University of Washington

Comprehensive Emergency Management Plan (CEMP)
2017
# University of Washington
## All-Hazards Comprehensive Emergency Management Plan

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**Note:** Department/unit-specific Unit Response Center (URC) plans are not included in this plan as they are kept separately in each department/unit.
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SECTION 1

Letter of Promulgation

February 2017

TO: All University of Washington Schools, Departments & Operating Units

FROM: Ana Mari Cauce
Professor of Psychology
President

SUBJECT: Notice of Approval and Promulgation
UW 2017 Comprehensive Emergency Management Plan

The University of Washington, in accordance with WAC 18.30.060, has completed the mandated public comment and review for its bi-annual update of the Comprehensive Emergency Management Plan. This all-hazards plan is a guide to the university community for managing and coordinating all phases of emergency operations and is intended to minimize the impacts of emergencies and disasters by protecting our people and property and safeguarding the environment. The simple goal of this plan is to restore the University’s ability to carry out our critical education, research, and public service missions.

The State of Washington requires each state baccalaureate institution to maintain its own comprehensive emergency management plan in order to accomplish our day-to-day activities before, during, and following any emergency or disaster. The UW’s updated Comprehensive Emergency Management Plan, forms the foundation for our training, business continuity, resumption and other crisis planning efforts. Combined with our ongoing hazard reduction and risk mitigation programs, this Plan demonstrates our commitment and cooperation with the State's emergency management program. Working in partnership with our stakeholders, we continually strive to enhance our resilience and capacity to respond to and recover from any disaster or major crisis event.

In consultation with the UW’s Emergency Readiness Committee and in compliance with UW Administrative Policy Statements 13.1 and 13.2, UW Emergency Management (UWEM) maintains all updates to this plan and is fully-authorized to coordinate its implementation, associated planning, and other general preparedness activities for the University.

Questions or suggestions for revisions should be directed to UWEM at disaster@uw.edu.

301 Gerberding Hall • Box 351230 • Seattle, Washington 98195-1230 • 206.543.3010 • Fax 206.614.1784 • president@uw.edu
Foreword

February 28, 2017

In order to preserve and advance the University of Washington's research, teaching and public service programs, a stable and secure infrastructure of services and administration, is essential. For normal day-to-day operations, the University provides these services centrally and through administrative structures in its schools, departments and operating units. However, in times of extreme emergency, wide-spread disruption and/or life-threatening crises, critical functional units of the University must work together under central coordination to protect and preserve. The highest priorities of life, safety, property, environmental protection, and restoration become the interim mission of the University. The University Emergency Operations Center is a key central communication function that will connect the various functional units with decision-makers and external assistance.

Founded on the priorities and operational concepts of emergency management and general incident comment processes, this plan has been prepared, primarily for the people who will use it. While it serves the University as a whole, the plan is a management guide for those with key assignments and responsibilities during emergency activations. It supports those who manage emergencies on campus and who must keep the business side of the University functional; it supports those who must restore University activities in research, academic learning and public service.

The revised and improved 2017 UW Comprehensive Emergency Management Plan is not the end of emergency planning; it is just the beginning. School and department preparedness, connections to city, county, and State first responders, and practicing what to do in a mock emergency are just some of the next steps we plan for on an ongoing basis. UW Emergency Management is prepared to assist and support departments and operating units in the development and execution of emergency plans, training and exercises to meet these critical goals and activities.

Steven J. Charvat, MPA, CEM
Director
UW Emergency Management
### Distribution List of Plan Holders

Note: To maintain UWEM’s “Gold Certification” for its green office efforts there will only be a limited number of hard copies are printed and distributed. Soft/electronic versions are available for review or downloaded 24/7 on the UWEM’s website as well as via the UW’s vEOC online tool.

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**NOTE:** This plan undergoes continuous change based on the results of actual events, post-exercise drills, and activities and input from units and departments tasked in this plan. The UW does not go through a formal annual plan review process, but rather makes incremental changes, modifications and adjustments to this plan as conditions change. By posting these changes on the UWEM website, the most up-to-date version of this plan is instantly available to all UW and partner responders 24/7. We do, however, conduct a formal, documented full plan review and revision process every-other-year in which we solicit public, internal and external stakeholder comments. Records of these revisions are maintained by UWEM according to the State of Washington’s official records retention schedule and are available upon request.

A **public** version of this plan can be found on the UWEM website at:

[http://www.washington.edu/uwem](http://www.washington.edu/uwem)

As well as the **full-version**, including checklists, phone numbers, and more detailed information. This full version is provided to UW stakeholders, city/county/state partners and on request based on need.

**NOTE:** The full version of this plan is **not** available to the general public due to the sensitive nature of the document.
University of Washington

Comprehensive Emergency Management Plan

Section 1

Introduction, Purpose, Relationship with other University Groups, Laws, Plan Assumptions and Objectives, Concept of Operations, Levels of Activation, Plan Usage, and Content

Introduction and Purpose

The UW Comprehensive Emergency Management Plan (CEMP) addresses the University’s planned response to emergencies associated with natural, technological, and human-caused incidents/disasters. This document provides the underlying framework for protection of health, safety, and property of the students, faculty, staff, and visitors of the UW Seattle Campus during incidents/disasters. It is intended to facilitate multiple units, department, agency, and jurisdiction coordination operating under the National Incident Management System (NIMS) compliant framework.

Disasters or emergencies can happen suddenly, creating a situation in which the normal support services for the University can become overwhelmed. During crises, the University requires programs to address the needs of emergency response operations and recovery management. To address such emergencies, the University of Washington (UW) has established a Comprehensive Emergency Management Plan (CEMP), which provides a guideline for the management of the immediate actions and operations required to respond to an emergency or disaster, including initial recovery activities and responsibilities.

The mission priorities of the University during a disaster are the protection of human lives, safeguarding of animals and samples associated with the university’s research processes, protecting property, minimizing impacts on the campus community, and protecting the environment.

The overall objective is to respond to emergency conditions and manage the process of restoring University business, academic and research programs, and services. This plan represents the Whole Seattle Campus Emergency Management Plan, which encompasses the facilities, services and the administration of the UW Seattle campus.

The comprehensive approach integrates the five mission areas of emergency management which include:
Comprehensive Emergency Management Plan

SECTION 1

- **Prevention** – capabilities necessary to avoid, prevent or stop a threatened or actual natural or man-caused event or act of terrorism.
- **Protection** – activities devised by organizations, departments, individuals, to save lives and minimize damage from natural, technological, and human-caused, incidents/disasters.
- **Mitigation** – sustained action to reduce or eliminate risk to people and property from hazards and their effects.
- **Response** – immediate actions to save lives, protect property, and meet basic human needs.
- **Recovery** – short and long term activities which begin after disaster impact has been stabilized and seek to restore lost functions.

Purpose of the Plan

The purpose of the plan is to establish a comprehensive, all-hazards approach to incident management and to serve as a guide to organizational activities before, during, and after a disaster. It describes capabilities and resources, establishes responsibilities for The University departments in accordance with the Revised Code of Washington (RCW) 38.52 for addressing all five mission areas of emergency management: Prevention, Protection, Mitigation, Response, and Recovery.

The University has established this plan to address the immediate requirements for a major incident/disaster in which normal operations are interrupted, and immediate actions must be taken to:

- Save and protect the lives of students, patients, employees, and the public.
- Manage immediate communications and information regarding emergency response operations and campus safety.
- Provide essential services and operations.
- Provide and analyze information to support decision-making and action plans.
- Manage University resources effectively during an emergency response.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place at the University. It supplements those procedures with a crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.
Relationship with Other University Groups

The scope of this plan is primarily for the University of Washington’s Seattle Campus; however, many portions apply to practices and emergency responses that are institutional wide (where noted). The relationship of this plan to the other University groups is, as follows:

- **University of Washington Medical Center** - The University of Washington-Seattle Campus includes the UW Medical Center (UWMC), which is a full-service hospital and associated medical clinics on campus properties. UWMC maintains its own emergency plan and Emergency Operations Center (EOC) linking to this plan with a liaison position, shown in Figure 4, Section II of this plan.

- **University of Washington Tacoma** - The University of Washington Tacoma (UW Tacoma) maintains its own campus emergency plan and Emergency Operations Center. This plan links with the UW Tacoma EOC with the Internal Liaison function, as shown in Figure 4, Section II of this plan.

- **University of Washington Bothell** - The University of Washington Bothell (UW Bothell) maintains its own campus emergency plan. The UW Bothell is co-located with the Cascadia Community College and co-manages site emergencies with the college management. This plan links with the UW Bothell EOC with the Internal Liaison function, as shown in Figure 4, Section II of this plan.

- **Health Sciences Administration** - The Health Sciences Complex is the largest facility at the UW Seattle Campus and houses most of the medical research operations for the University. The Health Sciences Administration oversees facility and operational related support services and serves as a primary coordinator for the building occupants and research activities. Health Sciences Administration is represented in this plan with a liaison representative in the EOC who serves as a coordinator between the EOC and the Health Sciences Complex population.

- **Harborview Medical Center** - Harborview Medical Center, which is staffed primarily by UW employees, is a King County facility and is operated under the auspices of King County. Harborview maintains its own emergency response plan and designated in King County’s Emergency Management Plan as the centralized coordinating point for most King County hospitals. It is the primary trauma center in the Northwestern United States.

- **South Lake Union, Friday Harbor Labs, Pack Forest and other Non-Main Seattle Campus Sites (both owned and leased)** - The University owns, operates, leases and maintains hundreds of sites away from the main Seattle campus. Each of these sites is expected to develop their own site-specific
emergency management and response plans. However, these plans, while independent of this main plan, are required to incorporate key elements (i.e., National Incident Management System (NIMS), Incident Command System (ICS) Training, contact lists, crisis communications, and emergency responsibilities). In addition, provide a method and process for coordinating and communicating their efforts with the main Seattle campus.

Laws and Authorities

This plan is established by the following laws and authorities for emergency management:

- **Standing Orders of the Board of Regents**, University Policy Directory, Chapter I, Section 2
- **Conduct Code, Chapter 478-124 WA Administrative Code (WAC)**
- **RCW 38.52.070(1)** (directs political subdivisions to establish, or be a member of, a local organization for emergency management).
- **RCW 38.52.070(1)** (also requires that local comprehensive emergency management plans must specify the use of the incident command system for multi-agency / multi-jurisdiction operations).
- **Current applicable 44 Code of Federal Regulations (CFR) address policy and guidance for Federal Government disaster response and recovery.**
- **UW Administrative Policy Statement 13.1 “Emergency Management.”**
- **UW Administrative Policy Statement 13.2 “Ensuring Business, Academic and Research Continuity (BARC)”**
- Washington Governor’s Executive Order mandating NIMS signed 9/30/2004
- **RCW 38.52.030 (11)** (each state agency is responsible for developing an organizational continuity of operations plan that is updated and exercised annually in compliance with the program for interagency coordination of continuity of operations planning).
- **National Response Framework**

Disaster Coordination in the State of Washington with Local, State and Federal Agencies

The University of Washington is an institution of higher education in the state of Washington, with the primary campus located in the City of Seattle in King County. Additionally, the University has two other campus locations, UW Bothell located in King County and UW Tacoma located in the City of Tacoma in Pierce County. During a full scale, region-wide emergency, the University will coordinate with the other two campuses, as well as local, county and state agencies. The process for reporting and emergency coordinating is shown below in **Figure 1, Disaster Coordination with Local, County, and State Agencies**.
Planning Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions.

The UW CEMP is based on the following planning assumptions and considerations:

- A disaster may occur with little or no warning; may escalate far more rapidly than the University of Washington capabilities, and could require outside assistance from other public and private sector partners.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones and information systems.
- The National Incident Management System and Incident Command System will be the foundation of all emergency response activities before, during, and after an incident and/or disaster.
- Initial response by the University Police Department and all other partnering agencies will be to take actions that have the greatest lifesaving potential under the circumstances.
- Departments tasked in this document are aware of their emergency response roles and responsibilities and will fulfill these requirements in an emergency utilizing their capabilities, including staffing, equipment, supplies, and skills; according to their own policies and procedures.
- Unit Response Centers (URCs) may be activated to provide support to the major functions of the University. URCs will provide a liaison to the EOC for effective communication and command and control.
- Regional and local services may be limited in capabilities or not in service.
- Proper implementation and understanding of these guidelines through training and exercising will reduce disaster-related losses.
- University administration must continue to function under all threats, emergencies, and disaster conditions.
- The CEMP must be flexible and be able to function under a variety of unanticipated, complex, and unique circumstances.
- Day-to-day functions that do not contribute directly to disaster operations may be suspended for the duration of the public emergency. The efforts that would normally be required for these functions will be redirected to accomplish disaster management and response tasks.
- Incidents may cause significant injuries, alterations, and damage to the environment resulting in numerous casualties and fatalities, displaced
individuals, property loss, disruption of normal life support systems, disruption of essential public services, and damage to basic infrastructure.

- Incidents pose a challenge for the whole community but specifically the access and functional needs population which includes children, individuals with disabilities, diverse communities, the elderly, homeless, and people with limited English proficiency. These groups may be lacking in resources such as food, shelter, and transportation.

Specific threats and a general analysis of their impacts can be found in the UW’s Hazard Identification, and Vulnerability Analysis (HIVA) report found online at [http://www.washington.edu/uwem/plans-and-procedures/uw-hiva/](http://www.washington.edu/uwem/plans-and-procedures/uw-hiva/)

**Limitations**

The plan or any of its appendices, implementing instructions, or procedures are not intended to deal with every potential scenario that may occur during times of emergency, but rather to identify the organization, the processes, and the responsibilities of the respective participants who may be involved. The possibility of local resources becoming overwhelmed is a reality; the partnering agencies can only make a reasonable effort to respond based on the situation(s), information and the resources available at the time of the disaster.

In the event of severe devastation throughout the Puget Sound Region, fundamental resources such as water, food, first aid supplies, utilities, fuel, shelter, sanitation supplies, and basic survival supplies may be needed. The University of Washington, City of Seattle, and King County do not have sufficient supplies and equipment on hand for an extended response.

The arrival of state and/or federal assistance may be delayed for several days after an incident. There is no guarantee implied by this plan that perfect mitigation, preparation, response, and recovery will be practical or possible.

The disaster response and relief activities of the University of Washington may be limited by:

- The inability of staff, faculty, students, and visitors to the University to be self-sufficient for more than 72 hours without additional supplies of water, food, shelter, and medical supplies.
- Lack of public services, sewage treatment services, and regional transportation due to damage of facilities and equipment, and shortages of trained personnel. The impact of this shortage may be felt immediately because of increased need and necessity for 24-hour operation sustained over long periods of time.
Damage to essential lifelines such as roads, rail, utilities, and communication networks.

The shortage of critical supplies due to reduced emergency storage capacities.

There may be damage to responder communications due to equipment damage or overloading of landlines, cellular telephone lines, Satellite phone lines, and 911 centers.

Emergency Plan Concept of Operations

This plan provides the organized management system for the UW to follow during and after emergencies. It is designed as a flexible system in which part or the entire plan may be activated, as appropriate to the situation. This plan addresses the entire spectrum of contingencies ranging from relatively minor incidents to large-scale disasters. Some emergencies will be preceded by a buildup or a warning period, providing sufficient time for appropriate officials and administration to warn the public and implement mitigation measures. Other emergencies occur with little or no advanced warning and require immediate action and efficient and coordinated mobilization and deployment of resources.

The UW’s Comprehensive Emergency Management Plan is considered a management tool, in that it provides an overall organization and general procedures for the management of information, activities, and operations during an emergency. The planning is based on the Incident Command System (ICS), the management structure adopted throughout the United States and internationally, and a requirement of the Department of Education Emergency Management Planning Standards, State of Washington Emergency Management Division, and various US Department of Homeland Security Presidential Decision Directives and NIMS guidance. This approach to emergency management is based on a five-section structure, or teams, contain functional positions for each critical operation of the University during an emergency. It provides for a smooth transition from response to restoration of normal services and the implementation of programs for recovery.

Mission Areas of Emergency Management
Prevention – Prevention actions are those taken to avoid an incident or to intervene to stop an incident from occurring or progressing. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations, heightened inspections, improved surveillance, and security operations. More specific prevention actions include investigations to determine the full nature and source of the threat and the use of specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending perpetrators.

Protection – Protection consists of two components – planning and preparedness – and encompasses the full range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, response to and recover from emergencies/disasters. Preparedness, in the context of an actual or potential incident, involves actions to enhance readiness and minimize impacts.

Protection consists of almost any pre-disaster action that will improve the safety or effectiveness of disaster response including those activities that have the potential to save lives, lessen property damage, and increase individual and community control over the subsequent disaster response. The University will validate their level of emergency readiness through internal and external drills, participation in exercises. Exercise outcomes will be documented and used in a continuous planning effort to improve universities emergency readiness. This continuous planning endeavor will culminate in revisions to this plan in the constant attempt to achieve a higher state of readiness for an emergency or disaster response.

Additional examples of protection activities include:

- Implementing hazard mitigation projects
- Pre-establishment of incident command posts, mobilization centers, staging areas and other facilities
- Developing and maintain emergency plans and procedures
- Providing public education and awareness
- Use of risk assessment, predictive and plume modeling tools
- Development and implementation of continuity of operations plans

Mitigation – Mitigation activities can occur during any phase of the disaster cycle. Mitigation planning requires the university to identify hazards that impact their respective communities and then to identify actions and activities to reduce any losses from those hazards. Mitigation activities reduce overall risks to the population and
structures, while also reducing reliance on external funding from actual disaster declarations.

Key mitigation activities include the following:
- Ongoing public education and outreach activities designed to reduce loss of life and destruction of property
- Structural retrofitting to deter or lessen the impact of incidents and reduce loss of life, destruction of property and impact on the environment
- Code enforcement through such activities as zoning regulations, land management, and building codes
- Encouraging citizens to be prepared and self-sufficient for a minimum of 24 hours

Response – Emergency and disaster incident responses are designed to minimize suffering, loss of life, property damage, and environmental impact and to speed recovery. They include initial efforts to stabilize the incident, damage assessment, emergency and short-term medical care, and the return of vital life-support system to minimum operating conditions. When the university receives information about a potential emergency or disaster, they will notify participating departments and other organizations under this plan and will conduct an initial assessment to determine the need to alert faculty, staff, students, and visitors and set in motion appropriate actions to reduce risk and potential impacts.

Response activities may include:
- Emergency shelter, housing, food, water
- Search and rescue
- Emergency medical and mortuary services
- Public health and safety
- Decontamination following a chemical, biological or radiological attack
- Removal of threats to the environment
- Emergency restoration of critical services (electric power, water, sewer, telephone)
- Private sector provision of needed goods and services through contracts or donations
- Assessing the need for mutual aid assistance
- Securing of crime scenes, investigation and collection of evidence

Recovery – Recovery activities involve the restoration of services to the public and returning the affected area to pre-emergency conditions or improved conditions. These activities may involve both short-term and long-term plans to assist individuals and communities return to normal. Recovery programs are designed to rebuild homes, restore institutions and sustain economic growth and confidence.
There is no definite point at which response ends, and recovery begins. Recovery efforts will occur after the initial response phase when emergency agencies have returned to pre-disaster operations and will be integrated with day-to-day functions. Recovery programs implement mitigation measures designed to prevent future occurrences of potential damage from future incidents.

Recovery actions may include:
- Debris cleanup and removal
- Temporary housing and other assistance for disaster survivors and their families
- Restoration of public services (electric power, water, sewer, telephone)
- Crisis counseling and mental health
- Repair and/or replacement of damaged public facilities (roads, bridges, municipal buildings, schools, hospitals)
- Planning and programs for long-term economic stabilization, community recovery and mitigation

**Plan Objectives**

The objectives of this plan are to:

1. **Organization**
   a. Provide clear and easy-to-follow checklist based guidelines for the most critical functions and liaisons during an emergency response.
   b. Organize and format this plan into an easy-to-follow format in which users can quickly determine their role, responsibility and primary tasks.
   c. Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response in which all entities have access to the emergency response process, and know what is going on at the University.

2. **Communications and Information Management**
   a. Serve as the central point of communications both for receipt and transmission of urgent information and messages.
   b. Serve as the official point of contact for the University during emergencies when normal channels are interrupted.
   c. Provide 24-hour full-service communication services for voice, data and operational systems.
   d. Collect and collate all disaster information for notification, public information, documentation and post-incident analysis.
   e. Provide a basis for training employees and organizations in emergency response management.
3. Decision–Making
   a. Describe the decision-making process that will be used to determine the level of response and extent of emergency control and coordination that should be activated when incidents occur.

4. Response Operations
   a. Utilize efficiently, the resources at the UW campus to implement a comprehensive and efficient emergency management response team.
   b. Guide emergency response management during and following emerging incidents.

5. Recovery Operations
   a. Transition response operations over to normal management processes, as able.
   b. Support business resumption plans and processes, as needed, during restoration phases.
   c. Provide documentation and information support to FEMA disaster public assistance program application.

Operational Priorities and Vulnerable Populations Planning

Certain portions of the population may have limited ability to be self-sufficient during an emergency or disaster situation. Populations with access and functional needs may include those members of the community who:

- Have disabilities
- Are elderly
- Are children
- Are from diverse cultures
- Have limited English proficiency or are non-English speaking
- Are transportation disadvantaged
- Community members who have service animals

These members of the community may have needs before, during, and after an incident in access and functional areas; including but not limited to maintaining independence, communication, transportation, supervision, and medical care.

When considering this population and others who are at-risk, emergency management plans should take into account the following:

- **Communication and Public Information** – Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, deaf and blind.
- **Evacuation and Transportation** – Evacuation plans must incorporate disability and older adult transportation providers for the purpose of identifying the
movement of people with mobility impairments and those with transportation disadvantages.

- **Sheltering** – Care and shelter plans must address the access and functional needs of the people with disabilities and older adults to allow for sheltering in general population shelters.

- **Americans with Disabilities Act of 1990, As Amended** – When shelter facilities are activated, the state will work with local officials to ensure they accommodate the provisions of the Americans with Disabilities Act (ADA). Refer to the ADA Checklist for Emergency Shelters, July 26, 2007, located at [http://www.ada.gov/pcatoolkit/chap7shelterchk.htm](http://www.ada.gov/pcatoolkit/chap7shelterchk.htm).

The parties to this CEMP understand that comprehensive emergency management is a process that involves consideration and preparedness for all individuals including those who may require additional assistance with regard to access and functional needs. During all emergency operations, attention to those with access and functional needs will be incorporated into all operations, planning, response, and recovery activities.
Levels of Emergency Response

Consistent with our partnering agencies and jurisdictions in the City of Seattle, King County, and Washington State EMD by utilizing the same hierarchy in our levels of activation for a response. As a guide, three levels of emergency are specified, as follows:

**Level 4: Routine Operations**

This is a day-to-day event or incident requiring minimal coordination and assistance. The situation may be such that it can be more efficiently and effectively supported without primary EOC activation at the level of individual entity, or may require minimal coordination between university departments. There is no foreseen need to proclaim an emergency.

**Level 3: Low Impact Incident**

This slightly elevated beyond a day-to-day event or incident. This requires basic emergency management staff situational awareness monitoring and periodic updates to the EOC team. In this situation the EOC would not be activated, only emergency management personnel would be notified to monitor the situation and provide minimal coordination between university departments and The City of Seattle or other local agency. There is no foreseen need to proclaim an emergency.

**Level 2: Medium Impact Incident**

This is any incident requiring more than routine coordination between university departments, the City of Seattle/other local agency, and basic emergency management staff situational awareness monitoring. This type of event or incident would generally involve multiple university departments, local agencies, county agencies, and jurisdictions. The University EOC would be activated, and a potential for a proclamation of emergency.

**Level 1 High Impact Incident**

This is any large, complex, serious or long-duration event or incident requiring a high degree of coordination/support, and generally involving state and Federal assistance. In particularly complex situations with several organizations involved, or where there is a high degree of media or public interest. The University EOC will be activated, and a proclamation of emergency will highly be suggested.
VIRTUAL ACTIVATION – Depending on the situation, the EOC may activate all or part of its members virtually instead of the traditional method which requires personnel to report to the EOC. Various factors such as timing, the safety of access, or the level of the crisis may require a virtual activation utilizing a combination of Internet-based collaboration tools and/or telephone conference bridge calls.

Generally, the EOC is activated under Levels 1 and 2. Appendix A provides the list of UW campus EOC functions with lead and support assignments to the EOC. Appendix B of this plan provides information on the UW EOC facility.

Plan Activation

This plan is activated whenever emergency conditions exist in which normal operations cannot be performed, and immediate action is required to:

- Save and protect lives.
- Coordinate communications.
- Prevent damage to the environment, systems, and property.
- Provide essential services.
- Temporarily assign University employees to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Emergency Operations Center (EOC).

Emergency Authority

Emergency Policy Council (President’s Cabinet)

The President of the University serves as the head of the UW’s Emergency Policy Council (EPC) which may activate in-person (or convene remotely via teleconference) for a Level 2 or Level 1 EOC activation or whenever executive policy issues must be addressed. In the event of any threatened or actual disaster or civil disorder on the campus of the University of Washington at a time when the President of the University is absent from the campus, the authority to take all necessary and appropriate actions on behalf of the President of the University is hereby delegated to the following University officers in the order listed below. Such authority being delegated to the highest ranked University officer on the list whom the University Police Department or UW Emergency Management is able to contact: (UW Administrative Order No. 2):

1. Provost and Executive Vice President
2. Executive Vice President for Finance and Administration
3. Vice President for Student Life
4. Vice Provost and Dean of Undergraduate Academic Affairs
NOTE: *For a civil disorder situation only*, the Chief of the University Police Department or, in the Chief's absence, the senior on-call police supervisor, is hereby delegated the authority to take all necessary and appropriate actions on behalf of the President:

(1) When neither the President nor any of the University officers listed above can be contacted within a reasonable period of time, given the immediacy and other circumstances of the threatened or actual civil disorder.

(2) When an actual civil disorder is in progress, and immediate action is necessary to protect persons or property from further injury or damage.

**UW Campus Emergency Operations Center (EOC)**

During incidents and emergency conditions in which the activation of the UW Seattle campus EOC is needed, the following UW positions may activate this plan and the UW Campus EOC, and serve as the EOC Director *(in recommended order)*:

1. Director of Emergency Management (or his/her designee)
2. UWEM Program Managers (2)
3. Executive Vice President for Finance & Administration
4. Associate Vice President for Facilities Services
5. UW Chief of Police
6. Director of Environmental Health and Safety

In the event that none of the above is available, the UW Police Department Watch Commander will assume authority for the activation of this plan and provide overall direction until one of the above designee arrives.

An overview of the process for the activation of the University Emergency Management Plan and EOC is on the following page.
The UW’s **Primary** EOC is located in the UW Tower, located at 4333 Brooklyn Avenue, NE, Seattle, WA  98195-9531 (Room C-140)

The UW’s **Backup** (or secondary) EOC is located in Poplar Hall, Room 106.
Comprehensive Emergency Management Plan

SECTION 1

Introduction, Laws, Objectives and Levels of Activation

February 2017

UW Campus EOC General Activation Process

Figure 2

Crisis Event Occurs

UW Emergency Management Director (via Duty Officer) is notified of incident via UWPD, Facilities, UWEM Staff, EHS, City/County, media, etc...

-See Appendix A

Log Entry Made in UWPD Police Log

UWEM continues to monitor situation for changes

Appropriate UW EOC Staff are activated, notified and report to the EOC

UWEM Director contacts the AVP for Facilities Services. UWEM determines level of activation and required functions of the EOC

UW Campus EOC manages the campus-wide emergency response actions and coordinates resources throughout the response and recovery stages. The CEMP is activated.

UWEM Director contacts AVP for Facilities Services and notifies the Emergency Policy Council (Cabinet) regarding level of EOC activation (via the EVP for Finance/Admin)

The Emergency Policy Council activates to approve emergency policies and coordinates with Mayor & Governor’s Office (virtually or in the UW Tower EPC Room)

Does this require a Governor’s Proclamation of a Disaster? Emergency Policies or require statewide resources? (i.e. National Guard)

NO

Is the crisis/Disaster/Emergency over?

YES

EOC de-activated. UWEM conducts de-briefing. Recover Team activates recovery plan & continues federal reimbursement and restoration activities

The UW EOC coordinates and compiles event information and status reports, and sends Policy Council to forward to State and City as needed

NO

Collect damage and needs assessments?

YES

Public Information Team activates and coordinates with regional JTC and/or local media. Activate Crisis Communications Plan

Public Information Team activates and coordinates with regional JTC and/or local media. Activate Crisis Communications Plan

Building inspections, damage assessment and FEMA insurance actions activated. All departments to provide initial damage reports and costs.

Are lives threatened?

Are people or the environment at Risk?

Are specialized emergency services needed (i.e. search & rescue, inspections, emergency first aid, ?

Are outside mutual aid services needed from City, County and/or State?

Do we need to immediately coordinate UW campus services?

Is immediate emergency public information needed?

Are university programs interrupted?

Are there significant Property Damage?

YES

EOC Manager (UWEM Director) assesses the situation

NO
Plan Usage

This plan is established as a supplement to the University’s administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procures and allocate resources, and take measures to restore normal services and operations.

Users (those individuals responding to the EOC) are asked to review follow the suggested checklists contained in this document during emergency response (and pre-event training/exercises and recovery operations). Other on-site and ad-hoc incident tracking forms are developed to document actions and decision. They will be retained on file as official records of the emergency response. Users are also encouraged to supplement this manual with additional individual materials and information required for emergency response and recovery.

This plan is designed to be updated after each activation or exercise. A debriefing session will be conducted immediately after each EOC activation to identify "lessons learned" and areas of improvement to the University’s emergency plans and processes. A formal After-Action Review/Report (AAR) will also be developed and shared with the University leadership. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.
# Tabs and Pages - Figure 3

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<th>Appendices</th>
<th>Annexes</th>
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<td><strong>Annex 1</strong></td>
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<td>EOC Functions with Lead</td>
<td>UW Crisis Communications Plan</td>
</tr>
<tr>
<td>and Support Assignments</td>
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<td><strong>Appendix B</strong></td>
<td><strong>Annex 2</strong></td>
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<td>EOC Facility</td>
<td>UW Communicable Disease Guidance (Plan)</td>
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<td><strong>Appendix C</strong></td>
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<td>EOC Forms</td>
<td>Seattle Campus Mass Assembly Areas</td>
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<td><strong>Appendix G</strong></td>
<td><strong>Annex 7</strong></td>
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<tr>
<td>List of Acronyms</td>
<td>(RESERVED)</td>
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Cross Reference Chart (Matrix)

**Table 1**, Cross Reference Chart for the UW Comprehensive Emergency Management Plan, lists the correlation of the UW Emergency Management Plan Functions with the Federal and State of Washington Emergency Support Functions (ESFs).

<table>
<thead>
<tr>
<th>UW FUNCTIONS</th>
<th>FEMA Emergency Support Functions (ESFs)</th>
</tr>
</thead>
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<td>Emergency Policy (Institution-wide)</td>
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<tr>
<td>EOC Management (Command)</td>
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<tr>
<td>Policy Group Liaison</td>
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<tr>
<td>Worker Safety &amp; Health</td>
<td>ESF Support Annex: Worker Safety &amp; Health</td>
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<tr>
<td>EOC Administration &amp; Support</td>
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<tr>
<td>Emergency Public Information</td>
<td>ESF 15 - External Affairs</td>
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<tr>
<td>Liaisons</td>
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<td>Operations Section Management</td>
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<tr>
<td>Campus Infrastructure &amp; Public Works</td>
<td>ESF 3 Public Works &amp; Engineering</td>
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<tr>
<td>Communications &amp; Computing</td>
<td>ESF 2 Communications</td>
</tr>
<tr>
<td>Hazardous Materials Response</td>
<td>ESF 10 - Oil &amp; Hazardous Materials Response</td>
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<tr>
<td>Mass Care, Housing &amp; Human Services</td>
<td>ESF 6 - Mass Care, Emergency Assistance, Housing &amp; Human Services</td>
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<tr>
<td>Medical Services</td>
<td>ESF 8 - Public Health &amp; Medical Services</td>
</tr>
<tr>
<td>Public Health</td>
<td>ESF 13 - Public Safety &amp; Security</td>
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<tr>
<td>Public Safety &amp; Security</td>
<td>ESF 9 - Search &amp; Rescue</td>
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<tr>
<td>Search &amp; Rescue</td>
<td>ESF 5 - Emergency Management</td>
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<td>Planning Section Management</td>
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<td>Situation Status &amp; Documentation</td>
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<tr>
<td>Building Inspection/Damage &amp; Needs Assessment</td>
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<td>Capital &amp; Space Planning</td>
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<td>Logistics Section Management</td>
<td>ESF 7 - Logistics Management &amp; Resources Support</td>
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<td>Resources Support &amp; Procurement</td>
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<tr>
<td>Transportation &amp; Vehicle Support Services</td>
<td>ESF 1 - Transportation</td>
</tr>
<tr>
<td>Finance Section Management</td>
<td></td>
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<tr>
<td>Emergency Accounting</td>
<td>ESF Support Annex: Financial Management</td>
</tr>
<tr>
<td>Payroll</td>
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<tr>
<td>Insurance/Claims</td>
<td></td>
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<td>Legal Counsel</td>
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<tr>
<td>Long Term Recovery</td>
<td>ESF 14 - Long-Term Community Recovery</td>
</tr>
</tbody>
</table>
Section II

UW Campus EOC Organization and Functions

Emergency management (preparedness, response, and recovery) requires the establishment of a strategic organization comprised of the most important or critical functions of the University, many of which have established Unit Response Centers (URCs) that are required when activated provide a liaison to the UW EOC to serve in the Operations Section see the Emergency Operations Center Functions in Figure 4 of the current URCs for the University.

Consistent with the International Emergency Management standards of the Incident Command System (ICS), the UW Emergency Operations Center organization plan follows the standard 5-section + three (team) structure as the basis for organizing emergency planning and response. The eight EOC Sections are color-coded as follows:

1. EOC Management *(Royal Blue)*
2. Operations *(Red)*
3. Planning *(Light Blue)*
4. Logistics (and Resources) *(Yellow)*
5. Finance (& Administration) *(Green)*
6. News & Information *(Maroon)*
7. Liaisons *(Orange)*
8. Policy Group / EPC *(Husky Purple)*

- The UW Campus emergency response/recovery organization is based on these Sections, shown on the Emergency Operations Center Functions in Figure 4.

- A description of the functions of the EOC are provided in Table 2-A – EOC Management and Support Functions, Table 2-B EOC Operations Functions, Table 2-C EOC Planning Functions, Table 2-D EOC Logistics Functions, and Table 2-E Finance and Administration Functions. Please note that each team has a Section Chief function included in the Tables.

