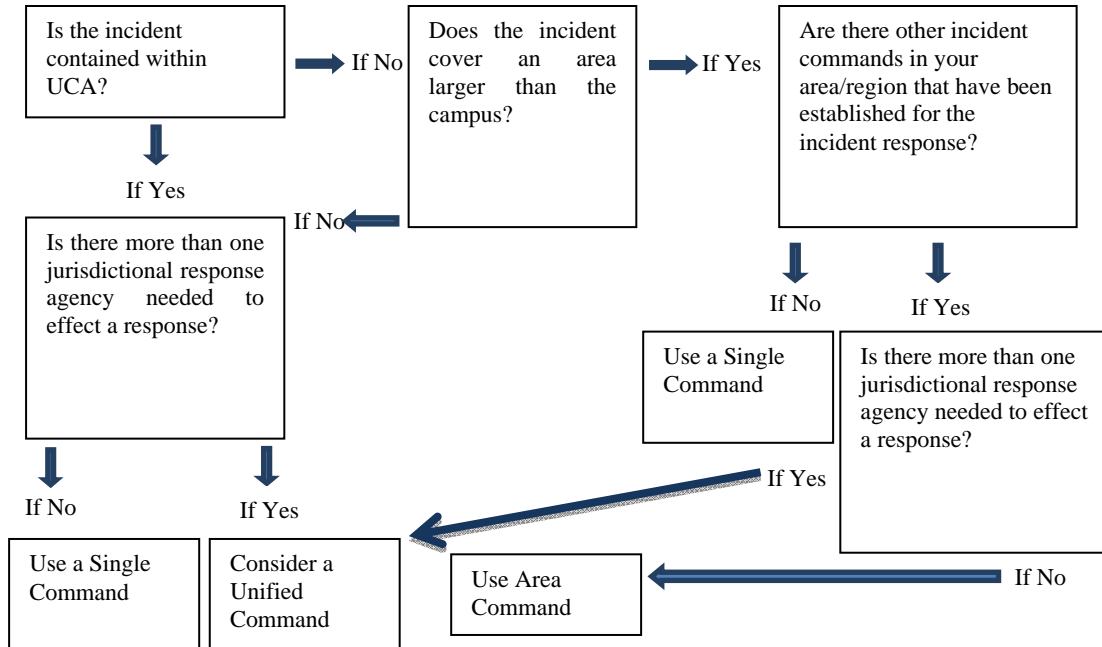
The incident commander has a variety of tools at his/her disposal to effect the response to any incident. The IC will continually assess to determine the staffing and resources needed to affect a response.

Using the following protocol, the IC will continually assess the scope and complexity of the incident.

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Basic Incident Command Type Flow Chart



UCA ICS
 Basic ICS Type Flow Chart
 Denny Foulk, MS, EMHS

A. Incident Command Staffing

Depending on the scope and extent of the emergency, the IC may appoint a command staff which may include the staff positions of **Public Information Officer**, **Safety Officer**, **Liaison Officer**, as well as a **General Staff** and other positions as needed. The benefit of the incident command system is that it is scalable; therefore, only the functions that are needed to effect the response are used. Justification for the expansion of the incident command system may include:

- Enhancement of span of control (3-7)
- Multiple complex tasks (Operations and Planning)
- Complexity of the response (Operations, Planning, and Logistics)
- Evolving incident that is growing (Logistics, Planning, and Operations)
- The use of mutual aid (Operations, Planning, and Finance and Accounting)
- Enhanced asset tracking (Logistics, and Finance and Accounting)

B. Incident Command Staff

The functions of the incident command staff shall include but not be limited to the following:

- The incident command staff will work within their assigned roles in accordance with NIMS and will serve as advisors to the incident commander.

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- The incident command staff shall assist in the implementation of response strategies developed to respond to the emergency or disaster. Aid in the coordination of the response and response assets.
- Maintain records of the response and assist in the development of the incident action plan.
- The incident command staff shall maintain liaison with the University of Central Arkansas Emergency Operations Center, city of Conway, county of Faulkner, state of Arkansas, and all federal agencies as needed for the response.

C. Incident Command Staff Roles and Responsibilities

Incident Commander (IC): The primary response agency for the university is the UCA Police Department. The department will assume incident command at all incidents because they are usually the first arriving responders. For incidents outside of the scope of law enforcement, such as a fire or rescue, the police department incident commander will transfer command to the most senior responder arriving first. It is then the responsibility of the department to assist and coordinate assets as needed.

