Arkansas Tech University
Emergency Operations Plan

ATU Ready

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Letter from President

In his 1982 collection of novellas "Different Seasons," author Stephen King wrote the

following: "There's no harm in hoping for the best as long as you're prepared for the

worst."

More than three decades later, such is the world in which we live.

It is for that reason that Arkansas Tech University developed its emergency operations plan.

Please review the contents of this plan and keep it readily available. Preparedness is not a
"me" or a "you" enterprise. It is an "us" endeavor that requires the participation of the
entire campus community in order to meet our most serious responsibility – providing
for the safety and security of our students, faculty, staff and guests.

Thank you for your careful attention to this plan, and for your contribution to a
culture of preparedness at Arkansas Tech University.

Sincerely,

Dr. Robin E. Bowen
President

Record of Changes

Date	Page/Section	Revision
2-20-2017	Page31/Evacuation	Added "executive leadership" to activation decision.
2-25-2017	Page 46 & 17	Revised org. chart to more common language.
5-10-2017	Notification Portions	Edited "CEON" to "ATU Alert."
6-21-2017	All /Throughout	Acronyms removed completely.

Section 1: Introduction

Purpose

The Arkansas Tech University (ATU) Emergency Operations Plan outlines the management structure, responsibilities, and procedures to assist in the response to an emergency. The Emergency Operations Plan is activated in the event standard operating procedures developed by university departments are insufficient to handle an emergency. It is intended to be a living document that will reflect a continually evolving environment at ATU. The primary objectives of the Emergency Operations Plan are:

- Protect life, property, and the environment.
- Stabilize the incident.
- Manage all response operations affecting ATU.
- Restore critical and academic services to normalcy.

Scope

The Emergency Operations Plan applies to the Russellville ATU campus and the faculty, staff, students, and visitors located there or associated with it. The Emergency Operations Plan addresses the coordination and management of emergency response and recovery. Since ATU is vulnerable to a variety of natural, technological, and human-caused disasters, this plan uses an all-hazards approach. It can be used for all incidents that may affect the university.

The Emergency Operations Plan may be activated in response to any local, regional, or national crisis that affects the ATU community.

Situation Overview

The number of faculty, staff, and students located on the ATU campus varies depending on the time of day, week, or year. In the 2014 – 2015 academic year, there were over 12,000 students registered at ATU, and more than 400 faculty members. 2015 was the 17th consecutive year of record enrollment. There are nearly 200 student organizations on campus. Almost 3,000 students live on campus during the spring and fall semesters. In addition, ATU hosts significantly sized gatherings during various sporting and community events, such as business expos and graduation. These events can sometimes bring thousands of people onto the ATU campus.

Hazards that ATU may be exposed to include:

Natural Hazards:	Technological:	Human Caused:
Epidemic (Flu Outbreak)	Fire on or Near Campus	Bomb Threat
Winter Storms	Arkansas Nuclear One	Active Shooter on or Near
Tornado	Emergency	Campus
Flooding / Flash Flooding	Hazardous Materials Spills	Suspicious Package
Earthquake (New Madrid	Widespread Utility	Terrorism
Fault)	Outages	Cyber

Planning Assumptions

ATU's Emergency Operations Plan is based on assumptions that provide a foundation for the development of emergency response procedures. These assumptions are:

- Emergencies will require coordination of internal and external departments, organizations, and agencies at the university, city, county, state, and federal levels.
- Local, state, and federal services may not be available.
- Basic utilities, such as water, sewage, communications, and other information systems, may be interrupted.
- Roadways may be blocked or damaged.
- Buildings and other structures may be damaged.
- Unsafe structural or toxic environments may exist.
- Contact with family and homes may be disrupted.
- Students, faculty, staff and visitors may be unable to leave campus.
- Communication and exchange of information will be one of the highest priorities.
- Exercising the Emergency Operations Plan is critical to ensure operational readiness and effectiveness.

Section 2: Concept of Operations

Overview

The Concept of Operations section provides an overview to the structure and procedures for responding to an emergency that affects ATU. University departments, organizations, and offices will respond to emergencies by using pre-established standard operating procedures. When an emergency increases in magnitude and complexity, additional coordination from the Emergency Operations Plan may become necessary to support disaster response.

The ATU Office of Emergency Management is guided by the National Incident Management System. National Incident Management System provides a standardized system that all local, state, and federal partners use to facilitate coordination. This plan is designed to be flexible to be used in any emergency response situation regardless of size, type, or complexity.

More detailed information can be found in annexes following the base plan. These annexes cover specific policies on certain functions, such as sheltering in place, evacuation, and lockdown.

Emergency Operations Plan Activation and Deactivation

The Emergency Operations Plan may be partially or fully activated in the event standard operating procedures to handle events are overwhelmed. The authority to officially declare a state of emergency and activate – fully or partially – the Emergency Operations Plan is the President of ATU. If the President of ATU is unavailable, or it is apparent that the event has exceeded the capability of standard procedures, the following persons can activate the Emergency Operations Plan:

- Members of the Leadership Group (detailed on page 13)
- Dean of Student Services
- Director of Public Safety
- Campus Emergency Manager

Sections of the Emergency Operations Plan that are activated will be deactivated when those functions are complete by the same process by which they are activated. Once the incident management team (defined in Section 3) assesses that the incident has concluded, the plan will be deactivated (see incident flow chart on page 11). All Emergency Operations Plan activations will include after action reports.

Activation Levels

At the decision of the Director of Public Safety or the Emergency Manager, the Emergency Operations Center may be activated to three different levels. Figure 2.1 (page 10) in the Base

Plan details the five categorized incident types are detailed along with their corresponding Emergency Operations Center / Virtual Emergency Operation Center activation levels. These three levels of activation are:

- On Standby – Incident can be handled with standard operating procedures, using normal response operations and coordination. The Virtual Emergency Operation Center may be activated for coordination, communication, and documentation.
- Partial Activation – Incident can no longer be completely managed by normal standard operating procedures. The Emergency Operations Center or Virtual Emergency Operation Center is partially activated with staffing decisions being made by the Campus Emergency Manager or Director of Public Safety. If the Emergency Operations Center is partially activated, the Virtual Emergency Operation Center is stood up to facilitate communication.
- Full Activation – A significant crisis has occurred that demands considerable coordination to manage effectively. All or most of the Emergency Operations Center and Emergency Operations Plan is activated to coordinate response.

Levels of Emergency
There are five types of emergencies that may affect ATU (Types 1-5). Type 1 will have the most impact, requiring the most resources and a larger coordination effort, and Type 5 requiring the least. The incident commander will designate the type of incident. The individuals with authority to activate the Emergency Operations Plan will also have authority to designate the incident type.
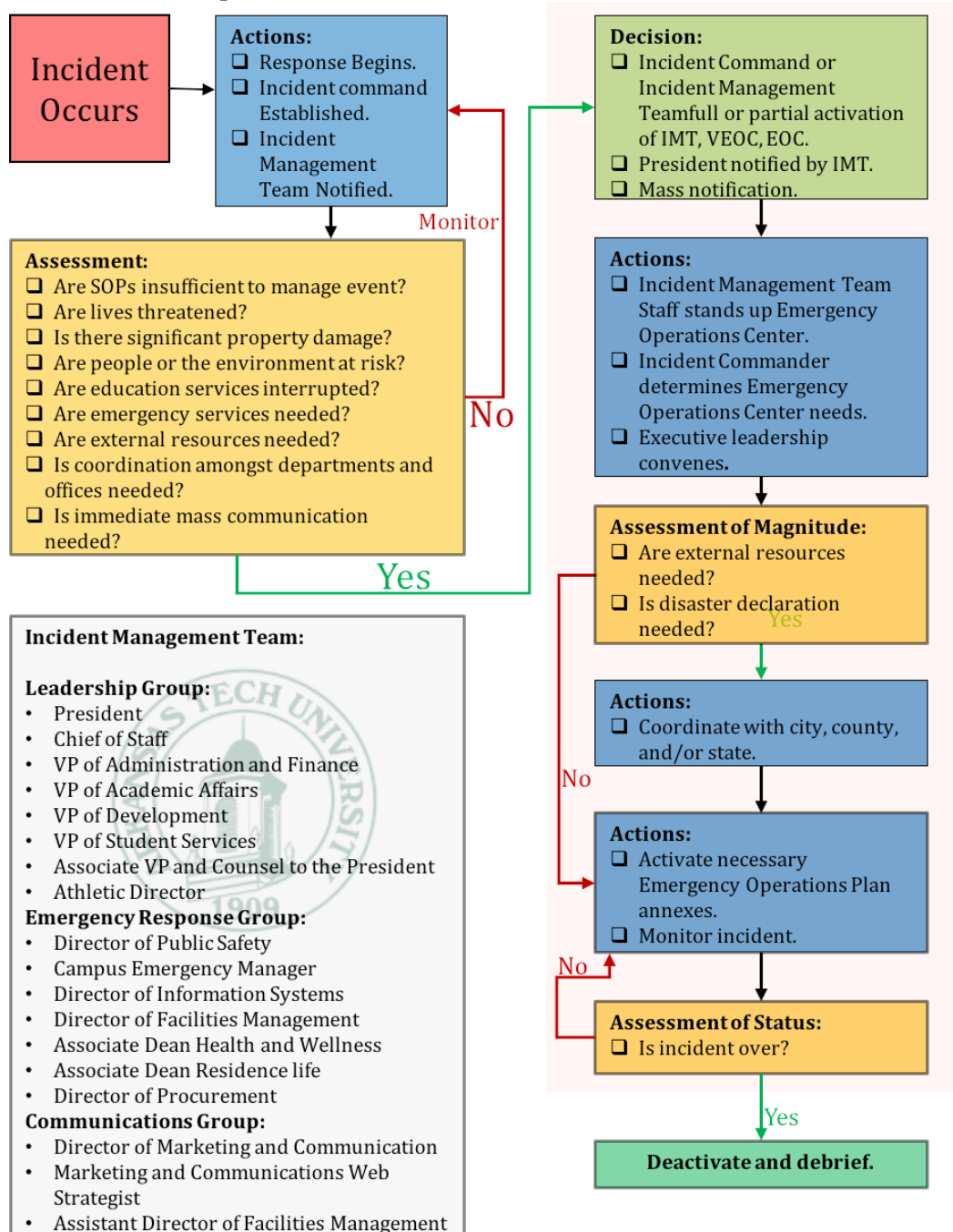
Figure 2.1: Incident Types, Definitions, and ATU Actions