- Checklists for each department/unit are in Section 3 of this plan and provide specific responsibilities. The responsibilities in the checklists are for work in the EOC and do not address emergency response operations or business resumption functions, which are not managed at or from the EOC.
Appendix A lists the primary & support department/unit assignments to these positions.
University of Washington Emergency Operations

Joint Information Center (JIC) Liaison to Crisis Communications Team

Internal Liaison(s) to University Groups (Including Bothell & Tacoma Campuses)

Operations Section
- Campus Infrastructure & Public Works
- Communications & Computing
- Hazardous Materials Response
- Mass Care, Housing & Human Services
- Medical Triage/First Aid
- Public Health & Medical Services
- Public Safety & Security
- Search & Rescue

Planning Section
- Situation Status & Documentation
- Building Inspection/Damage & Needs Assessment
- Capital & Space Planning

Logistics Section
- Resources Support & Procurement
- Transportation & Vehicle Support Services
- Volunteer & Donations Management

Finance/Admin
- Emergency Accounting
- Payroll
- Insurance/Claims
- Legal Counsel
- Long Term Recovery

EOC Director

University C Schools and Departments (Deans)

External Liaison(s) to Outside Agencies (city, county, state, federal)

EOC Admin/Support Staff & Worker Safety Officer

University of Washington Emergency Management Plan

SECTION 2

February 2017
## Table 2 - A
### UW EOC MANAGEMENT FUNCTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Capabilities</th>
</tr>
</thead>
</table>
| Emergency Policy Council (EPC)        | • Provide executive leadership to the University during emergencies in which the academic and research programs are interrupted or normal business cannot be conducted.  
• Executive coordination with the Governor’s Office & Board of Regents.  
• Direction and coordination with the Faculty Senate, Deans and Directors of Research and University Programs and EOC Management Group/EOC Director. |
| EOC Management (Command)              | • Provide overall leadership within the EOC  
• Coordinates the campus-wide response and recovery efforts  
• Activates, deactivates the EOC  
• Provides liaison to Senior UW Leadership for all policy matters  
• Ensures that the EOC operations are conducted according to State and UW policies and procedures |
| EPC (Cabinet) Liaison                 | • Liaison to Senior UW Leadership (UW Policy Group) for all policy matters |
| Worker Safety & Health                | • Worker safety and health needs assessment  
• Health and safety plans  
• Personal protective equipment  
• Response and recovery worker health and medical surveillance |
| EOC Administration/Support            | • Provide staff support to all functions and positions in the EOC.  
• Oversee the main EOC switchboard, general EOC email account, and fax lines.  
• (via UW-IT staff) provide support to EOC responders with computers, phones, and general telecom and data network connectivity  
• Assistance with computer logins and printer connectivity |
| Emergency Public Information          | • Oversee all official communication from the University, including an internal message to Faculty, Staff, Students, Employees, etc.; media; external communication other than operational coordination. |
| Liaisons                              | • Provides situation status updates to the UW EOC responders and planners  
• Represents internal (i.e. UW-Bothell & UW Tacoma) and external (i.e., City of Seattle, King County, State of Washington) stakeholders in the EOC |
## Table 2 – B
### UW EOC OPERATIONS FUNCTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations Section Management</strong></td>
<td>• Overall direction, management, and coordination for all operational functions of the EOC that are part of the Operations Section.</td>
</tr>
<tr>
<td></td>
<td>• Establish operational priorities and strategies.</td>
</tr>
<tr>
<td></td>
<td>• Ensure effective field incident response and the management of operational resources.</td>
</tr>
<tr>
<td><strong>Campus Infrastructure &amp; Public Works</strong></td>
<td>• Protection and emergency repair of campus buildings, power, water utilities, roadways, and grounds.</td>
</tr>
<tr>
<td><strong>Communications &amp; Computing</strong></td>
<td>• Restoration and repair of telecommunications infrastructure on campus.</td>
</tr>
<tr>
<td></td>
<td>• Protection, restoration, and sustainment of cyber and information technology resources.</td>
</tr>
<tr>
<td><strong>Hazardous Materials Response</strong></td>
<td>• Prevent, minimize or mitigate a release</td>
</tr>
<tr>
<td></td>
<td>• Detect and asset the extent of contamination</td>
</tr>
<tr>
<td></td>
<td>• Stabilize the release and prevent the spread of contamination</td>
</tr>
<tr>
<td></td>
<td>• Analyze options for environmental cleanup and waste disposition</td>
</tr>
<tr>
<td></td>
<td>• Implement environmental cleanup</td>
</tr>
<tr>
<td></td>
<td>• Store, treat and dispose of hazardous materials</td>
</tr>
<tr>
<td><strong>Mass Care, Housing &amp; Human Services</strong></td>
<td>• Sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members.</td>
</tr>
<tr>
<td></td>
<td>• Work with appropriate UW units to evaluate the need for employee support services and develop the information necessary to evaluate and plan for their delivery. (Suggest moving to checklist)</td>
</tr>
<tr>
<td></td>
<td>• Participates in the assessment of needs for emergency employee replacements to support essential functions. Takes steps necessary to find individuals who can meet institutional needs of for emergency staffing.</td>
</tr>
<tr>
<td>Function</td>
<td>Capabilities</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Medical Services  | • Field medical response on campus  
                        • Field emergency triage  
                        • First Aid  
                        • Patient evacuation  
                        • Patient Care  
                        • Medical care personnel  
                        • Health/medical equipment and supplies  
                        • Mass fatality management |
| Public Health     | • Health surveillance  
                        • Food safety and security  
                        • Public health and medical information  
                        • Potable water/wastewater and solid waste disposal |
| Public Safety & Security | • General law enforcement assistance  
                        • Access control  
                        • Site security  
                        • Traffic and crowd control  
                        • Force Protection |
| Search & Rescue   | • Distress monitoring, communications, the location of distressed personnel, coordination and execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance.  
                        • Lifesaving assistance |
### Table 2 – C
**UW EOC PLANNING FUNCTIONS**

<table>
<thead>
<tr>
<th>Function</th>
<th>Capabilities</th>
</tr>
</thead>
</table>
| Planning Section Management             | • Overall management and analysis of disaster/incident information and assessment of impact and damage to the University systems, properties, facilities and capability to occupy buildings.  
                                       | • The Planning Chief is a member of the EOC Leadership team                  |
| Situation Status & Documentation        | • Receive, analyze, track and assess information regarding the situation, damage, and interruption to the University properties and programs.  
                                       | • Maintain a general EOC log documenting major actions and decisions of the EOC. |
| Building Inspection/Damage & Needs Assessment | • Coordinate building and facility inspections to assess for structural damage after an earthquake or incident.  
                                           | • Analyze status reports and inspection reports to identify damaged properties.  
                                           | • Track damage and evaluate for estimates for damage, loss and reconstruction/repair costs. |
| Capital & Space Planning                 | • Manage maintenance, repair, and construction of projects for critical University services and facilities.  
                                       | • Coordinate, gather and disseminate information to UW tenants and property owners of major off-campus leased spaces. |
### Table 2 – D

#### UW EOC LOGISTICS FUNCTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Capabilities</th>
</tr>
</thead>
</table>
| **Logistics Section Management**      | • Ensures that the Operations Section (as well as other non-represented UW response field units) and support agencies are able to perform their response activities with adequate resources, supplies, personnel, and supplies – including human capital.  
• The Logistics Chief is a member of the EOC Leadership team |
| **Resource Support & Procurement**    | • Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including University supplies, equipment, materials, and services  
• Procurement and contracted resources and services  
• Coordinate and support documentation of emergency procurement with the Finance Team |
| **Transportation & Vehicle Support Services** | • Monitor and report status of and damage to transportation systems and infrastructure on and around campus.  
• Identify temporary alternative transportation solutions.  
• Support emergency operations, including transport of emergency personnel, equipment, supplies and injured persons.  
• Maintain inventory of all available transportation (vehicles) and support (fuel, supplies and drives.) |
| **Volunteer & Donation Management**   | • Coordinate the overall management of expedient (spontaneous unaffiliated) disaster response and recovery volunteers  
• Coordinate the solicitation, receipt, and distribution of donations (both material/supplies and monetary) to the UW after an event. |
Table 2 - E

UW EOC FINANCE FUNCTIONS

<table>
<thead>
<tr>
<th>Function</th>
<th>Capabilities</th>
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</table>
| Finance & Administration Section Management | • Provide overall management of financial accounting and analysis for the emergency response.  
• Keep the EOC Director and Emergency Policy Council advised of the total cost-to-date of the emergency response, estimated losses, and financial impacts of the emergency to University businesses, programs and facilities.  
• Oversee the tracking and documentation process for FEMA application and insurance claims.  
• The Finance/Admin. Chief is a member of the EOC Leadership team. |
| Emergency Accounting             | • Establish an accounting process for tracking expenses for procurement of services, contracts and/or mutual aid from the EOC.  
• Establish accounting numbers for tracking expenses. |
| Payroll                          | • Coordinates the payment of UW employees and staff during and after an emergency or disaster and develops alternate payment methods if the primary payroll processes are impacted. |
| Insurance/Claims                 | • Assist EOC staff (either on-site or via phone consultation) with insurance and liability claims information and information-sharing.  
• Provide subject matter expertise on both issues as the event evolves toward the recovery stage. |
| Legal Counsel                    | • Attorney General’s Office for the UW will be available for advice and consultation on all legal matters involving the University’s emergency response activities.  
• Representatives may not be physically present in the EOC, but must be available electronically (via phone) to the EOC and/or Emergency Policy Council representatives. |
| Long Term Recovery               | • Prepare and maintain the FEMA public assistance documentation information package.  
• Maintain the documentation files and support the disaster assistance application process.  
• Attend the FEMA briefing program to start the official process. |
### Checklist 1

#### UW Emergency Policy Council (President’s Cabinet)

**Primary Responsibilities**

- Proclaim University emergencies, and coordinate institution-wide policies in consultation with the activities of UW Campus Emergency Operations Center (EOC)
- Notify and inform key University constituents and stakeholders, including the Board of Regents, the Governor’s Office, and elected officials
- Issue directives regarding the overall status of the University Campus, programs, and operations
- Provide direction for the resumption of research and educational programs
- Coordinate policy matters with the UWMC and University schools and departments

**Actions**

1. When notified of an emergency that threatens the University or interrupts University operations and/or programs, convene to address the situation status, collect information and issue emergency communications. The emergency meeting room is UW Tower, Room C-140E.

2. If the event is severe and the University Campus EOC has activated the Campus-wide plan, issue an Executive Declaration of a Disaster at the University. Communicate this officially to the Governor’s Office and other key constituents.

3. Notify and communicate with the Academic and Research Departments (via Deans), Administrators and Student Life regarding the University’s status.

4. Issue official emergency policy statements, orders and notices to support and manage the University’s Emergency Response and Recovery Operations.

5. Establish emergency task forces and committees to address special contingencies for urgent program support or critical decisions, pertaining to key University programs and processes.

6. Provide direction and vision to the University and the University Campus EOC for the recovery of programs and post-event plans of restoration.

7. If the emergency is contained or as it lessens, the Emergency Policy Council may wish to appoint one representative to be the 24-hour contact to the EOC. The full group can be convened again if needed for emergency business, or for regular status reports.

**Deactivation and Recovery**

8. Issue executive policies to direct and support the recovery of services and programs.

9. Provide official contact to the Governor’s Office and elected officials to petition state and federal disaster assistance programs for the University. Officially assign an “Applicant Agent” to apply for federal funds.

10. Conduct post-disaster briefings to identify key lessons and learning’s for the improvement of the University’s disaster preparedness program.
## Checklist 2

### EOC Director

### Primary Responsibilities

- Activates the UW Campus Emergency Operations Center
- Manage the EOC’s overall delegated authority to direct and control all university resources during the emergency response phase *(as authorized by the Emergency Policy Council directives and emergency proclamations)*
- Coordinates the overall EOC management with the University Schools and Departments, UW Tacoma and UW Bothell.
- Represents the UW Campus EOC and emergency response operations to the City of Seattle, King County, State of Washington EOC and other outside agencies.
- Establishes overall objectives and strategies for the UW Campus emergency response and recovery
- Handles EOC staff Issues and policy regarding EOC operations
- Obtains authorization for large expenditures and/or emergency programs from the UW Emergency Policy Council.
- Is succeeded by Planning Section Chief
- Deactivates the EOC.
- Manages the transition to recovery.
- The EOC Director is a member of the EOC Leadership team

### Actions

1. **When aware of and informed of any emergency or pending emergency, which may affect UW Campus properties, employee and/or operations, report to the UW Campus Emergency Operations Center.**

2. **Assign a staff assistant to keep log of your activities and keep it current throughout the emergency response. The Assistant also serves as a runner for the EOC Management Team during the activation.**

3. **Obtain as much information as possible about the emergency. Meet with the Operations Section Chief and the Planning Section Chief to identify the following:**
   - Primary event or cause of the emergency
   - Status of operations
   - The current overall situation at the UW Campus, including:
     - Power/Utilities & Communications
     - Major Damage to Buildings and Facilities
     - UW Medical Center (and other medical care facilities owned/operated by the UW)
     - Status of research programs and lab animals
     - Status of UW employees, research departments, academic programs, and students
     - Major events and activities on Campus
     - Other critical programs or activities at UW
### Checklist 2

**EOC Director - continued**

#### Actions - continued

4. Based on the above information, determine the following:
   - Level of emergency activation of the EOC *(Level 1, 2, or 3)*
   - Primary activity of the EOC (i.e., coordination of information to key constituents, public information, readiness in the event of escalating needs, full-scale emergency coordination, etc.)

5. Call to duty, those positions, and functions needed for the emergency response. If the potential for emergency response is great, it is better to overstaff initially than to try to later “catch up” to the needs of the situation.

6. Select alternate EOC Director(s) from available employees and other EOC team members.

7. The EOC Director manages all other Section Chiefs/teams and operations during prolonged emergency activations. The EOC Director meets with and confers with the EOC Management Team (Section Chiefs) to determine the overall University response and strategy, approve and authorize emergency expenditures for response operations, and coordinate operations with the other University departments. There is always an EOC Director during an activation of the UW Campus EOC.

8. As the EOC Section Chiefs arrive, meet with them to establish an initial EOC Action Plan. Follow the template provided with this checklist. Establish the immediate actions, next hour actions, and short-term actions. Work with each of the EOC Section Chiefs to establish a joint process for sharing information and coordinating emergency operations. Establish a process and schedule for conducting EOC briefings and announcing major decisions and information. The EOC Director may meet with the EOC Section Chiefs more frequently to manage the operations.

9. Activate the EOC Administrative (Support) Staff to set up the EOC facility and support the EOC staff with supplies and services.

10. Notify the UW Emergency Policy Council of the activation and provide status reports and updates. Request the activation of the group, if needed, to address policy issues and executive decision-making. If the UW Emergency Policy Council will be needed for extended hours, obtain contact information and/or arrange for one or two members to serve as primary contacts during non-business hours. If the emergency is severe, request the continual activation of one or two members of the UW Emergency Policy Council.

11. Activate the External Liaison positions to support the contact and notification to the City of Seattle and other jurisdictions.

12. Activate the Internal Liaison to contact and notify UW departments, schools and the other Campuses (not represented in the EOC).

13. Address staff issues and policies regarding EOC operations. Keep in mind that people from multiple departments who may have differing policies and operational priorities, staff the EOC. It is essential that the EOC staff support the EOC management decisions, and are able to communicate the priorities of the EOC to their respective Unit Response Centers and departments.
14. Review and update the EOC Action Plan as presented by the Operations Team, with a focus on the transition to recovery as the emergency subsides. Work with the Planning Leader to continually reassess the situation and update damage and emergency response costs.

15. Continue to update the EOC Action Plan every hour or as needed. Number and post-EOC Action Plan in sequence. Bring together the EOC Section Chiefs to review and implement the Action Plan. Lead periodic briefings with the entire EOC to communicate status and the EOC Action Plan. Update the UW Emergency Policy Council and recommend policy decisions, as needed.

16. Contact the City of Seattle, King County and State EMD EOCs with UW EOC activation information.

17. If this is an earthquake emergency, plan for the eventuality of aftershocks. Buildings and facilities will need to be rechecked after significant shaking.

18. With the Operations Section Chief, evaluate the Operations Action Plan to ensure the overall plan is consistent with the University’s response priorities. Pre-identified priorities are (these may not be in prioritized order, depending on the situation and conditions of the emergency):
   - Life safety - protection of lives and care of the injured
   - Restoration of critical utilities
   - Containment of hazards - protection of University employees, students and the public
   - Student care
   - Animal care
   - Protection of critical research project operations (power dependent)
   - Protection of the environment
   - Protection of property from further damage
   - Support to people on-site
   - Communication to all University employees and students
   - Protection of research and academic work-in-progress documentation and on-site files
   - Restoration of networks and information systems
   - Prevention of loss and damage to high-value assets
   - Clean-up and occupancy of buildings
   - Restoration and resumption of University business and programs

19. Ensure the Action Plan is understood by each Section Chief in the EOC & communicated to the URCs.

20. Evaluate the plan for the following:
   - Staffing requirements
   - Transportation problems affecting the delivery of equipment and supplies and/or the ability of individuals to move to and from home and the University.
   - Weather conditions
   - Equipment and supplies

21. Work with all EOC Section Chiefs and associated departments to ensure adequate staffing and support

22. Work closely with the News and Information Team to provide emergency public information to the Campus and public.

23. Communicate with and coordinate operations with the UWMC, as able. Determine if consolidated services and/or joint operations may be of value to the overall emergency response.
### Checklist 2

#### EOC Director - continued

<table>
<thead>
<tr>
<th>Actions – continued</th>
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<tbody>
<tr>
<td>24. Based on the information and advice from the Operations Section Chief and the Planning Section Chief, determine the capability of UW resources to address the overall response. If UW is about to exhaust all UW resources, determine the best sources for additional resources: mutual assistance, temporary hires, or contracted services. Each alternative has benefits and disadvantages. Also, each alternative, if used within the federal program guidelines, is eligible for cost reimbursement under the federal FEMA disaster assistance programs. If mutual aid is requested, determine the following:</td>
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<tr>
<td>- Type of assistance needed</td>
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<td>- Location</td>
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<td>- Tasks and duties to be performed</td>
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<tr>
<td>- UW person who will coordinate</td>
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<tr>
<td>- Food, water, sanitation and lodging resources available for support</td>
</tr>
<tr>
<td>25. If requests for UW services and resources are received from the City of Seattle, King County or other organizations, determine the availability of UW resources and assess whether these resources will be needed at the UW. The most likely request will be for the UW to provide a public shelter site for the American Red Cross to support the local neighborhoods if there is extensive damage or a large evacuation. Determine if the UW can provide the service needed from the UW to support the public needs.</td>
</tr>
<tr>
<td>26. Be prepared to support the UW Medical Center with operational responses, as needed.</td>
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<tr>
<td>27. Provide staff for 24-hour EOC operations, if needed.</td>
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<tr>
<td>28. Begin the development of a transition plan to support recovery and resumption of normal operations and the re-opening of the Campus (if closed or suspended operations).</td>
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</table>

### Deactivation and Recovery

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<thead>
<tr>
<th>Actions</th>
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<tbody>
<tr>
<td>29. Plan for the transfer of response operations to normal procedures. With the UW Emergency Policy Council, assign staff to the UW Recovery Team. Develop a transition and recovery plan, which allows for the resumption of normal operations and business support in UW facilities. If these services are not available, plan for resuming critical programs at alternative locations. Include a communications plan for full implementation of the UW recovery plan.</td>
</tr>
<tr>
<td>30. Provide all documentation to the FEMA/Recovery Team Leader position for Disaster Public Assistance Program applications.</td>
</tr>
<tr>
<td>31. Provide necessary documentation to Risk Services for claims on insured properties.</td>
</tr>
<tr>
<td>32. Lead the EOC Management Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations.</td>
</tr>
</tbody>
</table>
### Checklist 3

**Emergency Policy Council (EPC) Liaison**

#### Primary Responsibilities

- Initiate and maintain contact with UW Seattle EOC specifically with the EOC Director and EOC Management Team
- Assist with relaying essential information and/or to receive status reports, as requested by the EOC Director and the EOC Management Team to the UW Emergency Policy Council (EPC)/Cabinet
- Evaluates and endorses other emergency protective action recommendations (evacuation, shelter-in-place, etc.)

#### Actions

1. Report or call into the EOC.
2. As necessary convenes the EPC and provide situation updates that need policy level decision making
   - Assist in facilitating discussions to ensure that policy level decisions are made in a timely manner.
3. Consults with the EPC and the EOC Manager to develop strategic goals to mitigate and resolve the current incident and communicate policy level strategic goals to the EOC Director.
4. Ensure that the UW EPC are thoroughly briefed on a routine and regular basis on the situation.
5. Participates in local, regional, state and/or national briefings that may include conference calls, Regional Communication, State level communication, video conferences, etc.

#### Deactivation and Recovery

5. Ensures all of the UW EPC are aware of the transition to recovery operations.
6. Support the transition to recovery by communicating and coordinating with the UW Policy Group.
### Checklist 4

**Safety Officer**

### Primary Responsibilities

- Obtain briefing from Incident Commander and/or from EOC Director.
- Identify and mitigate hazardous situations associated with the incident.
- Exercise emergency authority to stop and prevent unsafe acts.

### Actions

6. Obtain a briefing from the EOC Director

7. Ensure adequate levels of protective equipment are available and being used.

8. Staff and organize function, as appropriate:
   - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline
   - Multiple high-risk operations may require an Assistant Safety Officer at each site
   - Request additional staff through incident chain of command

9. Debrief any Assistant Safety Officers prior to Planning Meetings. Ensure adequate sanitation and safety in food preparation

10. Prepare Incident Action Plan safety and risk analysis plans

11. Participate in Planning and Tactics Meetings:
   - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics
   - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions

14. Participate in the development of an incident action plan:
   - Review and approve Medical Plan
   - Provide safety message and/or approved document

### Deactivation and Recovery

15. Participate in post-incident debriefing meetings to identify areas of improvement for safe EOC operations and coordination of field emergency operations.

16. Prepare accident report as per UW policies, procedures, and direction.

17. Recommend corrective actions to EOC Director, Incident Commander(s) and Risk Management.
# Checklists

## SECTION 3

### Checklist 5

**EOC Administration and Support Staff**

**Primary Responsibilities**

- Assist in the Set-up and provide ongoing support staff to the EOC facility (primarily EOC switchboard and sign-in/out table)
- Support the EOC Management Team and all staff in the operation of the EOC.
- UW-IT computer and phone support.
- Provide general EOC facility assistance and respond to general questions from EOC responders.

**Actions**

1. Assist staff with setting up their positions. Keep track of EOC activities and facilitate the exchange of information between teams and staff.
2. Provide ongoing support to the EOC Management Team, EOC Director and EOC Team Leads to facilitate EOC briefings and operations.
3. Manage the main EOC switchboard phones and route calls as appropriate.
4. Update the various “current EOC staff” organization chart
5. Work with appropriate food services and building management staff to ensure that visitors are aware of delivery locations for food/drinks as well as the current condition of custodial and restroom conditions.
6. Assure that all EOC responders sign in and out of the EOC.
7. UW-IT staff to work with EOC responders to ensure that they have access to phones, computers, network systems, and printers. Provide assistance and troubleshooting services as needed.

**Deactivation and Recovery**

8. Shut down the EOC and forward all logs and reports to the Situation Status position for documentation.
# Checklist 6

## Internal Liaison(s)

### Primary Responsibilities

- Initiate and maintain contact with UW Campuses, departments and key staff as requested by the EOC Director and EOC Management Team.
- Assist with relaying essential information and/or to receive status reports, as requested by the EOC Director and the EOC Management Team.

### Actions

1. Report or call into the EOC.
2. As directed by the EOC Management Team and the EOC Director, contact UW Campus Departments, UW Tacoma, and UW Bothell to receive reports and exchange information.
3. Relay reports of buildings and systems status to the Operations Section Chief and others in the EOC who need to know the information.
4. Support the recruitment of volunteer staff from UW departments.
5. Support the News and Information Team’s dissemination of information.

### Deactivation and Recovery

6. Support the transition to recovery by communicating and coordinating with Campus departments.
**Checklist 7**

**External Liaison(s)**

**Primary Responsibilities**

- Initiate and maintain contact with the City of Seattle, King County, State of Washington and other external organizations and EOCs
- Assist with relaying essential information and/or to receive status reports, as requested by the EOC Director and the EOC Management Team

**Actions**

1. Report to the EOC.

2. As directed by the EOC Management Team and the EOC Director, contact:
   - The City of Seattle EOC
   - King County ECC
   - State of Washington EOC
   - Other organizations and agencies

3. Relay reports of buildings and systems status to the Operations Section Chief and others in the EOC who need to know the information.

4. Support the News and Information Team’s dissemination of information.

**Deactivation and Recovery**

5. Support the transition to recovery as needed by communicating with the external agencies.
Checklist 8

Media Relations & Communications (PIO)

Primary Responsibilities

- Develop official messages for all groups of the University Emergency Response, UW Emergency Policy Council, EOC Management Team and the EOC staff. Oversee activities of the most-current UW Crisis Communications Plan.
- Coordinate with and support the UWMC EOC Public Information Officer (PIO)
- Serve as the point of contact for the EOC for media
- Serve as the primary conduit of critical EOC/event/incident information to the off-site Crisis Communications Team (coordinated via the Media Relations and Communications Office) – see Crisis Communications Plan in Annex 1
- Assist in the collection, preparation, and dissemination of information to:
  - University faculty and staff
  - Students
  - UWMC EOC
  - News media
  - The public
- Coordinate all news media contacts
- Prepare news releases, employee bulletins, and the basic message for recorded messages
- Update and monitor various Social Networking sites (e.g. Twitter, Facebook)
- Hold news conferences and arrange for interviews (in coordination with Medical Relations and Communications)
- Implement rumor control procedures
- Assist in the participation of joint press releases and broadcasts with other agencies, as appropriate
- Support the Academic and Administration Departments with disseminating information regarding the resumption of programs and processes for alternative classes, etc.

Actions

1. Report to the University Campus EOC. Establish communication and coordination between the University Campus EOC, a Media Center (may be at the News and Information Offices), UWMC EOC and the Crisis Communications Team

2. Serve as the official University spokesperson to the news media and for all public information purposes, or select appropriate staff, as needed to respond to specific inquiries. Coordinate such selections with the Emergency Policy Council. If the crisis is severe, consider requesting the President to be the official spokesperson to national media and federal agencies.

3. Work with UW Information Technology as soon as possible and if the telephone service is operational, have a recorded message on the Employee Hot Line. Work with the Internal Liaisons to augment outgoing notifications and calls, as needed.
## Media Relations & Communications (PIO) - continued

### Actions - continued

4. Establish contact and coordinate with the City of Seattle Public Information Officers (PIO’s), the State of Washington EOC, and any other agency involved in the response and emergency information with the University. Coordinate information so that a consistent message is sent out with respect to the University. Seek to get University information included in the City and County updates and media releases. This strategy will assist the University in getting key information to staff, employees, students, family members and other concerned parties in the area, as part of the state Emergency Alert System (EAS) messages. Include information such as:
   - The University is (open/closed/suspended operations) for normal (work/business) until (day/time)
   - Staff are requested to (come to work/stay home/call this number)
   - Anyone needing information regarding the University should call 1-866-897-4636 if normal telephones are down

5. Ensure that news media representatives are not allowed into the University EOC or any other restricted area of the University. Redirect media representatives, as able, to a media center. Coordinate with the Operations Section Chief regarding news media access to field incident areas. If possible, provide Public Information staff to meet with news media representatives who wish to inspect the Campus and escort them.

6. Gather information from Situation Status, Damage Assessment, and others in the University Campus EOC. Verify all information and obtain approval from the EOC Director before releasing. Provide information to the Crisis Communications Team, attend all EOC Section Chief briefings and provide updated information to the UW Emergency Policy Council. Be prepared with information about the incident size, cause, ongoing situation, resources, and other information such as background on the University.

7. Have news releases prepared and approved by the EOC Management Team, coordinate with UWMC EOC, and disseminate to the news media.

8. Issue messages via UW Alert, on employee information bulletins, student information bulletins, and the Employee Hot Line number to keep all constituents informed.

9. Forward news releases and other prepared statements to the Internal/External Liaison positions for distribution.

10. Implement rumor control procedures, coordinating closely with all University Campus EOC Staff to verify and correct all errors and misstatements; ensure all audiences are notified of the corrections.

### Deactivation and Recovery

11. Support the Recovery Team with a communications plan to disseminate information regarding:
   - The resumption of research programs
   - The resumption of academic programs and classes
   - Work locations (if changed)
   - Status of University business departments
   - Letters and communications to key constituents and Stakeholders in University programs
### Checklist 9

**Operations Section Chief**

#### Primary Responsibilities

- Provides the overall coordination and leadership to the University’s emergency response operations
- Leads the Operations Team in the development and implementation of the EOC Operational Action Plan, establishing response priorities and strategies
- Relays the information to other Section Chiefs in the EOC and participates in the EOC Management Team regular update sessions
- Serves as a backup to the EOC Director when the EOC Director and/or Management Team has not yet activated
- Ensures the EOC Planning and Logistics functions and services are in support of emergency operations
- Supports mutual aid and resource allocation requests, as needed (i.e. not handled by standard mutual aid channels)
- Supports News and Information and the EOC Management Team with operational information and coordination

#### Actions

1. When aware of or notified that the University is experiencing a significant emergency or crisis, report to the EOC.

2. Assign a staff assistant to keep a log of your activities and keep it current throughout the emergency response. The assistant also serves as a runner for the Operations Team during the activation.

3. Activate all necessary functions on the Team. Requests status reports on whether department-specific Unit Response Centers (URCs) are being or are available to be activated and plan accordingly.

4. Evaluate the overall emergency response operations and determine the first plan of action for the University emergency response. Establish field Incident Command Posts, as needed, to provide scene incident command on Campus. Incident Commanders may communicate directly with the EOC or with the appropriate URC. If further communications at a Command Post between the EOC and the Command Post is needed, assign staff with a radio to the Command Post to assist with communications. It is essential that communications between the EOC and the Command Post are open if needed.

5. Lead the Operations Team in establishing emergency response priorities, current actions, and next steps. Identify the deployment and actions of each response department. Identify and report resources needed, to the EOC Management Team. As the action plan is authorized, forward requests for resources to the Logistics Team.
### Checklist 9
### Operations Section Chief - continued

#### Actions – continued

6. With the EOC Management Team, evaluate the Operations Action Plan to ensure the overall plan is consistent with the University's response priorities. Pre-identified priorities are (these may not be in prioritized order, depending on the situation and conditions of the emergency):

- Life safety - protection of lives and care of the injured
- Restoration of critical utilities
- Containment of hazards - protection of University Staff and the public
- Student care
- Animal care
- Protection of critical research project operations (power dependent)
- Protection of the environment
- Protection of property from further damage
- Support to employees and emergency responders on scene of the incident
- Communication to all University employees and students
- Protection of research and academic work-in-progress documentation and on-site files
- Restoration of networks and information systems
- Prevention of loss and damage to high-value assets
- Clean-up and occupancy of buildings
- Restoration and resumption of University business and programs

7. Ensure the Action Plan is understood by each Operations Team member in the EOC and communicated to the URCs. Include warnings, information on critical safety issues and information on support services, including food, water, and sanitation. Each URC will need to report back to the Operations Team with their implementation plan and needs and keep the EOC updated on operations.

8. Coordinate and communicate the Action Plan to the EOC Management Team and the EOC Section Chiefs. Continually update Situation Status.

9. Request support from the Planning Team for rescue operations and any condition in which building safety or structural safety is questioned.

10. Lead the Operations Team to efficiently utilize University resources in order to control the emergency and restore essential services.
Checklist 9

Operations Section Chief - continued

### Actions – continued

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<tr>
<td>11.</td>
<td>If existing University public safety resources are not sufficient, determine the need for mutual aid requests. The Police Department will handle mutual aid requests via their URC. For all other types of mutual aid requests, forward to the EOC Management Team for authorization and follow through by the Logistics Team.</td>
</tr>
<tr>
<td>12.</td>
<td>Operations with other agencies may be coordinated:</td>
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<tr>
<td></td>
<td>• Directly with the URCs</td>
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<td></td>
<td>• From the UW Campus EOC to the other agencies</td>
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<td></td>
<td>• Via the External Liaison(s)</td>
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<tr>
<td>13.</td>
<td>Be prepared to support the UW Medical Center with operational responses, as needed.</td>
</tr>
<tr>
<td>14.</td>
<td>Continually update the Action Plan and collate the overall emergency response information to keep track of the Campus response. Major operations should be posted in Situation Status.</td>
</tr>
<tr>
<td>15.</td>
<td>Utilize resources directly from and with the URCs. As additional resources and support is needed, advise the EOC Management Team and Logistics Section Chief to procure resources.</td>
</tr>
<tr>
<td>16.</td>
<td>If the Campus will be closed, work with the Police URC to prepare a plan for a large-scale egress from the University and for securing the University facilities during and immediately following emergency operations.</td>
</tr>
<tr>
<td>17.</td>
<td>Continue to lead the Operations Team to analyze the overall situation and identify anticipated needs, anticipated recovery operations, areas of support, and other contingencies to control and contain the emergency.</td>
</tr>
<tr>
<td>18.</td>
<td>As the emergency subsides, the transition to normal operations. Continue to staff the Operations Section Chief until the Operations Team is deactivated.</td>
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### Deactivation and Recovery

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<tr>
<td>19.</td>
<td>Plan for the transition of operations to University department management.</td>
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<tr>
<td>20.</td>
<td>Provide all documentation to the FEMA/Recovery Team position for FEMA Disaster Assistance Program applications.</td>
</tr>
<tr>
<td>21.</td>
<td>Provide necessary documentation to Risk Services for claims on insured properties.</td>
</tr>
<tr>
<td>22.</td>
<td>Lead the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations</td>
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Checklist 10

UW Police

Primary Responsibilities

- Coordinate between the Police Command Center, Incident Command Post, and the EOC Ops Chief
- Communicate with Police Incident Commanders, as needed
- Provide police and law enforcement analysis and intelligence to the Operations Team Action Plan
- Communicate EOC priorities and operational information to the Police Command Center
- Provide back-up to the Operations Section Chief

Actions

1. Report to the EOC. Establish communication with the Police Command Center (Police Department Unit Response Center). Provide a report on Police Department operations, indicating where police resources are deployed and how many units are available.

2. Based on the Operations Team Action Plan, coordinate with the Police Command Center how the police resources will be assigned and who will be in charge of incidents on Campus. Determine if the EOC Operations Team should be in direct communication with Incident Commanders. If so, establish radio contact with the Police Incident Commander(s).

3. As the police representative on the Operations Team, provide action plans for police operations as part of the plan, including:
   - Search and rescue of trapped victims
   - Large structural fires (it may be necessary to request a Fire Department Liaison in the EOC)
   - Law enforcement and crime investigation
   - Security and individual protection
   - Evacuation or relocation
   - Traffic control, access, and egress
   - Police support to other operations

   Coordinate the details of these plans and tasks with the Police Command Center and incorporate into the Operations Team Action Plan. Provide ongoing communication and coordination between the Police Command Center and the EOC.

4. During large-scale events involving a large population on Campus, traffic issues often become an immediate concern and can impede emergency response operations. Anticipate the need for an overall traffic control plan. Work with the Police Command Center to develop an overall traffic flow pattern, routing exiting traffic to clear access for emergency vehicles, or to remove the public from unsafe areas. It may be necessary to work with the Facilities Services URC regarding University public transportation services and major transportation routes to and from the Campus.

5. If the emergency involves fatalities, ensure that the Police Department is handling all arrangements on-site and with the County Medical Examiner’s office. If there are mass fatalities beyond the capability of the County Medical Examiner’s office, coordinate with the Health Services Administration representatives to set-up a temporary morgue capacity on the UW Campus (locations: TBD).

6. Staff the EOC Operations Team as long as police resources are involved in the emergency response. Provide back-up to the Operations Section Chief, as requested.

Deactivation and Recovery

7. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
Checklist 11

Facilities Services

**Primary Responsibilities**

- Coordinate between the Facilities Services Unit Response Center and the EOC Operations Center
- Provide facility services analysis and intelligence to the Operations Team Action Plan for buildings, power and water, roadways and grounds
- Communicate EOC priorities and operational information to the Facilities Services Unit Response Center
- Coordinate with UWMC and Health Sciences Administration for response operations in both locations
- Communicate messages from the Building Coordinators

**Actions**

1. Report to the EOC. Establish communication with the Facilities Services Unit Response Center. Provide a report on Facilities Services operations, the known status of building services and utilities, the condition of roadways and grounds and other damage and operational information. If the incident or damage is limited to only one building or involves utilities (i.e. power outage), the Facilities Services Department will lead the Operations Team.

2. As the Facilities Services representative on the Operations Team, provide action plans for Facilities Services operations as part of the plan, including:
   - Status and restoration of Energy utilities on Campus and the status of Puget Sound Energy
   - Status and response of water and wastewater systems and services
   - General status of buildings and building control systems, including HVAC – Note: if this is an earthquake, the Planning Team will manage the overall safety inspection and posting process
   - General status of roadways and access
   - Plan for restoring utilities and services

3. Work with the EH&S representative in the EOC to analyze and determine the overall hazards and priorities in the buildings. Support the development of the Operations Team Action Plan with coordinated strategies to contain hazards and restore services.

4. If the primary area of damage and response is the Health Sciences Building, work closely with the Health Sciences Administration representative to prioritize response operations and contain hazardous conditions. Coordinate and communicate with the Facilities Services Unit Response Center to ensure the field teams are working together on responding to the building.

5. In support of EOC actions and communications, provide messages and information to the Facilities Services Unit Response Center to be disseminated to the Building Coordinators. Building Coordinators may also provide status reports and provide additional information to the Facilities Services Unit Response Center that is needed in the EOC.

6. Coordinate the details of these plans and tasks with the Facilities Services Unit Response Center and incorporate into the Operations Team Action Plan. Provide ongoing communication and coordination between the Facilities Services Unit Response Center and the EOC.

7. Staff the EOC Operations Team as long as Facilities Services are involved in the emergency response.

**Deactivation and Recovery**

8. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
Checklist 12

Environmental Health & Safety (EH&S)

**Primary Responsibilities**

- Coordinate between the EH&S URC and the EOC Operations Center
- Provide Environmental Health and Safety analysis and intelligence to the Operations Team Action Plan for hazards, safety concerns, public health concerns, and chemical, biological and radiological issues, including public warning and safety information
- Communicate EOC priorities and operational information to the EH&S Unit Response Center
- Coordinate with Health Sciences Administration for response operations in health sciences
- Coordinate contracted services for emergency response and clean-up of spills and contamination
- Coordinate information transfer between ATC-20, PEAT and Re-entry Assessment (RAT) teams. This will include observations/recommendations to build safety, spills, and releases. These three teams are interdependent, so communication of status and location is critical to their safety and effective operation.
- Activate Pre-Entry Assessment Team (PEAT) when directed to do so by EOC (see Checklist #15)
- Activate Re-Entry Assessment Team (RAT) to determine access to animal care areas.

