



University of Washington Seattle, Washington

Emergency Response Management Plan
April 2009



UW Emergency Management
206-897-8000
www.washington.edu/emergency



University of Washington Emergency Response Management Plan

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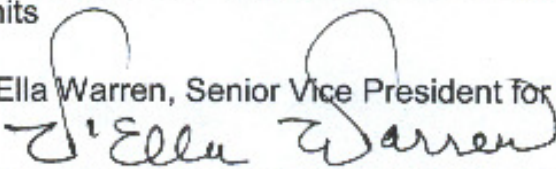
Note: Department/unit-specific Unit Response Center (URC) plans are no longer included in this plan as they are kept separately in each department/unit.



Letter of Promulgation

April 1, 2008

To: University of Washington Schools, Departments and Operating Units

From: V'ella Warren, Senior Vice President for Finance and Facilities


SUBJECT: University of Washington Emergency Response Management Plan
– Updated April 1, 2008

The University of Washington, in accordance with the State of Washington guidance contained in WAC 118.30.060, has now completed this annual update of the UW Campus Emergency Management Plan. While focused primarily on the response phase, this Plan is a guide to the University for emergency management and coordination of *all* phases of emergency management operations in order to minimize the impacts of emergencies and disasters, and to protect the people, property, and restore the primary mission of the University.

The Governor of the State of Washington has required State Baccalaureate Institutions to cooperate with the State of Washington Emergency Management Division and local emergency response agencies during emergency response, and to maintain an internal comprehensive emergency management plan in order to accomplish their day-to-day activities immediately before, during, or following an emergency or disaster.

This updated University of Washington Emergency Response Management Plan, in concert with training, business resumption and ongoing mitigation of hazards and risks, provides for the University's cooperation with the State of Washington's emergency management program and greatly enhances the University's capability to respond and recover from disaster and crisis events. Additionally, it complies with National Incident Management System (NIMS) concepts, requirements and policies.

In coordination with the UW Emergency Management Planning Committee, Facilities Services maintains the University of Washington Emergency Response Management Plan and coordinates the implementation of the associated preparedness activities for the University. Questions or suggestions for revision should be directed to the UW Emergency Management Division of Facilities Services.

Foreword

April 1, 2008

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, and restoration become the interim mission of the University. The University Emergency Operations Center is the key central communication function that will connect the various functional units with decision-makers and assistance.

Founded on the priorities and operational concepts of emergency management, the 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.

This Emergency Response 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 anticipate. UW Facilities Services 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.



Charles Kennedy
Associate Vice President for Facilities Services
University of Washington



Distribution List of Plan Holders

Department	# Of Plans
<i>Master Binder</i>	1
<i>Master Files</i>	Published on web- 2 versions: Public: www.washington.edu/emergency Full-version (includes SOPs and Phone #s): https://depts.washington.edu/uwoem/members/documents/index.html
<i>UW Police Department</i>	2
<i>UW EH&S</i>	2
<i>UW Facilities Services</i>	2
<i>UW Health Sciences Administration</i>	1
<i>UW Student Life</i>	2
<i>UW Hall Health</i>	
<i>UW Technology Services</i>	3
<i>UW Financial Management</i>	1
<i>State EMD</i>	2
<i>King County EM</i>	2
<i>City of Seattle EM</i>	2
<i>UW Medical Center</i>	2
<i>Harborview Medical Center</i>	1
<i>UW Transportation Services</i>	1
<i>UW News & Information</i>	1
<i>Media Relations & Communications</i>	1



Record of Revisions

Date	Pages	Web Files	Email Distribution	Hardcopy Distribution
<p>NOTE: <i>This plan goes through continuous, ongoing changes 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.</i></p>				
<p>Both a public version of this plan can be found on the UWEM website at: http://www.washington.edu/emergency as well as the full version, including checklists, phone numbers and more detailed information. This full version can be found at: https://depts.washington.edu/uwoem/members/documents/index.html</p>				



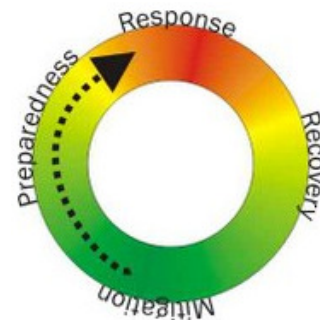
University of Washington Emergency Response Management Plan

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

Disasters or emergencies can happen suddenly, creating a situation in which the normal staff support services for the University can become overwhelmed. During crises, the University requires special programs to address the needs of emergency response operations and recovery management. To address such emergencies, the University of Washington (UW) has established this Emergency Response Management Plan, which provides a guideline for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, live assets, valuable research processes, property, the community, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This plan represents the Campus Emergency Management Plan, which encompasses the facilities, services and the administration of the UW Seattle campus.