EOC / EOP	Incident Type	Definition	ATU Actions
On Standby	5	• Incident can be handled by standard operating procedures. • Incident Management Team / EOC does not need to be activated. • Limited to one operational period.	• Lead department handles disruption with standard operating procedures. • The ATU Emergency Operations Center is placed on standby and the Virtual Emergency Operations Center may be activated for communication, coordination, and documentation.
	4	• Several resources are required to mitigate incident. • Limited to one operational period.	• Incident Management Team and general staff functions activated only if needed.
Partial / Full Activation	3	• Incident causes damage and/or disrupts ATU operations. • Coordination of resources and campus services is needed to respond effectively. • May extend to multiple operational periods.	• Incident Commander contacts public safety / appropriate executives for determination on Emergency Operations Center, and Emergency Operations Plan activation. • Incident Commander maintained or new incident commander designated.
Full Activation	2	• Incident extends beyond ATU's capability. • Incident extends into multiple operational periods.	• Incident Management Team is fully activated. • The Emergency Operations Plan, Emergency Operations Center, and Virtual Emergency Operations Center are fully activated. • Normal university operations are suspended. • Emergency Operations Center coordinates with external resources.
	1	• Regional or statewide disaster that may affect ATU. • Emergency conditions are widespread and ATU must be self-sufficient for up to 72 hours. • Must request resources from external agencies.	• Unified command used to manage incident response. • Liaison officer may be sent to external agency. • ATU will require massive external support.

Incident Response Flow Chart

During an emergency, ATU will generally respond in concurrence with the flow chart in figure 2.2 below. This chart covers action, assessment, and decision points for emergency response.

**Figure 2.2: Incident Response Flow Chart**

Incident Occurs

Actions:
- ❏ Response Begins.
- ❏ Incident command Established.
- ❏ Incident Management Team Notified.

Monitor

Assessment:
- ❏ Are SOPs insufficient to manage event?
- ❏ Are lives threatened?
- ❏ Is there significant property damage?
- ❏ Are people or the environment at risk?
- ❏ Are education services interrupted?
- ❏ Are emergency services needed?
- ❏ Are external resources needed?
- ❏ Is coordination amongst departments and offices needed?
- ❏ Is immediate mass communication needed?

No

Yes

Incident Management Team:

Leadership Group:
- • President
- • Chief of Staff
- • VP of Administration and Finance
- • VP of Academic Affairs
- • VP of Development
- • VP of Student Services
- • Associate VP and Counsel to the President
- • Athletic Director

Emergency Response Group:
- • Director of Public Safety
- • Campus Emergency Manager
- • Director of Information Systems
- • Director of Facilities Management
- • Associate Dean Health and Wellness
- • Associate Dean Residence life
- • Director of Procurement

Communications Group:
- • Director of Marketing and Communication
- • Marketing and Communications Web Strategist
- • Assistant Director of Facilities Management

Decision:
- ❏ Incident Command or Incident Management Team full or partial activation of IMT, VEOC, EOC.
- ❏ President notified by IMT.
- ❏ Mass notification.

Actions:
- ❏ Incident Management Team Staff stands up Emergency Operations Center.
- ❏ Incident Commander determines Emergency Operations Center needs.
- ❏ Executive leadership convenes.

Assessment of Magnitude:
- ❏ Are external resources needed?
- ❏ Is disaster declaration needed?

Yes

No

Actions:
- ❏ Coordinate with city, county, and/or state.

Actions:
- ❏ Activate necessary Emergency Operations Plan annexes.
- ❏ Monitor incident.

No

Assessment of Status:
- ❏ Is incident over?

Yes

Deactivate and debrief.

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Section 3: Organization and Structures

ATU Emergency Management Structure

The responsibility of emergency management planning and activities falls underneath the Arkansas Tech Department of Public Safety. Emergency management at ATU is directed by the Incident Management Team. The Incident Management Team is broken down into three groups; the leadership group, the emergency response group, and the communications group. The Incident Management Team relies heavily on emergency operations support (internal support from campus departments and offices) and external partners (e.g. City and County resources)

Figure 3.1 Emergency Management Structure
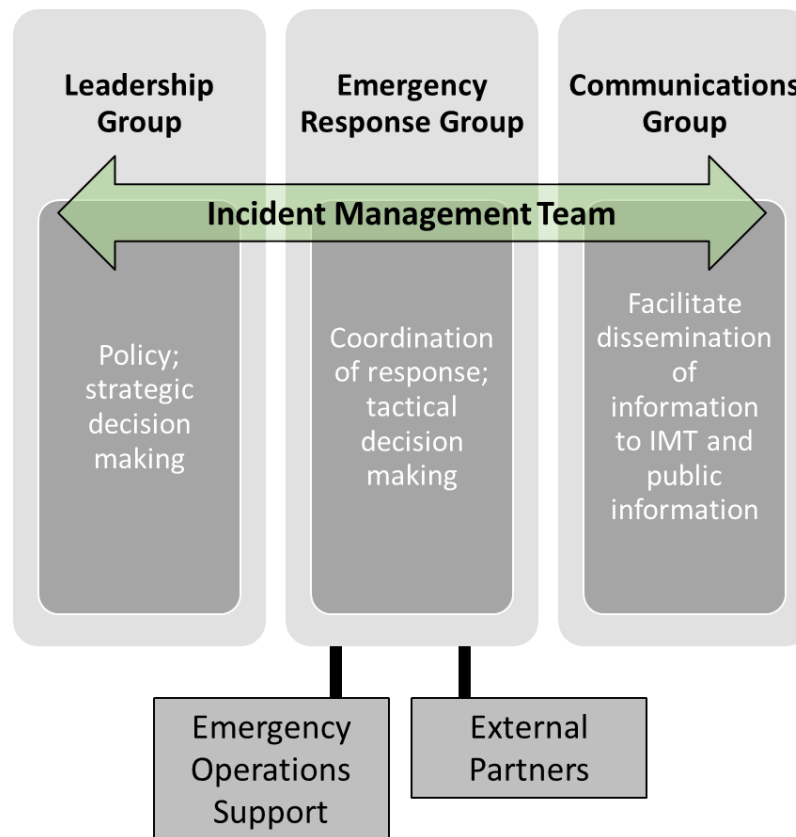
Leadership Group

The leadership group is responsible for strategic and policy level decision making for emergency management activities. The leadership group is comprised of the President and/or designees, and provides leadership and support to drive preparedness initiatives. Members of the leadership group are responsible for declaring emergencies and activating the Emergency

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Operations Plan and its policies. Executive leadership will provide guidance on volunteer and donation management following a crisis. Members of the leadership group are:

- President
- Chief of Staff
- Vice President of Administration and Finance
- Vice President of Academic Affairs
- Vice President of Student Services
- Vice President of Development
- Associate Vice President and Counsel to the President
- Athletic Director

Emergency Response Group

The emergency response group is responsible for tactical and operational decision making. This entails implementing and guiding the university's response within its internal departments or offices. The group collects and disseminates information regarding the incident, provides advice to the leadership group. The emergency response group facilitates the overall response through coordination of operations and resources. Members of the emergency response group are:

- Director of Public Safety
- Campus Emergency Manager
- Director of Information Systems
- Director of Facilities Management
- Associate Dean of Health & Wellness
- Associate Dean of Residence Life
- Associate Vice President for Academic Affairs
- Director of Procurement
- Director of Human Resources

Communications Group

The communications group is responsible for disseminating information to other groups in the incident management team, as well as the release of public information. The group's primary objective is to gather, process, and disseminate information to the leadership group and emergency response group. Members of the communications group are:

- Director of Marketing and Communications
- Marketing and Communications Director of Web Strategies
- Director of Information Systems

Emergency Operations Support

The incident management team will rely first rely on university capabilities and resources for response and recovery efforts. ATU organizes these capabilities and functions into annexes. These annexes will be activated by the department of public safety, the incident commander, or the leadership group (whichever deems it necessary first).

Annex	Primary Division, Department, orOffice
Annex A: Shelter-in-Place	Department of Public Safety
Annex B: Lockdown	Department of Public Safety
Annex C: Evacuation	Department of Public Safety
Annex D: Communication	Department of Public Safety
Annex E: Warning and Notification	Office of Emergency Management
Annex F: Emergency Operations Center	Department of Public Safety
Annex G: Medical Services / Mass Care	Health and Wellness
Annex H: Procurement / Administration	Office of Procurement

External Partners

If the internal capabilities and resources of the university are overwhelmed, support from city, county, state, and federal partners may be requested. Arkansas Tech may use mutual aid agreements to obtain additional assistance and/or resources. These agreements will be maintained by the Arkansas Tech Office of Emergency Management.

Roles & Responsibilities

Incident Management Team

The Incident Management Team is comprised of representation from around the campus that is responsible for overseeing the university's strategic and tactical actions during response and recovery efforts. Members of the Incident Management Team are broken down into three groups; leadership group, communication group, and response management group.

Department of Public Safety

The ATU Department of Public Safety oversees campus law enforcement, safety, and emergency response, and will be involved in the initial response to any campus emergency. Public Safety has the responsibility to maintain campus emergency preparedness and planning. ATU Department of Public Safety also maintains close relationships with other local, state, and federal partners. ATU Public Safety will also provide input to campus conditions when closings are possible or likely, such as winter weather or flooding concerns.