**Actions**

1. Report to the EOC. Establish communication with the EH&S Unit Response Center. Provide a report of EH&S operations, including safety issues, spills, contamination, public health risks, toxic environments, and hazardous materials releases. If the incident is primarily an environmental health or safety incident, the Director of EH&S will lead the Operations Team.

2. As the EH&S representative on the Operations Team, provide action plans for EH&S operations as part of the plan, including:
   - Status and assessment of hazards and unsafe conditions on Campus
   - Status and assessment of public health risk
   - Response, containment and clean-up plans for spills, releases and toxic environments
   - Development of associated safety and warning and advisement messages
   - Coordination with contract services, as needed

3. If the primary area of damage and response is the Health Sciences Building, work closely with the Health Sciences Administration representative to prioritize response operations and contain hazardous conditions. Coordinate and communicate with all Operations Team members to ensure the field teams are working together on responding to the building.

4. In support of EOC actions and communications, provide messages and information on all departments regarding safety conditions and requirements to protect personal safety, health and limit exposure.

5. Coordinate the details of these plans and tasks with the EH&S Response Center and incorporate into the Operations Team Action Plan. Provide ongoing communication and coordination between the EH&S Unit Response Center and the EOC.

6. Staff the EOC Operations Team as long as EH&S is involved in the emergency response.

**Deactivation and Recovery**
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<tbody>
<tr>
<td>7.</td>
<td>Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.</td>
</tr>
<tr>
<td>8.</td>
<td>Review protocols, risk assessment, and training of personnel in laboratories and other environments which may be handling or exposed to biohazardous agents. Assure proper personal protection, training and proper biosafety level containment and handling.</td>
</tr>
<tr>
<td>9.</td>
<td>Participate in recovery planning and implementation.</td>
</tr>
</tbody>
</table>
### Checklist 13

**Health Sciences Administration**

#### Primary Responsibilities

- Represent and coordinate Health Sciences Building operations with the EOC and the Academic Services Unit Response Center
- Manage the care, safety, and security of University animals
- Manage the temporary morgue, if needed

#### Actions

1. Report to the EOC. Establish communication with the Academic Services Unit Response Center. Provide a report of the status of the Health Sciences Building (HSB).

2. As the HSB representative on the Operations Team, provide action plans for HSB operations as part of the plan, including:
   - Status of HSB utilities, departments, and operations
   - HSB priorities for response
   - Status of all animals on the Campus

3. If the primary area of damage and response is the Health Sciences Building, work closely with all departments of the Operations Team to prioritize response operations and contain hazardous conditions. Coordinate and communicate with the Academic Services Unit Response Center to ensure the field teams are working together on responding to that building.

4. Provide status reports and requests for animal care.

5. If there are mass fatalities on the Seattle Campus and at the request of the Police Department and/or King County Medical Examiner's Office work with UWMC and others technical experts to identify and establish temporary morgue capacity on the Seattle campus (either in current UW facilities capable to meet the minimum needs and/or procure temporary mobile refrigeration units for this purpose). Notify the EOC Operations Section Chief of any activities in this area.

6. Support the UW’s volunteer coordinator function by coordinating requests for specialized health science student and staff healthcare volunteers.

7. Staff the EOC Operations Team as long as a Health Science facility/unit is involved in the emergency response.

#### Deactivation and Recovery

8. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
Checklist 14

Hall Health & UW Medical Center (& Harborview)

Primary Responsibilities

- Coordinate between the Hall Health Unit Response Center and the UWMC Command Center for medical emergency first aid services on Campus
- Communicate with the UWMC liaison or the UWMC URC regarding patient delivery and care at the UWMC
- Request transportation resources for immediate emergency medical transportation (if paramedics are delayed)
- Plans for the deployment of medical first responders to emergency rescue and other injury incidents, as needed
- Tracks reports of injuries and fatalities

Actions

1. Report to the EOC. Establish communication with the Hall Health Unit Response Center. Provide a report on the status of Hall Health Services.

2. Evaluate the overall emergency response operations for reports of injuries, fatalities or trapped persons (who may be injured). Working with the Police Department and other Operations Team members, plan for emergency first aid and medical triage either at incidents at Hall Health. The UWMC does not provide emergency responders outside of the ER. Any services on Campus will need to be provided by Hall Health staff or trained police, fire or paramedics.

3. If Hall Health is activated and staffed to provide service, direct the transportation of minor injuries and the walking wounded to Hall Health. Coordinate with Hall Health to ensure they are notified of the number and severity of injuries.

4. If the Incident Commander is requesting emergency first aid at a rescue site or incident, work with Hall Health to deploy a team to the location. If there are no teams available, have the Police contact the City of Seattle Fire Department for priority response (if the Fire Department is not already on the scene).

5. Track the numbers and disposition of injured persons and fatalities on Campus.

6. Support requests from Student Life to provide first aid support at care and shelter locations (University only sites – public shelters on Campus will be managed by the American Red Cross).

7. Request volunteers to assist with first aid. Coordinate with the Schools and other departments to recruit volunteers. Coordinate with Hall Health to receive and deploy volunteer staff.

8. Coordinate the details of these plans and tasks with the Hall Health and incorporate into the Operations Team Action Plan. Provide ongoing communication and coordination between the Hall Health and the EOC.

9. Staff the EOC Operations Team as long as emergency medical operations are needed in the emergency response.

Deactivation and Recovery

10. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
Checklist 15

UW Information Technology (UW-IT)

Primary Responsibilities

- Coordinates between UW Information Technology (UW-IT) Unit Response Center (URC), EOC, and other campus emergency responders.
- Provides status updates for campus communications and computing services.
- Coordinates the deployment of UW-IT resources to support the recovery of services.

Actions

1. Report to the EOC.

2. If multiple UW-IT responders arrive:
   - Establish a staffing plan (i.e. who is going to work which shifts? Generally, two responders per 12-hour shifts)
   - Establish work plan with remaining responders (i.e. who is going to do which checklist items?).

3. Establish communications with the UW-IT URC Manager.

4. Conduct assessment of EOC IT tools and services. Communicate service issues to UW-IT URC and other EOC responders.

5. Consult with relevant EOC partners/responders (e.g. Payroll, Student Life) to identify critical administrative processing and activities that are or will be occurring during the incident.

6. Refer to relevant IT disaster recovery and business continuity documentation and information to help provide status and make prioritization decisions.

7. Working with the EOC Operations Section, plan for communications support to all operations at the Campus. The Operations Action Plan and Operations Section Chief will determine priorities.

8. Communicate with UW-IT URC (URC Manager).

   Topics include:
   - Health and safety issues
   - Status
     a. Campus and Region
     b. URC responders and facilities
     c. EOC and Crisis Communications IT tools and services
     d. UW-IT staff, facilities, and services
   - EOC priorities and needs
   - URC priorities and needs
   - On-going communications plan between EOC and URC. Elements include:
     e. Method of communication (e.g. telephone, WebEOC, email, chat, runners)
     f. Contingency communication methods if needed
     g. How often to communicate
     h. When next communication will occur
## Checklist 15

**UW Information Technology - continued**

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<tr>
<td>9.</td>
<td>Coordinate and/or provide technical support to EOC PIO and Crisis Communications Team with the dissemination of emergency communication.</td>
</tr>
</tbody>
</table>
| 10. | If IT services are not operational, coordinate with UW-IT URC and EOC Operations Section for:  
|     | • Repair and restoration of IT services for EOC and other emergency response activities  
|     | • Repair and restoration of IT services for critical campus business processes  
|     | • Installation of new and alternate IT services (i.e. workarounds) |
| 1. | Coordinate with EOC PIO for content and messaging for communication to the campus community about the status of IT services. |

### Relief, Deactivation, and Recovery

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| 11. | If you are being relieved:  
|     | • Clean your work area and complete all required documentation  
|     | • Brief the person relieving you and provide contact information  
|     | • Sign out of the EOC |
| 12. | If the EOC is deactivated by the EOC Director:  
|     | • Clean your work area and complete all required documentation  
|     | • Assist with the breakdown/deactivation of EOC communications  
|     | • Sign out of the EOC  
|     | • Participate in after action review meetings to identify areas of improvement for the EOC and coordination of field emergency operations.  
|     | • Participate in all appropriate post-incident recovery and reimbursement activities. |
## Checklist 16

**Pre-Entry Assessment Team (PEAT) Liaison**

<table>
<thead>
<tr>
<th><strong>Primary Responsibilities</strong></th>
</tr>
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<tbody>
<tr>
<td>- Maintain PEAT team training and readiness to respond in emergencies.</td>
</tr>
<tr>
<td>- Respond to the need for assessment of chemical hazards in buildings in preparation for search and rescue activities.</td>
</tr>
<tr>
<td>- Coordinate with other UW emergency response groups and teams (ATC-20 teams, UWPD, RAT team) through EHS URC (or UW EOC if EHS URC is unavailable).</td>
</tr>
<tr>
<td>- Report status of team and buildings inspected to EHS URC (or UW EOC if EHS URC is unavailable).</td>
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<thead>
<tr>
<th><strong>Actions</strong></th>
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<tbody>
<tr>
<td>1. Prepare for deployment of PEAT when aware of a major event, when notified that the University is responding to a major emergency, or when directed by the UW EOC.</td>
</tr>
<tr>
<td>2. If activated, report to the initial staging area (ESSB), report to EOC on status of the team, numbers responding, time to deployment, etc.</td>
</tr>
<tr>
<td>3. Obtain status report from EHS URC.</td>
</tr>
<tr>
<td>4. Begin a log of PEAT actions and maintain log throughout the deployment.</td>
</tr>
<tr>
<td>5. Working under the direction of the EHS URC, assess chemical hazards present in University buildings that could present a danger to rescuers, building inspectors or other responding personnel.</td>
</tr>
</tbody>
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<tr>
<th><strong>Deactivation and Recovery</strong></th>
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<tbody>
<tr>
<td>6. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.</td>
</tr>
</tbody>
</table>
### Checklist 17

#### Housing & Food Services

**Primary Responsibilities**

- Coordinates between the Housing & Food Services (HFS) Unit Response Center and the EOC Operations Center to support the safety and security of residential students
- Plans for emergency housing and food services for residential students
- Communicates the status of HFS facilities, personnel, and operations within the EOC
- Identify additional resources required to support the HFS response priorities

**Actions**

1. Report to the EOC. Establish communication with the Housing & Food Services Unit Response Center and the Student Life EOC representative, if present.

2. Determine the status of HFS facilities, residents, and personnel and identify immediate response priorities.

3. Based on identified needs and priorities, coordinate with Operations and Logistics to ensure resources are available to ensure safety and security of HFS residents, personnel, and facilities as well as the continuation of residential food service.

4. Communicate the availability of excess resources, if present, to Logistics for reallocation.

5. Communicate with the Student Life URC to determine how families can find out the status of their students and provide that information to the HFS URC.

6. Communicate incident status reports from the EOC to the HFS URC.

7. Continue to represent HFS in the EOC as long as coordination is needed during the emergency response.

**Deactivation and Recovery**

8. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
# Checklist 18

## Student Life

### Primary Responsibilities

- Coordinates between the Student Life Unit Response Center and the EOC Operations Center for student care and welfare services
- Plans for emergency housing and food services for students
- Plans for the messages and information to families of students
- Provides counseling services to students

### Actions

1. Report to the EOC. Establish communication with the Student Life Unit Response Center.
2. Determine immediate needs for students based on the nature and duration of the emergency.
3. Coordinate the plan for providing emergency housing services to students with the Operations Team members. For service requests and needs not available from the Student Life Unit Response Center, coordinate emergency procurement with the Logistics Team.
4. Provide information to the News and Information Team regarding how families can find out the status of their students.
5. If additional counseling services are needed, coordinate requests with the Logistics Team. Services may be co-located with Care & Shelter operations, as available.
6. Continue to represent Student Life in the EOC as long as coordination is needed during the emergency response.

### Deactivation and Recovery

7. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
<table>
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<th>Checklist 19</th>
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<tbody>
<tr>
<td><strong>Human Resources</strong></td>
</tr>
<tr>
<td><strong>Primary Responsibilities</strong></td>
</tr>
<tr>
<td>• Coordinate with EOC teams to provide emergency services for employees who may be stranded</td>
</tr>
<tr>
<td>• Plans for emergency transportation, housing or care and shelter for employees</td>
</tr>
<tr>
<td>• Plans for emergency crisis counseling services for employees</td>
</tr>
<tr>
<td><strong>Actions</strong></td>
</tr>
<tr>
<td>1. Report to the EOC. Receive reports regarding the status of University employees on Campus. If there are reports of employees stranded on site or needing specialized emergency care, plan for support to employees in the Operations Team Action Plan.</td>
</tr>
<tr>
<td>2. If other employee support services are needed, coordinate requests with the Logistics Team.</td>
</tr>
<tr>
<td>3. Continue to represent Employee Services in the EOC as long as coordination is needed during the emergency response.</td>
</tr>
<tr>
<td><strong>Deactivation and Recovery</strong></td>
</tr>
<tr>
<td>4. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.</td>
</tr>
</tbody>
</table>
### Checklist 20

#### Planning Section Chief

#### Primary Responsibilities

- Manage the collection, documentation, evaluation, analysis, and maintenance of all information relating to the emergency response
- Manage the following:
  - Situation Status
  - Building inspections
  - Damage Assessment process
  - Repair/Construction
  - Plan for ongoing operations
- Coordinate Damage Inspection Team (ATC-20) operations with the Operations Team
- Coordinate damage assessment with Operations and others in the EOC
- Develop a recovery plan for emergency repair jobs and emergency construction projects
- Ensure the survey of all structures, and posting and restricting entrance, are completed
- Plan for the reoccupation of University buildings and facilities
- Support the Finance Team with damage assessment information
- Support News and Information with accurate information

#### Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Planning Team.

2. If activated, report to the EOC. Sign in with the EOC Support staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. Activate Situation Status, ensuring the displays are set up and maintained, and regular status reports are made to the EOC Management Team and all key EOC staff. Status reports should contain information on the type of situation, major incidents at the UW, general deployment of resources, an action plan for on-going operations, resources needed, a summary of known damage and recommendations.

4. If University buildings and properties are damaged, or safe occupancy must be verified, activate Building Inspectors and Damage Assessment to inspect buildings, placard inspections and occupancy status on buildings, assess damage and general repair estimates, and prioritize re-occupancy of buildings. Provide a general report on the status of buildings and facilities. For the Health Sciences Building, work closely with the Health Sciences Administration representative on the Operations Team to coordinate inspections and placard posting with the on-going operations of the building.

5. Coordinate with the Operations Team for building inspectors and contract engineering services to support emergency rescues and operations in damaged buildings or buildings in which the structural safety is questioned. The Facilities services Unit Response Center will manage the actual deployment of inspectors and contractors. Ensure that the emergency response priorities of the EOC Operations Team have been communicated to the FM Unit Response Center.
## Checklist 20
### Planning Section Chief - continued

### Actions – continued

6. Identify the safe buildings (green tagged buildings) for occupancy at the University. This may be a higher priority than inspecting the damaged buildings, depending on the need for shelter and temporary care for people.

7. Provide analysis and recommendations to the EOC Management Team and the Operations Team for on-going operations. Determine the primary needs, operational objectives for emergency response, the status of resources and capability for sustained response and recovery, and the primary issues involved in restoring normal operations. Plan and estimate the transition to normal operations and programs. Include forecasts of weather and the impact of regional issues including utilities, transportation, safety, restricted access, scarce resources and the ability of the University to re-occupy essential buildings and restore essential services. Provide updates to this analysis as conditions change and the emergency subsides.

8. Identify and recommend immediate repair and construction projects, prioritizing for (1) critical support for research and life safety (2) public, student and employee safety, (3) containment of hazards and unsafe areas, and (4) priority use of buildings. Prepare an emergency repair and restoration plan to address immediate repair projects, anticipated capital improvement and repair projects and other alternatives for University facilities, roads and other properties that have been damaged. Prioritize based upon life safety, public health and safety, critical services, and other priorities established by the overall EOC Action Plan. Inquire if this plan addresses the UW Seattle Campus or if it should include damage to UW Bothell and/or UW Tacoma. As authorized by the EOC Management Team, initiate repair projects. Coordinate with the FEMA/Insurance position to ensure appropriate documentation and management processes to support eligibility for Federal reimbursement for qualifying projects.

9. Ensure that Situation Status information is verified for accuracy and consistency before it is recorded or reported. Do not allow the release of any information without the consent of the EOC Management Team and/or the News and Information Team. Provide updated information to both teams as soon as available.

10. Ensure that Situation Status collects and keeps track of all documentation and reports in the EOC for archive. If able, collect emails, faxed documents, and other electronic reports and save on electronic media. File status updates and action plans sequentially, to assist with the after-action debriefing.

11. Monitor the list of University buildings and facilities that will be open for operations and use. Assist the EOC Management Team with planning for the resumption of critical University business operations, research operations, and academic programs.

### Deactivation and Recovery

12. Plan for the transition of emergency projects and programs to transfer to University department management.

13. Provide all documentation to the FEMA/Recovery Team position for FEMA Disaster Assistance Program applications.

14. Provide necessary documentation to Risk Services for claims on insured properties.

15. Be prepared to continue to provide support and updates to the recovery plan throughout the recovery phase.
Checklist 21
Situation Status & Documentation

Primary Responsibilities

- Collect, verify and process all information and intelligence on the emergency
- Maintain the information on the current status of all University buildings, facilities, systems operations, and employees
- Maintain information on the current status of UW Medical Center, UW Bothell, and UW Tacoma operations
- Evaluate and disseminate information throughout the EOC
- Post and maintain status boards and other EOC displays
- Identify inconsistencies and verify information for accuracy
- Monitor radio and television broadcasts for information that may affect or impact University operations
- Maintain the EOC Master Log and collects reports, documentation and other communication for the archive of the activation
- Support News and Information with information, verification, event posting and rumor control
- Assist with tracking field operations, staff, and the progress of building inspections
- Assist Student Life with injury and student status reports

Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, report to the EOC.

2. Sign in with the EOC Administration staff. Immediately get a report on emergency conditions and situations and activate the EOC Master Log and status boards.

3. Set up maps for posting information. Status reports should contain:
   - Type of situation(s)
   - Major events and ongoing incidents – Posted on maps
   - Deployment of UW staff and equipment
   - Status of Students, Patients, Faculty, and Employees
   - Status of all UW buildings, properties, and operations
   - Status of the UW Medical Center Operations
   - Status of UW Bothell and UW Tacoma
   - Problems outstanding
   - Weather
   - Resources needed
   - Summary of known damage
   - Estimate of financial impact (as available)
### Checklist 21

**Situation Status & Documentation - continued**

#### Actions - continued

4. On the EOC Master Log, record significant information and decisions in the EOC. The log may be maintained electronically as a word file document or kept manually on chart board notepaper. If electronic, print out at regular intervals for the Planning Section Chief and the EOC Management Team. Number and date/time stamp all pages sequentially, to serve as a record of the EOC activation.

5. Receive reports and information from the Operations Group and the teams in the EOC and summarize for posting in the EOC. Display the information in a clear manner, to allow staff to view updates and understand what is happening.

6. Provide status summary reports for the Planning Section Chief. Alert the Planning Section Chief, the Operations Section Chief and the EOC Management Team of critical information as soon as it is known. Assist with EOC briefings.

7. Monitor radio and television broadcasts for information that is of importance to emergency operations, including:
   - Weather
   - Transportation routes
   - Local sheltering sites
   - Major situations or activities in the City of Seattle, and King, Snohomish and Pierce Counties

8. Evaluate information and disseminate it to EOC staff; assist with EOC briefings.

9. Establish an email collection point and have all email reports forwarded for documentation. Review faxed reports into the EOC for information, and collect for archive and documentation.

10. Analyze and verify information as much as possible. Work with the News and Information Team to correct misinformation and inaccuracies.

11. Provide situation summary updates to visitors and guests in the EOC, as requested.

12. Take pictures of status boards at regular intervals as a record-keeping measure, to track the progress of operations.

13. Inform the Planning Team to plan for ongoing operations and extended support services.

#### Deactivation and Recovery

14. Keep all original EOC logs, photos of status boards, and status summary reports in a binder or file for documentation.
### Checklist 22

**ATC-20 EOC Liaison (Building Inspections)**

#### Primary Responsibilities
- Manage the inspections, posting, reporting, and documentation of University buildings and facilities
- Coordinate with Facilities Services Unit Response Center and Capital Projects to deploy the ATC-20 Building Inspection Teams
- Receive and evaluate the initial damage reports and damage reports from the Unit Response Centers
- Maintain complete records and files of all damage by site
- Track the occupancy status of buildings, posting and securing of unsafe buildings
- Support the Operations Team with rescue operations and sheltering sites
- Support emergency projects in identifying projects

#### Actions
1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Planning Team.
2. If activated, report to the EOC. Sign in with the EOC Administration staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Contact the Facilities Services Unit Response Center and Capital Projects Unit Response Center to establish communication and coordination of building inspection teams. Contact EH&S in the EOC to determine if the EH&S staff should work on the teams with the Building Inspectors.
4. If there will be a delay before the teams are ready to be deployed, coordinate with the Operations Team to send out teams to conduct rapid surveys of the Campus to ascertain the general condition of buildings, roads, and utilities. If the URCs are not activated, have the teams communicate directly with you or the Operations Team via cell phones or radios. These teams do not need special training; they are to report only on what they see and not enter buildings or hazardous areas.
5. Coordinate with Facilities Services and EH&S to obtain initial safety reports on buildings. Determine if Building Inspection Teams will be needed to assist with emergency rescues or other operations. Coordinate the deployment or provide Building Inspection Teams needed for emergency operations.
6. Coordinate with the Planning Section Chief to determine the priorities for the initial building inspections and develop a priority list. Communicate this list to the URCs for assignments to teams.
7. Determine how many Building Inspection Teams will be needed. If the URCs do not have sufficient staff, work with the URCs and the Logistics Section Chief to activate contracted services of engineers. The contractors should report to the URCs for assignments.
8. Check with Facilities Services to determine if a building manager or other facilities department staff will be available in the field to meet the Inspection Teams. Coordinate inspection operations with the Health Sciences Administration representative in the EOC. Inspections may need to be coordinated with the HSA URC.
9. If the Operations Team is planning for sheltering and care operations, determine the buildings that are safe for occupancy (green tagged buildings) and provide this information to the Operations Team. Inspecting buildings for safe occupancy may become the highest priority after rescue operations are completed.
10. Keep track of building inspections and forward to Situation Status and Damage Assessment. Maintain a list or keep track on the map. Note the color of placards and tags of buildings. For hazardous buildings (red tagged), forward to the Operations Team for security operations.
## Checklist 22

### ATC-20 EOC Liaison (Building Inspections)- continued

<table>
<thead>
<tr>
<th>Actions - continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Forward completed damage assessment reports and other information to the Damage Assessment position for loss estimation and documentation and to Emergency Projects for information relating to repairs.</td>
</tr>
<tr>
<td>12. If the disaster is an earthquake, be prepared to send Building Inspection Teams to re-inspect buildings following any aftershocks.</td>
</tr>
</tbody>
</table>

### Deactivation and Recovery

| 13. Transition the coordination of inspection operations to Facilities Services when the EOC is deactivated. Forward all information to the Facilities Services Department when the EOC is deactivated. Summary reports are forwarded to Situation Status. |
## Checklist 23
### Damage Assessment Liaison

**Primary Responsibilities**

- Manage the collection, evaluation, and calculation of damage information and loss estimates
- Provide current and ongoing damage estimates to the EOC
- Provide estimates of content loss for buildings and facilities
- Identify salvage opportunities for content and assets
- Prepare reports for the Preliminary Damage Assessment (PDA) report for submission to FEMA
- Supports inspections and emergency repair with estimates for emergency projects
- Supports FEMA/Recovery Team Leader with damage estimates and summaries to support application and program eligibility

**Actions**

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Planning Team.

2. If activated, report to the EOC. Sign in with the EOC Administration staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. Verify with the Planning Section Chief the type of assessment needed:
   - Loss estimates are generally based on damage to known value which results in a loss
   - Repair/reconstruction estimates are based on projects and restoration estimates and are higher than losses
   - Financial impacts include loss of revenue, inventory, medical, fees, liability and/or other incurred expenses
   - Initial damage assessment reports are usually a calculation of loss. However, FEMA program information may include the other costs, as appropriate

4. **DO NOT RELEASE DAMAGE ASSESSMENT INFORMATION OUTSIDE OF THE EOC UNLESS APPROVED BY THE EOC MANAGEMENT TEAM.**

5. As damage becomes known and inspection reports are available, prepare summary reports on the status of University buildings, facilities and systems and the estimated dollar amounts of damage. The following criteria may be used in the general assessment of damage to buildings and facilities:
   - Building Value (may be known)
   - Estimated damage percent
   - Calculation of loss based on value or replacement value per square foot
   - Calculation of loss of contents based on value or replacement value
   - Calculation of cost of repair to utilities
### Checklist 23

**Damage Assessment Liaison - continued**

<table>
<thead>
<tr>
<th>Actions - continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Identify the departments and occupants of damaged buildings. As able, estimate damage and loss to contents and assets – AS AN ESTIMATE FOR PRELIMINARY REPORTS. If able, contact department representatives to get general reports of contents and/or damage. Please note that detailed information on actual losses must be obtained from each school or department and will be needed to complete either FEMA Disaster Assistance Program applications or insurance reimbursement. Forward all detailed information to the University department that will manage the recovery and replacement of lost and damaged assets.</td>
</tr>
<tr>
<td>7. Keep track of damage assessment and loss estimation on a spreadsheet and list by building or address. Update as information becomes available.</td>
</tr>
<tr>
<td>8. Provide damage summary reports by FEMA categories, if requested. The categories are (based on current application forms – this may change in the future):</td>
</tr>
<tr>
<td>- Category A: Debris removal</td>
</tr>
<tr>
<td>- Category B: Emergency protective measures</td>
</tr>
<tr>
<td>- Category C: Road systems and bridges</td>
</tr>
<tr>
<td>- Category D: Water control facilities</td>
</tr>
<tr>
<td>- Category E: Public Buildings and contents</td>
</tr>
<tr>
<td>- Category F: Public utilities</td>
</tr>
<tr>
<td>- Category G: Parks, Recreational, and other</td>
</tr>
</tbody>
</table>

### Deactivation and Recovery

| 9. Forward all documentation to the FEMA/Recovery Team Leader position for post-disaster recovery documentation. |
| 10. Provide necessary documentation to Risk Services for claims on insured properties. |
Checklist 24

Capital Projects

Primary Responsibilities

- Coordinate with the Facilities Services and Capital Projects URCs for emergency repair and construction projects
- Prepare an immediate repair and restoration plan for the University based on priority
- Track estimated costs for repair projects
- Support the recovery and resumption of critical University programs and operations

Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Planning Team.

2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations from the Planning Chief. Begin a log of your activities and keep it current throughout the emergency response.

3. With the Planning team members, assess the damage, impacts and response operations to identify the priorities for immediate repair, clean up and service restoration. Generally, the priorities are:
   - Utilities
   - Safety shore-up to prevent collapse or further damage
   - Access and debrief removal
   - Clean-up and removal of hazardous conditions
   - Service restoration to critical buildings for emergency operations
   - Service restoration to protect live assets and critical research inventory
   - Service restoration for business resumption
   - Building re-occupancy

4. With this information, develop an Emergency Projects Plan with cost estimates and schedule projections. Summarize and present to the Planning Leader for authorization.

5. As authorized, work with the Facilities Services URC to initiate projects and coordinate repair operations with the ongoing emergency operations at the Campus. If the URC needs support, work with the Logistics Team to set up emergency contracts.

6. Provide Damage Assessment with updated project cost estimates and related information.

7. Ensure building posting and occupancy status is updated as repairs are made.

Deactivation and Recovery

11. Forward all documentation to the FEMA/Recovery Team Leader position for post-disaster recovery documentation.
Checklist 25

Real Estate Office

**Primary Responsibilities**

- Communication with Real Estate Office on the status of off-campus/leased UW facilities.
- Update EOC building and facility databases, maps, and reports with status of off-campus/leased facilities

**Actions**

1. When aware of or notified that the University is responding to a large emergency or crisis that is regional in nature, contact the UW Police Department and/or EOC to confirm the activation of the Planning Team.

2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations from the Planning Chief. Begin a log of your activities and keep it current throughout the emergency response.

3. Communicate with Real Estate Office responders to assess the damage, impacts and response operations in off-campus/leased UW Facilities, including the public/private apartments owned by the UW to identify the priorities for immediate repair, clean up and service restoration. Generally, the priorities are:
   - Utilities
   - Safety shore-up to prevent collapse or further damage
   - Access and debris removal
   - Clean-up and removal of hazardous conditions
   - Service restoration to critical buildings for emergency operations
   - Service restoration to protect live assets and critical research inventory
   - Service restoration for business resumption
   - Building re-occupancy

4. With this information, develop an Emergency Projects Plan with cost estimates and schedule projections. Summarize and present to the Planning Leader for authorization.

5. Provide Damage Assessment with updated project cost estimates and related information.

6. Ensure building posting and occupancy status is updated as repairs are made.

**Deactivation and Recovery**

7. Forward all documentation related to off-campus/leased UW Facilities to the FEMA/Recovery Team leader and/or UW Risk Services for post-disaster recovery documentation and claims processing.
## Checklist 26
### Athletics

### Primary Responsibilities
- Ensure the safety and welfare of student-athletes, coaches, support staff, and visitors to UW-owned/operated athletic facilities, events and

### Actions
- Coordinate information between EOC and managers/directors in the various UW athletics and intramural departments, including indoor and outdoor stadiums, venues, practice fields
- Contact student-athletes, coaches, support staff, and other officials who are off-campus who may be impacted by the incident or disaster and develop a welfare tracking system to ensure personnel accountability is completed
- Provide access to available facilities, programs, and materials that may assist the university in the rapid and effective response and recovery efforts to the incident/event.

### Deactivation and Recovery
- Provide detailed cost estimates, payroll and emergency procurement records to the Finance and Administration Section for appropriate reimbursement and/or public assistance programs.
# Checklist 27

## Logistics Section Chief

### Primary Responsibilities

- Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including:
  - University supplies, equipment, materials and services
  - Contracted services
  - Transportation services
  - Coordinating the external efforts and units/agencies/department(s) responsible for donations and volunteer management (To-be-developed)
  - Emergency support for UW employees and University shelter sites
- Coordinate with the Operations Section Chief in the planning for, anticipation of and pre-staging of, critical services and resources during emergency response operations
- Support the Finance Team’s emergency accounting and documentation process

### Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Logistics Team.

2. If activated, report to the EOC. Sign in with the EOC Support staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. Work with the Logistics team members to assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Request a general inventory of all available resources at the University. This includes fuel, food, personnel, equipment, vehicles, maintenance and services supplies, and any other services. Identify key resources that may need to be procured and plan for all logistics required with procuring and delivering supplies and services. Work with support Unit Response Centers to access resources and support services for the emergency response and recovery operations.

4. Activate the emergency purchasing process to procure resources. Work with the Finance Section Chief to ensure appropriate accounting processes. Confer as needed with the other EOC Section Chiefs to establish vendor selection criteria and processes. Existing listings of pre-qualified vendors may fulfill this requirement.

5. Contact the Operations Section Chief, Student Life, and Human Resources to determine what services will be needed on Campus to care for people. Estimate the support requirements and assess the capability of supplies on hand to meet the need.

6. Coordinate with the Operations Team and determine if the shelter is to be managed by the Red Cross and if so, determine what services will, if any, be provided by the University. If the shelter service is open to the public and is completely managed by the Red Cross, it may be necessary to work closely with the Resources Team at the King County ECC or the City of Seattle EOC to coordinate support operations.
Checklist 27

Logistics Section Chief - continued

Actions – continued

7. If staff resources will be needed to augment the emergency response operations, follow the University’s disaster volunteer management Plan *(To-Be Developed)*.

8. For any operations involved in the evacuation and movement of large groups of people, work closely with the Operations Team to support all aspects of evacuating people, including:
   - Emergency transportation
   - Delivery point
   - Temporary shelter and care needs
   - Food, water, and sanitation support
   - Reuniting and notification for families
   - Crisis counseling
   - Security and safety

9. If mutual aid resources are requested, and the University will be providing mutual aid to another agency, ensure the following is documented by the Operations Team or by the Logistics Team:
   - Type of mutual aid requested, including specifications for drivers, operators, fuel, power and any requirements for operation
   - Location requested
   - Name of requesting agency
   - Name and contact information for person-in-charge at the site receiving mutual aid
   - Time and duration for the provision of mutual aid
   - Personnel support available or to be provided

Keep track of University resources sent to support other agencies.

10. Organize and track the utilization of University major supplies, equipment, and transportation. Work with the EOC Management Team and the Operations Section Chief to allocate scarce resources to the highest and best priority use. If the FEMA/Recovery Team Lead function has been activated, coordinate the documentation of the hours and costs associated with the utilization of major resources for the University’s response operations. Communicate this documentation requirement to the Unit Response Centers supporting the Logistics Team.

11. Support the Operations Team functions that are providing shelter and rest areas for staff and other emergency workers, including the EOC staff. If the activation will be prolonged, plan for extended support services. Also, provide support and logistics to assist University staff that may be stranded at the University. Assist the Operations Team with services and management of care and relocation services, as requested.
### Checklist 27

#### Logistics Section Chief - continued

<table>
<thead>
<tr>
<th>Actions – continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Ensure documentation for requests, costs and procurement processes are forwarded to the Finance Team.</td>
</tr>
<tr>
<td>13. Work as a team to set up the staging of the resources at each primary site where emergency response operations are in progress. If no resources are available to support a site, advise the Operations Section Chief. Estimate the support requirements for the response and assess the capability of supplies on hand to meet the need. Develop a plan to provide support through the services of other public agencies or contracting with outside services, as needed.</td>
</tr>
<tr>
<td>14. If critical research programs or other University business operations are to be relocated, provide resources and logistics support, as requested.</td>
</tr>
</tbody>
</table>

#### Deactivation and Recovery

| 15. Assist Finance with the collection of documentation and records. |
| 16. Oversee the transition process of transferring all reports, files, claims and investigations, open contracts, purchases or other transactions to normal operations and the appropriate departments for follow-up, final payments, and resolution. |
# Checklist 28

## Procurement Services (Purchasing)

### Primary Responsibilities

- Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including University supplies, equipment, materials, and services
- Procurement and contracted resources and services
- Coordinate and support documentation of emergency procurement with the Finance Team

### Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the EOC to confirm the activation of the Logistics Team.

2. If activated, report to the EOC. Sign in with the EOC Finance staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. Activate the emergency purchasing process to procure resources and coordinate with the Emergency Accounting function to follow the EOC Accounting processes. Prepare to establish vendor selection criteria and processes, if outside resources will be needed. Existing listings of pre-qualified vendors may fulfill this requirement.

4. As a team, assess and anticipate the needs for the emergency response. This includes fuel, food, personnel, equipment, vehicles, maintenance and services supplies, and any other services. Communicate and coordinate with the Unit Response Centers to access resources and support services for the emergency response and recovery operations.

5. Arrange all logistics for purchasing, procurement, and delivery of resources. Provide as much support as possible to the emergency operations by delivering resources and taking care of associated documentation. Track the involvement of procured resources and note when no longer needed and service provision has ceased.

6. If mutual aid resources are requested, and the University will be providing mutual aid to another agency, as requested, document and track University resources that are provided. Include the following:
   - a. Type of mutual aid requested, including specifications for drivers, operators, fuel, power and any requirements for operation
   - b. Location requested
   - c. Name of requesting agency
   - d. Name and contact information for person-in-charge at the site receiving mutual aid
   - e. Time and duration for the provision of mutual aid
   - f. Personnel support available or to be provided

7. If the FEMA/Recovery Team Leader has been activated, coordinate the documentation of the hours and costs associated with the utilization of major resources with the Finance Team. Communicate this documentation requirement to the Unit Response Centers supporting the Logistics Team.