Purpose of the Plan

This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures 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 in the 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 temporary 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 for the University of Washington's Seattle Campus. 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 site 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 site 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 at 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 is the centralized coordinating point for most King County hospitals. It is the primary trauma center in the Northwestern United States.



Laws and Authorities

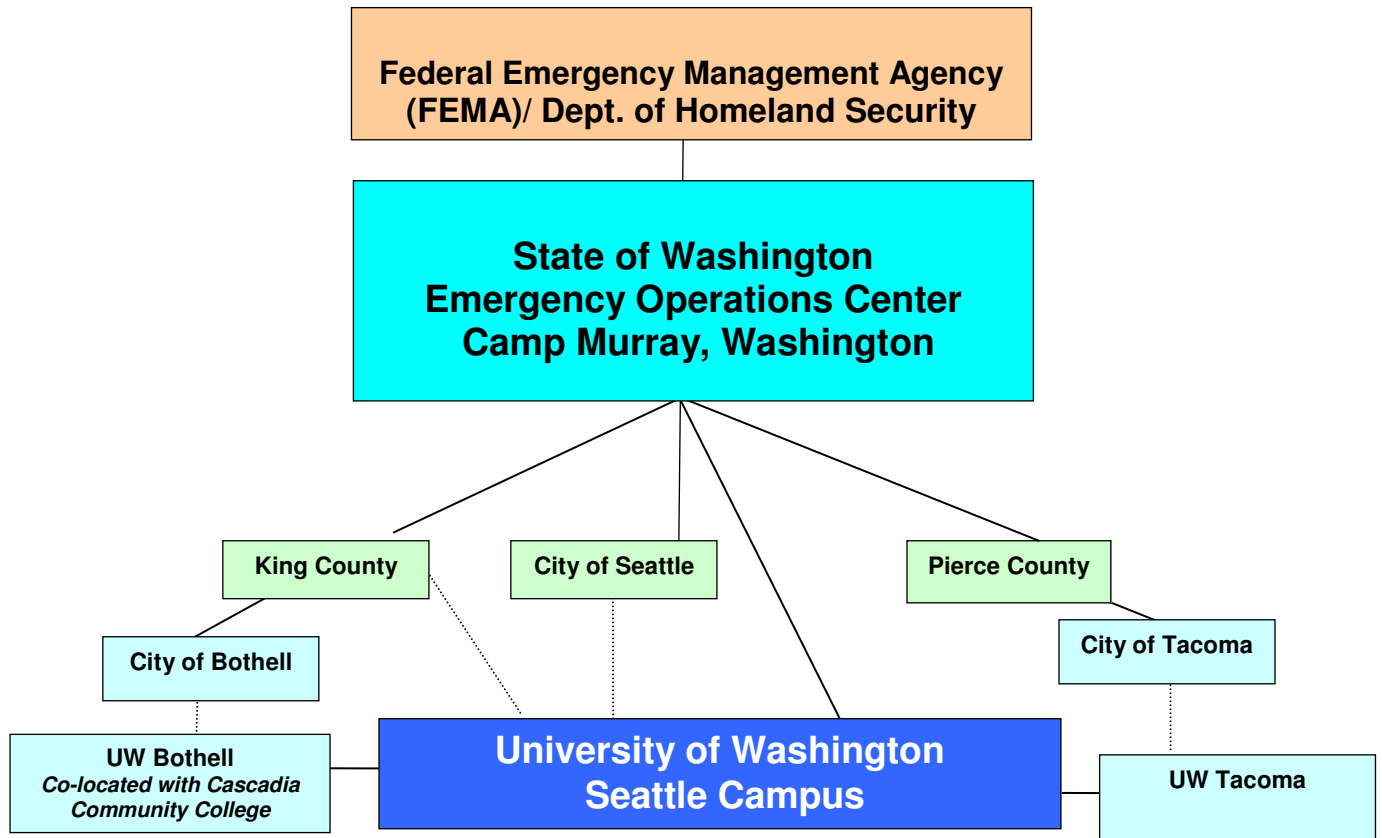
This plan is established under the following laws and authorities for emergency management:

- By-Laws of the Board of Regents, University Handbook, Volume 1, Part II, Article IV, Section I
- Standing Orders of the Board of Regents, University Handbook, Volume 1, Part III, Chapter I Section 2
- General 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).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act / Public Law 93-288, as amended (addresses the role of the Federal Government).
- 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 “Business Continuity Management”
- Washington Governor’s Executive Order mandating NIMS, signed 9/30/2004

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

The University of Washington is a state level public agency 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.**

Figure 1
UW Disaster Coordination with Local, County and State Agencies



————— = DIRECT reporting relationship
..... = INDIRECT/Informal or courtesy reporting relationship



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, and the standard practice is to base planning on the worst-case conditions.

For the University, as for all organizations in high seismic regions, the worst-case conditions are represented by the earthquake hazard. Using the earthquake model, the planning assumptions incorporated into this plan include:

- 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.
- Regional and local services may not be available.
- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Damage and shaking may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University – conditions may be unsafe to travel off campus.
- The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, from the Campus EOC while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the Campus EOC. The inter/intranets may be down.