Office of Emergency Management

The Arkansas Tech University Office of Emergency Management works to ensure that organizations, departments, and offices on campus work together to mitigate, prepare for, respond to, and recover from all hazards. This includes overseeing the development of the campus Emergency Operations Center, developing preparedness outreach, maintaining campus emergency plans, establishing emergency communications systems, and conducting exercises for ATU.

Office of Information Systems

The Office of Information Systems is responsible for maintaining the mass emergency notification system at ATU. Information Systems is also responsible for maintaining the ability to disseminate messages to the ATU community, as well as the restoration of systems that may become disrupted following crisis.

Student Health & Wellness

Student Wellness offers counseling, disability, health, and testing services to ATU. Student Wellness will coordinate with local health departments and hospitals that may provide resources to ATU in a crisis. Student Wellness will assist in the establishment of points of care and dispensing in the event of an emergency.

Residence Life

Residence Life assists in the development of and coordination of the need for on-campus housing, temporary shelters, and temporary off-campus housing locations. In the event temporary shelters are required, the ATU Emergency Manager will contact the Red Cross for support. In this case, Residence Life will work in conjunction with Red Cross. Residence Life is also responsible for development and coordination of policies for evacuating residence halls.

Facilities Management

Facilities Management conducts building repairs and maintenance for ATU facilities. During a disaster, Facilities Management will assist in the coordination of a rapid damage assessment in partnership with the Office of Procurement.

Campus Community Emergency Response Team

The ATU Campus Community Emergency Response Team can mobilize a group of 30-50 volunteers following a crisis. The Campus Community Emergency Response Team will be under the direction of the Incident Commander, the Director of Public Safety, or the ATU Emergency Manager. Each Campus Community Emergency Response Team member is equipped with a Campus Community Emergency Response Team bag containing required safety gear. The Campus Community Emergency Response Team members are trained to evacuate buildings, manage traffic, spread information, cordon off areas or buildings, basic first aid, and conduct light search and rescue. The ATU Campus Community Emergency

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Response Team may be partially activated in non-emergency situations to mitigate risk, such as traffic control during major events. The Campus Community Emergency Response Team will likely be at least partially activated in Type 3 events, and fully activated in Type 1 and 2 events.

Building Managers

The ATU Building Managers program is made up of two individuals per building. The Building Managers maintains knowledge on procedures and the location of safe areas located within buildings for shelter in place and lockdown. In the event of an emergency where first responders arrive on scene, the Building Managers serve as points of contact for information regarding the building utilities, occupants, and safe areas.

Marketing and Communications

Marketing and Communications is responsible for media inquiries and engagement, as well as communication efforts with the Arkansas Tech community. During a disaster, Marketing and Communications will engage with the media to ensure that the public, and the community, remain fully aware of the current situation.

Procurement and Risk Management Services

Procurement and Risk Management Services is responsible for obtaining goods and services for all university departments and offices. They also manage insurance coverage for the university property and ensure claims are submitted efficiently, and will assist in conducting a damage assessment following a crisis.

Section 4: Incident Coordination

This section describes how ATU will coordinate both internally and externally during an emergency. All coordination policies comply with national standards.

Incident Command System

ATU follows the National Incident Management System and Incident Command System to establish its structure within the national standard for incident management. This enables effective coordination with external resources, such as city, county, state agencies, and partners.

The structure is scalable. It may be partially activated during Type 4-5 events or fully activated during Type 1-3 events (or anywhere in between). Figure 2.2 illustrates this structure. This structure, or the necessary pieces of it needed during the response to an emergency, may be activated by the leadership group or the responding Incident Commander.

Figure 4.1: ATU Incident Command System Structure
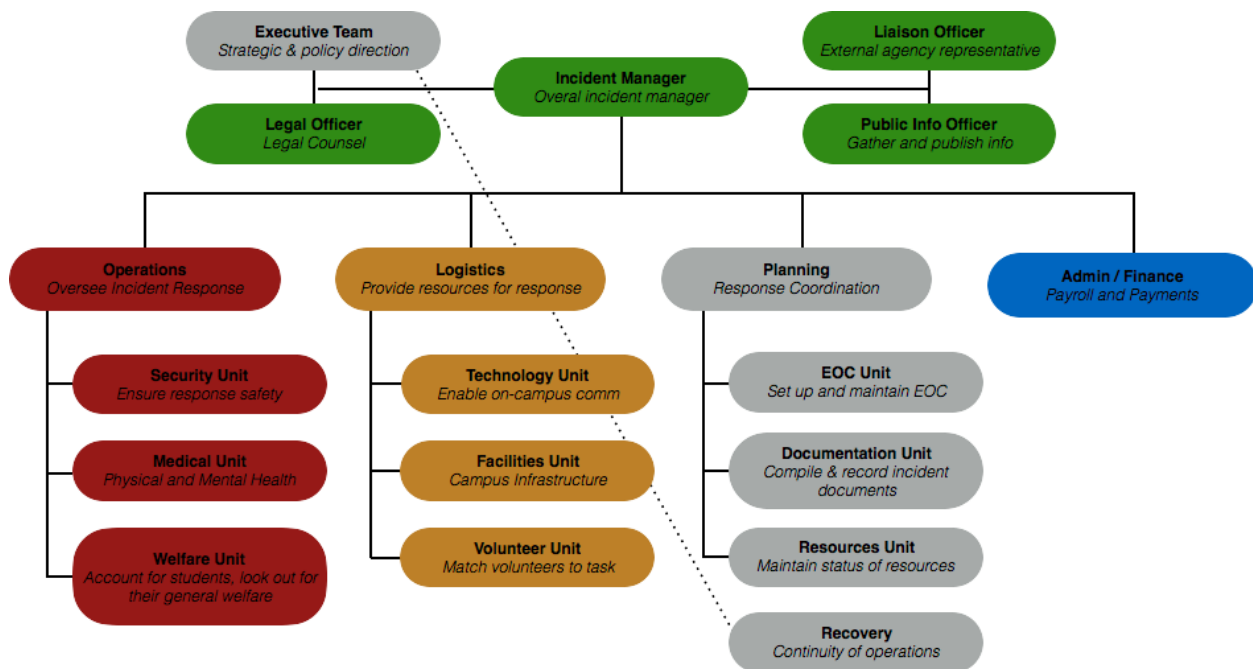
Emergency Operations Center

The Emergency Operations Center may be fully or partially activated during an emergency that require extensive coordination of resources, personnel, and information sharing. The Emergency Operations Center is a physical location where response and recovery operations are planned, coordinated, and delegated. The Emergency Operations Center operates on a 24-

hour, 7-day cycle – 12-hour shifts – until the conclusion of operations. The Director of Public Safety coordinates activities in the Emergency Operations Center.

The Emergency Operations Center is activated partially or fully by the ATU President or designee. Activation of the Emergency Operations Center is scalable. For smaller scale (such as Type 3-4) events, the Emergency Operations Center may be partially activated to address minor coordination requirements. For larger events, (such as Type 1-2) the Emergency Operations Center will be fully activated and staffed. The on scene Incident Commander makes the initial designation as to if Emergency Operations Center support is still necessary. This designation is supported or unsupported by the Emergency Operations Center director and President of the University. Specific information regarding the Emergency Operations Center is contained in Annex G.

ATU also has also developed a Virtual Emergency Operations Center. The ATU Emergency Manager establishes the Virtual Emergency Operation Center via a web based collaboration tool. The Virtual Emergency Operation Center allows all members of the Incident Management Team to communicate and coordinate. Each member of the Incident Management Team will have access to the Virtual Emergency Operation Center prior to an event. The Virtual Emergency Operation Center may be established for a Type 5 incident, and *will* be established for Type 1-4 incidents.

Unified Command
Unified Command is used when more than one agency is within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. Many incidents on campus will be coordinated underneath a Unified Command with multiple departments and units on campus, as well as the City of Russellville.

The City of Russellville Fire Department will assume the role of lead Incident Commander for any fire, special rescue, emergency medical service, mass casualty incident, or hazardous materials event that requires their resources to respond. The City of Russellville Police Department will assume unified Incident Command along with the ATU Department of Public Safety for any event that requires both to respond.

During events on campus that require response from three or more agencies (Russellville Fire, Russellville Police, ATU Police, etc.), they will determine whom the Incident Commander is or if a Unified Command approach is necessary.

In all of the above circumstances, an ATU official will serve as either Incident Commander or as an agency representative (liaison) in the Unified Command. The ATU Incident Management Team members will be integrated into Incident Command System positions within the Unified

Command. At the very least, a university liaison officer will be attached to the Unified Command.

Transfer of Command

A transfer of command moves responsibility from one Incident Commander to another. This may take place for a variety of reasons:

- An agency or jurisdiction is legally required to take command.
- Incident Command change would make response more effective.
- Incident complexity changes.
- Incident duration.
- Leadership directs change of command.

A key component of Incident Command System is the ability for this transfer to occur with little disruption to the event. A transfer should include:

- Face to face transfer.
- Complete briefing of situation.
- Time and date of the transfer.

Section 5: Information Management

Situational awareness of all community members depends on the communication of various types of information. A variety of response activities requires information management to be conducted. Effective information management significantly improves decision-making.

Damage Assessment

Following the onset of an incident, Facilities Management and Procurement/Risk Management Services will facilitate a damage assessment. A damage assessment will be used to quickly determine the location, severity, and nature of the damage. Damage assessment is used to allocate resources. This information will be reported to the Incident Management Team via the V Emergency Operations Center. The damage assessment will also be relayed into the Emergency Operations Center, if it has been activated.