8. Provide necessary documentation to Risk Services for claims on insured properties.

9. Work with the Planning Team to plan for ongoing operations and extended support services.
<table>
<thead>
<tr>
<th>Deactivation and Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Forward all information needed for FEMA documentation to the Finance Team.</td>
</tr>
<tr>
<td>11. Transition the management of contracts and services to the appropriate departments when the EOC is deactivated.</td>
</tr>
<tr>
<td>12. As requested, provide support and communication to vendors assisting with invoicing and payment procedures.</td>
</tr>
</tbody>
</table>
### Checklist 29

**Procurement Services**  
**Materials, Goods and Equipment**

#### Primary Responsibilities

- Inventory the University's major supplies and equipment  
- Allocate University supplies and equipment, as needed  
- Provide for all logistical arrangements for delivery and use of University supplies and equipment  
- Request the purchasing of additional supplies and equipment to support emergency operations and augment depleted supplies

#### Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Logistics Team.  
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.  
3. With the Logistics team members, assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Identify the use of and need for, supplies and equipment. Develop a list of needed items and estimate location and time needed.  
4. Conduct a general inventory of all available material resources at the University. This includes fuel, food, equipment, and supplies. Work with departments and Unit Response Centers to access resources and support services for the emergency response and recovery operations.  
5. Develop an action plan for the provision of materials, goods, and equipment in support of emergency operations. Provide for all logistics including transportation, delivery, receipt, and dissemination of materials, goods, and equipment. If the University does not have sufficient inventory to support operations, work with the Logistics Section Chief and the Resources Procurement staff to procure resources.  
6. Track the delivery and utilization of supplies. If the emergency response phase will be prolonged, plan for the purchase of additional supplies to continue emergency support and replace used inventory.  
7. Ensure University staff operators of equipment are trained in the safe use and operation of the equipment. It may be necessary to contract certified operators if the University does not have staff available.  
8. As emergency operations subside, track the return of equipment and unused supplies to the departments and owners. Coordinate the return of all rental and leased equipment.

#### Deactivation and Recovery

9. Forward all documentation of materials, goods, and equipment used in the emergency response to the Finance Team.
## Checklist 30

### Procurement Services
**Emergency Food, Water, and Sanitation**

#### Primary Responsibilities
- Ensure emergency food and water are provided for personnel
- Provide for EOC support
- Provide for emergency sanitation and bathroom facilities

#### Actions

1. **When aware of or notified that the University is responding to a large emergency or crisis**, contact the UW Police Department and/or EOC to confirm the activation of the Logistics Team.

2. **If activated, report to the EOC. Sign in.** Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. With the Logistics team members, assess the damage, impacts and response operations to identify the requirements for food, water, and sanitation – both immediate and in the recovery period. Develop a list of needs including numbers of people to be served and locations where services should be provided. Determine if food, water, and sanitation services should be provided at central locations, or provided near the emergency response operations.

4. **Start with providing for the EOC staff**, activated Unit Response Centers and field response teams. Work with the Operations Team to plan the set-up of rest areas for University workers, including contractors and volunteers. The sites should be secured from public view and access. Ensure the following are provided for:
   - Food (at least one hot meal per day per person)
   - Water – drinking
   - Water – washing
   - Portable toilets

   **Additional resources include**:
   - Coffee/tea and other hot drinks in cold weather
   - Shade from the sun and/or protection from rain
   - Chairs and cots for resting
   - Garbage and waste collection
   - Telephones and message areas, if available
   - On-site staff to assist and manage services

   If these additional resources are needed, work with the Logistics Team members to identify inventory and services and plan to deliver, as requested.
**Checklist 29**

**Procurement Services**

**Emergency Food, Water, and Sanitation - continued**

<table>
<thead>
<tr>
<th>Actions - continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Inventory all food, water, and sanitation supplies that are available on-site at the University. Vended services may have food and water supplies stored on site. Make arrangements for emergency purchase of supplies from site vendors and use those first.</td>
</tr>
<tr>
<td>6. Work with the Operations Team Care and Shelter, Student Life and Emergency Staff Services to support needs for food, water, and sanitation services. Plan to efficiently support emergency response operations as well as temporary care and shelter services by combining services, as possible. Note that unless directed by the EOC Management Team, these services are not intended for the general public who may be sheltered at the University. If there is a public shelter on site, it should be managed by the Red Cross and should be completely supported. If requests are received to support public shelters, confirm authorization from the EOC Management Team and the Logistics Section Chief.</td>
</tr>
<tr>
<td>7. Hot meals and water may be available from the hospital food service at the Medical Center. Ascertain if this support is available via the Internal Liaison position and/or the representative from the UW Medical Center at the EOC. Arrangements may be needed for transportation, delivery, and reimbursement of costs. Additionally, the Medical Center may be seeking the same resources from the same vendors; it may be of value to coordinate large-scale services with both agencies. Discuss this possibility with the Logistics Section Chief if it appears to be viable.</td>
</tr>
<tr>
<td>8. For prolonged operations, vendor services from local businesses and/or caterers may be available to support the EOC and emergency workers. Determine the cost effectiveness and efficiency of the delivery of sack or box meals to support operations. Work with the Resources Procurement function to make arrangements for vendor services.</td>
</tr>
<tr>
<td>9. Ensure that services are available to contractors and any mutual aid or volunteer workers at the University.</td>
</tr>
<tr>
<td>10. Continue to provide services as needed.</td>
</tr>
</tbody>
</table>

**Deactivation and Recovery**

| 11. Terminate services and transition to normal operations when the EOC is deactivated, or normal services are restored. |
### Checklist 31

#### Transportation Services, Vehicles

**Primary Responsibilities**

- Track and inventory all University vehicles, fuel and maintenance equipment, and services
- Arrange for the use of UW vehicles and drivers
- Coordinate public transportation services

**Actions**

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Logistics Team.

2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. With the Logistics team members, assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Identify the use of and need for, transportation vehicles, drivers, and services. Develop a list of transportation needs and estimated location and time needed.

4. Conduct a general inventory of all available vehicles, drivers, fuel and tires at the University. Work with departments and Unit Response Centers to inventory available vehicles and drivers not already allocated to the emergency response operations.

5. Work with the other Logistics Team members to develop an anticipated transportation plan in support of the emergency response and recovery operations. If it is anticipated that the University will be evacuating or relocating large groups of people, be prepared to provide transportation support either with University assets or via public resources. Determine the priorities of transportation, as follows:
   - Emergency medical – life support – people and supplies
   - Immediate evacuation of people
   - Resource delivery to Emergency Response Operations at extremely hazardous incidents
   - Transportation of critical staff
   - Relocation of people
   - Delivery of resources and supplies
   - Public transportation

6. Ensure University staff operators of vehicles are trained in the safe use and operation of the vehicles. If vehicles are damaged or involved in accidents, document as much as possible and forward the information to the Risk Services position.

7. As drivers and vehicles are assigned to incidents and tasks, determine who will be directing the activities of the drivers and vehicles – the Operations Team or the URC. If the drivers will be coordinated by the Facilities Services Unit Response Center, ensure there is communication between the drivers and the URC.

8. Contact the City of Seattle EOC and/or King County ECC to determine the status of public transportation services. The External Liaison in the EOC may help with this request as they are in communication with the other EOCs and outside agencies.
### Checklist 31

#### Transportation Services, Vehicles - continued

<table>
<thead>
<tr>
<th><strong>Actions - continued</strong></th>
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</thead>
<tbody>
<tr>
<td>9. Check with Situation Status to verify safe transportation roads, highways, and freeways for routing. Estimate travel times and work on alternate routes to avoid congestion.</td>
<td></td>
</tr>
<tr>
<td>10. If mutual aid requests are received for University vehicles and operators, confer with the Logistics Section Chief for authorization to provide mutual aid resources. Track University vehicles and transportation services provided to other agencies.</td>
<td></td>
</tr>
<tr>
<td>11. If private vehicles will be used voluntarily, track the use of those vehicles. This may be needed in extreme conditions to augment transportation needs.</td>
<td></td>
</tr>
<tr>
<td>12. As emergency operations subside, track the return of vehicles to the departments and owners.</td>
<td></td>
</tr>
</tbody>
</table>

#### Deactivation and Recovery

<p>| 13. Forward all documentation of vehicles used in the emergency response to the Finance Team. |   |</p>
<table>
<thead>
<tr>
<th>Checklist 32</th>
<th>Finance Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Responsibilities</strong></td>
<td></td>
</tr>
<tr>
<td>• Expense and cost summary reports of disaster-related expenses for the EOC Director and EOC Management Group</td>
<td></td>
</tr>
<tr>
<td>• Activation of the Emergency Accounting function and FEMA/Recovery Team Lead functions</td>
<td></td>
</tr>
<tr>
<td>• Support to the EOC Director for business decisions regarding cost/benefit of services and strategies</td>
<td></td>
</tr>
<tr>
<td>• If needed, activation of the documentation process for the FEMA disaster assistance application</td>
<td></td>
</tr>
<tr>
<td>• Summary reports on the short and long-term financial impacts of the emergency and recommend appropriate actions</td>
<td></td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td></td>
</tr>
<tr>
<td>1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Finance Team.</td>
<td></td>
</tr>
<tr>
<td>2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.</td>
<td></td>
</tr>
<tr>
<td>3. If emergency procurement will be needed, activate the Emergency Accounting function and the emergency account system. Brief EOC staff on the use of accounting codes as well as the process for providing source documents of orders, invoices, and receipts to the Finance Team.</td>
<td></td>
</tr>
<tr>
<td>4. Assist the EOC Director and other Section Chiefs in the EOC with tracking and filing source documentation. Provide as much support as possible to other teams and functions for finance documentation during the EOC activation.</td>
<td></td>
</tr>
<tr>
<td>5. If there is damage or reported injuries, activate the FEMA/Recovery Team Leader function to manage the documentation process for claims and applications for reimbursement. Work with the Planning Section Chief to coordinate photographs and other documentation in support of anticipated FEMA disaster assistance programs for building and facility damage. Work with Human Resources to obtain information on injuries and casualties, which may result in case files, investigations and/or claims.</td>
<td></td>
</tr>
<tr>
<td>6. Working with the other Section Chiefs in the EOC, prepare summary reports on total costs and anticipated losses to UW programs and budgets. Provide estimates and other information, as requested by the EOC Director, on the fiscal impacts of continuing operations and response strategies. If requested, provide cost-benefit information in support of the analysis of alternatives or strategies for emergency operations and repairs.</td>
<td></td>
</tr>
<tr>
<td>7. If the information is available, provide a summary report of the estimated total cost recovery anticipated from insurance and FEMA disaster assistance.</td>
<td></td>
</tr>
<tr>
<td>8. If normal University operations will be interrupted for more than three days, provide estimates to the EOC Director of impacts to grants, program budgets, estimated loss of revenue and other budget considerations.</td>
<td></td>
</tr>
<tr>
<td><strong>Deactivation and Recovery</strong></td>
<td></td>
</tr>
<tr>
<td>9. Direct the post-emergency accounting transition to normal operations.</td>
<td></td>
</tr>
<tr>
<td>10. Assist with preparing a summary report of the damage and incidents that occurred.</td>
<td></td>
</tr>
</tbody>
</table>
### Checklist 33

#### Emergency Accounting (& Recovery Team Leader)

**Primary Responsibilities**

- Management of the emergency accounting system for the University Emergency Operations Center
- Verification of all expenditures by the University EOC to confirm account codes, invoices, and associated documentation
- Prepare and begin a process for the proper maintenance of the FEMA documentation information package (for Public Assistance cost-recovery)
- Maintain the documentation files, supporting the Federal Disaster Assistance Application process

**Actions**

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Finance Team.

2. If activated, report to the EOC. Sign in with the EOC Support Staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. If emergency procurement will be needed, set up the emergency account numbers for the EOC. This includes assigning account numbers and/or expense code numbers and arranging to receive copies of all accounting documentation. If power and/or network access is not available, a temporary manual accounting system may need to be used in the EOC.

4. Obtain copies of all purchase orders, contracts, labor-hour reports and other expense records pertaining to the emergency response, as needed, to verify expenses.

5. At the end of each 24-hour period and as directed, total all expenses and costs of the emergency. Include labor and equipment charges, as well as purchases and contracts.

6. Support and assist purchasing, as requested, with account information.

7. If it appears that the Governor and the President will declare the Seattle/King County area a disaster area for the purposes of federal disaster relief, set up the FEMA documentation process. All documentation is collected by site, and either the individual site or the University as a whole will be issued a Disaster Survey Report #. All documentation is then summarized by the Project Worksheet (PW) #. If the PW has not or will not be issued, collect documentation and data by site.

8. Review the following list of items for documenting damage and repairs. These items will be needed for both insured losses and anticipated FEMA disaster recovery program eligible losses.
   - Photographs and sketches of damage
   - The urgency of the project and reasons – for public health, safety, etc.
   - Identification of all public staff and equipment used in the response – time and expenses
   - Identification of all vendor services used in the response – time, materials and expenses
   - Identification of all mutual aid services used in the response – time, materials and expenses
   - Process for selection of vendor services (3 bids, lowest bid, extension of existing contract, etc.)
   - Documentation and photographs of work done
   - Other data including hazard mitigation (upgrades so that damage will not occur in future events), co-pay by cooperating agencies, public/private partnerships, etc.

9. Provide an Accounting summary report of accounting activities, actions taken, and related information for the Finance Section Chief. Support the transition to normal operations.
## Emergency Accounting (& Recovery Team Leader) - continued

### Deactivation and Recovery

10. Consult with Risk Services about cost of continuing insurance required by FEMA public assistance program or the State of Washington. Make an assessment of the value of relief recovery compared to the cost of continuing insurance premiums.

11. The State of Washington Emergency Management Division will provide information on FEMA post-disaster briefing meetings (usually held two weeks after a federally-declared disaster). Make arrangements to have key UW officials attend the briefing with other UW representatives and be prepared to submit a Notice of Interest at that time. Note that FEMA makes adjustments to the Public Assistance application process from time-to-time. The most current and newest information should be reviewed thoroughly to determine the correct procedures and processes necessary for the UW to maximize its request for Federal/State funds.

12. Assist with preparing a summary report of the damage and incidents that occurred.
## Checklist 34

### Risk Management

#### Primary Responsibilities

- Prepare and maintain insurance documentation files and manage the insurance claims process
- Assess the risk and liability issues to the University and emergency responders in the emergency response operation

#### Actions

1. Report to the EOC, if the emergency is severe. Otherwise, be available for 24/7 phone or email consultation by members of the EOC team. Obtain a briefing on all operations, damage, injuries and recovery operations. Assess the risk and liability issues to the University and emergency responders in the emergency response operation and provide recommendations, if needed, to manage risk and liability exposure.

2. If immediate investigation and reporting is needed for injury reports and claims, set up a process for reporting and gathering information. Ensure procedures are followed in reporting injuries and casualties to the appropriate staff and agencies. Protect the confidentiality of victims and injured parties, as necessary during the emergency response phase.

#### Deactivation and Recovery

3. Assist with preparing a summary report of the damage and incidents that occurred.
### Checklist 35

**Payroll**

#### Primary Responsibilities

- Support the Finance Chief regarding cost/benefit of services and strategies
- Record expenses for cost summary report for the EOC Director and EOC Management Group
- Respond to payroll related issues
- Prepare communications for employees regarding payroll related issues

#### Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, contact the UW Police Department and/or EOC to confirm the activation of the Finance Team.

2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.

3. Assist Finance Chief to activate emergency procurement if needed, activate the Emergency Accounting function and the emergency account system. Brief EOC staff on the use of accounting codes as well as the process for providing source documents of orders, invoices, and receipts to the Finance Team.

4. Assist the EOC Director and other Section Chiefs in the EOC with tracking and filing source documentation. Provide as much support as possible to other teams and functions for finance documentation during the EOC activation.

5. Support and assist purchasing, as requested, with account information.

6. If there is damage or reported injuries, work with the Finance Chief to activate the FEMA/Recovery Team function to manage the documentation of claims and applications for reimbursement.

7. Respond to payroll related issues; active disaster recovery plan. Where are we in the payroll cycle?

8. Prepare communication/response for employees payroll related issues.

#### Deactivation and Recovery

9. Assist the Finance Chief to direct the post-emergency accounting transition to normal operations.

10. Assist with preparing a summary report of the damage and incidents that occurred.

11. Perform post payroll review. Where are we at in the payroll cycle? Follow Payroll's Disaster Recovery Plan to resume normalcy.
### Checklist 36

**Attorney General's Office**

#### Primary Responsibilities

- The Attorney General Office's representative provides advice to the EOC Director and/or Emergency Policy Council (Cabinet) in all legal matters relating to the emergency, disaster or incident. The representative assists the EOC Director in declaring a local campus emergency and implementation of emergency powers necessary to effectively respond to the incident(s), maintain public order and/or maintain basic campus services.

#### Actions

1. Identify yourself as the EOC's legal officer and read this entire checklist.
2. Obtain a situation briefing on the extent of the emergency from the EOC Director or Finance/Administration Section Chief.
3. Advise the EOC Director on declaring an emergency and/or issuing special orders for the institution and/or Seattle Campus.
4. Advise the EOC on the legality and or legal implications of contemplated emergency actions and policies.
5. Advise the Cabinet, EOC management staff civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.
6. Monitor response effort and advise Finance/Administration Section Chief regarding liability exposures and protection against such exposures.
7. Prepare proclamations, emergency ordinances, and other legal documents as required by the EOC and/or EPC (Cabinet).
8. Develop rules and regulations required for acquisition and/or control of critical resources.
9. Provide advice and prepare draft documents regarding the demolition of hazardous structures or abatement of hazardous conditions.
10. Develop necessary university rules and regulations to provide a legal basis for evacuation or control of the Campus population.
11. Commence civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.
12. Maintain a log noting messages received; decisions made; any actions taken; and personnel on-duty.

#### Deactivation and Recovery

13. Brief relieving staff upon arrival
14. Assist the Finance Chief to direct the post-emergency accounting transition to normal operations.
15. Assist with preparing a summary report of the damage and incidents that occurred.
# Comprehensive Emergency Management Plan

## Appendix A

### EOC Function Responsibilities Matrix

<table>
<thead>
<tr>
<th>Functions</th>
<th>Department/Unit</th>
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<tr>
<td></td>
<td>ATL-IT Team</td>
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<td>Athletics (ICA &amp; IMA)</td>
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<td>Attorney General's Office</td>
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<td>Capital Projects</td>
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<td>City of Seattle (External)</td>
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<td>Computer Information Security Office</td>
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<td>Emergency Management</td>
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<td>Environmental Health &amp; Safety</td>
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<td>ECC Volunteer Cadre</td>
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<td>Facilities Services</td>
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<td>Financial Management</td>
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<td>Hall Health</td>
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<td>Health Sciences Administration</td>
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<td>Housing &amp; Food Services</td>
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<td>Human Resources</td>
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<td>Information Technology</td>
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<td>King County (EM, External)</td>
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<td>Media Relations</td>
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<td>News &amp; Information</td>
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<td>Parking</td>
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<td>Pre-Event Assessment Team (PEAT)</td>
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<td></td>
<td>Police Department</td>
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<td>President's Policy Council</td>
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<td>Purchasing</td>
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<td>Real Estate</td>
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<td>Red Cross (External)</td>
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<td>Risk Management</td>
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<td>Students Life</td>
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<td>Transportation (FS)</td>
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<td>UW Bothell</td>
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<td>UW Medical Center</td>
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<td>UW Tacoma</td>
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<td>UW Web</td>
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<td></td>
<td>Washington State EMD (External)</td>
</tr>
</tbody>
</table>

**DEPARTMENT/UNIT**

- **P** = Primary
- **JP** = Joint Primary
- **S** = Support

### February 2017
Appendix B ♦ EOC Facilities (Primary: UW Tower, Room C-140)

The UW EOC is Color Coded by ICS Section
Appendix C
EOC Forms
EOC Activation Checklist

**LOGISTICS SPECIFIC ACTIVITIES**

- Evaluate if EOC is available & accessible/safe for occupancy
- Turn on switchboard phones or take off of “SAC/Send-All-Calls (see laminated instruction sheet at both phones on how to do this)
- Open & unlock all EOC doors, Director’s Office, Storage Room, JIC/Media Room, C-131 and EPC Room (C-140E)
- Remove individual **colored** supply cabinet keys from key cabinet in Supply Room and place in each section at the Section Chief’s desk
- Turn on all AV equipment, using the Crestron control unit on the Director’s Desk or using the iPad mobile device (in the JIC/Media Room)
- Prepare paper EOC Sign-in sheets, *fill in the Date, Event and Activation Time*
- Place portable Police 800 MHz & Facilities FOMS radios in the Planning Section & Director’s desk
- Make coffee & set-up refreshment area
- Staff the Sign-in table to ensure that EOC switchboard phones are answered and EOC responders are signing in and out
- Post activation **cheat-sheet** on the ELMO and project on large screens as responders start coming in
- Set up C-140E in EPC layout (see separate SOP)
EOC Activation Checklist

**NOTIFICATIONS**

- Recall all UWEM staff (primarily via phone)
- EOC Responders via e2Campus system using “canned” alerts or a custom-alert *(UWEM SOP for details on activation protocol)*
- UW Tower Security: 206-xxx-xxxx Inform them that the EOC has been activated and to (1) expect additional UW/non-UW responders to be arriving at the UW Tower, and (2) unlock/release C-Building elevator and/or stairwells for immediate access
- UW Tower Operations: 206-xxx-xxxx
- Senior Leadership/EPC Liaison. *See current EOC call-out list*
- UWPD Dispatch via the non-emergency number: 206-685-8973
- CISO/UW-IT (C-1neighbors) during normal business hours, as a courtesy to inform them that the EOC is activated. Provide them with the general EOC switchboard number to route appropriate calls (206-897-8800)
- Seattle OEM Duty Officer/Pager: xxx-xxx-xxxx
- King County OEM: xxx-xxx-xxxxxxx
- Washington State EMD 24/7 Duty Office: xxx-xxx-xxxx
- Unit Response Centers (URCs) depending upon their (optional) activation. See the list of URC phone number in EOC desktop reference list.

**SPECIFIC ACTIVITIES**

- Ensure technical support available for EOC
- Ensure Transportation Services has taken care of parking in Tower garage for EOC responders
### Department/Unit Incident Snapshot Report

**Type of Report:**
- [ ] Initial
- [ ] Update
- [ ] Final

<table>
<thead>
<tr>
<th>Date:</th>
<th>/ /</th>
<th>Time:</th>
<th>:</th>
<th>URC Status <em>(if applicable):</em> Partial or Full Activation</th>
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<tbody>
<tr>
<td>AM/PM</td>
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<tr>
<th>Department/Unit:</th>
<th>Point of Contact:</th>
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<tr>
<td></td>
<td>Name:</td>
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<td>Phone:</td>
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</tbody>
</table>

**Incident Type:** (check all that apply)
- [ ] Fire
- [ ] Utility Outage
- [ ] Chemical/HazMat
- [ ] Flood
- [ ] Weather
- [ ] Other: __________

**Location(s) Impacted:**

**Incident Facts & Details:**

**Actions Taken/Initiated:**

**Resources or Assistance Requested:**

**Notifications Made Internal/External:**

---

**Send to:** UW Emergency Management, disaster@uw.edu or fax 206-897-8001
EOC Incident Snapshot Report (External)

<table>
<thead>
<tr>
<th>Type of Report:</th>
<th>❑ Initial ❑ Update ❑ Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: / /</td>
<td>Time: :</td>
</tr>
<tr>
<td>EOC Status:</td>
<td>Partial/ Level 3 or Partial/Level 2 or Full/Level 1 Activation</td>
</tr>
</tbody>
</table>

**Departments/Units Represented:**
- Environmental Health & Safety
- UW Police Department
- Housing & Food Services
- UW Information Technology
- Campus Health Services
- UW Medical Center
- Capital Resources Planning
- UW Emergency Management
- Transportation
- Attorney General’s Office
- Financial Management
- News & Information
- Web Communications
- UW Tacoma
- Other: ____________________
- Facilities Srvcs.
- Human Resources
- Student Life
- EPC Liaison
- Hall Health
- Health Sciences
- Capital Projects
- Real Estate
- Procurement
- Payroll
- Risk Services
- Media Relations
- UW Bothell

**DEM Mission #:**

**Incident Command Post(s) Activated:**
- ❑ Yes ❑ No

**Location:**

**Unit Response Centers (URCs) Activated:**
- ❑ EH&S
- ❑ UW Info. Technology
- ❑ Housing Food Services
- ❑ Facilities Services
- ❑ UW Medical Center
- ❑ Health Sciences
- ❑ UW Police

**Incident Type:** *(check all that apply)*
- ❑ Fire
- ❑ Utility Outage
- ❑ Chemical/HazMat
- ❑ Flood
- ❑ Weather
- ❑ Other: __________

**Location(s) Impacted:**

**Incident Facts & Details:**

**Actions Taken/Initiated:**

**Resources or Assistance Requested:**

**Notifications Made:**
- Internal: ❑ UWPD Dispatch ❑ UW Tower Security ❑ UW Senior Leadership
- External: ❑ Seattle OEM ❑ King County OEM ❑ Washington State EMD

---

**disaster@uw.edu** • EOC Main 206-897-8800 • FAX 206-897-8001

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Appendix C
EOC Sign-In Sheet/Roster *(reproduce as necessary)*

**DATE/START TIME:**

**LOCATION:** UW TOWER, C-140

**EVENT/DISASTER:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department/Unit/Agency</th>
<th>Time IN</th>
<th>Time OUT</th>
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# EOC Position Log Sheet

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<th>Name:</th>
<th>Section:</th>
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Record all major events/decisions/messages. Forward copies of this log to Situation Status and/or the Planning Section Chief.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>MESSAGE/EVENT/ACTION</th>
<th>ASSIGNED TO</th>
<th>STATUS (Circle One)</th>
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<tbody>
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## Appendix D
### Exercises and Drills

<table>
<thead>
<tr>
<th>Date(s) / Time</th>
<th>Event/Activity</th>
<th>Location</th>
<th>Areas Tested</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 16, 2004</td>
<td>Pre-EOC Exercise Orientation</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>April 22, 2004</td>
<td>“Operation Jumpstart” Annual EOC Tabletop Exercise / Earthquake Scenario</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>October 4-6, 2004 (1:15 – 2:30 pm) 2 repeated sessions</td>
<td>EOC Forms Training and Information Sharing Workshops</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions responsible for information sharing</td>
</tr>
<tr>
<td>April 28, 2005</td>
<td>Backup EOC Training and Orientation</td>
<td>Lander 135 and 134</td>
<td>All EOC Backup functions</td>
</tr>
<tr>
<td>August 2, 2005</td>
<td>Un-announced, after-hours EOC call-up activation drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC functions</td>
</tr>
<tr>
<td>August 3, 2005</td>
<td>High-Rise, HAZMAT emergency incident</td>
<td>Lander Hall and UW EOC</td>
<td>Primary/Key EOC responders only</td>
</tr>
<tr>
<td>August 8-12, 2005</td>
<td>Annual EOC Exercise / Earthquake Scenario</td>
<td>FEMA EMI Campus Emmitsburg, MD</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>February 25, 2006</td>
<td>Un-announced EOC Call-up Drill</td>
<td>N/A (Conducted via phone, fax and email)</td>
<td>All EOC Functions (72 participants)</td>
</tr>
<tr>
<td>May 31, 2006</td>
<td>Annual EOC Exercise (Pandemic Flu scenario)</td>
<td>Husky Union Building, Room 200 A/B/C</td>
<td>All EOC Functions, members of the EPC, outside public health liaisons (88 participants)</td>
</tr>
<tr>
<td>June 22, 2006</td>
<td>Husky Stadium (ICA/City of Seattle) WMD Tabletop Exercise</td>
<td>Don James Center, Husky Stadium</td>
<td>Limited EOC participants, however, tested integration of UW with outside (city, state and CDC resources)</td>
</tr>
<tr>
<td>Date(s) / Time</td>
<td>Event/Activity</td>
<td>Location</td>
<td>Areas Tested</td>
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<tr>
<td>July 23, 2006</td>
<td>Husky Stadium Drill WMD Full-Scale Exercise</td>
<td>Husky Stadium (various locations)</td>
<td>Unannounced EOC Call-up Drill (no actual activation)</td>
</tr>
<tr>
<td>December 12-16, 2006</td>
<td>WebEOC™ Orientation Trainings (repeated 4x)</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>WebEOC users</td>
</tr>
<tr>
<td>September 17, 2007</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>April 24, 2007</td>
<td>“Operation Dark Cloud” Annual EOC Functional Exercise</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>February 2008</td>
<td>Pre-Sound Shake ’08 WebEOC and General EOC Orientation Workshops (14)</td>
<td>UW EOC (111 Bryant) &amp; ACC</td>
<td>All EOC functions</td>
</tr>
<tr>
<td>March 5, 2008</td>
<td>Sound Shake ’08 Annual Exercise</td>
<td>UW EOC, Harborview, UWMC, UW Field Sites, etc…</td>
<td>All EOC functions, various URC functions,</td>
</tr>
<tr>
<td>April 30, 2009</td>
<td>Operation Crash Start Functional Exercise</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>August 4, 2009</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>January 11, 2010</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>April 22, 2010</td>
<td>Operation Troubled Trio Functional Exercise</td>
<td>UW EOC (Room 111 Bryant)</td>
<td>All EOC Functions, various URC functions</td>
</tr>
<tr>
<td>July 10, 2010</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>Date(s) / Time</td>
<td>Event/Activity</td>
<td>Location</td>
<td>Areas Tested</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------------------</td>
<td>----------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>October 28, 2010</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>March 15, 2011</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>August 2, 2011</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>September 22, 2011</td>
<td>Operation Short Stop Functional Exercise</td>
<td>UW EOC (UW Tower, C-140) and South Campus Center</td>
<td>All EOC functions, various URC functions, limited field exercise (Active Shooter)</td>
</tr>
<tr>
<td>December 1, 2011</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>April 23, 2012</td>
<td>Facilities Services Campus Lockdown, Table Top Exercise</td>
<td>Waterfront Aquatics Center (WAC)</td>
<td>Facilities Services Directors</td>
</tr>
<tr>
<td>April 25, 2012</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>June 5, 2012</td>
<td>Evergreen Quake 2012: Husky Shake Functional Exercise</td>
<td>UW EOC (UW Tower, C-140)</td>
<td>Emergency Policy Council, All EOC functions, various URC functions, limited field exercise (PEAT Teams and ATC-20 Teams)</td>
</tr>
<tr>
<td>September 28, 2012</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>December 14, 2012</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>February 19, 2013</td>
<td>Active Shooter, Table Top Exercise</td>
<td>UW Policy Room, (UW Tower, C-141)</td>
<td>UWEM, UWPD, SPD, WSP, SFD, KCSO, Seattle OEM &amp; FBI</td>
</tr>
<tr>
<td>Date(s) / Time</td>
<td>Event/Activity</td>
<td>Location</td>
<td>Areas Tested</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>March 25, 2013</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>April 22, 2013</td>
<td>Active Shooter: Unified Command, Table Top Exercise</td>
<td>UW Policy Room, (UW Tower, C-141)</td>
<td>UWEM, UWPD, SPD, WSP, SFD, KCSO, Seattle OEM &amp; FBI</td>
</tr>
<tr>
<td>June 25, 2013</td>
<td>Operation Flashpoint Functional Exercise</td>
<td>UW EOC (UW Tower, C-140)</td>
<td>All EOC functions</td>
</tr>
<tr>
<td>December 5, 2013</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>March 27, 2014</td>
<td>Turbulent Tango Functional Exercise</td>
<td>UW EOC (UW Tower, C-140)</td>
<td>Emergency Policy Council, All EOC functions and various URCs</td>
</tr>
<tr>
<td>June 13, 2014</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>September 16 &amp; 17 2014</td>
<td>Operation Tree House Back-Up EOC Drill</td>
<td>Poplar Hall 106</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>March 26, 2015</td>
<td>Royal Flush, Functional Exercise</td>
<td>UW EOC (UW Tower, C 141)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>August 13, 2015</td>
<td>Housing &amp; Food Services URC Tabletop Exercise</td>
<td>UW Policy Room, (UW Tower, C-141)</td>
<td>UWEM, HFS URC</td>
</tr>
<tr>
<td>August 12, 2015</td>
<td>Husky Stadium Tabletop Exercise</td>
<td>UW EOC (UW Tower, C 141)</td>
<td>UWEM, UWPD, Athletics, Staff Pro</td>
</tr>
<tr>
<td>November 3, 2015</td>
<td>Active Shooter Tabletop Exercise</td>
<td>UW EOC (UW Tower, C 141)</td>
<td>UW Leadership and Executive Policy Group</td>
</tr>
<tr>
<td>January 6 &amp; 13, 2016</td>
<td>Active Shooter Drill</td>
<td>McCarty Hall</td>
<td>UWPD, SPD</td>
</tr>
<tr>
<td>Date(s) / Time</td>
<td>Event/Activity</td>
<td>Location</td>
<td>Areas Tested</td>
</tr>
<tr>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>March 28, 2016</td>
<td>Crisis Event Decision Making Tabletop Exercise II</td>
<td>UW Policy Room, (UW Tower, C-141)</td>
<td>UW Leadership and Executive Policy Group</td>
</tr>
<tr>
<td>April 28, 2016</td>
<td>Current Affair, Functional Exercise</td>
<td>UW EOC (UW Tower, C 141)</td>
<td>All EOC Functions</td>
</tr>
<tr>
<td>June 6, 2016</td>
<td>Cascadia Rising, Drill</td>
<td>K Wing Vivarium</td>
<td>RAT Team</td>
</tr>
<tr>
<td>September 12, 2016</td>
<td>Indoor Alert Test (Drill)</td>
<td>UW Seattle Campus</td>
<td>UWEM, Crisis Communications Team</td>
</tr>
<tr>
<td>December 14, 2016</td>
<td>Active Threat Drill</td>
<td>Bryants &amp; Fisheries Science Buildings</td>
<td>UWEM, UWPD, SPD</td>
</tr>
<tr>
<td>December 14, 2016</td>
<td>Quarterly EOC Call-up Drill</td>
<td>N/A (Conducted virtually via electronic media)</td>
<td>All EOC Functions</td>
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</table>
## Appendix E
### Key (RESTRICTED) Emergency Telephone Contact Numbers

<table>
<thead>
<tr>
<th>Agency</th>
<th>Phone #s</th>
<th>24-hour?</th>
<th>FAX</th>
<th>Email or Website (Conference Bridge Info)</th>
<th>Physical Location</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UW Emergency Operations Center</strong> (Seattle Campus)</td>
<td>206-897-8800 -or- 888-UW-EOC-11 -or- 24/7 Duty Officer 206-765-7192</td>
<td>N</td>
<td>206-897-8899 -or- 888-UW-EOC-10</td>
<td><a href="mailto:disaster@uw.edu">disaster@uw.edu</a> <a href="mailto:uweoc@uw.edu">uweoc@uw.edu</a> <a href="http://www.huskyem.org">www.huskyem.org</a> (General Conference Bridge: 206-897-8880)</td>
<td>UW Tower, C-140 4333 Brooklyn Ave NE Seattle, WA 98195</td>
<td></td>
</tr>
<tr>
<td><strong>UW Back-up EOC</strong></td>
<td>Same #s as primary UW EOC</td>
<td>N</td>
<td>Same #s as primary UW EOC</td>
<td>(same as above)</td>
<td>Room 106 Poplar Hall (Corner of Brooklyn Ave NE &amp; NE 41st Street)</td>
<td></td>
</tr>
<tr>
<td><strong>UW Seattle President’s Emergency Policy (EPC) Council Room</strong></td>
<td>MAIN #: xxx-xxx-xxxx</td>
<td>N</td>
<td>206-xxx-xxxx</td>
<td>N/A <strong>Primary</strong> 206-xxx-xxxx or 1-866-xxx-xxxx (No pass code needed) <strong>Back-up</strong> 1-866-xxx-xxxx Pass code: xxx Moderator Code: xxx</td>
<td>UW Tower C140-E 4333 Brooklyn Ave NE Seattle, WA 98195</td>
<td></td>
</tr>
<tr>
<td>Agency</td>
<td>Phone #s</td>
<td>24-hour?</td>
<td>FAX</td>
<td>Email or Website (Conference Bridge Info)</td>
<td>Physical Location</td>
<td>Note</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>----------------</td>
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<td>---------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>UW-T Command Center</td>
<td>253-xxx-xxxx</td>
<td>N</td>
<td>253-xxx-xxxx</td>
<td><a href="http://www.tacoma.washington.edu/security/">http://www.tacoma.washington.edu/security/</a></td>
<td>1900 Commerce St Tacoma, WA 98402-3100</td>
<td></td>
</tr>
<tr>
<td>UW-B Security Office</td>
<td>425-xxx-xxxx</td>
<td>N</td>
<td>425-xxx-xxxx</td>
<td><a href="mailto:plant@bothell.washington.edu">plant@bothell.washington.edu</a></td>
<td>Physical Plant 11125 NE 180th St. Bothell, WA 98011</td>
<td></td>
</tr>
<tr>
<td>UWPD Dispatch</td>
<td>206-685-UWPD (8973)</td>
<td>Y</td>
<td>206-xxx-xxxx</td>
<td><a href="mailto:uwpolice@uw.edu">uwpolice@uw.edu</a> <a href="http://www.washington.edu/admin/police">http://www.washington.edu/admin/police</a></td>
<td>3939 15th Ave NE Seattle, WA 98105</td>
<td>TTY: 206-543-3323</td>
</tr>
<tr>
<td>King County ECC</td>
<td>xxx-xxx-xxxx</td>
<td>N</td>
<td>xxx-xxx-xxxx</td>
<td><a href="mailto:ecc.kc@metrokc.gov">ecc.kc@metrokc.gov</a> (activations only) <a href="http://www.kingcounty.gov/safety/prepare.aspx">http://www.kingcounty.gov/safety/prepare.aspx</a></td>
<td>3511 NE 2nd Street Renton, WA 98056</td>
<td></td>
</tr>
</tbody>
</table>
Page Left Blank Intentionally
University of Washington ♦  Emergency Operations Center
1-888-UW-EOC-11 (Toll-Free)
1-888-UW-EOC-10 (Toll-Free FAX)