Public Information Officer (PIO): The PIO is the liaison to the media for the university. Their responsibilities include coordination with EOC and university PIO to ensure that a consistent, unified message is presented at all times. The PIO is responsible for organizing the media and the media staging areas, providing regular press conferences as needed, providing safety information to the students, staff, and faculty, and providing coordinated press releases as needed.

Safety Officer (SO): The SO ensures that all operational response activities are safe and do not pose a risk to the responders on scene. The SO will coordinate with the UCA Department of Environmental Health and Safety or other appropriate officials as needed to ensure chemical, biological, and nuclear safety.

Liaison Officer (LO): The LO coordinates incoming response agencies by making contact, providing a situation report, coordinating staging, and works to direct assets to the response via the incident commander's directives.

D. Incident Command General Staff

ICS is flexible, and not every response requires the activation of the general staff positions. The incident commander will evaluate the situation based upon the guidelines set forth in this document, and assess the need for general staff positions. **Those positions which are not filled by the incident commander will in turn be assumed by the incident commander.** The general staff positions consist of the following:

Operations Section

1. Police Department
2. Physical Plant
3. Student Health Center
4. Counseling Center
5. Student Services

Planning Section

1. Police Department
2. Physical Plant
3. Student Services
4. Information Technology
5. Housing

Logistics Section

1. Food Services
2. Physical Plant
3. Human Resources
4. Housing
5. Financial Services

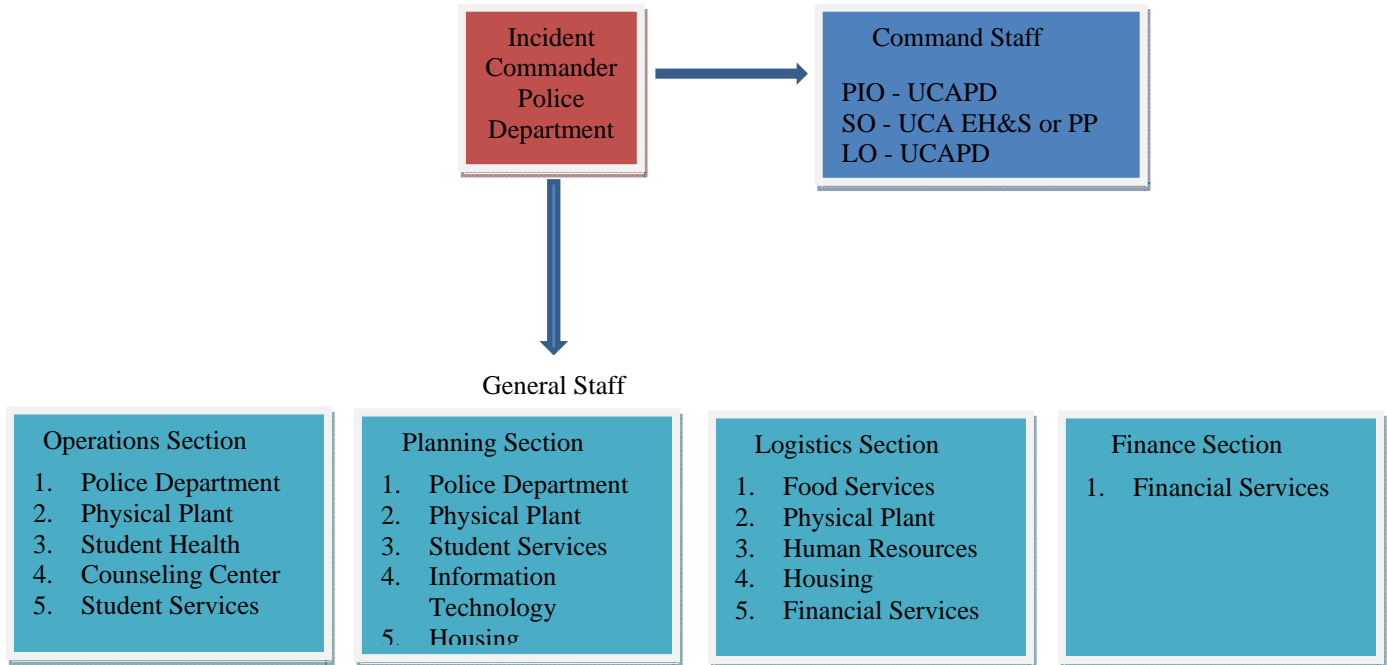
Finance Section

1. Financial Services

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UCA ICS



E. General Staff Roles and Responsibilities

The general staff is comprised of university senior supervisory staff members from the various departments. The general staff should have the departmental authority to direct the actions or work of others, as well as departmental resources.