Incident Documentation

Documenting efforts taken during disaster response and recovery efforts is vital. Each department or office involved is responsible for keeping records of their damages, employee time, payroll information, resources used, expenditures, procurement activities, actions taken, and other relevant information. Documentation should begin as soon as response efforts start and continue until recovery operations are complete. The incident management team may request this information during or after the response and recovery. Sound documentation will

also be necessary for financial purposes. For more information on incident documentation, refer to Annex F: Emergency Operations Center (page 39).

Mass Notification

Disseminating information to the ATU community is contained within the first set of actions following the activation of the Emergency Operations Plan (see figure 2.2 on page 11). The Director of Public Safety, the Emergency Manager, or the Director of the Office of Information Systems will be responsible for preparing and disseminating mass notification to the ATU Community. Refer to annex E: Warning and Mass Notification (page 35) for more detailed information.

<h2 style="text-align:center">Section 6: Training and Maintenance</h2>

This section describes how the Emergency Operations Plan is updated and maintained. It also includes how the emergency response capability at ATU is trained and exercised.

Maintenance

The ATU Office of Emergency Management will maintain this plan. An annual review of the plan will occur beginning in June of every year. This will not preclude any updates that may occur following exercises or real activations of the Emergency Operations Plan during crisis. A log of changes made throughout the year will be kept in the plan.

Training and Exercises

Frequent training and exercise is required to effectively respond to disasters. Training for disaster response is developed and maintained by the ATU Office of Emergency Management. There are five types of training and exercises:

1. Overview briefings: sessions allow participants to review and evaluate plans and procedures before beginning drills or exercises. They provide a low stress and educational environment to resolve coordination issues.
2. Drills: The testing of a single function, such as building evacuation, a call tree, or Emergency Operations Center activation.
3. Tabletop Exercise: A scenario-driven exercise that focuses on the Incident Management Team and their roles and responsibilities. Exercises familiarize personnel with procedures, and allow for the identification of problems with current procedures.
4. Functional Exercises: A scenario-driven, real-time exercise used to practice specific parts of the Emergency Operations Plan skills, build coordination, and develop teamwork.
5. Full-scale Exercise: These exercises simulate an actual disaster in a "real time" setting. Depending on the level of the exercise, it may include the use of props, specialized equipment and special effects in some instances. A full-scale exercise requires a high

degree of training, organization and planning, yet it allows the University to practice all aspects of the emergency operations plan and develop its relationships with external support agencies.

There will be two exercises conducted each year. Every other year Arkansas Tech University will participate in or facilitate a full scale or functional exercise. The base plan and/or one of its annexes will be used in at least one of the annual exercises. Overview briefings will be held as they are requested or scheduled. Any department or organization on campus may schedule these briefings. All exercises will include after action reports.

Annex A: Shelter in Place

Primary Office: Office of Emergency Management

ATU Ready

Section 1: Overview

Purpose
Annex A outlines the efforts that ATU will take to shelter students, faculty, staff, and visitors on the ATU campus.

Situation
In the event of certain hazards, the best option for ATU will be to shelter personnel in place. Examples of these situations include tornado, suspicious packages, and hazardous material incidents.

Section 2: Concept of Operations

Activation Decision
The Director of Public Safety and the ATU Emergency Manager may decide to activate the Shelter in Place Annex. Given the time sensitivity of certain crises, the activation of shelter in place will be immediately disseminated via the ATU Alert *prior* to deliberation with the ATU Incident Management Team.

Testing and Training
ATU's ability to shelter in place may be tested with functional exercises. These will be limited to building by building/department by department exercises. The Office of Emergency Management will be responsible for developing and facilitating these exercises.

Pre-Disaster Messages
In the event of forecasted tornado producing weather, or other slow onset events, the ATU emergency manager will disseminate that information on a case by case basis. This will allow ATU community members to make precautionary measures and prepare to shelter in place. The messages will provide specific direction on preparedness measures to take.

Activation Decision
Immediately following the onset of a crisis that requires shelter in place, an ATU Alert message will be disseminated informing the ATU community to shelter in place. Generally, occupants should be informed to take the following actions:
- Move indoors or remain there – avoid windows and areas with glass.
- Take a radio or television to the room to track emergency status.
- Keep telephone lines free for emergency responders. Do not call 911 for information.

If hazardous materials are involved, the following guidance should be given:

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- If possible, turn off ventilation systems and close all openings.
- Select a room(s) which is easy to seal and has access to water and restrooms.
- If you small gas or vapor, hold a wet cloth loosely over your nose and mouth, and breathe through it in as normal a fashion as possible.

Updates

While shelter in place is activated, updates will be periodically sent in increments of 20-30 minutes to the ATU community using the university's official social media accounts.

Media Engagement

If an event occurs requiring shelter in place, available Marketing and Communications personnel will begin constructing an official press release detailing the event.

Deactivation / All Clear Message

When the Director of Public Safety or the Campus Emergency Manager receives confirmed information that the hazard has passed, or it becomes clear that it has passed (tornado), an updated ATU Alert message will be disseminated informing the ATU community of an "all clear" and informing them that they may now depart shelter in place locations. Other information may be disseminated as well.

Section 3: Organization and Responsibilities

Department of Public Safety

- If man made hazard, secure scene.
- Liaison with local first responders to gather information on sheltering duration and instructions (if hazmat is present).

Campus Emergency Manager

- Disseminate ATU Alert message with details on steps that should be taken to shelter in place.
- Liaison with local first responders to gather information on sheltering duration and instructions (if hazmat is present).
- As new information is received, update the ATU community via social media and ATU Alert.

Student Wellness

- If necessary, provide and coordinate counseling services.

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Annex B: Lockdown

Primary Office: Public Safety

ATU Ready

Section 1: Overview

Purpose
Annex B outlines the efforts that ATU will take to notify the public of and perform effective lockdown procedures.

Situation
Acts of violence on or in the direct vicinity of campus may cause ATU to activate lockdown procedures. The most notable and likely threat that may cause the university to activate the lockdown procedure is an active gunman on campus, but other acts of violence may also cause a lockdown.

Section 2: Concept of Operations

Acts of violence include, but are not limited to, the following: an active shooter incident, explosive incident or bomb threat, barricaded subject, or armed intruder. ATU Public Safety is the primary law enforcement agency of jurisdiction for acts of violence on the ATU campus and will respond in accordance to ATU procedures.

Activation Decision
The activation of lockdown should happen automatically in the event of an active shooter on campus. ATU community members who hear gunfire or other acts of violence occurring should automatically perform the trained procedures, Avoid, Deny, Defend.

In all cases, where it is clear or not that the campus should be in lockdown, the ATU - Department of Public Safety will send an ATU Alert instructing students, faculty, and staff on the event and the actions they should be taking. Updates should be sent via official ATU Alert messaging and official ATU social media accounts with any and all relevant information.

If there is no new information on the event, updates should still be sent out every 20-30 minutes indicating such.

Response Priorities
The ATU Department of Public Safety will be responsible for on-scene incident management of all tactical response and rescue operations. If the situation exceeds the capability of ATU Department of Public Safety, mutual aid support will be rendered from the following local and state law enforcement agencies:
- Russellville Police Department
- Pope County Sheriff's Office
- Arkansas State Police

Depending on the duration and circumstance surrounding an act of violence, the Incident Commander, the Director of Public Safety, or the President may activate the Emergency Operations Center to provide centralized coordination and communications, public information services, and obtain external resources to support the on-scene tactical response.

The Incident Commander and/or university administration should consider the following:
- Frequency and content of notifications and warnings
- Interoperable communications with outside agencies
- Emergency public information to include:
  - Frequency of media releases and press conferences
  - On-site media management
- Activation of university call centers
- Traffic management, including alternate bus operations
- Perimeter control and building security
- Mass casualty and mass fatality management

All-Clear
When law enforcement reports that the scene is secure, the Director of Public Safety or Emergency Manager will disseminate a message via the ATU Alert system. This message will be the official all clear indicator for those who may not be in the direct vicinity of the event.

The most effective dissemination of social media messages will be one message from the ATU Department of Public Safety account shared by various official accounts on campus. This will ensure that no misinformation is disseminated.

Post-Incident: Recovery
Recovery following an act of violence will involve much more than just repairs to physical infrastructure. University administration should consider the following:
- Crime scene investigation
- Next of kin notifications
- Interruption of critical infrastructure
- Mental health and crisis counseling for first responders, students, faculty, and staff
- Continuity of teaching and other operations
- Memorial services

Section 3: Organization and Assignment of Responsibilities

Department of Public Safety (and mutual aid law enforcement)
- Mitigate threat
- Establish Incident Command Post as necessary
- Provide incident scene control
- Tactical communications
- Ensure emergency notifications are timely and accurate
- Coordinate with supporting agencies

Student Wellness (Also See Student Services)
- Provide medical support and resources
- Assist with counseling services
- Liaise with emergency operations center and local hospitals

Facilities Management
- If necessary, provide assistance regarding facilities to law enforcement response
- Support remedial/remediation in the recovery process
- Provide access to utility shut offs as requested by law enforcement
- Provide mass transit capacity to the university community

Student Services
- Provide and coordinate crisis counseling services for students
- Determine if a family assistance center is needed; if so, facilitate its opening
- Assist with relocation of on-campus residents, as needed
- Assist with the accessing of emergency contacts and next of kin information

Human Resources
- Assist in development of crisis counseling services for affected staff and faculty
- Assist with the accessing of emergency contacts and next of kin information
- Provide support for family assistance center, as needed

Marketing and Communications
- Serve as primary point of contact for news media
- Manage press conferences
- Update websites and maintain university social media
- Approve official public information releases

Annex C:Evacuation
Primary Office: Emergency Management

ATU Ready

Section 1: Overview

Purpose
Annex C outlines the procedures that ATU will use to coordinate an evacuation of a building or campus during a crisis.

Situation
Evacuation may be used as a means of protecting the ATU campus by the orderly movement of persons away from a hazard. The type and magnitude of a crisis will dictate the scale of an evacuation (i.e. buildings vs. campus).