Main EOC Switchboard / Operator ..................... 206-897-8800
Answering Positions ................................................................. xxx-xxx-xxxx

FAX Machines
Main EOC Fax (Incoming) ................................................................. 206-897-8899
EOC Fax (Outgoing only-UNLISTED) ......................................................... xxx-xxx-xxxx
Media/Communications Room Fax ...................................... xxx-xxx-xxxx
UWEM Office Administration Fax (large photocopier) ............ xxx-xxx-xxxx

EOC Main Conference Bridge ............................................ xxx-xxx-xxxx: ID Code: xxxxx#

EOC DIRECTOR
(conference bridge xxx-xxx-xxxx: ID Code: xxxxx#)
Chief .................................................................................. xxx-xxx-xxxx
EOC Staff (Deputy EOC Director) ................................................. xxx-xxx-xxxx
EPC -President’s Cabinet - Liaison (CenturyLink line) .......... xxx-xxx-xxxx
Safety Officer (Century Link line) .................................................... xxx-xxx-xxxx
UWEM Director’s Office (in room C140-C) ......................... xxx-xxx-xxxx
UWEM Director’s Office Conference Phone (CenturyLink line) xx-xx-xx-xx
UWEM Director’s Office Red Phone .................................. 206-897-8747

FINANCE/ADMINISTRATION SECTION
(conference bridge xxx-xxx-xxxx: ID Code: xxxxxxxxxxx)
Chief .................................................................................. xxx-xxx-xxxx
Deputy Finance/Administration Chief ................................. xxx-xxx-xxxx
Employee Payroll ................................................................. xxx-xxx-xxxx
Employee Benefits ............................................................. xxx-xxx-xxxx
Risk Management (& Insurance) .............................................. xxx-xxx-xxxx
Legal/Attorney General’s Office ............................................ xxx-xxx-xxxx

EOC Media and Communications Center / Room
(conference bridge xxx-xxx-xxxx: ID Code: xxxxxxxxx#)
PIO Officer/Chief ........................................................................xxxx-xxxx-xxxx
News & Information Office .................................................................xxx-xxx-xxx
UW Web (Social Media) .................................................................xxx-xxx-xxx
Media Relations and Communications Office ................................xxx-xxx-xxx
Crisis Communications UW-IT Support Team ................................xxx-xxx-xxx
Century-Link Line (non-UW phone) ................................................xxx-xxx-xxx
EOC Radio Position/Extra Phone .....................................................xxx-xxx-xxx

LOGISTIC SECTION
(conference bridge xxx-xxx-xxx: ID Code: xxxxxx#)
Chief ..............................................................................................xxx-xxx-xxx
Deputy Logistics Chief .................................................................xxx-xxx-xxx
Purchasing/Procurement – materials, goods, equipment ................xxx-xxx-xxx
Purchasing/Procurement – materials, goods, equipment ................xxx-xxx-xxx
Transportation Services (vehicles/transit) .......................................xxx-xxx-xxx
Human Resources ........................................................................xxx-xxx-xxx

OPERATIONS SECTION
(conference bridge xxx-xxx-xxx ID Code: xxxxxx#)
Chief ..............................................................................................xxx-xxx-xxx
Deputy Operations Chief ..............................................................xxx-xxx-xxx
UW Police ......................................................................................xxx-xxx-xxx
Facilities Services .........................................................................xxx-xxx-xxx
Environmental Health & Safety .....................................................xxx-xxx-xxx
Health Sciences Administration ....................................................xxx-xxx-xxx
UW Medical Center .......................................................................xxx-xxx-xxx
UW Information Technology ..........................................................xxx-xxx-xxx
Hall Health Center/Campus Health Services .................................xxx-xxx-xxx
Student Life (including Housing & Food Services) .........................xxx-xxx-xxx
Athletics (ICA and IMA) .................................................................xxx-xxx-xxx
Harborview Medical Center ........................................................xxx-xxx-xxx

PLANNING SECTION
(conference bridge xxx-xxx-xxx: ID Code: xxxxxx#)
Chief/Deputy Chief .........................................................................xxx-xxx-xxx
Situation Status Unit (and Documentation) ......................................xxx-xxx-xxx
Capital Projects/Capitol Resource Planning .................................xxx-xxx-xxx
Real Estate .....................................................................................xxx-xxx-xxx
ATC-20 Building Inspectors/Damage Assessment (Liaison) ........xxx-xxx-xxx

EXTERNAL LIAISON(S) .....................................................................xxx-xxx-xxx
INTERNAL LIAISON(s) .......................................................... xxx-xxx-xxxx
(UW Bothell, UW Tacoma, South Lake Union, Friday Harbor, Research Stations)

BREAK-OUT ROOM C-131 Conference Bridge: xxx-xxx-xxxx: ID Code: xxx

Emergency Policy Council (EPC) in UW Tower, Suite C-140E (“Conference Center”)

ECS Phones ................................................................................. xxx-xxx-xxxx
ECS Phones ................................................................................. xxx-xxx-xxxx
EPC FAX .................................................................................. xxx-xxx-xxxx

C-131 EOC Small Conference Room (in UW Tower) ....................xxx-xxx-xxxx
Conference Audio Phone .......................................................... xxx-xxx-xxxx

C-140E Large EPC Policy Conference Room (in UW Tower) ......xxx-xxx-xxxx
Conference Audio Phone .......................................................... xxx-xxx-xxxx

UW Police Mobile Command Center ............................................ 206-xxx-xxx

UNIT RESPONSE CENTERS and External Agency EOCs

City of Seattle EOC ..................................................................... xxx-xxx-xxxx
FAX ......................................................................................... xxx-xxx-xxxx

King County ECC ...................................................................... xxx-xxx-xxxx
FAX ......................................................................................... xxx-xxx-xxxx

State of Washington EOC .......................................................... xxx-xxx-xxxx
Duty Officer (24 hour reporting) .................................................. xxx-xxx-xxxx
Environmental Health and Safety URC ...................................... xxx-xxx-xxxx
Facilities Services URC ............................................................. xxx-xxx-xxxx
Health Sciences Unit Response Center ...................................... xxx-xxx-xxxx
Housing & Food Services ............................................................. xxx-xxx-xxxx
Seismology Lab Main ECS Number ............................................ xxx-xxx-xxxx
Student Life Unit Response Center ............................................. xxx-xxx-xxxx
UW Information Technology Unit Response Center .................... xxx-xxx-xxxx
URC Manager .......................................................................... xxx-xxx-xxxx
UW Medical Center Unit Response Center .................................. xxx-xxx-xxxx
## Appendix G

**List of Plan Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After-Action Report (or Review)</td>
</tr>
<tr>
<td>AVP</td>
<td>Associate Vice President</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>ECC</td>
<td>Emergency Coordination Center</td>
</tr>
<tr>
<td>ECS</td>
<td>Emergency Communication System (aka “red phones”)</td>
</tr>
<tr>
<td>EH&amp;S</td>
<td>Environmental Health and Safety Department</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>EMD</td>
<td>(State) Emergency Management Division</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>ER</td>
<td>Emergency Room</td>
</tr>
<tr>
<td>EMP</td>
<td>Emergency Management Plan</td>
</tr>
<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
</tr>
<tr>
<td>EVP</td>
<td>Executive Vice President</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>HSA</td>
<td>Health Sciences Administration</td>
</tr>
<tr>
<td>HVAC</td>
<td>Heating, Ventilation and Air-Conditioning</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>PDA</td>
<td>Preliminary Damage Assessment</td>
</tr>
<tr>
<td>PEAT</td>
<td>EH&amp;S’s Pre-Entry Assessment Team</td>
</tr>
<tr>
<td>RCW</td>
<td>Revised Code of Washington</td>
</tr>
<tr>
<td>SFD</td>
<td>Seattle Fire Department</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>URC</td>
<td>Unit Response Center</td>
</tr>
<tr>
<td>UW</td>
<td>University of Washington</td>
</tr>
<tr>
<td>UW-B</td>
<td>University of Washington – Bothell (Campus)</td>
</tr>
<tr>
<td>UWEM</td>
<td>University of Washington Emergency Management</td>
</tr>
<tr>
<td>UW-T</td>
<td>University of Washington – Tacoma (Campus)</td>
</tr>
<tr>
<td>UWMC</td>
<td>University of Washington Medical Center</td>
</tr>
<tr>
<td>UWPD</td>
<td>University of Washington Police Department</td>
</tr>
<tr>
<td>WAC</td>
<td>Washington Administrative Code</td>
</tr>
</tbody>
</table>
Crisis Communications Plan

University of Washington
Office of Media Relations and Communications
Updated October 15, 2015

I. **Purpose**

This plan provides guidelines for communicating within the university, and from the university to the media and the public, in the event of an emergency, crisis, or incident where there is a need to provide crucial information immediately to the university community.

Disasters, emergencies, and crises disrupt the university's normal activities and may require activation of the UW's Emergency Management Plan (http://www.washington.edu/emergency/ep/). This Crisis Communications Plan describes the role of the University of Washington Police Department (UWPD), Media Relations and Communications, News & Information, and Web Communications in communicating vital information to members of the UW community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university.

Elements should be tested annually in conjunction with campus-wide emergency drills. Appendices should be checked for accuracy and completeness at least annually.

II. **Objectives**

1. Determining whether the situation requires invoking this plan.
2. Convening a Crisis Communications Team to recommend responses.
3. Implementing immediate actions to:
   a. Identify key constituencies who need to be informed.
   b. Communicate facts about the situation and minimize rumors.
   c. Restore a sense of confidence and order.

III. **Procedures**

1. **Assessment** – People who become aware of a potential crisis or emergency must contact UWPD immediately. UWPD will determine whether to invoke this plan and convene a Crisis Communications Team or confer with the Associate Vice President for Media Relations and Communications (AVP). If the plan is invoked, the
AVP will inform the President and the Vice President of External Affairs, as well as other appropriate university officials.

2. Sending UW Alert Messages – except for an incident involving an active shooter, the Crisis Core Team (CCT) will convene on a bridge-line conference call to assess the situation and determine if a UW Alert message is warranted.

- If it is decided to send a message, normally the first message will be sent by the UWPD on-call administrator. Subsequent messaging will be handled by communications staff.

   If the UWPD on-call administrator is unavailable, the initial message will be sent by Emergency Operations staff, followed by communications staff as third back-up and IT staff as fourth back-up

- In situations involving an active shooter, UWPD may send a UW Alert message without convening the Crisis Communications Core team.

2. **Crisis Communications Team** – The Crisis Communication Team comprises people whose organizations may play a critical role in addressing the crisis, including representatives of the following:

   - Media Relations and Communications
   - University Police
   - UW Information Technology
   - UW Emergency Management
   - Web Communications
   - Human Resources
   - Student Life
   - Environmental Health and Safety
   - Attorney General's Office
   - Office of the President
   - Facilities Services
   - The affected unit(s)

The above list is not meant to be exhaustive.

Time is of the essence in communicating crucial information to the university community and the news media, and the team will be assembled as quickly as possible. Based on the timing, location, and severity of the incident(s) or event(s), this may occur either in-person or virtually. The AVP will determine when a sufficient number of the team is engaged.
Appendix A contains a list of key Crisis Communications Team members and their contact information. For each primary member, there is at least one alternate designated and trained.

The Crisis Communications Team will authorize the following:

3. **Spokesperson(s):** Generally, this is the highest-ranking individual who has direct knowledge of the events or the AVP. The individual selected will have the highest credibility and understanding of the events surrounding the crisis. Public information officers may fill in for these individuals if the crisis is prolonged, but they should not be the initial responders to the general public, the media or the university community.

4. **Notifying Key Constituencies:** The Crisis Communications Team will determine which groups need to be informed first. It is important to keep in mind that people will seek – and believe – other sources of information (e.g., news reports, social media, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety. Appendix B contains a description of the communication tools, their possible applications in a crisis, and who can operate those tools.

Key constituencies include:

- Students
- Faculty
- Staff
- Parents of students
- Board of Regents
- Public officials—Governor, Legislators, Mayors
- Alumni
- Neighbors
- General Public
- News Media

5. **Fact Sheet:** As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key constituencies and information provided to reporters by the spokespersons. It will be approved by the AVP and checked for accuracy by those with a direct knowledge of the crisis. Fact sheets released publicly or posted to the Internet must be time stamped and updated as information changes.

6. **Alerting the media:** The Director of News and Information, in consultation with the AVP, should decide on the best way(s) of reaching the news media. In cases
where a crisis is likely to be prolonged and/or especially complex, the director may choose to create a Joint Information Center and/or a news media briefing center to coordinate the information flow and assure that the right people are involved in collecting and disseminating information. Consideration will be given to appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur frequently as new information is known. Information from news briefings may be captured in audio and/or video and posted to the Internet, along with updated fact sheets. The effort will be made to monitor news coverage in key media and correct significant inaccuracies, either in those media themselves or in material distributed by the University. The Media and Communications Room in the UW’s Emergency Operations Center (EOC) located in Suite C-140 of the UW Tower may act as the central location to coordinate media relations if required.

In general, the University will welcome reporters and allow them as much access as public safety and good taste permit. Public information officers will facilitate access to key, knowledgeable individuals and respond quickly to as many requests as possible. Communication must occur early and often but be confined to the facts. All information must be conveyed with an eye toward what will be most important to various publics.

IV. Plan Testing and Validation

This plan shall be updated and tested at least once a year. Full activation of the plan will be incorporated into the UW’s annual Emergency Operations Center disaster exercise. Responsibility for updating the Crisis Communications Plan rests with the AVP.

V. After-action Report/Review (AAR)

Within a week of the crisis, the AVP will convene the Crisis Communications Team for a review of lessons learned. This AAR may be used to provide summary information to a more comprehensive campus-wide AAR coordinated through UW Emergency Management.

Attachments

Appendix A: Crisis Communications Team contact information
Appendix B: Crisis and Mass Communications Tools
### Appendix A: Crisis Communications Team Call-out List

<table>
<thead>
<tr>
<th>NAME</th>
<th>WORK</th>
<th>CELL/PAGER</th>
<th>HOME</th>
<th>E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Media Relations &amp; Communications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norm Arkans*</td>
<td>543-2560</td>
<td></td>
<td></td>
<td><a href="mailto:arkans@uw.edu">arkans@uw.edu</a></td>
</tr>
<tr>
<td>Victor Balta*</td>
<td>543-2580</td>
<td></td>
<td></td>
<td><a href="mailto:balta@uw.edu">balta@uw.edu</a></td>
</tr>
<tr>
<td><strong>University Police</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Vinson*</td>
<td>543-0521</td>
<td></td>
<td></td>
<td><a href="mailto:vinso1jn@uw.edu">vinso1jn@uw.edu</a></td>
</tr>
<tr>
<td>Steve Rittereiser*</td>
<td>616-8347</td>
<td></td>
<td></td>
<td><a href="mailto:ritters@uw.edu">ritters@uw.edu</a></td>
</tr>
<tr>
<td>Sue Carr</td>
<td>543-4548</td>
<td></td>
<td></td>
<td><a href="mailto:suecarr@uw.edu">suecarr@uw.edu</a></td>
</tr>
<tr>
<td><strong>UW Information Technology</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kent Kurth</td>
<td>685-6281</td>
<td></td>
<td></td>
<td><a href="mailto:kkurth@uw.edu">kkurth@uw.edu</a></td>
</tr>
<tr>
<td>Ben Roy</td>
<td>616-6258</td>
<td></td>
<td></td>
<td><a href="mailto:benroy@uw.edu">benroy@uw.edu</a></td>
</tr>
<tr>
<td>Andy Ward*</td>
<td>221-4522</td>
<td></td>
<td></td>
<td><a href="mailto:award@uw.edu">award@uw.edu</a></td>
</tr>
<tr>
<td>Peter White</td>
<td>221-1054</td>
<td></td>
<td></td>
<td><a href="mailto:pewhite@uw.edu">pewhite@uw.edu</a></td>
</tr>
<tr>
<td><strong>Web Communications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gina Hills*</td>
<td>543-2561</td>
<td></td>
<td></td>
<td><a href="mailto:ghills@uw.edu">ghills@uw.edu</a></td>
</tr>
<tr>
<td>Jeff Hendrickson*</td>
<td>543-2736</td>
<td></td>
<td></td>
<td><a href="mailto:jh1@uw.edu">jh1@uw.edu</a></td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mindy Kornberg</td>
<td>685-4730</td>
<td></td>
<td></td>
<td><a href="mailto:mindyk@uw.edu">mindyk@uw.edu</a></td>
</tr>
<tr>
<td>Liz Coveney</td>
<td>543-2815</td>
<td></td>
<td></td>
<td><a href="mailto:econ@uw.edu">econ@uw.edu</a></td>
</tr>
<tr>
<td><strong>Student Life</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denzil Suite</td>
<td>543-0128</td>
<td></td>
<td></td>
<td><a href="mailto:djsuite@uw.edu">djsuite@uw.edu</a></td>
</tr>
<tr>
<td>Lincoln Johnson</td>
<td>221-6323</td>
<td></td>
<td></td>
<td><a href="mailto:llj@uw.edu">llj@uw.edu</a></td>
</tr>
</tbody>
</table>
**Facilities Services**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Kennedy</td>
<td>685-1428</td>
<td><a href="mailto:kennec@uw.edu">kennec@uw.edu</a></td>
</tr>
<tr>
<td>John Chapman</td>
<td>543-3860</td>
<td><a href="mailto:jchapman@uw.edu">jchapman@uw.edu</a></td>
</tr>
</tbody>
</table>

**Attorney General's Office**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quentin Yerxa</td>
<td>685-5372</td>
<td><a href="mailto:quentiny@uw.edu">quentiny@uw.edu</a></td>
</tr>
<tr>
<td>Karin Nyrop</td>
<td>685-7234</td>
<td><a href="mailto:knyrop@uw.edu">knyrop@uw.edu</a></td>
</tr>
</tbody>
</table>

**Office of the President**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>616-8550</td>
<td></td>
</tr>
</tbody>
</table>

**Environmental Health and Safety**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jude Van Buren</td>
<td>616-4146</td>
<td><a href="mailto:judev@uw.edu">judev@uw.edu</a></td>
</tr>
<tr>
<td>Gene Hutchinson</td>
<td>616-3770</td>
<td><a href="mailto:geneh@uw.edu">geneh@uw.edu</a></td>
</tr>
</tbody>
</table>

**Emergency Management**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Charvat*</td>
<td>897-8080</td>
<td><a href="mailto:charvat@uw.edu">charvat@uw.edu</a></td>
</tr>
<tr>
<td>Elizabeth King</td>
<td>897-1882</td>
<td><a href="mailto:eliking@uw.edu">eliking@uw.edu</a></td>
</tr>
<tr>
<td>Stacie Smith</td>
<td>897-8082</td>
<td><a href="mailto:Smiths42@uw.edu">Smiths42@uw.edu</a></td>
</tr>
</tbody>
</table>

**UW Bothell**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laura Mansfield</td>
<td>(425) 352-5406</td>
<td><a href="mailto:lmansfield@uwb.edu">lmansfield@uwb.edu</a></td>
</tr>
<tr>
<td>Lisa Hall</td>
<td>(425) 352-5461</td>
<td><a href="mailto:lhall7@uw.edu">lhall7@uw.edu</a></td>
</tr>
</tbody>
</table>

**UW Tacoma**

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Wark</td>
<td>(253) 692-5771</td>
<td><a href="mailto:mwork@uw.edu">mwork@uw.edu</a></td>
</tr>
<tr>
<td>John Burkhardt</td>
<td>(253) 692-4536</td>
<td><a href="mailto:johnbjr@uw.edu">johnbjr@uw.edu</a></td>
</tr>
</tbody>
</table>

*Asterisk indicates member of Crisis Communications Core Team*
Crisis Communications Plan

Appendix B: Crisis and Mass Communications Tools

Note: In a crisis no single medium will suffice to notify all constituencies. Depending on the particular situation, some combination of the communication tools listed below may be employed to reach the widest number of people as quickly as possible.

<table>
<thead>
<tr>
<th>Communication Tool</th>
<th>Application</th>
<th>Characteristics</th>
</tr>
</thead>
</table>
| **UW Website Banner Postings**        | Short messages posted as banners on official UW Web sites | • Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
• Great source of information if UW community knows when and where to check.  
• Does not provide active notification.  
• Crisis Communications Team posts information.  
• Messages are usually less detailed and shorter.  
• Banners are color-coded by the severity of the event. |
| **“UW Alert Blog” web site**           | More detailed messages posted on this Web site | • Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
• Great source of information if UW community knows when and where to check.  
• Does not provide active notification.  
• Crisis Communications Team posts information.  
• Messages can be as detailed and as long as needed. |
<table>
<thead>
<tr>
<th>UW Information Hotline</th>
<th>Messages recorded on official UW hotline.</th>
<th>Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 206-897-INFO(4636)</td>
<td></td>
<td>Great source of information if UW community knows when and where to check.</td>
</tr>
<tr>
<td>• 1-866-897-INFO(4636)</td>
<td></td>
<td>Does not provide active notification.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>By default, the content of messages is automatically taken from the UW Alert Blog website but can be manually updated as needed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Messages are usually less detailed and shorter but can be manually updated to provide more detail as needed.</td>
</tr>
<tr>
<td>UW Alert</td>
<td>Short messages sent to SMS text, email, and social networking accounts.</td>
<td>Provides active notification to subscribers (opt-in) of UW Alert.</td>
</tr>
<tr>
<td>• e2Campus (service provider for the mass notification system)</td>
<td>• SMS text message</td>
<td>Subscribers need to sign up separately for the Facebook and Twitter capabilities.</td>
</tr>
<tr>
<td>• Facebook</td>
<td>• UW email</td>
<td>Crisis Communications Team posts information.</td>
</tr>
<tr>
<td>• Twitter</td>
<td>• Alternate email</td>
<td>Messages limited to approximately 140 text characters due to SMS text and Twitter limitations.</td>
</tr>
<tr>
<td>UW Indoor Alert</td>
<td>Short messages broadcast to loudspeakers inside UW Seattle campus buildings. UW Bothell and UW Tacoma have separate systems.</td>
<td>Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Messages sent using the mass notification capabilities of the fire alarm system inside buildings. Full broadcast capabilities available in approximately 100 buildings. Paging in common areas or reader boards available in approximately 45 buildings.</td>
</tr>
<tr>
<td>UW Outdoor Alert</td>
<td>Short messages broadcast to loudspeakers on UW Seattle Campus. UW Bothell and UW Tacoma have separate systems.</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Provides active notification to people within earshot of the broadcast.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Crisis Communication Team broadcasts messages.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Messages are usually less detailed and shorter, but can be customized to provide more detail as needed.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UW ListServ Email</th>
<th>Messages sent directly to recipients’ email.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Can be used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
<tr>
<td></td>
<td>• Provides active notification to email. However, recipients may not necessarily be able to read/receive email messages.</td>
</tr>
<tr>
<td></td>
<td>• Examples of recipient groups include building coordinators, deans, chairs, AVPs, directors.</td>
</tr>
<tr>
<td></td>
<td>• Message delivery dependent on network conditions and the number of recipients.</td>
</tr>
<tr>
<td></td>
<td>• Messages can be as detailed and long as needed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bulk Email</th>
<th>Email message sent to entire campus or large-scale recipient list</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Can be used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
</tbody>
</table>
• Provides active notification to email. However, recipients may not necessarily be able to read/receive email messages.
• Message delivery dependent on network conditions and the number of recipients (expect the entire campus list to take at least two hours or more to complete).
• Messages can be as detailed and long as needed.
UNIVERSITY OF WASHINGTON

COMMUNICABLE DISEASE OUTBREAK MANAGEMENT PLAN

ISSUE: Communicable Disease Response for the University of Washington

Compiled by:

Advisory Committee on Communicable Disease

AUGUST 2014

REVISION
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Related Unit Response Plans
(Not included as part of this document)

• Master Agreement Regarding Isolation and Quarantine at the UW between
the University of Washington and Public Health – Seattle & King County
• UW Study Abroad
• Housing and Food Services
• Hall Health Center
• UW Medical Center/HEICS Contingency Plan
• Harborview Medical Center Disaster/Contingency Plan
I. Purpose

This annex is a supplement to the 2014 University of Washington’s (UW or University) Emergency Response Management Plan (and describes how the University will respond to the spread of a communicable disease in the University community and/or in the surrounding community. This Communicable Disease Guidance document was initially prepared in 2006, and revised in 2010 and 2014, by the UW Advisory Committee on Communicable Diseases (ACCD) to address pandemic influenza. The ACCD serves to develop strategies to manage communicable diseases at the University and provide recommendations to the President.

The primary purpose of the UW communicable disease response plan is to promote the safety and well-being of UW students, faculty, visitors, and staff by:

1. Preventing the spread of disease
2. Protecting UW workers who will need to keep the UW running
3. Providing support for the essential services that must be maintained

The plan provides a general framework for preparedness planning, response, and recovery in response to a large-scale outbreak of a communicable disease. It outlines the roles and responsibilities of University personnel and units and the functions that public partners can be expected to provide to the University community. The 2010 revision reflected the lessons learned from the H1N1 pandemic that was experienced worldwide and on the University campus in the winter and spring of 2009. This revision reflects updates between 2010 and 2014.

There are several aspects of a communicable disease emergency that differentiate it from other emergencies and that require variations in widespread planning, response, and recovery. Nothing in this document precludes the primary parties (UW departments, units, senior policy-makers, employees, or key stakeholders) from modifying their actions to meet the unique conditions presented. These unique actions and responses may be based on one or more of the following:

- The current threat of disease in the world, region, state, and local area
- The unique nature of the disease including the incidence, morbidity, and mortality of the disease
- The novel nature of the disease pathogen, particularly whether it mutates rapidly, has high virulence and spreads easily from human-to-human.
- Mandates and/or orders by federal, state, or local public health or public safety authorities

II. General information on Pandemic Communicable Disease Events
A pandemic is a “geographically widespread outbreak” of communicable disease. An emergency situation can result when there is a sufficient morbidity and mortality to disrupt the essential operations of a community and when the communicable disease: a) is highly virulent, b) is readily transmitted from human-to-human, and c) causes sudden, serious, illness and death in a large number of people.

The communicable diseases with the highest risk for a pandemic event are those that are new to the population, either a mutated strain of a known pathogen or a newly emerging pathogen to which the general population has little or no immunity (resistance) and therefore spreads easily and is sufficiently virulent to cause social disruption. In the remainder of this document “novel pathogen” will be used to refer the latter agents. Animal viruses infecting humans are considered novel pathogens. Thus the avian influenza concern in 2006 and H1N1 influenza (aka “swine” influenza) in 2009 both had the pandemic potential to interrupt usual operations significantly.

In order to assist communities to plan for a potential pandemic, the World Health Organization (WHO) developed a phased pandemic alert system. WHO uses the definition of pandemic to mean widespread disease in more than one region of the world. The six WHO phases are shown in Attachment #2. The WHO pandemic alert system gives governments, institutions, and individuals time to plan for protection and response.

Federal, state, and local public health agencies such as the Centers for Disease Control and Prevention (CDC), the Washington State Department of Health (WADOH), Public Health – Seattle & King County (PHSKC), and Tacoma-Pierce County Health Department (TPCHD) also provide communicable disease planning and response guidance and support. The University planning and response levels described in this document are informed by the WHO pandemic alert system and are consistent with the (PHSKC) planning levels wherever appropriate. UW actions may deviate from WHO and/or CDC recommendations when necessary in order to follow guidance or directives from local public health authorities that more closely reflect the current situation in the surrounding communities in Washington State.

III. Key Preparedness and Response Principles

Key preparedness and response principles addressed in this plan include:

1) Monitoring local population disease burden to determine novel pathogen morbidity and mortality data that will be used to inform decision-making. This includes gathering real-time information from PHSKC, TPCHD, WADOH, federal and international public health partners, and monitoring the disease burden on campus when feasible.
2) Communicating to the University community about the disease spread, what prevention actions individuals can take, and the operational status of the University during various levels of the pandemic is essential. The University will collaborate with local public health as appropriate to influence public behavior regarding basic infection-control measures such as hand-washing or using sanitizing hand gel, maintaining respiratory etiquette, staying home when sick, and avoiding unnecessary contact with people who are ill.

3) Developing capabilities to implement public health prevention measures is essential to limit disease spread for:
- Students living in student housing
- Students commuting to campuses
- International students and faculty, staff, and students in travel status
- Faculty and staff
- Medical facilities
- Visitors and other non-campus individuals

4) Planning for business, academic, and research continuity by considering:
- Determination of essential staff and services in the event non-essential operations are suspended
- Provision of academic continuance through technology where feasible
- Operational function at low staffing levels
- Implementation of social distancing measures, when deemed necessary
- Determination of when non-essential UW business travel to effected global areas is needed

5) Coordinating with local and regional public health agencies (PHSKC, TPCHD, and WADOH) to plan for surveillance, reporting, mass vaccination, antiviral/antibiotic distribution, isolation and quarantine, and implementation of disaster triage standards that direct resources to care for those with a potential for survival.

6) Planning for recovery of operations so normal operations can be resumed when feasible.
IV. Scope

This plan, as Annex 2 to the UW All-Hazards Emergency Plan, incorporates by reference a similar emergency planning and response structure. The special circumstances of a communicable disease outbreak may require some variance from UW Emergency Operation Plan and are so noted.

All UW locations and entities are considered under this plan, including the Seattle, Tacoma, and Bothell campuses, leased locations, field stations and faculty, staff, and students stationed or traveling out of the country under UW auspices. Some locations are in the process of developing response plans that are more targeted and appropriate for their locations. Coordination with the UW Medical Center (UWMC) and Harborview Medical Center’s (HMC) emergency response plans and those facilities will be necessary to ensure staff who work both in the medical centers and on the campuses are aware of differences in various response and recovery plans. Staff, students, and faculty who have been in travel status internationally and who are at risk of carrying a novel infection may be required to practice social distancing measures for a designated period to minimize the likelihood of disease transmission.

The following sections provide a systematic approach for minimizing the risk in the event of a community-wide communicable disease outbreak.

V. Authority

All laws and authorities referenced in the 2014 UW Emergency Response Plan are relevant to this plan. During a public health emergency, public health laws will be relevant to the operations, and additional statutory authority or memorandums of understanding may supersede University policy.

Governance
State law gives the Board of Regents full control of the University and its property. As delegated by the Board of Regents, the President of the University, or the President’s designee, is authorized to effect the governance and administration of the University.

Emergency Authority
Emergency authority during a communicable disease event resides with the President of the University and the President’s Emergency Policy Council, as described in the UW Emergency Plan, Section 1.11.
The Advisory Committee on Communicable Disease (ACCD)

The ACCD is composed of UW leaders who collectively provide the UW President with logistic, educational, and policy advice related to communicable diseases that may affect University operations.

Public Health – Local Health Officer
The Local Health Officer for Seattle and King County and has statutory authority to enforce public health laws and regulations, and to control and prevent the spread of communicable diseases throughout King County. The Health Officer consults with the PHSKC Communicable Disease Epidemiology and Immunization Program Chief.

UW Public Health Officer
The Director of Environmental Health and Safety (EH&S) serves as the University’s Public Health Officer and is a member of the ACCD. EH&S provides public health services to reduce exposure and transmission of disease. In the area of communicable disease management, EH&S works with internal UW partners, as well as with Public Health – Seattle & King County, to monitor the clinical needs of students and employees, evaluate disease morbidity and mortality on campus, and coordinate vaccine, antibiotic or antiviral distribution. Internal UW partners include the medical directors of UW student health services (Hall Health Center) and the three UW employee health clinics (on UW upper campus, at Harborview Medical Center, and at UW Medical Center). The medical directors of Hall Health Center and the UW Employee Health Clinic are also members of the ACCD.

UW Emergency Management (UWEM) Director
The UWEM Director coordinates emergency response and logistics support in a communicable disease event, supports activation of the Emergency Operations Center (EOC), participates on ACCD, and shares information from local, state, and federal emergency planning and response agencies.

VI. University Unique Characteristics

The University has unique characteristics that influence its planning for the possibility of a communicable disease outbreak. These include:

1. It has many students, faculty, and staff who travel internationally.
2. It encourages foreign exchanges for educational opportunities and research among its students and faculty and has a large number of students studying abroad.
3. It has a high density of people who work, study, and live in close quarters.
4. It has a health sciences center that includes major health care and research facilities.
5. It is never fully closed since it operates residence halls at the Seattle, Bothell, and Tacoma campuses and supports the medical services at both UWMC and HMC.
6. It has research laboratories and research animals that must be maintained on a 24/7/365 schedule.
7. The Board of Regents has full authority over the University facilities and therefore unique relationships with the public health authorities, per Washington Administrative Code (WAC) 246-100.

These unique aspects of the University have been considered in developing the communicable disease response plan.

VII. Planning Assumptions

As stated in the UW Emergency Response Management Plan, “Emergency planning requires an accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions.” These assumptions, with respect to a communicable disease emergency on a university campus, are:

1. The University will work cooperatively with PHSKC to promote interagency communication and collaborative decision-making in times of public health emergencies. The University will follow the lead of PHSKC as much as possible but also recognizes that:
   a. University facilities are located in other counties, states, and countries, and consultation with the local health official for those operations will be necessary.
   b. The University may be a key site where communicable diseases issues are first recognized.
   c. The University may have a varying response need due to dense housing, extensive travel of staff and students, and the need to maintain 24/7/365 essential services.
   d. Public authorities have the power to and may require the University to respond to those authorities directly. This may include providing facilities for emergency public health, medical, and security response.

2. This plan provides a tiered approach for a response that can address the spread of a communicable disease where:
• There is rapid spread of a highly communicable and virulent novel pathogen.
• A vaccine may not become available for an extended period after the emergence of a novel pathogen.
• Mass fatality of susceptible individuals and at-risk populations may occur.
• There is a widespread shortage of prevention aids such as a vaccine, antivirals, protective masks, and sanitizers.
• Rapid changes in infection-control measures must occur to reflect evolving information about a novel pathogen characteristic.
• Social distancing strategies may have to be implemented to reduce disease spread.
• Sustained disease transmission may occur such that personnel are unable to perform or support essential operations.
• The University may have to cease some activities or suspend all non-essential operations.

VIII. University Response Levels and Critical Control Strategies:

The University plan is divided into two levels that incorporate the WHO phases 1, 2, and three into a University Level 1, and the WHO Phases 4, 5, and six into University Level 2. (Attachment #2). This grouping reflects PHSKC’s approach to planning, responding, and recovering from a pandemic event of a communicable disease outbreak.

The UW levels have some correlation with the WHO levels; however, the potential or known virulence and transmissibility of the novel pathogen and the geographic proximity together must act as a general guide for the University’s level of implementation. The ACCD will utilize recommendations from PHSKC, TPCHD, WADOH, and CDC in making recommendations to the President and Board of Regents with regards to implementation of critical control strategies for the UW.

1. UW Level One: Plan and Prepare

UW Level One describes activities that should be taken to prepare for the possibility of a communicable disease outbreak

A. Risk Assessment Summary for Level One

A new pathogen is detected that may be or has been transmitted to humans. No or very limited human-to-human transmission has occurred. University monitors worldwide developments and plans for a change in status or emergence of new pathogens.
At this level, the University faces only potential risks. The risk factor that needs to be considered at this phase is the potential for an unanticipated introduction of the pathogen into the University or local community.