Operations Section is comprised of a section chief and section members. This component has the responsibility for all tactical operations at the incident site directed toward reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal conditions. The primary responsibility of the operations section is the supervision of the response effort and to implement approved plans of the planning section. The operations section will establish a staging area as needed.

The operation section will coordinate with the planning section in the development of the incident action plan, as well as provide situational information to the incident commander and all sections of the university incident command system. The members of the operations section may be selected to provide the appropriate staffing to address the incident, but by default are the following:

- Police Department
- Physical Plant
- Student Health
- Counseling Center
- Student Services

Planning Section is comprised of a section chief and section members. The planning section chief is the individual responsible for monitoring the current operation and determining the needs for personnel

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and activities for the oncoming shift. The planning section chief develops, writes, and disperses the Incident Action Plan (IAP) after it is approved by the IC.

The planning section is responsible for collecting, evaluating, and processing tactical information in order to develop an IAP with the IC, command, and general staff. The planning section will create a demobilization plan as needed for responding mutual aid.

Planning should establish a documentation unit as needed. The planning section is responsible for the development of the IAP as well as coordination for logistical needs with the logistics section. It is recommended that the planning section be comprised of personnel from the following:

- Police Department
- Physical Plant
- Student Services
- Information Technology
- Housing

Logistics Section is comprised of a section chief and section members. The logistics section chief is responsible for ensuring that the activities for the incident or event can be sustained. This includes obtaining, securing, and maintaining the facilities needed to sustain the operation, including a base, camp, or staging area.

The logistics section is responsible for coordination with the operations and planning section and for meeting all support needs for the incident through appropriate procurement of facilities, food service, transportation, supplies, communications, equipment maintenance, fueling, medical services for incident personnel, and personnel for expanding incidents or relief on long incidents. The logistics section will provide the finance section with needed information to meet cost accounting requirements. Logistics is responsible for ensuring the safety of responders when they are in a base, camp or staging area prior to deployment and ensuring that relief personnel and equipment are available for deployment as needed.

It is recommended that the logistics section be comprised of personnel from the following:

- Food Services
- Physical Plant
- Human Resources
- Housing
- Financial Services

Finance Section is comprised of a section chief and section members. The finance section chief ensures that personnel time, expenditures, and procurements are tracked and used in an efficient manner.

The finance section is responsible for incident management activities that require finance and other administrative support services. This includes the record keeping requirements of the Federal Emergency Management Agency (FEMA); processing payroll during a critical incident; collecting and maintaining all records necessary for reimbursement of qualified expenditures; and administering all financial matters pertaining to vendor contracts and claims for reimbursement. The finance section may transition from response to recovery to maintain continuity in cost accounting requirements for FEMA Public Assistance reimbursement.

The finance section will maintain cost accounting accuracy by coordinating actual cost with the operations and planning sections. It is recommended that the finance section be staffed with the following:

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- Financial Services

2.10 Emergency Operations Center (EOC)

- A. The Emergency Operations Center provides executive level communication and coordination between the university and various levels of government. The EOC, when activated, will coordinate the response needs of the incident command.
- B. The EOC will:
- Coordinate various response jurisdictions
 - Coordinate all information releases through the Office of Governmental Relations
 - Coordinate continuity of operations and will ensure a safe environment exists for the students, staff, and faculty
 - Acquire, allocate, and track resources
 - Manage and share information
 - Establish response priorities
 - Provide legal and financial support



C. EOC Functions

The EOC's primary function includes:

- Information collection and evaluations
- Coordination
- Priority setting
- Resource coordination
- Communications facilitation

The EOC consists of the following personnel:

- Executive Staff
- Communications
- Information Technology

Incident Command Post	EOC
Identify needs	Receive requests

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Order resources	Prioritize requests
Check in resources	Locate/order resources
Assign resources	Assign according to priorities
Track resources	Track resource use
Demobilize resources	Pay for resources

D. Activation

Upon notification of an incident requiring incident command and activation of the UCA Emergency Operations Plan, the chief of police will notify the executive staff that the EOC is activated. Once activated, the executive staff and EOC support staff will report to the EOC as soon as possible. The default location for the EOC is the UCAPD conference room. UCAPD will maintain the equipment necessary to operate the EOC. The EOC requires the following equipment and facilities for effective operation:

Security: Access to the EOC will be limited to members of the executive staff, EOC staff, and incident command staff.