Hazards may require a small evacuation of a building, or a large-scale portion of or the entire campus. A variety of hazards may cause the evacuation annex to be activated, including but not limited to building fires, hazardous material releases, natural gas leak, an Arkansas Nuclear One accident, or bomb threats.

Section 2: Concept of Operations

Activation Decision
Evacuation orders are generally given by:
- Executive Leadership
- Public Safety
- Environmental Health and Safety
- Facilities Management
- Dean, Director, Building Manager
- Local first responders (e.g. fire department)
- Any person that identifies a hazard and activates the fire alarm system via a fire pull station

Small-scale evacuations will be managed by the ATU Department of Public Safety. Large scale evacuations will often times be managed by a unified command comprising of local law enforcement agencies, fire departments, and county/state emergency management agencies.

Facility Evacuations
Facility evacuations will be implemented with the activation of the fire alarm. A facility evacuation may be also activated by first responders (see activation decision above) who identify a particular hazard.

If a hazard's presence is confirmed, re-entry will be determined by the Russellville Fire Department, ATU Department of Public Safety, and Facilities Management.

Large Scale Evacuations

Large-scale evacuations are implemented when a hazard impacts a large segment or the entire campus. The ATU Alert system will be used to disseminate an evacuation order. The Arkansas Tech website and official social media accounts will be used to reach a larger audience.

Most large-scale evacuations will result in high vehicle traffic. Large portions of ATU community members do not have access to transportation. In initial evacuation orders, people

Traffic will be directed by the Department of Public Safety, and *supported by* Facilities Management.

Evacuation due to Arkansas Nuclear One Incident

One unique hazard that may cause ATU to evacuate its entire campus is an incident at Arkansas Nuclear One. In this case, the entirety of ATU will be evacuated. If this event causes ATU to evacuate, public transportation assistance will be unavailable. Traffic concerns will be compounded by the certain evacuation of the surrounding Russellville.

Note: The Arkansas Nuclear One Emergency Evacuation Plan should be referenced in these cases.

Person(s) with Functional and Access Needs

ATU recognizes the unique requirements that some person(s) with functional or access needs. Those with functional and access needs will seek and likely receive help from those in their vicinity. If external assistance is required, those persons needing assistance should call 911 or Public Safety (479) 968-0222.

Section 3: Organization and Responsibilities

Department of Public Safety
- Direct traffic control, including providing guidance to facilities management and Campus Community Emergency Response Team
- Protect property in evacuated areas and limit access to evacuated areas
- Assist in warning the campus community
- Provide signage, barricades, etc. to be used for traffic management

Campus Emergency Manager
- Disseminate ATU Alert message

- Maintain copies of emergency evacuation plans
- Serve as member of unified command

Facilities Management
- Ensure proper transportation assets are available for an evacuation
- Develop traffic management plans, to include re-routing traffic
- Assist in the identification of evacuation routes and pickup points
- Provide assistance in management of evacuation and provide information

Campus Community Emergency Response Team
- Follow direction of ATU Director of Public Safety and/or Campus Emergency Manager; in this case likely assisting with evacuation traffic control

Annex D: Communications
Primary Office: Emergency Management

ATU Ready

Section 1: Overview

Purpose
Annex D outlines the procedures that ATU will use to communicate internally during a crisis. This annex focuses on the communication of official response. See the Mass Emergency Notification Annex E for information on communicating with the ATU community in its entirety during an event.

Situation

Reliable and interoperable communications systems are essential to obtain the most complete information during emergencies and to direct and control the resources responding to those situations.

Any one or more communication strategies can become disabled. This annex identifies the equipment and methods employed to ensure that all necessary communications are reliably made amongst responders.

Section 2: Concept of Operations

Activation Decision
The policies and procedures contained within the communication plan are automatically activated with any or all parts of the emergency operations plan. There is no separate decision needed or required to activate the communications annex.

Communications Equipment and Systems
- Cellular phones and landlines will be a primary means of communication internally and externally.
- ATU Department of Public Safety officers will utilize Arkansas Wireless Information Network radios to communicate internally and externally.
- Campus Emergency Outreach and Notification System
- Digital wireless services (smart phones) – text messages.
- Virtual Emergency Operations Center (Basecamp Software).

Arkansas Wireless Information Network
The Arkansas Wireless Information Network provides the State of Arkansas with a statewide wireless network for public safety and first responders with a focus on interoperability. Interoperability refers to the ability of emergency responders to communicate as needed, on demand, and as authorized; at all levels of government; and across all disciplines. Interoperability gives those with Arkansas Wireless Information Network

compatible equipment the ability to talk anywhere within the coverage area. This ability has proven to be an invaluable resource during emergency incidents, especially those involving multiple agencies and jurisdictions.

Virtual Emergency OperationsCenter

One means of electronic communication during an incident will be the Virtual Emergency Operation Center. A Virtual Emergency Operation Center will be established directly following an event, and will serve primarily as a means for members of the Incident Management Team, who will be separated initially, will be able to receive and review actions and communications.

The Campus Emergency Manager will be responsible for establishing the Virtual Emergency Operation Center following an event. The establishment of the Virtual Emergency Operation Center will notify members of the Incident Management Team via email that the room has been established. All members of the Incident Management Team should download the Basecamp application to their smart phone devices to ensure operability.

ATU Alert

The ATU Alert's primary purpose is as a mass notification system, but is also used to send messages to key groups on campus, such as the incident management team, Public Safety staff, or the Campus Emergency Response Team. The contact information to create these lists are pre-loaded into the ATU Alert system.

Section 3: Organization and Responsibilities Department

of Public Safety

- Maintain and operate the Arkansas Wireless Information Network radios at ATU.
- Regularly test ability to communication with external partners.

Campus Emergency Manager

- Maintain Virtual Emergency Operation Center.
- Establish Virtual Emergency Operation Center room following activation of Emergency Operations Plan.

Director of Information Systems

- Maintain technical capability of communication systems on campus.

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Annex E: Warning and Notification

Primary Office: Public Safety

ATU Ready

Section 1: Overview

Purpose

Annex E outlines the procedures that ATU will use to warn the community of emergency conditions. These are specific to ATU; procedures used by the county, state, or federal government may not be covered in this annex.

Situation

Timely and reliable warnings of emergency conditions are essential to safety and security at ATU. This annex covers different systems in place to ensure that these warnings are disseminated in a timely fashion.

All warnings disseminated to the ATU community should be clear and concise. Within the limitations of messaging systems, all messages should include accurate and detailed information about the emergency conditions, as well as what actions they should take. While emergency conditions are still requiring response, timely updates should be sent in consistent intervals.

The media will aid in the dissemination of warning information. To maintain accuracy of warning messages, the media should receive information that is consistent with that of emergency warning and mass notification disseminations.

Section 2: Concept of Operations

Activation Decision

If emergency conditions exist (life, safety, or property is threatened), the following persons may activate and disseminate mass notification without approval from elsewhere:

- Director of Public Safety
- Campus Emergency Manager
- Director of Information Systems
- Director of Marketing and Communications

If emergency conditions do not exist (e.g. mass notification is being used to warn of pending severe weather or threats), the Director of Public Safety must approve mass notification dissemination.

911 Call System

Whenever the Pope County Dispatch receives a 911 call indicating a threat is on campus, it is within their own policy to call the Director of Public Safety, the Campus Emergency Manager, the Dean of Students, the Director of Marketing and Communications, and the Captain of Public

Safety until they have received an answer, and the recipient has indicated that they will begin the mass notification process.

ATU Alert
The standard system for mass dissemination to the ATU community is ATU Alert. Blackboard Connect is the system used to disseminate these messages. ATU Alert allows templates to be uploaded to speed up dissemination. These templates are updated and maintained by the ATU Emergency Manager. Messages can be disseminated from any desktop computer with Internet connection or smart phone via smart phone application.

ATU Alert disseminates messages to the following mediums:
- Voice call
- Text
- Email
- Social Media
- Website Banner
- Desktop Notifications

The ATU Alert system is an opt-in program. The ATU Emergency Manager will facilitate advertisement of the ATU Alert program.

The ATU Alert system will be tested once per academic semester. The test will be facilitated by the ATU Emergency Manager. This test will occur on the 12th day of each semester.

Notification to University Administration
Based on the severity of the event, ATU administration may be required to support decision- making on campus during an emergency. Initial notification to will be made to the leadership group within the Incident Management Team. This group is outlined within the Emergency Operations Plan base plan (pages 1-20). Additional notifications may be made following this initial notification.

Notification to the leadership group will be made via cell phone, email, or the activation of the Virtual Emergency Operation Center, which automatically emails each member. Details of the Virtual Emergency Operation Center can be found in the coordination annex and the Emergency Operations Plan Base Plan.

Dissemination of Warnings
Warning messages must be accurate, clear and consistent. All messages should include information describing the situation, actions to take, and where to get additional information.

Many factors should be taken into account during the dissemination of warnings.
- Onset and duration of the event
- Procedures that recipients should take
- Who should receive notifications

Frequency of Updates

It is the responsibility of the Director of Public Safety and the ATU Emergency Manager to ensure that the frequent updates regarding the situation are disseminated to the ATU community. In this context, frequent updates are defined as meeting one of the following criteria:

1. New information that is useful for those in the ATU community to make themselves safer or more secure.
2. It has been 20 minutes since an update on a currently unfolding situation has been disseminated.

Section 3: Organization and Responsibilities

Department of Public Safety

- Receive emergency calls from the ATU community.

- Initiate ATU Alert messages as necessary.

- Provide updates to university administrators as necessary.

Campus Emergency Manager

- Update and maintain ATU Alert templates.

- Initiate ATU Alert messages as necessary.

- Facilitate tests of ATU Alert system each fall and spring semester.