B. Critical Control Strategies – Prevention and Protection

Depending on the level of concern that the pathogen presents, the University may communicate to the University community that the common sense approaches that control the spread of any communicable disease are also basic to preventing infection by a novel pathogen.

i. Encourage all faculty, staff, and students to receive seasonal influenza vaccine and other appropriate vaccinations to reduce the risk of personal illness and possible co-infection with a novel pathogen.

ii. Communicate to the University community the current CDC, TPCHD, and PHSKC recommendations and availability of seasonal influenza vaccine and the novel pathogen vaccine as it becomes available.

iii. Remind University staff, faculty, and students that using basic health practices (e.g., frequent hand washing, covering coughs, and staying home when ill) can help prevent the transmission of a communicable disease.

Students, staff, and faculty traveling internationally on University-related activity or business are encouraged to obtain pre-travel advice and register with the U.S. Embassy prior to departure, to plan for potential illness abroad, and to assure appropriate health insurance coverage exists, including emergency evacuation insurance. UW students, staff, and employees should also register with the UW Office of Global Affairs before traveling abroad, at this website: http://www.washington.edu/globalaffairs/global-affairs/travelregistry/ The ACCD will collaborate with the Office of Global Affairs to identify faculty, staff, and students on UW-related international travel who may have travel restrictions placed either on return to the United States or when reaching their destination country.

C. Essential Services/Responsibility Matrix

The following matrix establishes the actions that University essential services units need to take at Level One.
## UW Level ONE Responsibility Matrix

<table>
<thead>
<tr>
<th>Responsible Unit</th>
<th>Critical Control Action Strategies – LEVEL ONE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POLICY</strong></td>
<td></td>
</tr>
<tr>
<td>President and Cabinet</td>
<td>• Receive briefings and review the operational implications of a potentially communicable disease outbreak affecting University operations.</td>
</tr>
<tr>
<td>President Provost/ Executive Vice President Senior Vice President</td>
<td>• Remind academic and administrative units to prepare and plan for business/academic/research continuity, continue regular orientation and training for EOC and Emergency Policy Council members.</td>
</tr>
<tr>
<td>Advisory Committee on Communicable Disease (ACCD)</td>
<td>• Coordinate preparation and dissemination of information on the University’s response plan for management of the possible spread of a novel pathogen.</td>
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<tr>
<td></td>
<td>• Clarify its role in emergency communications and actions with the EOC.</td>
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<tr>
<td></td>
<td>• Clarify relationship with local health departments/local health officers for potential communicable disease control activities.</td>
</tr>
<tr>
<td></td>
<td>• Monitor the information from the Centers for Disease Control and Prevention (CDC), reports from the World Health Organization (WHO), information from the state and local health jurisdictions in Washington State, and developments in other institutions of higher education in order to have access to the best possible information on which to base its recommendations. Chair of the ACCD may brief the President and/or the President’s Cabinet (Emergency Policy Council)</td>
</tr>
<tr>
<td><strong>STUDENT SUPPORT</strong></td>
<td></td>
</tr>
<tr>
<td>Housing &amp; Food Services (HFS)</td>
<td>• Identify potential housing necessary for quarantine and/or isolation facilities, as well as consolidation options should a long-term class suspension be implemented.</td>
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<tr>
<td></td>
<td>• Ensure housing agreement language allows for the use of facilities in an emergency situation.</td>
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<tr>
<td></td>
<td>• Assess the potential need for action to ensure just-in-time food supply options.</td>
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<tr>
<td>Responsible Unit</td>
<td>Critical Control Action Strategies – LEVEL ONE</td>
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<tr>
<td>(Continued)</td>
<td>• Assess the potential need for Personal Protection Equipment (PPE) and arrange for appropriate training and fit testing for respirators,</td>
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<tr>
<td></td>
<td>• Stockpile supplies of cleaning supplies and respirators as conditions warrant.</td>
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<tr>
<td></td>
<td>• Identify essential custodial, residential life, and food service personnel and develop a plan for sufficient presence during an outbreak.</td>
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<tr>
<td></td>
<td>• Ensure preventive signage, such as hand washing instructions, are posted in restrooms and elevator lobbies.</td>
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<tr>
<td></td>
<td>• Develop backup staffing plan.</td>
</tr>
<tr>
<td>Hall Health Center/Student Health Services</td>
<td>• The Hall Health Center Medical Director serves as the primary medical advisor for student public health needs and provides draft communications and recommends policy related to medical response to potential communicable disease risk for the student population.</td>
</tr>
<tr>
<td></td>
<td>• Maintain ongoing participation in the PHSKC and TPCHD surveillance plan.</td>
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<td></td>
<td>• Participate in the CDC-affiliated GeoSentinel global surveillance program.</td>
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<tr>
<td></td>
<td>• Serves as a data collection site for requisite reporting of student absenteeism.</td>
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<tr>
<td></td>
<td>• Monitor local, regional, national, and global outbreak disease status, and collaborate with EH&amp;S and ACCD on analysis of implications for UW campus.</td>
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<tr>
<td></td>
<td>• Develop a medical provider backup plan to meet the increased demand for clinical services, in the event of high staff absenteeism.</td>
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<td></td>
<td>• Promote appropriate personal protection and emergency plans for health center staff.</td>
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<td></td>
<td>• As an ACCD member, participate in the development of a campus response plan, and also a distribution plan for critical pharmaceuticals, medical supplies, and equipment.</td>
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<td></td>
<td>• Participate with HFS and UW Police Department (UWPD) in the development of a plan for students in residence halls who may have been exposed and/or need transport to quarantine facility.</td>
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<td></td>
<td>• Develop protocol for transfer of students requiring hospital evaluation or care to UWMC or other hospital facilities.</td>
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<tr>
<td>Responsible Unit</td>
<td>Critical Control Action Strategies – LEVEL ONE</td>
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<tr>
<td>Student Health Services (Continued)</td>
<td>• In conjunction, the Office of Global Affairs, advise students and faculty traveling to affected regions.</td>
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<tr>
<td></td>
<td>• Provide expert medical advice to campus and EOC</td>
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<td></td>
<td>• Serve as the campus web resource for updating information.</td>
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<tr>
<td>Office of Global Affairs</td>
<td>• Travel tracking database is established. The Office of Global Affairs is actively tracking and identifying</td>
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<tr>
<td></td>
<td>students, faculty, and staff traveling abroad for academic work or university business. This tracker is not</td>
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<td></td>
<td>100% accurate as there is no UW policy that requires UW travelers to register their travel prior to departure.</td>
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<tr>
<td></td>
<td>• In conjunction with Hall Health Center/Student Health Services:</td>
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<tr>
<td></td>
<td>1) inform students and faculty about the policies and procedures for pre-travel health screen; 2) implement</td>
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<td></td>
<td>criteria for deferral of program participation in a country/region of a significant communicable disease</td>
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<td>outbreak; 3) plan for UW students abroad during a pandemic outbreak (which should include having a</td>
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<td></td>
<td>communication and evacuation plan for students); 4) implement requirement that students abroad have medical</td>
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<td></td>
<td>insurance with medical evacuation coverage; 5) establish a system to identify reliable medical providers</td>
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<tr>
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<td>at Student locations abroad.</td>
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<td></td>
<td>• The Global Affairs website will provide updated information on the communicable disease situation via</td>
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<tr>
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<td>local, state, federal, and international health agency announcements. It is vital for students, faculty,</td>
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<td></td>
<td>and staff to recognize that travel restriction may be a response to a communicable disease outbreak.</td>
</tr>
<tr>
<td>Office of Student Life</td>
<td>• Develop a draft policy for suspension of classes due to threatening communicable disease outbreak and route to</td>
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<td></td>
<td>Provost for consideration.</td>
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<tr>
<td></td>
<td>• Verify student discipline policy for compliance with emergency health directives is in place.</td>
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<tr>
<td></td>
<td>• Develop in advance communication plans, notices, and travel information in conjunction with Hall Health,</td>
</tr>
<tr>
<td></td>
<td>EH&amp;S, and ACCD.</td>
</tr>
</tbody>
</table>
## ESSENTIAL SERVICE SUPPORT

| Environmental Health and Safety (EH&S) and Medical Director of the Employee Health Clinic (EHC) | • EH&S Director serves as local public health officer for the UW campus and is a member of the UW ACCD, providing public health expertise for communicable disease event prevention planning and response.  
• The Medical Director of the EHC serves as the medical advisor for UW campus employees and maintains contact and communication with PHSKC.  
• Provides draft communications and recommends policy related to medical response to potential communicable disease risk.  
• Maintain primary contact and communication with PHSKC.  
• In conjunction with Hall Health Center, monitor the national, state, and local communicable disease and public health status.  
• Respond to public health questions from UW community.  
• Promote awareness of the UW Communicable Disease Response Plan through the UW Health and Safety Committees.  
• In conjunction with the EOC and HR, serve as an employee information site regarding disease issues.  
• Link with EH&S and UWEM to provide information to UW clients.  
• Provide links to appropriate medical centers.  
• Work with Hall Health, UWEM, and others to coordinate the development and dissemination of public health information, including guidelines regarding the use of PPE/respiratory protection.  
• Conduct respiratory protection training and fit testing, as necessary to assure essential UW services can function safely  
• Review the impact of a communicable disease outbreak on services and personal protection needs for essential services, such as Lab Medicine, Facilities Maintenance, etc.  
• Work with Purchasing to arrange the continued supply of PPE and hygiene items.  
• Review protocols and training of employees in clinical labs who may be handling novel virus strains and assure proper personal protection, training, and proper bio-safety level handling.  
• In conjunction with the Infectious Waste Committee, develop a management plan for increased volumes of infectious waste. |

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Annex 2

2014 Communicable Disease Outbreak Mgmt. Plan

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| UW Emergency Management (UWEM)                                      | • Provide emergency references/documents to responsible functional units.  
|                                                                     | • Liaison with campus units to review potential EOC needs.  
|                                                                 | • Test EOC and Policy Group communications, including updating call-up lists and 24/7 of EOC and cabinet officials.  
|                                                                 | • Determine if additional backup personnel are required for each critical office/unit/department in the EOC.  
|                                                                 | • Develop a plan for a virtual EOC and Emergency Policy Council (Cabinet) activation to minimize person-to-person contacts in a time of emergency.  
|                                                                 | • Develop, implement, and evaluate tabletop exercises dealing with a disease outbreak, as appropriate.  
|                                                                 | • Review information-sharing systems between UW and King County ECC, Pierce County, and City of Seattle EOC and State of Washington EOC.  
|                                                                 | • Increase mandatory continuity planning compliance with UW Administrative Policy Statement 13.2, and support units in developing and testing their continuity plans.  
| Facilities Services, including Transportation Services            | • Assure sites identified for quarantine and/or isolation have the functioning infrastructure.  
|                                                                 | • Develop cross-training to enable power plant, electrical and water services, and other critical services to be maintained in the event of a campus outbreak so that hospitals and residence halls can be supported.  
|                                                                 | • Stockpile appropriate PPE and critical supplies.  
|                                                                 | • Provide training to staff regarding communicable disease issues and assure all staff have respiratory protection training and fit testing.  
|                                                                 | • Review potential impacts of travel restrictions to UW operations and review alternative transportation plans.  
|                                                                 | • Identify potential motor pool units that could be used for servicing transport needs of resident students.  
|                                                                 | • Plan for sanitizing vehicles and providing PPE for cleaning staff.  
|                                                                 | • Assure infectious waste management vendors can handle increased volumes.  
|                                                                 | • Review CAAMS system for expansion so UW buildings can be locked remotely.  |
### Human Resources (HR)

In collaboration with UWEM:

- Review materials developed by UWEM to assist units to identify the critical functions they may perform (if any) and the critical inputs and outputs to and from their Units.
- Review information about UW practices that would facilitate “social distancing” and update/augment if required (e.g. telework, alternative work schedules).
- Assess the need for additional communication about positions designated as essential and leave use practices.
- HR/Payroll Modernization (Workday) implementation target is January 2016. Following implementation, HR will assist in the collection of employee attendance data, as requested.
- Communicate health plan immunization coverage; sponsor on-site immunization clinics for faculty and staff.

### Procurement / Purchasing

- Assist with preparations for the event critical supplies need to be stockpiled.
- Assure advanced contracts provide sufficient use of necessary food and supplies, as identified by critical functional units.
- The contract for refrigerated trucks to be accessible to the medical centers/campus.

### Risk Management

- Provide guidance regarding coverage status of faculty or professional staff who are requested to work on community management of a communicable disease outbreak and/or who wish to volunteer for such work.
- Provide guidance to ACCD regarding liability issues of the plan or plan activities.
- Review and amend insurance policies, if possible, for communicable disease-related losses.
- Establish backup with and for other administrative functions in EOC (e.g., HR, Finance).

### UW Police Department (UWPD)

- Review the mutual aid agreements with local police jurisdictions.
- Assure staff are appropriately trained for possible enforcement of quarantine and/or isolation actions on campus.
- Obtain training regarding respiratory protection and fit testing.
- Stockpile supplies of respirators as necessary.
## COMMUNICATIONS SUPPORT

| UW Information Technology | Identify essential services needed to maintain University operations and communication systems.  
|                          | Identify essential staff functions and cross train.  
|                          | Identify need and capacity issues for increased telecommunications. |
| UW Crisis Communications Team | Develop liaisons with the IPO in the region for coordinated delivery of community messages in the event of an emergency.  
|                           | Update the UW public and UWEM web pages, as needed.  
|                           | Establish communication strategies.  
|                           | Develop templates for news releases, public statements, and briefings, with input from ACCD.  
|                           | Coordinate with the medical centers regarding messages to faculty, staff, and students that may differ based on risks to patient populations. |

## MEDICAL CARE SUPPORT

| UW Medicine Harborview Medical Center (HMC)  
| UW Medical Center (UWMC) | HMC:  
|                           | Implement duties associated with role as the Disaster Control Hospital for Seattle and King County.  
|                           | Provide leadership (co-chair) for the Northwest Healthcare Response Network on Disaster Planning.  
|                           | Implement and maintain Regional Resource Hospital requirements consistent with King and Pierce County Healthcare System Emergency Response Plan. |
| HMC, UWMC: |  
|                           | Implement medical center and clinic specific plans consistent with requirements of Regional Hospital Coalition Plan.  
|                           | Develop plans that enable medical service delivery to larger community as part of the county-wide flu planning efforts.  
|                           | Update infection control plans according to public health requirements and recommendations.  
|                           | Implement effective isolation and containment protocols, continue respiratory hygiene/cough etiquette and epidemiologic surveillance programs.  
|                           | Coordinate information regarding personnel protection required in hospitals with employee health services so staff, students, and faculty are aware that protection levels may vary according to location. |
2. Level Two: Mobilize/Respond/Sustain

**Level Two will be activated upon the first confirmed case of a human disease caused by a highly virulent novel pathogen in the United States, Mexico, and/or Canada that has the potential to cause substantial socioeconomic disruption because of morbidity or mortality impacts. Level Two is flexible and scalable to meet emerging disease event conditions.**

**A. Risk Assessment Summary**

This University communicable disease outbreak guidance plan - Level Two - incorporates WHO levels 3, 4, and 5 and provides response guidance in situations where the first confirmed case of human-to-human transmission of a novel pathogen has occurred in the United States, Mexico, and/or Canada. The University response level will depend on the pathogen’s virulence and rate of spread and will change as new information about the agent or its spread becomes available.

The University will identify major risk factors that are unique to the University and related to the potential transmission of a novel pathogen disease, should human-to-human transmission be documented. These could include such factors as densely located populations in housing and classrooms, age and immunity status of the campus population, and international travel status of some University members. The impact of the disease in the communities surrounding the University as well as other risk factors will also be included in risk evaluation.

**B. Critical Control Strategies**

1. Prevention and Protection

   The UW Level Two response includes the following prevention strategies:
General Strategies

The controls noted in “Level One,” such as basic hygiene and working with private health care providers to receive vaccinations are also critical prevention strategies that need to be followed by all members of the University community.

At this point, the University may opt to suspend classes or at least public activities such as sporting events, as a precaution to limit close contacts between members of the campus community. At this level, Public Health Officials may consider imposing travel restrictions. Therefore, returning residence hall students to their families and homes may need to take place before such restrictions can be imposed.

University Sponsored Travel

(Details of the implementation of the Office of Global Affairs response plan can be found in specific unit response attachments).

Depending on the specific circumstances of the communicable disease threat, the University may implement travel restrictions and requirements for returning travelers. See Attachment 3 for travel-related control strategies, guidance, policies, and procedures.

The University uses CDC definitions and local health guidance in determining what constitutes “close personal contact” for purposes of establishing appropriate risk reduction procedures. Close contact may include kissing or embracing, sharing eating or drinking utensils, close conversation, and any other direct physical contact between persons. Close contact generally does not mean the casual contact typified by attending the same class or meeting or walking by a person.

Transmission of a novel pathogen may be more likely among health care providers having close personal contact with infected patients. To reduce the potential for transmission among these University employees, the medical centers affiliated with the University have implemented infection control mechanisms, including designated screening areas and the use of PPE by those providers having close contact with potential novel pathogen patients. Surgical masks will be offered to any person who is coughing and/or sneezing while in waiting and reception areas of the health care centers, as the masks can minimize the exposure of others.

For a pathogen of extreme virulence and transmissibility and where rates of infection and absenteeism disrupt critical services in the area, the University will plan for and may take the following actions as appropriate:
• Activate EOC (physically or virtually) and operate in ICS mode. (Appoint an Incident Commander)
• Implement local public health directives.
• Suspend University non-essential operations.
• Suspend classes.
• Evacuate residence halls.
• Restrict visits to campus of non-essential visitors.
• Exclude individuals showing symptoms from campus.
• Quarantine/isolate resident students.
• Implement travel restrictions.
• Implement requirements for returning travelers.
• Establish mass dispensing operations for treatments or immunizations coordinated with campus and local public health officials.

C. Essential Services/Responsibility Matrix – Level Two

The completion and continuation of the preparations outlined in Level One, and detailed in unit response plans should be considered the foundation on which Level Two preparation builds. In addition to Level One actions, the following actions are needed at Level Two:

<table>
<thead>
<tr>
<th>Responsible Party</th>
<th>Critical Control Strategy - Level Two</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POLICY</strong></td>
<td></td>
</tr>
<tr>
<td>President and Cabinet</td>
<td>• Review updates and reports from ACCD and others on the continuing prevention, preparation, and response activities.</td>
</tr>
<tr>
<td></td>
<td>• Make decisions based on recommendations of ACCD and others on issues such as:</td>
</tr>
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<td></td>
<td>- suspension of non-essential operations</td>
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<tr>
<td></td>
<td>- residence hall closure(s)</td>
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<tr>
<td></td>
<td>- implementation of isolation or quarantine</td>
</tr>
<tr>
<td></td>
<td>- implementation of social distancing</td>
</tr>
<tr>
<td>President</td>
<td>• Direct campus units to implement business and academic/research continuity plans and put critical action plans in place.</td>
</tr>
<tr>
<td>Provost/Executive Vice President</td>
<td>• Assess risk/benefit impact of various mitigation strategies for partial or full academic closures.</td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>• Direct business continuity to occur for 24/7/365 business operations.</td>
</tr>
<tr>
<td>President</td>
<td></td>
</tr>
<tr>
<td>Provost/Executive Vice President</td>
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</tr>
<tr>
<td>Senior Vice President</td>
<td></td>
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<tr>
<td>President</td>
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<tr>
<td>Responsible Party</td>
<td>Critical Control Strategy - Level Two</td>
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</tr>
</tbody>
</table>
| Advisory Committee on Communicable Diseases (ACCD) | • Operate in conjunction with the EOC (if activated).  
• Advise President and Cabinet regarding the status of the ongoing disease spread and mitigation measures. |

**STUDENT SUPPORT**

| Housing & Food Services (HFS) | Ensure plans are in place to prepare for a potential University closure.  
Prominently display and provide up-to-date communication to HFS employees and residential students regarding a communicable disease threat, prevention, and treatment, working with the ACCD and Hall Health Center.  
Revise an emergency staffing plan, if necessary, to attend to students’ needs. Communicate needs for additional staffing based on the situation and available in-house staff.  
Identify rooms and/or buildings to house students unable to vacate.  
Identify locations for sick students requiring isolation and quarantine. Work with Hall Health Center to identify a way to monitor students’ health.  
Coordinate student clearance procedures with Hall Health Center.  
Arrange essential HFS staff training with EH&S, Hall Health Center, and/or the UWMC.  
- Identify members of the quarantine cleaning team and appropriately train and equip with respiratory protection.  
- Provide essential training to staff requiring close contact with isolated and/or quarantined students.  
Identify and gather supplies needed to carry out an emergency plan.  
Staff and train a food distribution team for potential future action. Ensure food delivery process is planned and delivery supplies are available.  
Identify, purchase, and store protective equipment needed for staff and residents and stockpile protective and sanitary equipment, in consultation with Hall Health Center and EH&S. |

HFS (continued)
### Responsible Party

<table>
<thead>
<tr>
<th>Critical Control Strategy - Level Two</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Assure appropriate supplies for students and staff, including packing boxes, tags, protective face masks for implementing respiratory protection and cough etiquette, appropriate respirators, ethanol-based hand sanitizer, and food transport supplies.</td>
</tr>
<tr>
<td>- Take steps to limit transmission of diseases through touch points in dining facilities, such as discontinuation of common serving implements.</td>
</tr>
</tbody>
</table>

**In the event of residence hall/apartment evacuation and activation of isolation/quarantine:**

- Based on directives from the local health official and the Board of Regents requiring official University-wide restrictions/closures, HFS will send notices to student residents in the residence halls/apartments with instructions for vacating and checking out.
- The quarantine and isolation housing units identified in Level 1 planning will be prepared for potential use. Notifications will be sent to occupants informing them of the need to move/vacate with a 24-hour notice.
- The food distribution and cleaning teams will be activated and put on stand-by.
- Residential Life staff will be prepared to oversee the movement, storage, and security of students' belongings.
- Training and equipping staff with PPE will be finalized.
- Arrangements will be confirmed with vendors regarding uninterrupted delivery of food and supplies.
- Hospital grade cleaning and infection control will be instituted in the residence halls/apartments, as well as quarantine and isolation facilities.
- In the event of a University closure, activate plan from Level 1 to isolate sick students.
- Recall essential personnel.
- Evacuate students and prepare isolation areas for sick residents.

<table>
<thead>
<tr>
<th>Hall Health Center/Student Health Services</th>
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</thead>
<tbody>
<tr>
<td>- Provide primary health care services for UW students</td>
</tr>
<tr>
<td>- Track incidence of illness.</td>
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<tr>
<td>- Assure staffing and PPE programs are in place</td>
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<tr>
<td>- Work with IPE and HFS to create a program to provide students with access to campus facilities.</td>
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<td>Responsible Party</td>
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<td>Office of Global Affairs (OGA)</td>
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<td>Global Emergency Management (GEM)</td>
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<td>OGA and GEM (Continued)</td>
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<td>Office of Student Life</td>
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<td>Environmental Health and Safety (EH&amp;S)</td>
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| EH&S (Continued)  | - Continue to provide information and to monitor for potential disease symptoms among employees.  
|                   | - Coordinate employee health care delivery at UW, HMC, and UWMC, through collaboration with the infection control officers at each institution.  
|                   | - Serve as a resource for the screening of employee with disease symptoms.  
|                   | - Intensify information communication to the UW community regarding good hand-washing and cough hygiene practice.  
|                   | - Work with other service units to assure preparations for employee safety and health are in place  
|                   | - Notify PHSKC if UW isolation/quarantine measures are to be implemented or if resident students are to be sent home.  
|                   | - Confirm when residence hall rooms previously occupied by infected individuals can be considered safe for re-occupancy.  
|                   | - Participate in decisions to support activities in the EOC.  
|                   | - Restrict number and type of face-to-face meetings. Encourage teleconferences.  
|                   | - Review staffing levels and adjust hours and back-up. Consider multiple shifts.  
|                   | - Monitor and correct supplies and supply pipeline as needs change.  
|                   | - Implement minimum EH&S staffing plan to provide health and safety services to essential staff at UW.  
|                   | - Report staffing projections and long-term capacity to EOC.  
|                   | - Assure UW essential personnel have appropriate training and PPE.  
|                   | - Work with PHSKC to identify community-based isolation/quarantine areas, if UW space is exceeded.  
<p>|                   | - Identify spaces that can be used as temporary storage for hazardous waste if normal disposal options are not available.  |</p>
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<tr>
<th>Responsible Party</th>
<th>Critical Control Strategy - Level Two</th>
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| UW Emergency Management (UWEM) | • Work with the incident commander (EH&S Director or alternate) in the event that actual or virtual EOC activation occurs.  
• Identify alternate campus staff or volunteers to supplement limited UWEM staff to coordinate EOC activities.  
• Confirm with organizational units that they are clear about their response role in the event of EOC activation.  
• Share updated communicable disease response plan with key EOC and cabinet officials and operational units and departments.  
• Test EOC computer and phone capabilities. Place EOC on “stand-by” for potential (partial) activation.  
• Order personal hygiene and disease transmission control devices for EOC responders (e.g., masks, gloves, tissues, antibacterial, etc.)  
• Work closely with the ACCD to update campus emergency responders with expected roles and responsibilities at this stage.  
• See HR Section regarding business, academic, and research continuity.  
• Link with King County Emergency Response Center and Pierce County to coordinate on non-public health issues.  
• Liaison with EH&S and Hall Health Center to coordinate public health with clinical health control measures.  
• Assure the incident command structure is in place for the actual or virtual EOC, with leadership provided to at least three levels for the following:  
  o Incident Commander/Manager  
  o Planning  
  o Operations  
  o Logistics  
  o Administration/Finance  
• As part of ACCD, develop ad-hoc policies and official statements for review and dissemination by the President’s Emergency Policy Council (Cabinet)  
• Activate (virtually or physically) the Campus EOC Level 2 (Partial activation with critical functions staffed).  
• Work with operational departments to ensure adequate staffing of critical business continuity functions. |

UWEM (Continued)
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<tr>
<th>Responsible Party</th>
<th>Critical Control Strategy - Level Two</th>
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<tbody>
<tr>
<td></td>
<td>• Assist in the resource management activities of the University in locating and acquiring specialized materials and supplies for the response and recovery efforts. This may include requesting State and Federal resources via the State EOC in Camp Murray.</td>
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<td>• Continue to coordinate the activities of the (virtual or physical) UW EOC.</td>
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<td>• Provide updated reports to the City of Seattle EOC, King County ECC, Tacoma-Pierce County EOC, and the State of Washington EOC</td>
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<tr>
<td>Facilities Services, including Transportation Services</td>
<td>• Complete final preparations for isolation/quarantine facilities.</td>
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<td>• Implement business continuity plan</td>
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<td>• Assure all staff have appropriate PPE, training, and testing</td>
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<td></td>
<td>• Confirm vendors and contracts are in place for waste handling</td>
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<td></td>
<td>• Do training and fit testing for respiratory protection</td>
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<td></td>
<td>• Activate staff backup plan</td>
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<td>• Continue to support all essential campus services</td>
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<td>Responsible Party</td>
<td>Critical Control Strategy - Level Two</td>
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| Human Resources   | • Serve as a resource to answer questions and respond to HR issues that arise, including access to benefits information and resources.  
• Communicate reminders about the procedures for suspending non-essential operations and the status of employees not required to work and leave policies that apply.  
• Continue to support all essential services and manage HR issues that arise.  
• Evaluate the need for, recommend, and, if necessary, implement changes in HR policies for emergency operations  
• Communicate and work with labor organizations, as necessary. |
| Procurement/ Purchasing | • Work with major emergency and operational units to order additional emergency response, medical, and mass-care supplies and equipment.  
• Contact key vendors (medical supplies, food, water, and personal care supplies) to ensure timely delivery or critical supplies.  

Risk Management | • Advise, as needed, on liability implications to response activities.  
• Assess liability coverage for volunteer and replacement medical providers.  
• Assist with workers compensation claims for faculty and staff.  
• Respond to the management of risk for some required social distancing measures, such as quarantine, screening, and other activities.  

UW Police Department (UWPD) | • Assure staff are fully prepared re PPE.  
• Be ready to enforce suspended operations.  
• Be ready to provide oversight of quarantine/isolation restrictions on access.  
• Coordinate with other law enforcement jurisdictions.  
• Coordinate any on-site campus fatalities with the King County Medical Examiner’s Office. |
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<th>Responsible Party</th>
<th>Critical Control Strategy - Level Two</th>
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<tbody>
<tr>
<td><strong>COMMUNICATIONS SUPPORT SERVICES</strong></td>
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</table>
| UW Information Technology | • Provide a centralized location for campus messages and communications.  
• Have designated information on UW Home Page.  
• Develop links to other UW websites that may have department specific information (e.g., medical centers). |
| UW Crisis Communications Committee | • Coordinate with Public Health Joint Information Center (JIC).  
• Work with ACCD, Hall Health Center, EH&S, UWEM, and others to develop responses to media inquiries. |
| **MEDICAL CARE SUPPORT** |
| UW Medicine  
UW Medical Center (UWMC)  
Harborview Medical Center (HMC) | • Follow Emergency Operations Plan, evaluate the plan, and adjust as necessary to address outbreak control measures.  
• Identify and implement the appropriate level of PPE for healthcare providers specific to the current organism.  
• Implement screening of all clinic and hospital patients for indicators specific to the current organism.  
• Expand staff training by Hospital Epidemiology and Infection Control re-appropriate donning and removal of PPE.  
• Maintain communication with PHSKC and King County Healthcare Coalition.  
• Communications with the public re healthcare to be managed through a regional hospital JIC.  
• Complete impact assessment and plan for other medical services during a prolonged communicable disease outbreak.  
• Implement alternative staffing plans as necessary  
• Adjust standards of care in coordination with other hospitals as identified by the King County Healthcare Coalition.  
• Arrange for an alternative storage site for decedents in case medical examiner capacity is exceeded. |
IX. FOR MORE INFORMATION

CDC: http://www.washington.edu/globalaffairs/
Travel information from CDC: http://www.cdc.gov/travel/
State of Washington Department of Health: http://www.doh.wa.gov/
Public Health – Seattle & King County:

UW’s Office of Global Affairs: http://www.washington.edu/globalaffairs/
UW’s travel registry: http://www.washington.edu/globalaffairs/global-affairs/travelregistry/

Telephone numbers of some local health jurisdictions are listed below.

Public Health – Seattle & King County, Prevention Division
Seattle, Washington
206-296-4774
(Serves UW Seattle and UW Bothell)

San Juan County Department of Health and Community Services
Friday Harbor, Washington
360-378-4474

Tacoma-Pierce County Health Department, Communicable Disease
Tacoma, Washington (Serves UW Tacoma)
253-798-6500
Glossary

**Isolation** – The physical separation of a person suffering from an infectious or contagious disease from others in a community.

**Quarantine** – The physical separation of healthy people who have been exposed to an infectious disease for a period of time from those who have not been exposed.

**Pandemic** – The global outbreak of a highly infectious disease in humans in numbers clearly in excess of normal caused by a new pathogen or emergence of an altered old pathogen capable of sustaining widespread disease in a region of the world or worldwide.

**Pandemic Flu** – Pandemic flu is the virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person-to-person.

**Social Distancing** – A disease prevention strategy in which a community imposes limits on social (face-to-face) interaction to reduce exposure to and transmission of a disease. These limitations could include, but are not limited to, school and work closures, cancellation of public gatherings, and closure or limited mass transportation.

**Transmissibility** – Ability to easily spread from human-to-human

**Travel Advisory** – When there is a recommendation against non-essential travel to a geographic area where an outbreak of a disease is occurring.

**Travel Alert** – Where an outbreak of a disease is occurring in a geographic area, and there is no recommendation against non-essential travel to the area, although recommendations regarding personal health protection in such settings are available.

**Virulence** – The capacity of a microorganism to cause disease.
### Attachment #1:  
**Current ACCD Membership**  
(Updated September 29, 2014)

<table>
<thead>
<tr>
<th>Department/Office</th>
<th>Primary Contact</th>
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<tbody>
<tr>
<td>President</td>
<td>Ana Mari Cauce</td>
</tr>
<tr>
<td>Provost/Executive Vice President</td>
<td>Jerry Baldasty</td>
</tr>
<tr>
<td>Executive Vice President for Finance &amp; Admin.</td>
<td>Jeff Scott</td>
</tr>
<tr>
<td><strong>ACCD Membership</strong></td>
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</tr>
<tr>
<td>ACCD Chair (Office of Student Life)</td>
<td>Denzil Suite</td>
</tr>
<tr>
<td>Health Sciences Administration</td>
<td>David Anderson, DVM</td>
</tr>
<tr>
<td></td>
<td>Bob Ennes</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>Steve Charvat</td>
</tr>
<tr>
<td>Attorney General’s Office</td>
<td>Karin Nyrop</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Jude Van Buren</td>
</tr>
<tr>
<td>EH&amp;S Campus Preventive Health</td>
<td>Sheryl Schwartz</td>
</tr>
<tr>
<td>EH&amp;S Employee Health Clinic Medical Director</td>
<td>Geoff Gottlieb, MD</td>
</tr>
<tr>
<td>Hall Health Center/Student Health</td>
<td>William Neighbor, MD (interim director)</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>Stephanie Rempe</td>
</tr>
<tr>
<td>Housing and Food Service</td>
<td>Pamela Schreiber</td>
</tr>
<tr>
<td>Academic Programs, School of Public Health</td>
<td>Rhonda Forman</td>
</tr>
<tr>
<td></td>
<td>Tao Kwan-Gett, MD</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Kathleen Dwyer</td>
</tr>
<tr>
<td>News &amp; Media Relations</td>
<td>Victor Balta</td>
</tr>
<tr>
<td>Orthopedics &amp; Sports Medicine</td>
<td>John O’Kane</td>
</tr>
<tr>
<td>Crisis Communications Committee Chair</td>
<td>Norm Arkans</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Becky Bullock</td>
</tr>
<tr>
<td>Global Affairs</td>
<td>Nicholas Hill</td>
</tr>
<tr>
<td>UW Study Abroad</td>
<td>Peter Moran</td>
</tr>
<tr>
<td>UW-Bothell Campus</td>
<td>Emily Christian and Wolf Yeigh</td>
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<tr>
<td>UW Medical Center and</td>
<td>Estella Whimbey, MD</td>
</tr>
<tr>
<td>Harborview Medical Center</td>
<td>John Lynch, MD</td>
</tr>
<tr>
<td>UW Tacoma Campus</td>
<td>Michael Wark</td>
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<td>Jeri Carter, Heather Gulian</td>
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Attachment #2:
WHO Pandemic Global Phases and UW Local Response Levels
(Reference: www.cdc.gov/flu/pandemic/phases.htm)

The World Health Organization’s global influenza preparedness plan defines stages of a pandemic as consisting of the following six phases. Phases 1 and 2 comprise the “inter-pandemic period,” phases 3, 4, and five are considered the “pandemic alert period,” and phase 6 is the “pandemic period.” (University-wide planning for preparedness is based on two action levels, combining the phases as noted above.)

Phase 1: No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.

Phase 2: No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.

Phase 3: Human infections(s) with a new subtype but no human-to-human spread, or at most rare instances of spread to a close contact.

Phase 4: Small cluster(s) with limited human-to-human transmission but the spread is highly localized, suggesting that the virus is not well adapted to humans.

Phase 5: Larger cluster(s) but human-to–human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible (substantial pandemic risk).

Phase 6: Pandemic: increased and sustained transmission in general population.
Attachment #3: Travel Restrictions, Policies, and Procedures

- To the greatest degree possible, University departments will be asked to stop authorizing University-sponsored travel for students or staff to any areas with CDC travel suspension advisories. If an individual believes there is a compelling University-related reason for travel to these areas, he/she must notify his/her Chair, Dean, or Vice President, and contact the Office of Global Affairs to register in the UW Travel Registry and possible review by the International Travel Risk and Safety Committee (ITRASC). Students, faculty, and staff are always encouraged to register with the U.S. State Department’s Smart Traveler Enrollment Program (https://step.state.gov/step/).

- UW students and staff currently in those areas with CDC travel advisories will be provided with as much information and assistance as possible, including website access to updates and information available from the CDC, the WHO, and the State Department. If the novel pathogen has a high virulence potential, students and employees (faculty and staff) returning from these areas will be asked to contact Hall Health Center and UW Campus Employee Health Center (EHC), respectively, for symptom review checks and possible voluntary quarantine.

- Recognizing voluntary personal travel can occur at any time, the University will strongly urge all University employees and students to avoid non-essential travel to any areas for which CDC has established Travel Advisories and Alerts. University employees and/or students who travel to any of the high-risk areas subject to travel alerts or travel advisories from the CDC have access to the information for travelers available on the CDC website http://wwwnc.cdc.gov/travel/, and can contact the UW Travel Clinic at Hall Health (206-685-1060; travel@uw.edu) to schedule personal consultation for pre-travel health advice and preparation. In addition, local public health officials, such as PHSKC will have updated information regarding international travel posted on their website.