Phone Lines: The minimal land line requirement for the EOC is 2 land lines; preferably each member of the Executive Staff will have their own line.

Radios: Police communications staff will provide radio equipment necessary to communicate with the Arkansas Department of Emergency Management (ADEM), Faulkner County, the city of Conway, and incident command.

A person will be designated to monitor, log, and report radio traffic, coordinate response needs with supporting agencies, and report situation status on a regular basis to supporting EOCs.

Work Space: The EOC needs adequate room for the executive staff and EOC support personnel. Seating in the EOC should be constructed to promote dialog as well as coordination effort.

Auxiliary Power: Generated power for protracted periods of time when utility power is not available.

Information Technology: The EOC needs access to the internet and computers to develop situation awareness and the ability to create a common operation picture for university response. During EOC operations the IT coordinator will display pertinent information as necessary. Therefore the EOC will use the following equipment:

1. Three computers (Laptops)
2. Three Displays
3. Internet Access Hardware

E. Roles and Responsibilities

Executive Staff: The executive staff will coordinate resources needed to effect the incident response. The executive staff will formulate continuity of operations plans and policy that provide for the safety of the students, staff, and faculty of the campus population, as well as the survivability of the institution. The executive staff will coordinate a cohesive media presence and provide a unified message that addresses the incident.

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EOC communication and coordination at the executive level is a necessity for a comprehensive response. The executive staff executes mutual aid agreements and coordinates additional response assets needed by the incident commander. Although the incident command works independent of the EOC, the EOC will ensure proper cost accounting measures, capture actual response cost, and will coordinate transition from response to recovery.

If the incident is declared a state or federal disaster, the executive staff will appoint a recovery project officer to coordinate the preliminary damage assessment (PDA), coordinate federal recovery grants, complete federal work orders, and finalize federal work orders as required by CFR 44, Public Assistance Guide, and the Stafford Act.

Emergency Management Director: The emergency management director (EMD) will serve the as the EOC director. Should the EMD not be available a designee will serve.

The following are the responsibilities of the EMD:

- Coordinate emergency support functions (ESF) through Faulkner County Office of Emergency Management to the State EOC
- Ensure that the EOC is properly staffed to support the incident response
- Coordinate the preliminary damage assessment

Communications: The EOC will be staffed with an appropriate person assigned to coordinate the following:

- Set up communications equipment as needed
- Maintain communications and response action logs during the operational periods of the EOC
- Ensure that land lines are operational and set up as needed for the incident response
- Ensure that communications are established with response partner EOC's (Conway, Faulkner County, and ADEM)
- Coordinate mutual aid channels on the Arkansas Wireless Information Network (AWIN) as needed

Information Technology: The EOC will be staffed with an appropriate person assigned to coordinate the following:

- Establish an internet connection for the EOC.
- Set up computer equipment to support EOC operations.
- Troubleshoot and correct any technology anomalies.

The EOC may add additional staff as needed.

F. Deactivation of the EOC

The EOC will be deactivated upon transition from response to recovery when the incident command has been deactivated for response or at the discretion of the emergency management director or the university president.

2.11 Transition to Recovery

When to transition from response to recovery can be a difficult point to define. Change in operational perspective will be determined by consensus of the incident command and the EOC. The transition will be made when the following conditions exist:

- Threat to the university no longer exists
- All injured victims of the incident have been triaged and transported to medical facilities

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- All deceased victims have been released to the appropriate facilities
- Buildings have been inspected to ensure that they are safe for reentry
- Debris have been removed from all roadways
- Utility power has been restored
- The dining facility has been inspected and is free of hazards

2.12 Demobilization

- A. The planning section shall develop a demobilization plan for large incidents or events.
- B. When the incident has been resolved or stabilized to such a point that the incident is transitioning to recovery, or command is no longer necessary, the IC shall notify the EOC and communications that the incident will be transitioning to recovery or that it is being terminated.
- C. Communications shall rebroadcast the message and members will return to their normal supervisory chain of command unless otherwise advised.
- D. Mutual aid assets will be returned to their jurisdiction of origin.
 1. All outstanding financial requirements will be coordinated by the finance section chief as response units out process the incident.
 2. Equipment used through a mutual aid request will be brought up to operational standards.
 3. Financial services will copy operational logs, equipment type, and operator type for public assistance reimbursement.

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