- Provide training on disseminating ATU Alert messages to members of Incident Management Team.

Director of Information Systems

- Provide technical support of mass notification system.

- Maintain software updates for mass notification system.

- Initiate ATU Alert messages, if requested.

Marketing and Communications

- Serve as the primary point of contact for news media.

- Update website as appropriate and necessary.

- Maintain university's social media.

- Initiate ATU Alert messages, if requested.

All Members of Incident Management Team

- Initiate ATU Alert messages, if necessary.

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Annex F: Emergency Operations Center

Primary Office: Office of Emergency Management

ATU Ready

Section 1: Overview

Purpose
The purpose of Annex G: Emergency Operations Center is to outline the incident management procedures and associated organizational structure as related to Emergency Operations Center and the Virtual Emergency Operation Center.

Situation
Depending on the size, type, and complexity of an incident, or event, the Emergency Operations Center is activated when additional coordination becomes necessary to assist in the command and control of an event or incident. In keeping with the scalability tenets of the Incident Command System, not all incidents constitute the need to activate an Emergency Operations Center; rather, incidents or events can be managed by departments using internal resources.

Some events may independently activate the Virtual Emergency Operation Center. In many of these instances, no physical Emergency Operations Center will be required to manage resources. In most crises, neither the Emergency Operations Center nor Virtual Emergency Operation Center will be required to manage resources.

Section 2: Concept of Operations

Activation Decision
Upon receipt and/or confirmation that an incident, or event exists that could benefit from centralized command, control, and coordination, the ATU Director of Public Safety or Emergency Manager may notify some or all of the following personnel/departments (via phone, email, or other means).

Activation Levels
At the decision of the Director of Public Safety or the Emergency Manager, the Emergency Operations Center may be activated to three different levels. Figure 2.1 in the base plan (pages 1-20) details the 5 categorized incident types are detailed along with their corresponding Emergency Operations Center / Virtual Emergency Operation Center activation levels. These three levels of activation are:

- On Standby – Incident can be handled with standard operating procedures, using normal response operations and coordination. The Virtual Emergency Operation Center may be activated for coordination, communication, and documentation.
- Partial Activation – Incident can no longer be completely managed by normal standard operating procedures. The Emergency Operations Center or Virtual Emergency Operation Center is partially activated with staffing decisions being made by the Campus Emergency Manager or Director of Public Safety. If the Emergency Operations Center is

partially activated, the Virtual Emergency Operation Center is activated to facilitate communication.

- Full Activation – A significant crisis has occurred that demands considerable coordination to manage effectively. All or most of the Emergency Operations Center and Emergency Operations Plan is activated to coordinate response.

Emergency Operations Center Locations

The location of the Emergency Operations Center will vary depending on the size, type, and complexity of an incident or event. Locations identified as suitable for Emergency Operations Center operations include:

- Ross Pendergraft Library
- Basement of Administration Building
- Basement of Tomlinson

## Virtual Emergency Operation Center Activation Process

The Virtual Emergency Operation Center is not activated in a physical location, and will be activated virtually by the Campus Emergency Manager and/or Director of Public Safety. The Basecamp Software is used to establish the Virtual Emergency Operation Center. Members of the Incident Management Team can pre-download the Basecamp application on smart phones. When the Campus Emergency Manager or Director of Public Safety activates the Virtual Emergency Operation Center, members of the Incident Management Team will receive email notification.

Section 3: Organization and Responsibilities

Emergency Operations Center Organization Chart

The following organization chart illustrates a *generalized* organization of the lines of communication and authority in the Emergency Operations Center. Emergency Operations Center organization will vary with the needs of each incident; therefore, figure 3.1 will not be considered the sole organizational form for every incident. It is important to note that each block may not represent an individual, rather a billet whereby individuals would fill if required. A single person may fulfill multiple tasks below, depending on the size and nature of the incident.

Figure 3.1 ATU Emergency Operations Center Organizational Chart
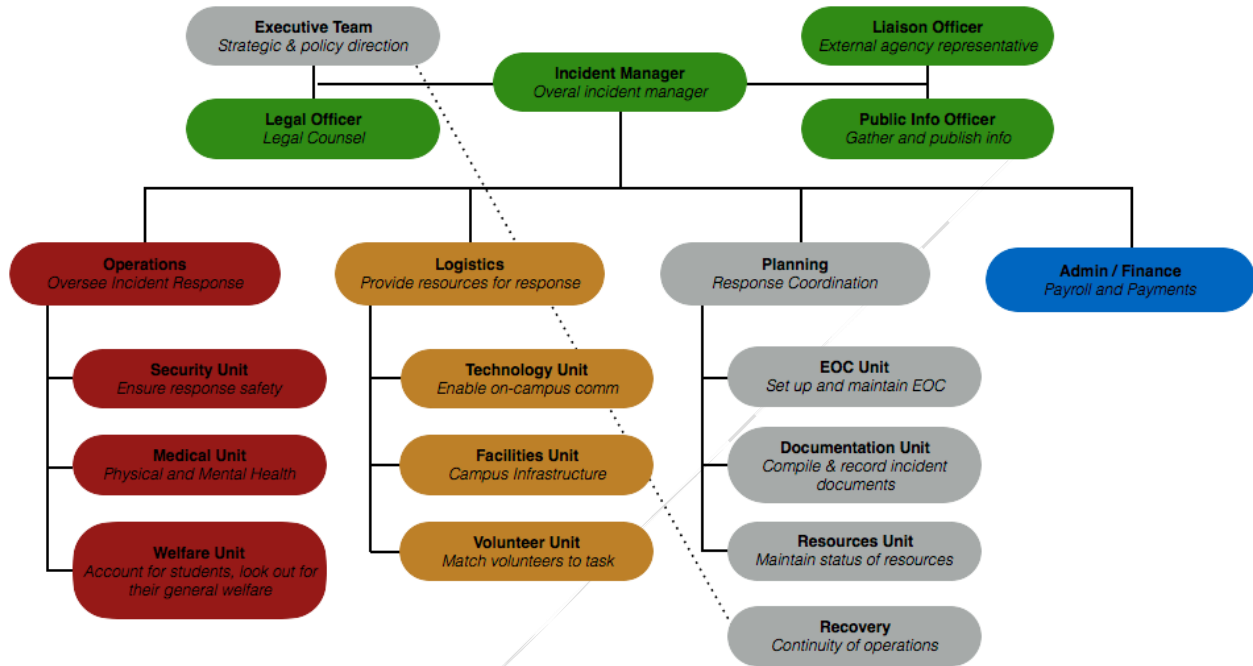
Unified Command

Unified Command is used when more than one agency is within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. Many incidents on campus will be coordinated underneath a Unified Command with multiple departments and units on campus, as well as the City of Russellville.

The City of Russellville Fire Department will assume the role of lead Incident Command for any fire, special rescue, emergency medical services, mass casualty incident, or hazardous materials event that requires their resources to respond. The City of Russellville Police Department will assume unified Incident Command along with the ATU Department of Public Safety for any event that requires both to respond.

During events on campus that require response from three or more agencies (Russellville Fire, Russellville Police, ATU Police, etc.), they will determine whom the Incident Commander is or if a Unified Command approach is necessary.

In all of the above circumstances, an Arkansas Tech University official will serve as either Incident Commander or as an agency representative (liaison) in the Unified Command. The Arkansas Tech University Incident Management Team members will be integrated into Incident Command System positions within the Unified Command. At the very least, a university liaison officer will be attached to the Unified Command.

Incident Management Team
Emergency management at ATU is directed by the Incident Management Team. The Incident Management Team is broken down into three groups; the leadership group, the emergency response group, and the communications group. The Incident Management Team relies heavily on emergency operations support (internal support from campus departments and offices) and external partners (e.g. City and County resources). The complete composition of the Incident Management Team is located in the Emergency Operations Plan base plan on pages 9-11.

Command Staff
Command staff reports directly to the Incident Commander / Unified Command within the Emergency Operations Center and perform functions related to public information, liaising with internal/external entities, and responder safety.

Emergency Operations Center Manager
The Emergency Operations Center Manager coordinates facility, resource, and logistical needs required for Emergency Operations Center operations. The ATU Emergency Manager will fulfill this position and will work with Incident/Unified Command to determine appropriate staffing levels for all Emergency Operations Center Sections during all incident phases in which the Emergency Operations Center is activated.

Public Information Officer
The Public Information Officer supervises the development and release of information about the incident to all interested parties, incident response personnel, news media, and other agencies. As messages are prepared for delivery, the Public Information Officer coordinates with the Incident Commander / Unified Command and the leadership group regarding message content. The Public Information Officer also establishes and coordinates Joint Information Center operations when incidents require establishing a Joint Information Center.

Liaison Officer

The liaison officer(s) serve as ATU's point of contact to external agencies that are cooperating or assisting ATU during an event or crisis. The liaison officer is responsible for maintaining accurate records of assisting agencies and keeping these agencies aware of the incident status.

Safety Officer
The Safety Officer is responsible for developing recommendations for assuring the health and safety of all assigned incident personnel. The Safety Officer has the authority to cease operations to prevent and correct any unsafe acts occurring at any point during the incident.

General Staff
As incident conditions warrant, the Incident Commander / Unified Command may choose to activate General Staff sections to provide additional support to the ongoing response and/or recovery effort. The General Staff provide incident management according to function and consist of an incident- or event-specific Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Operations Section
The Operations Section, managed by the Operations Section Chief, develops tactical objectives, determines the organizational structure within the Operations Section, implements public safety related response measures, and directs the use of resources to be used in mitigating threats or responding to incidents.

There is no pre-designated Operations Section Chief; rather, the Incident Commander / Unified Command may assign an Operations Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Operations Section will vary with the type of incident, but may include Public Safety, Facilities Management, or other ATU offices or departments. The Operations Section Chief may be from external departments, for example the Russellville Fire Department. These external departments may be conducting lifesaving operations on campus.