1. Protection

- Departments, who have an employee or student returning from a travel alert region with known high virulence, will be required to have their student or employee contact Hall Health Center or UW Campus EHC or another clinical facility designated by the UW Public Health Physician, complete a health status questionnaire, and monitor his/her health status carefully after returning for the number of days designated as the incubation period (time from exposure to onset of symptoms) of the novel pathogen. No one may come to or remain at work or University classes or activities, or engage in any contact with other persons if fever, respiratory symptoms, or other identified transmission symptoms develop,
and a health-care provider will need to be contacted immediately. Novel pathogens of unknown virulence may follow these guidelines until virulence of the pathogen is felt to be low, in which case the recommendations may revert to a lower level.

- Transmission of many novel pathogens may be more likely among people living together where opportunities for close personal contact are increased. Any individual who wishes to reside in University-sponsored housing and who has been in an affected region known to have human-to-human transmission of a highly virulent novel pathogen for which there is either a CDC Travel Advisory or a CDC Travel Alert, as described in the travel criteria of the current CDC case definition, will be provided accommodations on the Seattle campus ONLY IF ALL THE FOLLOWING CONDITIONS ARE MET:
  - He/she is completely symptom-free when arriving on campus.
    - He/she can certify to the University’s satisfaction and provide credible documentation that he/she has been out of the affected country/countries for the incubation period prior to arriving on campus. (Documentation may include ticket stubs, passports, and visa information.)
    - He/she undergoes a mandatory health screening at Hall Health Center or UW Campus EHC or another approved University facility, based on the health questionnaire provided.
    - He/she receives and certifies that he/she understands information about University procedures regarding the novel pathogen and local health services available to him/her should any illness symptoms develop while attending the UW.

Any individual who does not meet these requirements at check-in will not be allowed to reside in UW-sponsored housing. Those individuals who do not meet the preceding criteria and who feel there are extenuating circumstances that should be reviewed must contact Hall Health Center at 206-616-2495.
Campus Mass Assembly Areas

The University of Washington has designated and approved eight (8) outdoor Mass Assembly Areas for the dissemination of critical news, alerts and information to the campus in the event of a major disaster or emergency. These sites will be staffed with UW volunteers and staff who will be in direct contact with the UW's crisis communications team and/or emergency operations center staff.

When activated, these sites will serve as focal points for up-to-date, timely and accurate campus disaster information. They are intended to serve primarily as one-way information hubs for "official" campus information (i.e. Is campus closed? Where do I go for help? Are classes postponed? What evacuation routes are open? etc...)

Future plans for these eight sites include the provision of emergency triage and medical care, feeding and distribution of disaster supplies (currently unfunded). These sites are located outdoors due to the high likelihood of building or structural damage after a major earthquake.
The purpose of this document is to outline responsibilities of Environmental Health and Safety (EH&S), UW Police Department (UWPD), UW Emergency Management (UWEM) and the Facilities Services Facilities Operation and Maintenance Specialist (UNIT 2) in responding to Campus Level 1 emergency as defined by the UW Emergency Management Plan. Seattle Fire Department (SFD) roles and responsibilities are included for reference.

Required Training for All University Emergency Responders
In compliance with WAC 296-824-300, all University of Washington Emergency Responders on the Seattle Campus will attend and maintain the following training above that mandated by their daily position:

a) Annual 8 hrs of HazMat awareness level training provided by EH&S.

b) Basic Incident Command System-ICS/ICS for Initial Action Incidents/National Incident Management System-NIMS (ICS 100, 200 & 700), with minimum annual 1-hour refresher provided by UWEM.

The definition of a University Emergency Responder is any individual who is designated by UWPD, UWEM, UW EH&S or UW Facilities with duties to perform in cooperation with police, fire and EMS response at an emergency scene on UW property.

University Police Department (UWPD):

a) UWPD Dispatch receives building alarm signal via the campus monitoring system (or by telephone - 911).

(Note: Automatic alarms are automatically retransmitted to SFD via Washington Alarm which results in a fire department response. UWPD would report other fire/hazmat emergencies by telephone to SFD).

b) UWPD Dispatch dispatches UW Police personnel to the location.

c) d) SFD Dispatch contacts UWPD Dispatch via phone to get the exact location of alarm and any updates. SFD Dispatch relays updates to responding SFD unit(s).

e) If UWPD officer determines hazardous materials are involved or learns that alarm is not an emergency, then they pass the information on to dispatch to notify SFD dispatch.

f) UW Police establishes unified command at the Fire Department Coordinated response point (shown on the Emergency Response and Planning Map with blue
arrows- OPS-GN-002) with UNIT 2 and other responding resources, establishing a unified command post.

g) Depending on the scope of the event, UWPD will generate a “UW ALERT,” advising of the event and requesting people avoid the area.

h) UW Police provides building access, secure the area and facilitate communication with building administrators, Fire Safety/ Emergency Evacuation and Operations Plan (EEOP) director and others.

i) UWPD Dispatch notifies EH&S and UWEM if there is a real event (Fire, Hazmat Incident, Explosion or any significant threat to the UW Seattle Campus) directly by calling:

- EH&S 543-7262 during normal business hours; or after hours through EH&S Staff on Call (# available through UWPD dispatch).
- UWEM Duty Officer at 206-797-0176, available 24/7.

j) UWPD Officers provide scene security, traffic and crowd control. If the event is determined or suspected to be criminal in nature, and a criminal investigation initiated, UWPD will coordinate all resources necessary to conduct the investigation. UWPD, or their fire or law enforcement counterparts will be responsible for the collection and preservation of evidentiary items.

k) UWPD officers establish “cold” zone perimeter.

l) If substantial damage or personal injury is evident, UW Police Supervisor shall notify the on-call UWPD Command Staff Officer, who shall, in turn, notify appropriate University officials.

Environmental Health and Safety (EH&S):

a) When requested, provides consultation and support with regard to all hazardous.

b) Provides hazardous materials inventory and hazard information and on-site support for the affected area when requested.

(Warning: EH&S is not an emergency response unit and does not operate on a 24 hour, seven days per week shift. Onsite support is often given by telephone particularly during evenings and weekends. EH&S SOC will respond by telephone typically within 10 minutes. Information can be transmitted to campus electronically.)

c) May contact Hazardous Material (HazMat) clean-up contractor to clean up and package any residual contamination.

d) Oversees removal and appropriate disposal of any regulated hazardous waste (does not typically include asbestos and lead).
e) Assists with other post-fire logistics (i.e., helps identify areas which may not be re-occupied, works with Facilities Services and the affected department to provide necessary administrative and engineering controls to assure occupant health and safety and prevent further damage and disruption).

f) Following any formal investigation by responding agencies, performs non-criminal fire investigation and develops a written report to educate departments, improve response, and help prevent reoccurrence. Attaches written report to the online accident report file.

Facilities Services Facilities Operation and Maintenance Specialist (FOMS/UNIT 2):

a) Notifies UWPD Dispatch by radio immediately upon notification of an emergency. If an enunciator does not exist, wait at the outside access door for the SFD or instruction from the SFD or UWPD.

b) Drive to the Fire Department Coordination/Access Point (see map) for the building if accessible, and wait for the SFD. This is typically an exterior door adjacent the fire alarm control panel or enunciator where an enunciator exists. This is also relevant for the SFD HazMat team.

c) Communicate directly with SFD via Unit 2 Radio as needed for coordination if SFD calls for assistance. This communication will be facilitated through UW Campus Operations radios on channel 1 and will follow the “receiver, sender” format the SFD uses. For example: “Seattle Fire Engine 17 from Unit 2, we’re on the scene.”

d) Provides support to responding agencies with building systems and utilities and, if accessible without risk, operates fire alarm control panel, building fans, utilities and other equipment as instructed by the SFD or other agencies;

e) Proactively offers and presents building plans and any other relevant pre-fire, utility, and other information to the SFD if available on-site or accessible at the time (pre-fire plans are located at the fire alarm panel or enunciator in some buildings);

f) Silence and reset the fire alarm panel when authorized by the SFD.

University Emergency Management (UWEM):

a) Notification for UWEM occurs through the 24/7 UWEM Duty Phone: 206-765-7192.

b) The UWEM Duty Officer should be notified any time an incident threatens the larger campus or requires a more sophisticated coordination of response by the University, particularly with outside agencies.
c) UWEM assists with the creation of an Incident Action Plan (IAP) during events as needed.

d) UWEM responds to the Command Post as needed to assist the Incident Commander in a supportive planning and coordination role. UWEM helps support the implementation of the Incident Command System (ICS) and helps determine when more sophisticated resources, such as the UW Emergency Operations Center (UW EOC) needs to be activated.

e) If the situation merits, the UWEM Duty Officer and/or UWEM Director will begin advance planning for a partial or full-EOC activation to coordinate the support and logistics of a large-scale incident or prolonged event.

Implementation

For purposes of administration of this agreement:

- The EH&S representative will be the Assistant Director tasked with building and fire safety or appropriate designee.
- The Facilities Services representative will be the Campus Operations-Facilities Services Manager or appropriate designee.
- The UWEM representative will be the Director of Emergency Management or designee.
- The UWPD representative will be the Technical Services Manager or appropriate command officer.
- The SFD representative will be a battalion fire chief or other appropriate command officer.

These representatives, or their designee, will meet periodically, but at least annually before July 1 to evaluate this agreement, review its implementation, and advise their respective department heads on any need for revision.

As of June 2011, this document will be maintained by UW Emergency Management as an annex to the All-Hazards Emergency Management Plan for the University of Washington.
Mass Casualty Incident/Mass Fatality Incident
Disaster Plan (MCI/MFI)
Updated: September 2014

ESF Coordinator: University of Washington Emergency Management

Primary Departments: Operations – Roosevelt Clinic, Hall Health, UW Sports Medicine, UW Police
(UW Internal Resources) Logistics – Transportation Services

Support Departments: Environmental Health and Safety Office
(UW Internal Resources) First Aid-Certified responders & volunteers
Facilities Services
Planning – Situation & Status/Documentation
Communications – News & Media
University of Washington Medical Center
Husky United Military Veterans
Harborview Medical Center

Outside Organizations: City of Seattle, Office of Emergency Management
(UW Internal Resources) Public Health – Seattle & King County
First Aid-Certified responders & volunteers
Facilities Services
Planning – Situation & Status/Documentation
Communications – News & Media
University of Washington Medical Center
Husky United Military Veterans
Harborview Medical Center

I. INTRODUCTION

A. Purpose

This Annex describes the policies, procedures, and responsibilities for University of Washington’s medical response to a mass casualty incident (MCI) or mass fatality incident (MFI) when 9-1-1 and community medical resources are overwhelmed or non-operational.

This Annex outlines the procedures for basic triage, treatment, and preparation of injured persons for on-campus medical professionals during and after an incident. It outlines roles, responsibilities, and procedures for University Emergency Operations Center (EOC) personnel, healthcare providers, and emergency volunteers functioning at the university level within the Incident Command System (ICS).

B. Scope

1. This Annex describes UW’s emergency health and medical response, but may also reference: public health responsibilities, worker health and safety issues, veterinarian services, and chemical, biological, radiological hazards and response.

2. This plan will cover:

   (a) Four phases of emergency management: Mitigation, Preparedness, Response, and Recovery;
(b) University medical response to MCI/MFI's affecting community medical resources;
(c) Direction, control, and coordination of University resources needed for a medical response;
(d) Interaction with outside agencies and community partners for planning, response, and recovery.

3. This plan applies to all of the University of Washington's Seattle campus. The Tacoma & Bothell campuses, satellite office buildings, clinics and research facilities are encouraged to develop individual plans that incorporate their local law enforcement, fire rescue, and emergency medical services.

C. Policies and Authority

The Good Samaritan Law and RCW 38.52.180 protect persons volunteering provision of emergency first aid. In the event that the University of Washington trains & staffs volunteers ahead of time, the Washington state Emergency Worker Program is covered under WAC 118-04.

II. PRIORITIES

The paramount priority is for providing emergency medical services, based on disaster triage principles; campus first-responders and volunteers have no higher goal than to preserve life and safety for all students, staff, and faculty. A second priority is taking custody of the deceased and accounting for them until they can be processed by the proper authorities.

III. SITUATION, CONDITIONS, ASSUMPTIONS, AND LIMITATIONS

A. Situation

UW's emergency medical services are applicable in situations where:

(a) Emergency medical services are unavailable and/or community medical services are delayed, unavailable or overwhelmed;
(b) Faculty, staff, and students on campus are unable to access their usual medical care providers

B. Emergency/Disaster Conditions and Hazards

A number of natural, technological, and human-related disasters and emergencies could necessitate activation of emergency medical services at University of Washington:

(a) Medical emergencies resulting from earthquake, violence, explosions, and/or a chemical, biological or radiological release;
(b) The number of injured may be large enough to overwhelm community emergency service providers;
(c) Transportation routes outside of the U-District may be impassible, delaying community medical response;
(d) Wide-spread or rapid illnesses that impact the campus community.

C. Assumptions

1. This type of event would likely affect the entire campus and/or community and be considered a Level 3 Emergency (refer to UW's Comprehensive Emergency Management Plan). Level 3 Emergencies include incidents causing many casualties such as a catastrophic earthquake, active shooter, or a large fire.
2. In the event of a significant incident, resources within the Seattle community may be unable to immediately stabilize and transport casualties off campus for treatment.
3. In a major event, evacuation of casualties to the nearest available medical care facilities will require coordination and continuous monitoring.

4. This plan is based off the Whatcom County Mass Casualty Incident (MCI) plan, with input from Public Health – Seattle & King County’s Mass Fatality Incident (MFI) Plan and provided guidance on “Deaths Occurring Outside of A Healthcare Facility” & “Cities Remains Procedures.” If the Seattle Fire Department/King County Medic One has the ability to respond and send resources for a campus incident, UW would:
   (a) Integrate into a Unified Command structure; or
   (b) Transfer incident command and/or medical response to the Seattle Fire Department and other emergency medical service responders.

5. There will be an urgent need for mental health support for victims and emergency responders.

6. Hazards from fires, toxic environmental exposures, sewer or water disruption, and possible inadequate or unhealthy food supply would affect campus responders.

7. Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease and injury.

8. Outside assistance in maintaining the continuity of health and medical on campus services may be required.

9. The University of Washington does not have an emergency medical services (EMS) agency. UW Medical Center (UWMC) & Hall Health have limited physicians and nurses on staff and will quickly become overwhelmed. Furthermore, UW medical professionals have no capacity to “deploy” outward and will require all patients be delivered to the medical center or clinics. Finally, UWMC is a premier healthcare facility, but it is primarily set up for adult medical treatment. If road conditions allow, all casualties aged 16 and under should be transported to Seattle Children’s Hospital (SCH). SCH is specifically designed to address the medical needs of children and young adults, while also possessing a Level 1-rated trauma department, similar to Harborview Medical Center.

10. The pre-identified Casualty Care Areas for the main campus are Hall Health and Roosevelt clinic, but they may move depending on the incident.

11. One or more UW mass-assembly locations will likely be used as a Triage Area and/or Treatment Area. These Triage Areas will be staffed by first aid-certified volunteer staff/faculty responders.

12. Human Remains (HR) will only be moved from the scene if communication with the KCMEO is down or the Medical Examiner (ME) authorizes relocating the remains. If communication with KCMEO is not available, the Operations Section Chief can authorize HR relocation to a Mortuary Care Area.

13. In the event that HR are found in an integrity-deficient condition (the human body is not in one, complete form), emergency workers will not assume that HR in proximity with one another all belong to a single individual; they will be processed separately.

14. Personal Effects (PE) will remain “as found” upon HR unless there is no alternative means of identifying the individual(s); they will then, instead, be tagged and documented in aggregate if removed from a corpse. If PE is found “loose” at a scene with HR present, do not assume that it belongs to the individual in closest proximity. ALL loose PE will be tagged and documented individually.
15. **Do not touch any weapons discovered on HR or near HR;** if found, **immediately** notify UWPD and wait for a police officer to take custody of the weapon(s). This covers firearms and non-firearms.

**D. LIMITATIONS**

1. If outside emergency response resources are unavailable, the campus’ overall medical response will involve a mix of medical staff from **Hall Health** and first-aid trained volunteers, including employees and students, with some support from UWMC as available.

2. The volunteer **Triage Area** responders are trained in basic first-aid. Triage volunteers will act to the level of their training and do the greatest good for the greatest number. Based upon **START** disaster triage principles, patients who are not breathing or stop breathing will not receive medical attention.

3. The **UWMC** and **Hall Health** have limited supplies & resources and may be overwhelmed if community health providers are task-saturated or the campus becomes geographically isolated. In the event of instantaneous fatalities or casualties that escalate to fatalities over time, temporary morgue arrangements will need to be made. The crypt facilities located within **UWMC** will be quickly overwhelmed with patients that expire inside of **UWMC** while receiving medical treatment or if their **Triage** level goes from **Red to Black** at any time once they have been admitted to UWMC for **Casualty Care**. If UWMC reaches capacity for storing “native” HR, **Hearse Service** will be required for additional fatalities. UWMC will work with UW Office of Emergency Management to arrange a temporary morgue facility if needed.

4. In the event of **injured or displaced** animals on **UW Seattle’s** campus, **Comparative Medicine** does have a **limited** veterinary staff; their primary concern, however, will be caring for **research animals** that are housed within their facility.

**IV. MITIGATION AND PREPAREDNESS**

**A. Mitigation Activities**

Mitigation activities identified include the University’s **immunization policy**.

**B. Preparedness Activities**

1. To comply with **Washington Administrative Code** safety regulations, a number of employees are coordinated with training in standard first aid via the **Environmental Health and Safety** and local **American Red Cross** volunteers. Trained employees are identified in UW’s electronic training database.

2. Triage supplies are available in:
   - (a) **Intramural Athletics**
   - (b) **Hall Health**
   - (c) **Poplar Hall Back-Up EOC**

3. **UW Medical Center** has two crypts for storage of bodies that are used for medical education & research, and the **Autopsy & After-Death Services** department has the necessary training to process and store a limited number of bodies.
4. Mortuary supplies are available in:
   (a) UW Medical Center
   (b) Hall Health
   (c) Poplar Hall Back-Up EOC

5. If possible, Triage Areas are to be set up during earthquake damage assessment exercises.

IV. CONCEPT OF OPERATIONS

A. General

1. The overall medical response on campus will be coordinated by a Representative of Hall Health, with support from UWMC as available or Operations Section Chief at the EOC and will determine the level of medical response. A call-out will go to the Emergency Department of UWMC to alert them of incoming trauma patients; if the event occurred in a setting that would likely include at least one child (sporting event, day camp, etc.), SCH would be notified of injured children & asked about the capacity to accept patients. All efforts would be made to keep children and parents together.

2. On scene Triage Area operations will be coordinated by trained volunteer(s) at Triage Area locations. ICS Forms 213 (General Message) and 214 (Activity Log) will be used. As needed, Public Health – Seattle & King County (PHSKC) Decedent ID Tags and Personal Effects (PE) Tracking Forms will also be used.

3. If it becomes necessary for the University of Washington to open UWMC or Hall Health for Casualty Care, the Medical Branch Director in the EOC will designate a Casualty Care Group Supervisor to coordinate the operation. ICS Forms 213, General Message and 214, Activity Log, will be used if standard documentation forms commonly utilized within UWMC/Hall Health are unavailable.

4. If reports confirm fatalities anywhere on campus, the Medical Branch Representative will designate a Mortuary Group Supervisor to set up a Mortuary Care Area (or Areas) to manage the Human Remains. ICS Forms 213 (General Message) and 214 (Activity Log) will be used as well as the Public Health – Seattle & King County (PHSKC) Decedent ID Tag and Personal Effects (PE) Tracking Form.

5. The UWMC Representative at the EOC will coordinate with the UWMC Departmental Operations Center (DOC) to maintain situational awareness regarding UWMC’s operations “tempo” and forward up any requests for additional resources to the proper EOC Section.

6. The campus will receive communications from UW Alert via text and banner messages available on the MyUW web page to go to the closest triage area for medical attention.

7. If Seattle Fire or King County Medic One has assumed command of medical response, UW volunteers may assist emergency medical responders under the Incident Command System if requested to help by first-responders.

B. Definitions/Common Terminology

All operations will function according to ICS/NIMS guidelines for a medical response.

Casuality – is any individual who is injured by a natural disaster or as a result of a disruption to their normal, day-to-day living routine and requires medical attention. Casualties may be innocent bystanders as well as first-responders or volunteers who are dispatched to assist response & recovery operations.
Casualty Care Area – is an area designated by the UWMC EOC Representative staffed by medical professionals to administer contingency professional medical care. The Casualty Care Area will most likely be set up by the UWMC in their facility or Hall Health but also may be set up near Triage Areas in the field.

Funnel Point – A shelter or set-up area within a Triage Area that “funnels” incoming patients through initial triage into a Treatment Area or a Patient Loading Area, depending on the availability of transportation and a Casualty Care Area. A funnel point is marked by a purple flag.

Human Remains (HR) – The body of a deceased person or persons, in whole or in parts, regardless of its stage of decomposition.

Mass Casualty Incident (MCI) – is an emergency incident involving multiple patients that overwhelm the local medical care resources and requires special procedures focusing on timely identification, treatment, and transport of the most critically ill and/or injured victims.

Mortuary Care Area – is an area designated by the UW Emergency Management in coordination with the Medical Branch Director and managed by the Mortuary Group Supervisor to receive and process human remains discovered outside of UWMC or overflow from UWMC. Volunteers staffing this activity will collect the dead once they have been documented and processed by UWPD and will secure the remains until the King County Medical Examiner (or other approved official) can take custody of the remains.

Mortuary Equipment – Equipment used by Mortuary Care Groups to assist them in collecting, processing and storing Human Remains (HR) and Personal Effects (PE). A Mortuary Equipment Kit generally contains the following items:

- PHSKC Decedent Tags – Used to identify and track individual sets of HR
- PHSKC PE Tracking Forms – Used to easily track PE that is loose or removed for identification purposes
- Body Bags, tarps, blankets or other materials to cover/contain HR
- Pens - (Black or Blue ink)
- ICS Forms 213 (General Message) and 214 (Activity Log)
- Sealable Containers – Used to store PE that has been processed
- Clipboards – 1 for each team and each Mortuary Care Group Supervisor

Personal Effects (PE) – personal effects (things) include clothes, cosmetics, and items of adornment.

START System – The acronym for the Simple Triage and Rapid Treatment (START) triage system that rapidly assesses airway/breathing, circulation, and level of consciousness to identify the following acuity levels: Immediate, Delayed, Minor, and Deceased.

Treatment Area – An area established to treat incoming patients that have been triaged. Treatment areas can be located in several places around campus. Patients needing immediate treatment and identified by a red tag or delayed treatment and identified by a yellow tag are moved from the funnel point to either immediate or delayed Treatment Areas designated by red and yellow tarps, respectively.

Triage – A categorization system (sorting) used to medically prioritize patients based on the severity of their injuries. Unlike triage in clinical settings, disaster triage only attempts to clear an airway to allow breathing; resuscitation via CPR or use of an AED is not performed in the interest of saving time to treat other injury victims with higher potential of survival.
Triage Area – A specific area for triaging victims of any mass casualty incident to prioritize access to treatment at a Treatment Area either by professional emergency responders or on-campus first aid trained personnel. There are three pre-identified locations near campus mass-assembly locations for triaging victims of a mass casualty incident:

- **Area 1 Central:** HUB Yard/Parking Lot
  - Equipment stored in Hall Health
- **Area 2 South:** Rainier Vista
  - Equipment stored in Anderson Hall
- **Area 3 North:** Campus Green, behind Parrington Hall.
  - Equipment stored in Gates Hall

The Triage Areas have been pre-designated to be deployed near areas with blue Outdoor Alert towers. These areas also offer quick access to on-campus roads as well as space to scale up/down as the situation changes.

**Triage Equipment** – Equipment used by triage teams to assist them in identifying victims needing medical aid. A triage equipment kit generally contains the following items:

- **Triage Tags** – Contains four (4) rolls of colored surveyors tape (*green*, *yellow*, *red*, and *black*)
- **Marking Pens** - for treatment tags and tracking charts
- **Permanent Ink Marker** - (Black, Large)
- **Patient Clipboard** – used to track basic information of patients
- **PHSKC Decedent ID Tag**
- **PHSKC PE Tracking Form**
- **ICS Forms** 213 (*General Message*) and 214 (*Activity Log*)

**Triage Tape** – Colored surveyor's type tape used during triage to identify triaged patients. *Red*, *yellow*, *green* or *black* tape is used to identify *immediate*, *delayed*, *minor* and *deceased/ expectant* patients, respectively. **NOTICE:** If the type of injury or scene of injury has exposed a patient to some type of CBRNE (Chemical, Biological, Radioactive/Nuclear or Explosive) contamination, use **Permanent Ink Marker** to mark stripes on colored Triage Tape. If patients are marked *Black* for deceased and suspected/confirmed of contamination, place a second strip of black tape perpendicular & across their Triage Tape to form an X or + shape.
C. Incident Management Goals – Medical Response

Below are the goals of the triage and treatment functions under a Medical Response of the Operations Section (Transportation will be activated if the campus is isolated). Other groups or functions may be created as needed.

Table ESF 8-1. Medical Branch Goals in a Mass Casualty Incident

<table>
<thead>
<tr>
<th>Triage</th>
<th>Transportation (Logistics)</th>
<th>Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Obtain Triage Area equipment</td>
<td>• Request vehicles from the Fleet Services Group parking lot for Triage Areas and/or Mortuary Care Areas</td>
<td>• Prioritize patients within the Treatment Areas for transport to a Casualty Care Area (or SCH for children)</td>
</tr>
<tr>
<td>• Perform scene size up and report to the Operations Section Chief</td>
<td>• Establish a transport vehicle flow pattern from the Fleet Services Group parking lot to activated Triage and Treatment Areas</td>
<td>• Designate the location of Treatment Areas for immediate (red), delayed (yellow), and minor (green) in each Triage Area</td>
</tr>
<tr>
<td>• Designate Triage Area functions for first aid trained volunteers</td>
<td>• Maintain communications with Triage, Treatment, Mortuary Care, and the Logistics Section Chief</td>
<td>• Establish Treatment Teams as feasible</td>
</tr>
<tr>
<td>• Begin triage operations using &quot;START&quot; method</td>
<td>• Designate the location of Treatment Areas for immediate (red), delayed (yellow), and minor (green) in each Triage Area</td>
<td>• Provide appropriate first aid and patient care in Treatment Areas</td>
</tr>
<tr>
<td>• Maintain communications with Transportation, Treatment, Mortuary Care, and the UWMC representative in the EOC</td>
<td>• Maintain communications with Triage, Treatment, Mortuary Care, and the Logistics Section Chief</td>
<td>• Maintain communications with Triage, Transportation, Mortuary Care, and the UWMC representative in the EOC</td>
</tr>
<tr>
<td></td>
<td>• Designate vehicle to perform hearse service by transporting dead from Triage/Treatment Area(s) or scene to UWMC crypts or Mortuary Care Area(s)</td>
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</tbody>
</table>
V. ORGANIZATION AND RESPONSIBILITIES

A. UW EOC Personnel

1. UW’s EOC personnel are comprised of the Emergency Management Office and other members of campus personnel. They coordinate overall campus medical response. The EOC not only facilitates communication between campus agencies, university administration & external partner organizations but also coordinates operational response from the university’s EOC.

2. UW’s EOC personnel are responsible for:
   
   (a) Directing EOC decisions for Triage Area and coordinating resources to support triage and mortuary operations in the field;
(b) Creating and implementing a plan to deliver resources and transport victims to a Casualty Care Area or Mortuary Care Area if necessary;
(c) Implementing ICS positions to support the medical response, such as staging areas, security and traffic control;
(d) Monitoring the overall death toll on University property as well as mortuary response from the UWMC’s crypts and any designated Mortuary Care Area(s);
(e) Communicating with external partners, such as Health and Medical Area Command, Seattle Fire, and Seattle Children’s Hospital, to ascertain the availability of additional community assistance.

B. University of Washington Medical Center

- Provide guidance for medical issues and assist with medical response on campus as resources allow
- Provide professional medical care
- May notify the EOC of the need for additional medical responders
- Provide referral for treatment
- Coordinates with Public Health - Seattle & King County on community medical issues affecting UWMC.

UWMC EOC Representative

1. UWMC’s EOC Representative is a liaison to the UW EOC during an emergency and provides updates on the status of the medical center operations as needed throughout a response. As UWMC is the largest medical facility on campus property, guidance will be sought from them for operational medical decisions. Due to their licensure, decisions about operations at clinics that fall under their license (Roosevelt, Hall Health and Sports Medicine clinic) will flow out from them to the clinics. The tactical response sections (Triage, Treatment, Casualty Care, and Mortuary Care Areas) of the Medical Branch from the field will align with response operations at those facilities.

2. The Medical Branch Representative and Operations Section Chief determine the number of Triage Areas to open, as well as the necessity of Mortuary Care Areas, as information flows into the Emergency Operations Center (EOC). Once the need to open Triage Areas or Mortuary Care Areas is established, the Medical Branch Representative or Operations Section Chief will designate a Triage Group Supervisor for each Triage Area and a Mortuary Group Supervisor for each Mortuary Care Area designated.

3. Coordinate command decisions with any Triage/Casualty Care/Mortuary Group Supervisor(s) designated.

4. Work with Transportation Services Unit of Logistics Section to transport the injured from Patient Loading Area(s) to Casualty Care Areas and transport the dead from the incident scene or Patient Loading Area(s) to Mortuary Care Area(s).

5. Identify Casualty Care Group Supervisor if needed.

Triage Group Supervisor(s)

1. Supervise the gathering of Triage Area equipment and set-up of Triage Areas.
2. Establish and maintain contact with Medical Branch Director and Incident Commander to determine situational awareness and Triage Area response.

3. Direct volunteer triage and first aid responders trained in basic first aid to the following functions:
   (a) Initial triage
   (b) Treatment
   (c) Patient loading
   (d) Patient movement/litter bearers

4. Notify Situation & Status/Documentation Unit of Planning Section if any casualties are re-triaged to Black and request dispatch of Hearse Service Team.

Casualty Care Group Supervisor

1. Supervise the set-up of a temporary Casualty Care Area at, Hall Health or other available locations.

2. Provide advanced life support services until EMS or outside hospital resources become available.

3. Notify Situation & Status/Documentation Unit of Planning Section if any casualties are re-triaged to Black and request dispatch of Hearse Service Team Mortuary Care Group Supervisor

   1. Supervise the set-up of a Mortuary Care Area at a location designated by Medical Branch Representative.

   2. Record known information of the dead as they are delivered to Mortuary Care Area and time of arrival. Keep overall roster and report number of Human Remains (HR) and Personal Effects (PE) processed up to Situation & Status/Documentation Unit of Planning Section every hour.

   3. As necessary, direct volunteers to separate corpses received into groups from same incident scene to assist King County Medical Examiner (or approved official) when they take possession of remains.

   4. Ensure that Human Remains (HR) and Personal Effects (PE) are secured at all times by at least two volunteers.

C. Environmental Health and Safety

- May coordinate with the Medical Group of Operations Branch and Public Health – Seattle & King County (PHSKC) on medical-related issues
- Coordinates triage and mortuary equipment placement for pre-deployment on campus
- Coordinates with PHSKC on public health-related issues
- Coordinates or provides for health surveillance, as appropriate
- Provides guidance for protection of employee, student and visitor health and safety during an emergency
- Protects employee, student, and visitor health and safety during an emergency
- Evaluate chemical, biological and/or radiological hazards during an emergency
- Coordinate vector or transmission control with the PHSKC and Facility Services
- Assure that water supplies are potable, and work with the PHSKC, the City of Seattle, and Facility Services
• Assure that solid waste and wastewater disposal is handled in a safe and healthful manner
• Coordinate any veterinary services for animals on campus with local veterinarians or the appropriate department

D. University Police
• Act as initial search and rescue (SAR) team until city/county resources or volunteers arrive
• As first responders to chemical, biological or radiological emergencies, provide notifications and call-outs
• Provide crowd control or arrange for volunteers to control crowds
• Secure or evacuate areas as needed
• Notify EOC as fatalities are discovered and initially processed/documentated
• Take custody and secure any weapons found during MCI/MFI operations

E. Facility Services
• Provide vector control
• Provide potable water supply
• Provide wastewater removal and solid waste removal
• Assist with control of crowds, movement of personnel or information, and/or provision of first aid, as needed
• Make available all Fleet Services vans, as needed, for contingency ambulance service

Transportation Services Unit Leader
1. Under ICS, Transportation Services falls under the Logistics Section. Their Unit Leader will coordinate with Fleet Services to make the University van fleet available for use as contingency ambulance vehicles.
2. The Transportation Services Unit Leader will designate a Patient Transport Group Leader to report to Fleet Services with all volunteers who have "Full-Size Passenger Van Driver Certification" from Fleet Services (preferred) or valid U.S. Driver's License (if no certified drivers are available).

Patient Transport Group Supervisor
1. Report to Fleet Services with assigned volunteers and operate as van dispatcher; EOC will notify you of a number of Triage Areas being activated.
2. Assign 2-3 volunteers to each van, as manning allows, and designate one member of each team as the Patient Transport Team Leader for that vehicle. Ideally, the Team Leader should be the individual with "Full-Size Passenger Van Driver Certification."
3. Dispatch 2 vans for each Triage Area that has been activated. If children are suspected of being casualties as well, dispatch one additional van to transport casualties to Seattle Children's Hospital (SCH) if roads are passable.
4. Collect ICS Form 214s (Activity Logs) from each Patient Transport Team Leader as filed or at shift, changes to forward up to Situation & Status/Documentation Unit for patient tracking purposes.
F. Departments with Animals

- Personnel familiar with handling animals housed on campus report status of research animals, their living conditions and necessary supplies to EOC.
- If asked, provide available zoological information to UW departments who encounter stray/displaced animals on campus to assist in protection or collection duties.

G. Outside Organizations

Outside organizations listed on page 1 provide standard activities as listed in the Washington State Comprehensive Emergency Management Plan and the City of Seattle and King County Unified Emergency Management Plans.

VI. EMERGENCY RESPONSE RESPONSIBILITIES AND ACTIVITIES

A. Notification

1. To increase campus readiness, UW's emergency management staff will actively advertise the locations of Mass-Assembly locations to the campus community during the semi-annual earthquake exercises and other non-emergency events.

2. During a real event, the Public Information Officer will work with the Operations Section to send Triage Area information via UW Alert through a variety of different modes: Text messages, text-to-voice, emails and posting on MyUW webpage & Emergency Management website, Facebook, and Twitter accounts. Runners may be deployed and used if necessary.

3. University Police dispatch will be informed by EOC personnel or the Incident Commander to direct persons to activated Triage Areas on campus.

B. Building an Incident Command Structure (ICS) for Expanding a Medical Branch

Figure ESF 8-2 below shows UW's organizational chart of Incident Command Positions within a Medical Branch. This ICS chart is modular in design. Only needed positions must be filled.

For example, if an Active Shooter incident occurred in the central part of campus, only one Triage Area might be opened at the HUB Yard near Hall Health (Triage Area 2).
C. On Scene

1. When a Triage Group Supervisor arrives at a Triage Area, he/she makes contact with the Medical Branch Director or Operations Section Chief to establish on-scene command for the Triage Area. This can be done by phone at 897-8864/66, by a runner, or by radio.

2. The Triage Group Supervisor will check scene safety first. This information is communicated to the Medical Branch Director as soon as feasible. Any special circumstances should be noted (e.g., hazardous materials, weather, and/or extrication or rescue situations).

3. The Triage Group Supervisor will then work with the Medical Branch Director to determine the response based on the scene size-up. The Medical Branch Director (or Operations Section Chief) determines the scope of the response and resources needed. Considerations include:
   - Fire Department and Emergency Medical Services (EMS) availability;
   - Number of responders available to staff the Triage Area;
   - Number of facilities and medical staff to support treatment and transportation; and
   - On-going safety of the surroundings (aftershocks, violence or other hazard)
   - Estimates of numbers of victims and severity of injuries

4. For catastrophic events such as a large earthquake, the Medical Branch Director would likely rely on university resources to triage, treat and possibly transport patients until community emergency medical responders and the local medical community became available.

5. If a Triage Area were activated, the Medical Branch Director would consider designating a Casualty Care Group Supervisor and begin coordinating with the Transportation Services Unit Leader rapidly. Upon notification of any fatalities, a Mortuary Care Group Supervisor should be designated to set up a Mortuary Care Area near the incident scene as necessary.