The Operations Section Chief should only activate branches or groups necessary for a given incident, and demobilize said groups as soon as relevant objectives/tasks are completed.

Depending on the nature of the event or if the event expands, the following departments or services may be included under the operations section:
- Public Safety
- Transportation
- Facilities Management

- Information Systems
- Food and Water Services

- Housing/Residential Services
- Health, Medical, and Mental Health Services
- Academic Services
- Volunteer and Donations Management

Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating information about the incident. The Planning Section is responsible for developing Incident Action Plans for each operational period (12 hours), maintains documentation, and prepares a verbal or written demobilization plan. There is no pre-designated Planning Section Chief; rather, the Incident Commander / Unified Command may assign a Planning Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. The ATU Emergency Manager will usually be the primary department managing and staffing the Planning Section, drawing from the expertise of technical specialists.

The Planning Section Chief should only activate the divisions, units, or groups necessary for a given incident or event and demobilize same as soon as relevant objectives/tasks are completed.

Depending on the nature of the event or if the event expands, the following divisions, units, or groups may be included under the planning section:
- Situation Unit
- Documentation Unit
- Demobilization Unit
- Other units as needed

Logistics Section

The Logistics Section, managed by the Logistics Section Chief, provides services and support to the incident response by managing the status of essential resources, such as personnel, facilities, equipment, and supplies. There is no pre-designated Logistics Section Chief; rather, the Incident/Unified Command may assign a Logistics Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Logistics Section include Department of Public Safety, Facilities Management, Student Services, and the Office of Information Systems.

Depending upon the nature of the incident (along with span of control considerations), the Logistics Section Chief may activate Units to undertake specific tasks. Activated Units may include the following:
- Communications Unit
- Medical Unit

- Food/Supply Unit
- Other units asneeded

The Logistics Section Chief should only activate the branches, groups, or divisions necessary for a given incident, emergency, or event and demobilize same as soon as relevant objectives/tasks are completed.

Finance/Administration Section
The Finance/Administration Section, managed by the Finance/Administration Section Chief, manages all financial aspects of an incident, including incident-related costs, accounting, procurement, time recording, and applicable analyses.

There is no pre-designated Finance/Administration Section Chief; rather, the Incident Commander / Unified Command may assign a Finance/Administration Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Units that may serve in the Finance/Administration Section includes Human Resources, Procurement, Risk Management, and Finance.

Depending upon the nature of the incident (along with span of control considerations), the Finance/Administration Section Chief may activate Units to undertake specific tasks. Activated Units may include the following:
- Compensation/Claims Unit
- Procurement Unit
- Cost Unit
- Time/Human Resources Unit

The Finance/Administration Section Chief should only activate the branches, groups, or divisions necessary for a given incident, emergency, or event and demobilize the same as soon as relevant objectives/tasks are completed.

Emergency Operations Center Staff Duties
Emergency Operations Center staff responsibilities will vary as the incident, emergency, or event first occurs, develops, and progresses toward resolution. This section discusses basic responsibilities of all Emergency Operations Center staff through the activation, operations, and demobilization phases of Emergency Operations Center operations.

Activation Phase
- Bring department/program items and personal items, establish link with department for support.
- Obtain an initial briefing from respective Section Chief.

- Assist with Emergency Operations Center setup.
- Review position-specific checklist.
- Review the situation report and incident logs (if any).
- Initiate activity log (Incident Command System 214 Form) that details actions chronologically.
    - All messages received and responded to.
    - All actions taken.
    - Requests for resources that are made and corresponding response.
    - Communications outside Emergency Operations Center (both on-site and off- site).
    - Time on-duty and off-duty.
- Refer all media contacts to the Public Information Officer.
- Test equipment and account logins to verify operational readiness.

Operations Phase
- Maintain activity log (Incident Command System Form 214).
- Maintain situational awareness.
- Recommend appropriate staffing level and request additional support for extended operations.
- Submit a situation report in area of responsibility to supervisor.
- Maintain accurate records of emergency-related costs and expenditures.
- Prepare to brief supervisor on actions taken.
- Refer all media contacts to the Public Information Officer.
- Determine and request resources.
- Complete responsibilities of unfilled subordinate positions/units.
- Actively seek and share information with authorized personnel.
- Participate in Incident Action Plan development.
- Use available provided electronic software/programs/tools to exchange information.
- Prepare information and documentation for shift change briefing.

Demobilization Phase
- Advise supervisor of any open action items or unmet needs.
- Complete and submit all logs, reports, and documents to appropriate Emergency Operations Center section.
- Submit comments for After Action Report/Review to supervisor.
- Notify other support organizations of demobilization.
- Return any equipment or non-expendable materials issued.
- Clean work area(s) before leaving and sign out.
- Ensure that all expenditures and financial claims have been coordinated through the

- Finance/Administration Section.

Emergency Operations Center Staff Position Check Lists

The ATU emergency manager maintains a list of Emergency Operations Center position checklists separate from this plan. They will be disseminated in a separate document. Each checklist provides guidance throughout activation, operation, and deactivation for a specific position, and should not be considered inclusive or exclusive requirements. For each position, training, judgment, and experience in combination with incident specific knowledge should supersede pre-scripted guidance where a conflict exists.

Command Staff
- Incident Commander / Unified Command
    - Emergency Operations Center Manager
    - Public Information Officer
    - Liaison Officer
    - Safety Officer

General Staff
- Operations Section Chief
    - Public Safety Captain
    - Facilities Management
    - Volunteer Management
- Planning Section Chief
    - Situation Unit
    - Documentation
    - Demobilization
- Logistics Section Chief
    - Communications
    - Food Supply
    - Medical
- Finance/Admin Section Chief
    - Compensation/Claims
    - Procurement
    - Human Resources

Incident Command System Forms

The ATU Emergency Manager will maintain in a separate document a file containing all incident command system forms required for effective event documentation. These forms are the standard for event documentation. Local, state, and federal partners will document using

similar forms, and this documentation may be required for federal funding support following an event.

Incident Command System Form to be used by first Incident Commander/Unified Command:
- Incident Command System 201 – Incident Briefing

Incident Command System Forms used in the development of an Incident Action Plan:
- Incident Command System 202 – Incident Objectives
- Incident Command System 203 – Organization Assignment List
- Incident Command System 204 – Assignment List
- Incident Command System 205 – Communications Plan
- Incident Command System 206 – Medical Plan
- Incident Command System 207 – Organizational Chart
- Incident Command System 208 – Safety Message
- Incident Command System 209 – Incident Status Summary

Incident Command System Forms used during general Emergency Operations Center operations:
- Incident Command System 213 – General Message
- Incident Command System 214 – Activity Log
- Incident Command System 221 – Demobilization Check-Out
- Incident Command System 230 – Daily Meeting Schedule

Annex G: Mass Care and Human Services

Primary Office: Emergency Management

ATU Ready

Section 1: Overview

Purpose

Annex G outlines the procedures that ATU will use to coordinate sheltering and mass care services to persons from realized or threatened disasters.

Situation

There are a variety of situations that would cause ATU to establish mass care and shelter services on campus. Events internal to campus include, winter weather causing a widespread power outages, or a tornado causing significant damage to residential structures on campus, etc.

There are also events external to campus where ATU may be asked by the Pope County Office of Emergency Management or the Arkansas Department of Emergency Management to provide space for survivors or evacuees. Arkansas Department of Emergency Management and other state agencies have requested ATU to provide shelter space for possible evacuees of hurricanes in Louisiana/Texas.

The primary facility to be used in sheltering operations is Tucker Coliseum. The floor space is adequate for 400 occupants. It would need to be outfitted generators or external power supply to be used as a shelter.

Section 2: Concept of Operations

Activation Decision

The decision to establish and operate a shelter is a part of the recovery process for ATU and/or the community. Any request from Pope County or the State or Arkansas to provide sheltering and mass care support should be routed to the Director of Public Safety and/or the ATU Emergency Manager.

Time permitting, the Director of Public Safety and/or ATU Emergency Manager should contact the President or their designee. The President will approve or disapprove the use of ATU facilities for sheltering and mass care operations.

Exigent circumstances include those wherein time may not permit and lives are in danger, such as gas leaks, local severe weather threats, etc. where there is little or no warning.

External Requests

A number of partners may request ATU to establish shelters on campus. These requests may come from government partners, such as the City of Russellville, Pope County, Arkansas Department of Emergency Management, or non-profit organizations, such as the Red Cross.

ATU maintains a memorandum of agreement with the Red Cross for sheltering. This agreement does not obligate ATU to take on a shelter, but makes ATU a part of a database of shelter options for the Red Cross.

General Shelter Management
Shelter operations are resource intensive, including personnel resources. A list of volunteers (staff, faculty and/or students) who are available and willing to work in a shelter should be developed as part of preparations for opening a campus shelter. The list should be maintained for the duration of shelter operations. Staff or faculty may be assigned to fill roles in shelter operations/support with the approval of their management. Shelter managers are authorized to choose teams of individuals from those lists to work in their shelters.

Security is paramount at shelters for both evacuees and the campus community. Evacuees will be required to check in and out of the shelters, even if only for short trips to their vehicles or to run local errands. Shelter managers shall oversee check in/out points and operations. Security/police shall be present at each shelter 24/7 for security purposes. All shelters may house persons with access and/or functional needs or disabilities.

Evacuees will be requested to identify any special dietary, mobility or other needs.

One or more private restroom/shower/dressing facilities must be available for those with access and/or functional needs and for those requiring additional accommodations (e.g., transgender evacuees, single parent families with small children, etc.)

Shelter guests will be asked to identify to shelter support staff any health conditions such as diabetes, kidney disease, heart conditions, etc. for which assistance may be needed. Evacuees with medical conditions will be triaged by qualified medical personnel. Those evacuees deemed to have conditions that require specialized medical care will be transported to appropriate medical facilities.