Triage-area Volunteers
1. After safety assessment and scene, size-up is performed; the Triage Group Supervisor organizes volunteers gathered at the Mass-Assembly Area to begin area set-up (see Figure ESF 8-3).

**Figure ESF 8-3. Triage Area Volunteer Organization**

2. The Triage Group Supervisor assigns volunteers into teams:

   (a) Triage Team – generally a team of two people at the funnel point. The team tags patient red, yellow, green or black. They will record patient information on a chart or clipboard to document arrival at Triage Area. This team will also document any Personal Effects (PE) present when the patient arrives for Triage/Treatment. NOTE: Notify UWPD immediately if weapons are found with a patient and do not touch; a police officer will take custody of any weapons when they arrive.

   (b) Treatment Team – manages red, yellow, and green treatment areas within a Triage Area; provides basic first aid; provides re-triaging. If patients are processed with PE, make sure their PE travel with them through Triage/Treatment Areas and beyond.

   (c) Patient Loading Area – an area near vehicle access where transportation vehicles can pull up and wait for patients needing transportation to a medical facility. As patients are loaded into transportation and depart for a Casualty Care Area, they will record the information on a chart or clipboard to begin tracking patient’s movement/status. If patients are processed with PE, make sure their PE travel with them through Triage/Treatment Areas and beyond.

   (d) Litter Bearer Team – uses teams of four or more volunteers to provide patient movement to and from a Triage Area and/or Patient Loading Area. If patients are processed with PE, make sure their PE travel with them through Triage/Treatment Areas and beyond.

**Triage Area Group Functions**

1. The Triage Team is the first team that should be formed and positioned at the funnel point use the Simple Triage and Rapid Treatment (START) triage method (see Attachment ESF8-B) to evaluate in-coming patients. As applicable, patients arriving with Personal
Effects (PE) will have their PE documented and tracked as they process through Triage/Treatment Area(s).

2. People that are walking and talking are to be triaged as minor injuries (green) and are directed to an area away from the funnel point and clear of the immediate (red) and delayed (yellow) treatment areas and access to the Patient Loading Area. Patients with visible injuries that are walking and talking are tagged with a green ribbon. Their condition may change over time.

3. As an immediate (red) or delayed (yellow) patient enters the funnel point, the Triage Team evaluates the patient and ties a yellow or red ribbon to an arm or leg based on his/her evaluation. This process is the initial triage for the patient.

4. Patients tagged with a yellow ribbon are placed behind the funnel point and moved to a yellow tarp which is the delayed Treatment Area. Any patients tagged with a red ribbon are moved as quickly as possible to the red tarp, the immediate Treatment Area. If transportation is available to the Casualty Care Area, they are transported to the Patient Loading Area only when transportation is immediately available. Based on numbers of volunteers, first aid is provided continually to all patients.

5. The Triage Group Supervisor then assigns a Treatment Team Leader and a team of volunteers to provide on-going patient assessment and basic first aid to yellow- and red-tagged patients.

6. If patients are not able to walk, they are generally triaged in place. The Triage Group Supervisor may assign a Litter Bearer Team to patients that can’t walk, and those patients may be carried through the funnel point and to red or yellow tarp Treatment Areas.

7. If transportation of the injured is possible by UW vehicles, the Triage Group Supervisor establishes a Patient Loading Area and selects a Patient Loading Area Manager to coordinate parking for incoming transport vehicles. The Patient Loading Area Manager should try to stay within line of sight of triage operations.

Communication On Scene

All communication in Triage Areas should be face to face and use runners if needed. At least one runner should be designated to send an ICS Form 213(General Message) or 214(Activity Log) to the Incident Commander or the Situation & Status/Documentation Unit of Planning Section, whichever is closer. ICS Forms 213/214 will also be used on-scene to document activities performed during an operational period and provide information to relieving volunteer staff.

Triage Area Site Selection

1. The Triage Group Supervisor selects an open, easily visible area with accessibility to vehicles to set up Triage Area equipment. With volunteer assistance, the area is set up and becomes the funnel point for injured people at the emergency assembly point.

2. If the general area becomes unsafe or there is inclement weather for outside Triage Area operations, then the Triage Group Supervisor should select an alternate site near the Mass-Assembly Area location and communicate the move to the Medical Branch Representative. The Medical Branch Representative will then work with the Public Information Officer to communicate the new location to the persons on campus.
3. If the site needs to be moved inside for a sheltering situation, the Triage Group Supervisor should consult with the UWMC Representative and/or Operations Section Chief to determine the safety of the building.

Casualty Care Group Supervisor

1. After arriving at Hall Health Clinic or other designated medical facility, the Casualty Care Group Supervisor will brief the breakdown of reds/yellows if known and any other information received from the Triage/Treatment Area(s) prior to patient transportation to the lead physician or head nurse.

2. Based upon professional medical services’ capacity to process and treat patients, the Casualty Care Group Supervisor(s) on the rate with which they treat & transport additional patients. Patients triaged as “Red/Immediate” will always have priority for transportation, but “Yellow/Delayed” patients will be held on stand-by status with additional first-aid rendered as needed to stabilize them until they can be received by professional medical providers.

3. Communicate with Situation & Status Unit of Planning Section as changes to patient traffic occur. This information will be vital in helping determine if additional Casualty Care Areas need activation or existing stations simply need more volunteers to augment response.

Communication On Scene

All communication in Casualty Care Areas should be face to face and use runners if needed. At least one runner should be designated to send an ICS Form 213 (General Message) or 214 (Activity Log) to the Situation & Status Unit of Planning Section or Triage/Treatment Area(s). ICS Forms 213/214 will also be used on-scene to document activities performed during an operational period and provide information to relieving volunteer staff.

Mortuary Care Group Supervisor

1. Organize volunteers provided into the following three teams: Litter Bearers, Security/Guards, Hearse Service.

2. Communicate with UWPD, Triage Group Supervisor(s) and Casualty Care Group Supervisor to dispatch Hearse Service Team to collect & transport Human Remains (HR) and Personal Effects (PE) as needed.

3. Report hourly up to Situation & Status Unit of Planning Section the current number of HR and PE accounted for at Mortuary Care Areas, including those in transit with Hearse Service Team.

4. As received, record each HR with any provided information from UWPD, Triage Area or Casualty Care Area before processing for storage to facilitate identification & notification by King County Medical Examiner (or approved official) when they arrive to take possession of remains.

Mortuary Care Team Functions
The 3 teams in a Mortuary Care Area have very specific duties that are designed to rapidly collect and manage the dead in a respectful manner, as the situation allows.

1. **Litter Bearers:** Using dedicated litters, tables or other materials on hand, these volunteers will take custody of HR from the vehicle assigned to Hearse Service and transport them into the Mortuary Care Area. The Litter Bearer Team Leader will process each body on ICS Form 214(Activity Log), and then Litter Bearers will deposit the HR into the sheltered area chosen to be the temporary morgue. All PE will be turned over to the Security Team Leader once HR are documented and deposited within the temporary morgue.

2. **Hearse Service:** Using provided vehicle, drive to pick-up site and take possession of HR from UWPD, Incident Commander, Patient Loading Manager or Casualty Care Group Supervisor. Deliver the HR to Mortuary Care Area and transfer custody to Litter Bearer Team. Any PE found near HR will have custody transferred to Litter Bearer Team Leader. Finally, receive next pick-up assignment from Mortuary Care Group Supervisor if needed or stand-by until the call is received.

3. **Security:** Once HR are processed by Mortuary Care Group Supervisor and deposited by Litter Bearers into the morgue, stand to watch at morgue entrance and prohibit entry by the general public. As a guide, only Litter Bearers, the Mortuary Care Group Supervisor, the King County Medical Examiner (or approved official), or the Incident Commander should be allowed into the morgue for safety/health/legal reasons. Physically inspect inside of the morgue every 15 minutes to prevent trespassing and keep watch for the animal intrusion. The Security Team Leader will take custody of PE from Litter Bearer Team Leader and store it in a container inside the morgue.

**Communication On Scene**

All communication in Mortuary Care Areas should be face to face and use runners if needed. At least one runner should be designated to send an ICS Form 213(General Message) and/or 214(Activity Log) to the Situation & Status Unit of Planning Section hourly or Triage/Treatment & Casualty Care Areas as required. If not immediately tasked, Hearse Service Team members can perform this function. ICS Forms 213/214 will also be used on-scene to document activities performed during an operational period and provide information to relieving volunteer staff.

**Patient Transport Group Supervisor**

1. Report to Fleet Services with assigned volunteers and begin an inventory of people as well as serviceable vehicles. Identify any drivers who have completed UW “Full-Size Passenger Van Driver Certification” and designate them as drivers first before resorting to volunteers with valid state drivers licenses.

2. Assign 2-3 volunteers to each van, as manning allows, and designate one member of each team as the Patient Transport Team Leader for that vehicle. Ideally, the Team Leader should be the individual with “Full-Size Passenger Van Driver Certification.” Make sure each Team Leader has blank copies of ICS Forms 213 (General Message) and 214 (Activity Log) to document the status of the vehicle as well as track patients that are transported from one location to another.

3. Dispatch 2 vans for each Triage Area that has been activated. If children are suspected of being casualties as well, dispatch one additional van to transport casualties to Seattle Children’s Hospital (SCH) if roads are passable.
4. If required, designate one van to be used for Hearse Service by members of Mortuary Care Group. Ensure that blank copies of ICS Form 213 (General Message) and 214 (Activity Log) are available for Hearse Service Team when they arrive to take custody of the vehicle.

5. Collect ICS Form 214s (Activity Logs) from each Patient Transport Team Leader as filled or at shift, changes to forward up to Situation & Status/Documentation Unit for patient tracking purposes. Collect ICS Form 213s (General Message) from each Patient Transport Team Leader at shift change to forward up to Transportation Services Unit Leader with the status of vehicles.

Communication On Scene

All communication in Patient Transport Group Areas should be face to face and use radios if available. At least one runner should be designated to send an ICS Form 213 (General Message) or 214 (Activity Log) to the Situation & Status/Documentation Unit of Planning Section or Transportation Services Unit Leader of Logistics Section. ICS Forms 213/214 will also be used on-scene to document activities performed during an operational period and provide information to relieving volunteer staff.

D. Direction and Control

1. To integrate with the PHSKC emergency response, UW uses the same operational concepts to organize and manage an emergency medical response. The response described in this ESF is designed to be flexible, modular and scalable. The nature and severity of the incident and the availability of traditional emergency medical responders would determine the level of UW’s response.

2. The Operations Section Chief or Medical Branch Director is responsible for choosing which components to activate.

Figure ESF 8-3. Triage Area Set-up
E. Coordination with Outside Agencies

With coordination from King County Unified Emergency Management, Seattle/King County Public Health monitors potential risks of communicable diseases, establishes disease prevention measures, and coordinates with the King County Medical Examiner to handle mass fatalities. Institutional support to these external agencies is provided as appropriate to the incident and in accordance with general Incident Command Structure.

VII. RECOVERY ACTIVITIES

Medical follow-up of University students/staff/faculty with illness and/or injury takes place through the Hall Health Clinic.

Follow up on the impacts to UWMC and recovery needs for the Medical Center would occur through the UWMC Representative in the EOC.

VIII. TRAINING AND ONGOING PLAN MAINTENANCE

1. First, aid-trained volunteer responders will go through a 1.5-hour S.T.A.R.T. triage training class and a 1.0-hour refresher class every two (2) years. Triage volunteers are required to have current first aid certifications.

2. All training records for medical and triage training will be maintained through the Environmental Health and Safety office for UW-employed personnel.

3. The Hall Health clinical staff will go through a 1.0-hour class annually as a refresher for S.T.A.R.T. triage and the roles for clinical staff in UW emergency operations.

4. The Triage Area will be set-up during the annual campus-wide exercise.

5. University of Washington’s Emergency Management staff will be responsible for making any changes or revisions to this ESF.
Medical Branch Director
Response Checklist (ALPHA)

Position reports to Operations Section Chief

Medical Branch Director – is a designated position (function) to coordinate all medical response for the university, including triage, treatment and medical care. The Medical Branch Director position is recommended to be established for any incident with mass casualties or fatalities, as the Operations Section Chief would be overwhelmed quickly. The Medical Branch Director coordinates with the Disaster Medical Control Center regarding transportation of patients to ensure maximum care.

☐ Develop an organization appropriate for the magnitude of the medical incident
☐ Determines the scope of the response and resources needed
☐ When feasible, bases his/her determination on scene size up from Triage Area Supervisors generally via radio or phone. Considerations include:
  ◦ Fire Department and Emergency Medical Services (EMS) availability;
  ◦ Number of responders available to staff Triage Area(s);
  ◦ Number of facilities and medical staff to support treatment and transportation; and
  ◦ Safety of surrounding area (active shooter, hazardous material or other hazard).
☐ Manage Triage, Treatment, Casualty and Mortuary Care Groups
☐ May coordinate medical transportation activities with Transportation Branch of Logistics Section
☐ Manage medical resources and supplies needed for the incident and work with the Logistics Chief to arrange them
☐ Work with University Police to establish any security needed for the medical responders and patients
☐ Maintain records of triage and treatment
☐ May oversee the opening of a Casualty Care Area near the UWMC or other area designated based on the incident
Triage Group Supervisor
Response Checklist (BRAVO)

Position Reports to UWMC Representative
or Operations Section Chief

Triage Group Supervisor – is a designated position (function) to supervise triage operations at a Triage Area. To keep within his/her span of control, the Medical Branch Director should establish a Triage Group Supervisor for each Triage Area as necessary.

- Obtain triage equipment from the nearest storage area:
  - Triage Area 1 North: Gates Hall
  - Triage Area 2 Central: Hall Health Clinic
  - Triage Area 3 South: Anderson Hall

- If automatically deploying a Triage Area, take triage equipment to the designated Mass-Assembly location

- Identify the area to be used for triage and treatment

- Check the scene for safety (such as Aftershock safety, hazardous materials, and/or security)

- Perform a rapid scene-size up by evaluating:
  - Type and / or cause of incident
  - Approximate number of patients
  - Severity of injuries (major or minor)

- Communicate size-up to Medical Branch Director who will report to the Operations Section Chief by radio or phone

- Designate a volunteer as a runner to deliver an ICS Form 213 (General Message) with a number of injured in Triage Area to the Situation & Status Unit of Planning Section or Incident Commander (whichever is closest).

- Assign volunteers to perform the four functions:
  - Patient Loading Area Manager and patient loading
  - Triage Team Leader and members to perform initial triage
  - Treatment Area Manager and treatment providers
  - Litter Bearer Team Leader and team members to move patients who cannot move themselves

- Supervise sorting and tagging of patients in triage areas, the movement of patients to the patient treatment areas and the loading of patients going to the Casualty Care Area or Mortuary Care Area. Additionally, supervise documentation and tracking of Personal Effects (PE) through the area.

- Notify Status & Situation Unit of Planning Section if and when patients become triaged as Black and the current total of Black-tagged patients.
Patient Loading Area Manager

Medical Response Checklist (BRAVO – 1)

Position assigned by and reports to Triage Group Supervisor

- **Patient Loading Area Manager** – is a position designated at each **Triage Area** to manage incoming resources and vehicles and the loading of patients. The **Triage Area Group Supervisor** designates the **Patient Loading Area Manager**.

- Supervise **Patient Loading Area** (determined by **Triage Group Supervisor**) with vehicular access, plenty of space, and a visible location
- Communicate with **Triage Group Supervisor** when fully operational and ready to receive resources
- Ensure that personnel stay with their vehicle unless otherwise directed
- Organize arriving units, keep like units together (buses, ambulances, vans)
- Notify **Triage Group Supervisor** when resources and vehicles arrive
- Document on **ICS Form 214 (Activity Log)** the name of outbound patients, time of departure, Triage status, and destination
- If transportation is *not* present, assist **Triage Group Supervisor** by identifying & processing casualties re-triaged as **Black** using **PHSKC Decendent ID Tag(s)** and **PE Tracking Form(s)**.
Triage Team Leader

Medical Response Checklist (BRAVO – 2)

Position assigned by and reports to Triage Group Supervisor

Triage Team Leader – is a designated position (function) to lead personnel trained in first aid and START triage who rapidly evaluate patients at a Funnel Point within a Triage Area and direct them towards treatment, coded red-immediate, yellow-delayed, green-minor, or black-deceased.

☐ Assign two or more volunteers trained in first aid and triage as Triage Team members to perform initial triage at the Funnel Point (shelter) using START method

☐ Help Triage Team members assess and tag patients in coordination with Litter Bearer Teams

☐ Only if feasible, use ICS Form 214 (Activity Log) in triage bag to obtain basic information on each patient when they come through the funnel point:
  - Name (if possible)
  - Time – through funnel point
  - Special comments/problems
  - Color tagged (red, yellow, green)

☐ If persons cannot make it to Funnel Point and need to be triaged in place, designate additional Triage Team members to triage persons in the area and notify the Litter Bearer Team Leader of triaged patients
Litter Bearer Team Leader

Medical Response Checklist (BRAVO – 3)

Position assigned by and reports to Triage Group Supervisor

Litter Bearer Team Leader – is a position designated at each Triage Area to organize teams of four or more people to move patients:

- From surrounding areas to the funnel point and treatment areas, and
- From treatment areas to patient loading areas.

☐ Manage the group of volunteers assigned to pick up patients working in teams of 2 or 3
☐ Communicate as frequently as needed to Triage Group Supervisor
☐ Create multiple litter bearer teams based on the team’s collective ability to carry soft stretchers
☐ Manage litter bearer teams to move patients under the following priorities:

1) Move red-tagged (immediate) patients from the red treatment area (tarp) to the patient loading area ONLY if a vehicle is available
2) Move red-tagged (immediate) patients from the surrounding area through the Funnel Point to the red treatment area (tarp)
3) Move yellow-tagged (delayed) patients from the surrounding area through Funnel Point to the yellow treatment area (tarp)
4) Move yellow –tagged (delayed) patients from the yellow treatment area to the patient loading area ONLY if a vehicle is available

☐ If patients need to be picked up in surrounding areas or buildings, work with the Triage Group Supervisor to ensure doing the most good for the most people
☐ Instruct team members when moving a red-tagged (immediate) patient from the surrounding areas and buildings, move them first and as quickly as possible to the Funnel Point and red treatment area despite severity of injuries
☐ Instruct team members to take note of yellow – tagged (delayed) patients in surrounding areas that cannot walk and tell patients that the team will come back for them
Treatment Team Leader

Medical Response Checklist (BRAVO – 4)

Position assigned by and reports to Triage Group Supervisor

Treatment Team Leader – is a designated position (function) to supervise the immediate Treatment Area for patients (red and yellow) within a Triage Area. The Treatment Team Leader is responsible for organizing teams to treat red and yellow patients.

- Divide volunteers to attend and staff the red and yellow Treatment Areas first – one red team and one yellow team
- Help the Triage Group Supervisor organize and set-up treatment tarps: green, yellow, red
- Supervise the treatment areas and make sure there are enough volunteers to staff red and yellow treatment areas
- Check in on patients in the green tarp area and make sure they stay back from red and yellow treatment areas
- Perform secondary triage using a more in-depth assessment
- Isolate emotionally distraught persons as feasible, placing them in a separate area near the green treatment area
- Communicate with Patient Loading Area Manager every 10 minutes about the current number of red patients and yellow patients ready to be staged for pick-up and transportation
Casualty Care Group Supervisor

Medical Response Checklist (CHARLIE)

Position Reports to Situation & Status Unit of Planning Section

Casualty Care Group Supervisor – is a designated position (function) to supervise medical operations at an established medical facility. To keep within his/her span of control, the Medical Branch Director should establish a Casualty Care Group Supervisor for each Casualty Care Area as necessary.

- Report to Hall Health Clinic, Roosevelt Clinic or other designated medical facility
- Once on-scene, notify Lead Physician/URC Leader that their facility has been activated as a Casualty Care Area
- Identify the area to be used for receiving patients
- Check the scene for safety (such as Aftershock safety, hazardous materials, and/or security)
- Perform a rapid scene size up by evaluating:
  - The number of staff members present at medical facility
  - The condition of the facility and equipment to handle patients
  - The primary method of communicating to the EOC, Triage Areas and Mortuary Care Areas (if necessary)
- Communicate size-up to Medical Branch Director who reports to the Operations Section Chief by radio or phone
- Designate a volunteer as a runner to deliver an ICS Form 213 (General Message) with number of patients being treated and general conditions of facility & operations to the Situation & Status Unit of Planning Section
- On an ICS Form 214 (Activity Log), document:
  - Name of patient
  - Time of arrival at Casualty Care Area
  - Triage status
  - Time of injury (if known)
- On a separate ICS Form 214 (Activity Log), document:
  - Name of patient & medical provider rendering aid
  - Treatment provided to patient at Casualty Care Area
  - Time of provision
  - Any change in Triage status
  - Time of discharge from Casualty Care Area (if downgraded to Green)
- Notify Status & Situation Unit of Planning Section if and when patients become triaged as Black and the current total of Black-tagged patients
Mortuary Care Group Supervisor

Recovery Checklist (DELTA)

Position Reports to Situation & Status Unit of Planning Section

Mortuary Care Group Supervisor – is a designated position (function) to supervise receipt, management and eventually custodial transfer of Human Remains (HR) and Personal Effects (PE) within a Mortuary Care Area. To keep within his/her span of control, the Operations Chief or Medical Branch Director should establish a Mortuary Care Group Supervisor for each Mortuary Care Area as necessary.

☐ Obtain mortuary equipment from the nearest Triage or Casualty Care Area:
  ▪ Triage Area 1 North: Gates Hall
  ▪ Triage Area 2 Central: Hall Health Clinic
  ▪ Triage Area 3 South: Anderson Hall

☐ Assemble volunteers to staff Mortuary Care Area and travel to designated area by foot or in Hearse Service vehicle

☐ Identify the area to be used as temporary morgue and place PE containers outside entrance

☐ Check the morgue for safety (such as Aftershock safety, hazardous materials, and/or security)

☐ Perform a rapid scene size-up by evaluating:
  o Approximate number of fatalities currently reported
  o Adequate number of forms, bags/containers, and volunteers to staff Mortuary Care Area

☐ Communicate size-up to Situation & Status Unit of Planning Section by radio or phone

☐ Designate a volunteer as a runner to deliver an ICS Form 213 (General Message) with number of HR & PE in Mortuary Care Area to the Situation & Status Unit of Planning Section every hour

☐ Organize the Mortuary Care Area and morgue to maximize storage capacity before requesting additional Mortuary Care Area be set up

☐ Record and manage HR & PE using ICS Form 214 (Activity Log), PHSKC Decedent ID Tags and PE Tracking Forms as needed

☐ Assign volunteers to perform the following three functions, with a periodic swap of duties:
  o Hearse Service Team Leader and assistant(s) to retrieve/deliver HR & PE
  o Security Team Leader and team members to guard HR & PE
  o Litter Bearer Team Leader and team members to move HR to/from morgue

☐ Supervise sorting and tagging of HR & PE in Mortuary Care Area, the management of HR & PE while in custody and the release of HR & PE to Medical Examiner (or approved official)
Monitor status and disposition of Mortuary Care Group for signs of mental or emotional distress related to proximity and possible handling of HR & PE; notify Medical Branch Director as needed.

Hearse Service Team Leader
Recovery Checklist (DELTA - 1)

Position Reports to Mortuary Care Group Supervisor

Hearse Service Team Leader – is a designated position (function) to supervise dispatch, transportation and eventually custodial transfer of Human Remains (HR) and Personal Effects (PE) from an Incident Scene or Casualty Care Area to a Mortuary Care Area. The Team Leader does not need to drive the designated hearse vehicle at all times unless operating alone, but the redundancy of training is desired in case an assistant is not available.

- Obtain designated hearse vehicle from Fleet Services parking lot
- As volunteer staffing allows, organize Hearse Service Team with 1-2 additional volunteers
- Identify primary driver and secondary/alternate driver
- Stand-by at Mortuary Care Area until request for Human Remains (HR) recovery is called in
- Prepare for dispatch by loading vehicle with required supplies:
  - Adequate number of forms, bags/containers for Human Remains (HR) and Personal Effects (PE)
- Communicate with Situation & Status Unit of Planning Section about proposed route of travel and ask if Situation Map changes will require alternate navigation
- Accomplish all paperwork at scene to take custody of HR & PE
- If the vehicle is not filled to capacity with HR & PE, contact Mortuary Care Group Supervisor and ask for any additional requests. If none, deliver HR & PE back to Mortuary Care Area
- If additional requests relayed by Mortuary Care Group Supervisor, contact Situation & Status Unit of Planning Section about new route to next pick-up scene
- Record and manage HR & PE using ICS Form 214 (Activity Log), PHSKC Decedent ID Tags and PE Tracking Forms as needed
- Assign volunteer(s) to perform the following two functions (if Manning allows delegation):
  - HR Specialist will be in charge of loading HR into vehicle with associated paperwork
  - PE Specialist will take custody of PE and associated paperwork
Monitor status and disposition of Hearse Service Team for signs of mental or emotional distress related to proximity and possible handling of HR & PE; notify Mortuary Care Group Supervisor as needed.

Security Team Leader

Recovery Checklist (DELTA - 2)

Position Reports to Mortuary Care Group Supervisor

Security Team Leader – is a designated position (function) to supervise receipt, storage and eventually custodial transfer of Human Remains (HR) and Personal Effects (PE) from Litter Bearer Team Leader to temporary morgue within a Mortuary Care Area. The Team Leader will also monitor volunteers assigned to Security detail for signs of mental or emotional distress due to the proximity to HR and communicate status to the Mortuary Care Group Supervisor.

- Travel to Mortuary Care Area by foot or via Hearse Service vehicle
- Instruct additional volunteers assigned to Security detail about personnel authorized to request access to morgue or containers used to store PE
- Maintain inventory of forms used for Security duties and notify Mortuary Care Group Supervisor when supplies run low (Rule of Thumb: 1 full set of paperwork for every volunteer on Security Team, in the event of a large receipt of HR & PE from Hearse Service Team)
- Monitor and secure containers designated for PE storage; if near capacity or at capacity, notify Mortuary Care Group Supervisor and ask for additional storage containers before processing additional HR & PE
- Record visitor information, time of visit and nature of visit for all authorized visitors on ICS Form 214 (Activity Log); record unauthorized visits/attempted entries on ICS Form 213 (General Message)
- Ensure one member of Security Team visually inspects inside of morgue area every 15 minutes, looking for unauthorized visitors or invasive animals/insects
- If an unauthorized person or group requests entry or is found inside the morgue area or PE containers, immediately notify Mortuary Care Group Supervisor and escort them outside of Mortuary Care Area
- If invasive animals/insects are discovered near morgue or inside of morgue, attempt to disperse them from the area using reasonable, available means and notify Mortuary Care Group Supervisor
- If Recovery operations cease, maintain custody of HR & PE until Medical Examiner (or other approved official) arrives to take custody
- Monitor status and disposition of Security Team for signs of mental or emotional distress related to proximity and possible handling of HR & PE; notify Mortuary Care Group Supervisor as needed.
Litter Bearer Team Leader

Recovery Checklist (DELTA - 3)

Position Reports to Mortuary Care Group Supervisor

Litter Bearer Team Leader – is a position designated at each Mortuary Care Area to organize teams of two or more people to move Human Remains (HR) and Personal Effects (PE). When not engaged in offloading the Hearse Service vehicle, the Litter Bearer Team will augment the Security Team by providing external security to the Mortuary Care Area and allow the Security Team to focus on guarding the morgue and PE containers.

- Travel by foot or within the Hearse Service vehicle to the Mortuary Care Area
- When Hearse Service Team is dispatched, stand-by to offload HR & PE; make sure that all paperwork transferred by Hearse Service Team stays with its associated HR or PE
- Deliver HR into temporary morgue according to any specific instructions provided by Mortuary Care Group Supervisor and deposit PE into containers:
  - Document HR storage on Security Team's ICS Form 214 (Activity Log)
  - Document PE storage on PHSKC PE Tracking Form
- Use any available materials to serve as a litter; only hand-carry HR as a last resort
- If HR inventory threatens to fill morgue, notify Mortuary Care Group Supervisor and attempt alternate storage methods (i.e., vertical storage on dollys vs. horizontal storage on tables)
- When not on stand-by for delivery or reorganizing morgue/PE containers to maximize storage capacity, direct Litter Bearer Team to assist Security Team by patrolling Mortuary Care Area
- Monitor status and disposition of Litter Bearer Team for signs of mental or emotional distress related to proximity and possible handling of HR & PE; notify Mortuary Care Group Supervisor as needed
Position Reports to Situation & Status Unit of Planning Section

**Patient Transport Group Supervisor** – is a designated position (function) to supervise ambulance operations between the Incident Scene, Triage Areas and Casualty Care Areas. To keep within his/her span of control, the Patient Transport Group Supervisor should establish a Patient Transport Team Leader for each vehicle that is dispatched.

- Report to Fleet Services office with volunteers
- Once on-scene, notify Situation & Status/Documentation Unit of Planning Section
- Check the scene for safety (such as Aftershock safety, hazardous materials, and/or security)
- Perform a rapid scene-size up by evaluating:
  - The number of volunteers with desired driving certifications
  - The number of vehicles available, their general condition and fuel availability
- Communicate size-up to Transportation Services Unit of Logistics Section by radio or phone
- Request number of Triage Areas active or being activated, location of Triage Areas and if children are possible casualties based on location/incident
- On an ICS Form 214 (Activity Log), document:
  - Names of volunteers
  - Status of volunteers (Team Leader or Assistant)
  - Vehicle # assigned to each team
  - Time of dispatch from Fleet Services
- Dispatch 2 vehicles to operate/stage near each Triage Area; provide one radio to each vehicle (if available.) If children suspected as casualties or reported as casualties, dispatch one additional van to transport them to Seattle Children’s Hospital (SCH) if roads are passable
- If required, set aside one vehicle to be used for Hearse Service and transfer custody of vehicle to Mortuary Care Group when they arrive
- Ask Status & Situation/Documentation Unit of Planning Section if there are any changes to secure traffic corridors or security of operating areas and pass on to Patient Transport Team Leaders
- Notify Transportation Services Unit of Logistics Section if vehicles suffer mechanical trouble or require additional fuel
- Collect and forward up ICS Form 213s (General Messages) to Transportation Services Unit of Logistics Section and ICS Form 214s (Activity Logs) to Situation & Status/Documentation Unit of Planning Section at the end of each shift
Patient Transport Team Leader
Response Checklist (ECHO-1/2/etc.)

Position Reports to Patient Transport Group Supervisor

Patient Transport Team Leader – is a designated position (function) to supervise dispatch and transportation of casualties from an Incident Scene or Triage Area to a Triage Area or Casualty Care Area. The Team Leader does not need to drive the designated ambulance vehicle at all times unless operating alone, but the冗undancy of training is desired in case an assistant is not available.

- Obtain designated ambulance vehicle from Fleet Services parking lot
- As volunteer staffing allows, organize Patient Transport Team with 1-2 additional volunteers
- Identify primary driver and secondary/alternate driver
- Stand-by at Patient Loading Area of Triage Area until request for ambulance service is called in
- Prepare for dispatch by loading vehicle with required supplies:
  - Litter/litter materials to carry immobile casualties
  - Radio to communicate with Patient Transport Area (if available)
  - ICS Form 213 (General Message) and 214 (Activity Log)
- Communicate with Patient Transport Group Supervisor about proposed route of travel and ask if Situation Map changes will require alternate navigation
- On scene, load immobile casualties first, then accept “walking wounded” on Space-Available Basis
- Transport casualties to Triage Area for Triage and Treatment
- Record mileage on vehicle at the beginning and end of each operational period on ICS Form 213 (General Message)
- Assign volunteer(s) to perform the following two functions (if manning allows delegation):
  - Radio Specialist will be in charge of process dispatches and route changes by radio from Patient Transport Group Supervisor
  - Litter Specialist will be in charge of directing litter operations for immobile casualties
- Monitor fuel status and condition of vehicle to keep fleet vehicles operational during response & recovery; record on ICS Form 213 (General Message) and turn into Patient Transport Group Supervisor at the end of shift
- Document all patient pick-ups and transportation destinations on ICS Form 214 (Activity Log) to track patients entering the UW emergency medical response system. Turn form(s) into Patient Transportation Group Supervisor at the end of shift
Attachment ESF 8-A – Triage Area Set-up

Note: each Triage Area has unique considerations for set up and can be modified depending on the situation/disaster.
Attachment ESF 8-B – Simple Triage and Rapid Treatment (START) Triage Method

When an incident involves multiple patients, it has the potential to overwhelm first responders and normal routines for University of Washington personnel. The goal for UW personnel providing triage, treatment, and transportation of victims is to categorize, stabilize and provide limited care, doing the greatest good to the greatest number of patients until professional emergency medical services become available.

**Triage** is a process of systematically categorizing patients to sort them based on the severity of their injuries. It requires no special diagnostic skills. Providers use the Simple Triage and Rapid Treatment (START) Method to initially triage all patients.

The **START Triage Method** categorizes injured patients into one of four categories:

- **Immediate (Red)** - Critically injured patients with life-threatening injuries
- **Delayed (Yellow)** - Seriously injured patients / can delay treatment up to one hour
- **Minor (Green)** - Walking wounded patients / can delay treatment up to three hours
- **Deceased (Black)** - Deceased and/or mortally injured patients / no care initiated

<table>
<thead>
<tr>
<th>RED Immediate</th>
<th>YELLOW Delayed</th>
<th>GREEN Minor</th>
<th>BLACK Deceased</th>
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<tbody>
<tr>
<td>Patients tagged <strong>RED</strong> are critical and should be found and treated FIRST.</td>
<td>Patients tagged <strong>Yellow</strong> have serious injuries but can wait for treatment. <strong>Yellow</strong> patients:</td>
<td>Patients tagged <strong>Green</strong> can walk, talk and follow simple commands</td>
<td>Patients tagged <strong>BLACK</strong> are not breathing AFTER a head tilt/chin lift. They are considered deceased.</td>
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<tr>
<td>Red Patients:</td>
<td><strong>Breathing under 30 breaths per minute</strong></td>
<td><strong>Can follow simple commands</strong></td>
<td>Whenever feasible, deceased persons should <strong>NOT</strong> be moved unless directed by the King County Medical Examiner, Incident Commander or UWMC Representative</td>
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<td></td>
<td><strong>No pulse on wrist</strong></td>
<td><strong>Could decompensate and turn into an immediate</strong></td>
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<td></td>
<td><strong>Massive bleeding/shock</strong></td>
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<td></td>
<td><strong>Can't follow simple commands</strong></td>
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<td><strong>Breathing but unconscious</strong></td>
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START Triage Steps

Step 1. Relocate “Walking Wounded.”

An initial responder enters the Triage Area, identifies him- or herself and directs all those who are injured but can walk to gather and remain in a safe place (at the green tarp).

This step identifies those patients who presently have sufficient respiratory, circulatory, mental, and motor function to walk. Most of these patients will eventually be tagged Green; but not until later when they are triaged separately.

Step 2. Respiration

Begin evaluation of the first non-ambulatory patients where they are.

Assess respirations as greater or less than 30 breaths per minute.

If breathing is absent, reposition the airway to see if breathing begins.

If respirations remain absent, tag with black tape – Do not perform cardiopulmonary resuscitation (CPR).

If the patient requires help to maintain an open airway or has a respiratory rate greater than 30 breaths per minute, tag Red. If respirations are normal, go to the next step.

Step 3. Perfusion

Assess by palpating for a radial (wrist) pulse.

If the radial pulse is absent, tag Red.

If the radial pulse is present, go to the next step.

For pediatric patients and as an alternative to the radial pulse, assess capillary refill. If greater than 2 seconds, tag Red.

Immediately control any life-threatening bleeding. Continue pressure to control bleeding.

If possible, elevate the patient’s legs to begin shock treatment.

Step 4. Mental Status

Assess mental status: ask the patient to perform a simple task to demonstrate he/she can follow simple commands. For example, touch your nose with your finger.

If s/he cannot follow simple commands, tag Red.

If he/she can follow commands, tag Yellow or Green, depending on other injuries. The type and extent of injuries determine Yellow versus Green priority. For example, multiple fractures require a higher priority for treatment than superficial lacerations.

NOTE: Patients may be re-triaged at each area they pass through (Funnel Point, Treatment, and Transportation).
START Triage Algorithm

Mobile?

Yes

No

Minor (Triage Last)

Respirations (Step 2)

Yes

No

> 30 per Min?

Yes

No

Tag Red (Immediate)

Radial Pulse? (Step 3)

Yes

No

Able to follow Commands? (Step 4)

Yes

No

Tag Green (Minor)

Tag Yellow (Delayed)

Tag Red (Immediate)

Tag Red (Immediate)

Tag Red (Immediate)

Tag Black Blue (Deceased)