Discharge planning should begin with the arrival of evacuees. Discharge plans applicable to all evacuees will be developed and should conform to applicable standards for the emergency event and the population sheltered. Common considerations include: any access and/or functional needs of the evacuee; safety of the area to which the evacuee is returning; local government's approval to return; safety/integrity of the evacuees residence; etc.

Privacy of evacuees must be respected. Requests from media should be referred to Marketing and Communications or to the Emergency Operations Center.

Security

The primary role of the ATU Department of Public Safety during sheltering operations is to provide for the safety and security of all evacuees and shelter management personnel in the facility. Many of the tasks required of the department during shelter operations are simply an expansion of normal daily responsibilities including enforcing laws, maintaining order, protecting lives and property and traffic and crowd control.

The following actions will be common to any shelter facilities opened on the campus of ATU:

- No alcohol, illegal drugs/narcotics, or weapons will be allowed in the facility.
- All evacuees should be issued a form of identification to aid shelter staff and security in identifying guests. The Department of Public Safety reserve the right to perform criminal background checks on evacuees sheltered at ATU property and to take actions necessary to protect the majority of the evacuees assigned to a university shelter.
- The Director of Public Safety or designee will meet with the Shelter Manger or designee to identify any concerns that may impact security. For example, transportation, safekeeping of valuables, behavioral issues, etc.
- Access points to the facility will be identified and monitored by police or security personnel. Evacuees are not restricted to the facility. However, limitation of access points and logging of evacuees in and out of the shelter is required.
- Traffic/crowd control of the area outside the facility will be maintained to assist the evacuees.
- Police/security patrols of the parking areas outside the shelter will be patrolled during shelter operations.
- The evacuee sleeping area will be monitored 24/7.
- Areas with restricted access will be monitored.
- All shelter requests for additional police/security personnel will be directed to the Director of Public Safety or designee.
- Depending on the type of emergency, in addition to their normal duty assignments, public safety personnel may be called upon to protect key facilities, control access to damaged areas, disseminate information to the public should primary systems be inoperative and provide security to evacuated areas.

Food Services

Food for evacuees may be provided by many different sources. The food must be prepared and served by a permitted food service vendor in accordance with all applicable rules and

the Arkansas Department of Health and the Pope County Health Department. Suggested sources of

food for evacuees include Chartwells or the Salvation Army. Other non-profit organizations may donate food services as well.

Food services and numbers of evacuees to be fed should be coordinated through the Emergency Operations Center.

Funding and Tracking of Resources and Expenditures

Shelter operations require significant resources. Tracking those resources is vital for several reasons:

- Knowing what resources are available.
- Anticipating future needs.
- Tracking and returning resources at conclusion.
- Tracking cost for reimbursement.

Shelters that operate for an extended period often need and/or receive donations for evacuees. Donations should be managed carefully and any public calls for donations should be very specific in describing what is needed. Solicited donations or shelter-directed purchases to meet needs of evacuees often are more effective in garnering usable items. Annex H: Resource Management includes the processes for managing and tracking resources during shelter operations.

Section 3: Organization and Responsibilities

Department of Public Safety

- In charge of all security related tasks contained within this annex

- Direct traffic control

- Provide signage, barricades, etc. to be used for traffic management

Campus Emergency Manager

- Monitor weather conditions, including large scale regional events, that may result in sheltering needs at ATU

- Route external requests for shelter support to appropriate administrators

- Coordinate with shelter resources, such as the Red Cross

- Coordinate support with Pope County Office of Emergency Management

- Coordinate resource management with Red Cross

Health and Wellness

- Assist in the triage of shelter occupants for medical concerns

Facilities Management
- Monitor sanitation conditions periodically

Annex H: Resource Management

Primary Office: Procurement and Risk Management

ATU Ready

Section 1: Overview

Purpose

Annex H: Resource Management is a framework for managing the resource needs of the university. The intent of this plan is to provide appropriate, high priority resources to the university during an incident in a timely manner. The plan provides an overview of resource management activities before, during, and after an incident at ATU.

Situation

Activating portions of the Emergency Operations Plan in response to a crisis comes with a commitment to devote resources to response and recovery. Disaster operations will significantly alter the amount of and the way by which resources are received and managed.

Section 2: Concept of Operations

Activation Decision / Increased Readiness

Resource management is primarily focused on daily operations. Activities are escalated in anticipation of incidents or events that will require the expenditure of additional capital and personnel resources. Heightened preparation includes contacting vendors with specialized equipment, stockpiling expendable commodities to provide essential life safety services and maintaining business operations.

During the transition from day-to-day operations to an incident management framework, a scalable organizational structure is developed that may include a Logistics Section and/or Finance Section. Logistics Section and/or Finance personnel responsibilities include:

- Anticipate expanding needs based on risk assessment/management.
- Identify and locate internal and external resources.
- Develop logistics plans.
- Establish communications and coordination among internal stakeholders, vendors, and external community partners.

Response Operations

Incident Command of first responder actions is typically established first, followed by the convening of the Incident Management Team. During a short duration, high intensity incident no further organizational expansion may be required. A long duration response may necessitate opening the Emergency Operations Center. Once an Emergency Operations Center is operational, any incident management personnel will transition to the Emergency Operations Center. The Operations Section determine incident specific resource needs and priority. The Logistics Section is tasked with managing the provision of required resources. Depending on the severity and duration of the incident, the ATU Office of Procurement and Risk Management can

establish incident specific cost codes and encumber funds to support emergency operations. It is important that actual and anticipated costs are overseen. The Logistics and Finance Sections work closely to efficiently manage operational resources and associated costs. Unified Command and the Operations Section may establish a staging area to account for and track operational resources.

The Logistics Section can be grouped into three primary branches:
1. Communications Unit
   - Acquisition
   - Equipment management
   - Coordination
   - Completion of Incident Command System forms

2. Medical Unit
   - Medical support for responders
   - Completion of Incident Command System forms

3. Food/Supply Unit
   - Coordination of food and water resources
   - Supply management

The university will use existing resources and supply chains prior to requesting external support. Competing needs may require the prioritization of available resources.

Resource requests are routed through a structured review process as described below:

- Resource request is received.
- Prioritization is determined.
- Determine if the resource request can be filled by university vendors, mutual aid partners, or state contracts.
- Identify additional resource providers.
- Allocate and track resources.

Plan Limitations

Personnel – Personnel may be limited in responding due to multiple factors including, but not limited to   the following:
- Directly affected by the incident

- On leave and/or unable to be recalled in a timely fashion In the event that this occurs, other personnel will be tasked to fill their positions. These personnel may include ATU employees with the appropriate subject matter expertise.

State-Owned Equipment and Materials – In the event of a large-scale statewide disaster, the resources available to the State of Arkansas may be affected. The overall effect may or may not include:

- Response Time (Transportation Issues)
- Quantity of Materials and Equipment
- Contractor Availability

Acquiring Resources

The Emergency Operations Center will fill the resource requests with internal resources first and, if they are unavailable, will use external resources.

If the university is in possession of the resources, the Emergency Operations Center will contact the appropriate departmental personnel to request the resources.   If the university and state contracts are unable to provide the desired resources; the Emergency Operations Center may reach out to local and regional entities to obtain the desired resources with university Purchasing Cards.

Requesting State Resources

The Emergency Operations Center will also work with the Pope County Office of Emergency Management when requesting resources.

- The request for state resources is coordinated through the Local Emergency Management Coordinator or their designee with the exception of state agency to state agency assistance.
- **State Agency to State Agency Assistance** – This type of resource assistance is coordinated by the agency's senior leadership with the understanding that cost recovery is the responsibility of the assisting state agency through the requesting state agency's finance section.
- **Statewide Mutual Aid** – The statewide mutual aid program is coordinated through Arkansas Department of Emergency Management. This program allows localities to seek resource support from across the state outside of their normal mutual aid agreements.
- **Disaster Contracts and Contract Vendors** – Arkansas Department of Emergency Management has pre-established disaster contracts and contract vendors available to support the resource needs of the State of Arkansas and its stakeholders. A local emergency must be declared in order for disaster contacts to be implemented.

- **Federal Support** – Arkansas Department of Emergency Management is responsible for submitting a written request for federal assistance through the Federal Emergency Management Agency.

Deactivating and Recalling Resources

The Emergency Operations Center will coordinate the demobilization of resources during and after an emergency. The following tasks will be completed:

- Monitor the ongoing resource needs.
- Identify surplus resources and probable release time.
- Complete Incident Command System Form 221 – Demobilization Check-Out.
- Evaluate logistics and transportation capabilities to support demobilization.
- Develop an Incident Demobilization Plan detailing the specific responsibilities, release priorities, and procedures.
- Provide status reports on resources.

The Logistics Section will take the lead on demobilizing resources and maintain documentation on the use of the resources during the incident. Documentation will be maintained for all of the resources and these documents will be transferred to the ATU Risk Management and Procurement Office.

Volunteer and Donations Management

Depending on the influx of volunteers and donations, Unified Command may choose to activate the volunteer and donations management branch. In the event that the volunteer and donation management branch is activated, it will be incorporated into ATU's Emergency Operations Center structure as a branch under the Operations Section. A branch director will be identified and they will assist identified stakeholders in managing solicited and unsolicited services and volunteers, both affiliated and non- affiliated, memorabilia and artifacts, perishable goods, university monetary donations, and non- university monetary donations.

Section 3: Organization and Responsibilities

Department of Public Safety

- Communicate resource needs through Incident Command to Emergency Operations Center.

Campus Emergency Manager

- Coordinate between Office of Procurement and the Pope County Office of Emergency Management.
- Coordinate resource needs with ADEM

Procurement and Risk Management Services

- Track internal ATU resources relevant to disaster response and recovery operations.
- Coordinate disaster resources with Campus Emergency Manager.