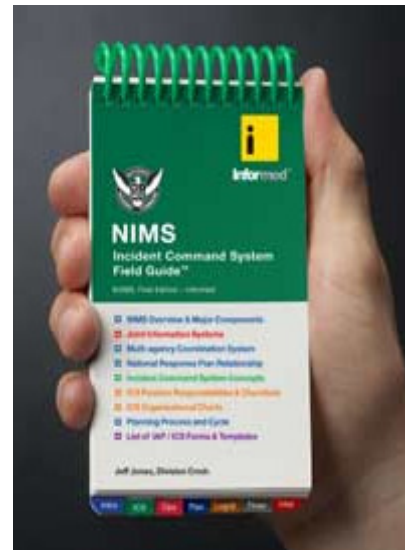
Emergency Plan Concept of Operations

This plan provides the organized management system for the UW Campus to follow during emergencies. It is designed as a flexible system in which part or the entire plan may be activated, as appropriate to the situation. It is based on a worst-case scenario and provides for the critical functions and roles of the University during a response.

The UW's Emergency Response 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 State of Washington Emergency Planning Guidance 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 and the sections, or teams, contain functional positions for each critical operation of the University during an emergency. It provides for a smooth transition to restoration of normal services and the implementation of programs for recovery.

The benefits of the ICS process are:

1. History
 - a. Thirty-year history of successful implementation for emergency response management in the field.
 - b. Ten-year history as the International (Global) Standard for Emergency Management organization.
2. Proven Best Practices in Emergency Management
 - a. Flexibility in application – allows for scale-up, scale-down and transition.
 - b. Team-based, bundled and linked processes and cross-functional efficiency within the organization.
 - c. Easy-to-understand for the users.
 - d. Action oriented – focuses on results and output.
 - e. Starts and stops – designed for rapid deployment and smooth de-activation.
 - f. Wide application to unique settings.
3. Aligned with Adjacent and Contiguous Agencies
 - a. Standardized functions.
 - b. Standardized processes.
 - c. Follow State of Washington guidelines.



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.

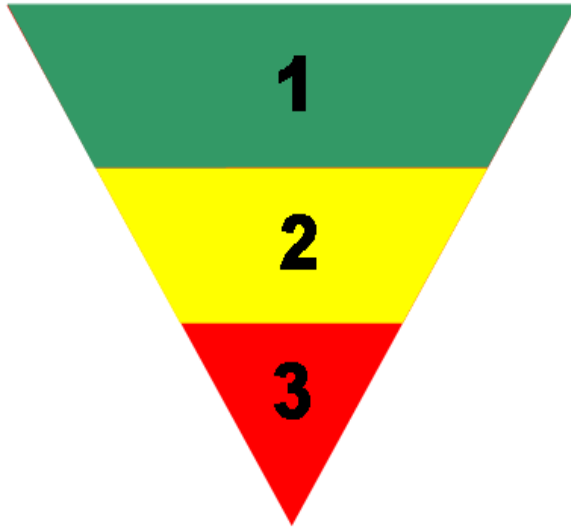


- b. Organize and format this plan into an easy-to-follow format in which users can quickly determine their role, responsibility and primary tasks.
 - c. Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response in which all entities have access into 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 staff and organizations in emergency response management.
 3. Decision–Making
 - a. Determine through a clear decision-making process, 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. Continuously be prepared with a pro-active emergency response management action plan, for the possibilities and eventualities of 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 assistance program application.

Levels of Emergency

Emergency conditions vary with each incident and activation. As a guide, three levels of emergency are specified, as follows:

1. **Level 1** – an emergency incident in which normal UW emergency response services can handle. While there may be some damage and/or interruption, the conditions are localized and the EOC activation is not needed. The UW EOC operates, by default, under Level 1, unless it is upgraded to Levels 2 or 3. This is considered the “stand-by” mode.
2. **Level 2** – emergency incident is severe and causes damage and/or interruption to UW operations. A partial or full activation of the UW EOC is needed. UW may be the only affected entity.
3. **Level 3** – disaster conditions in which the UW must activate the full EOC in order to address immediate emergency response. Emergency conditions are wide spread and UW must be self-sufficient for a period of hours to several days. UW may request mutual assistance from the City of Seattle, King County, other State agencies or request federal assistance via the State of Washington EOC.



Generally, the EOC is activated under Levels 2 and 3 emergencies. **Appendix A** provides the list of UW campus EOC functions with lead and support assignments to the EOC. **Appendix B** provides the contact list for the staff assigned to the EOC. **Appendix C** 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 staff 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 Emergency Policy Council which may activate for a **Level 3** emergency 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, with such authority being delegated to the highest ranked University officer on the list whom the University Police Department is able to contact: (UW Administrative Order No. 2):

1. Provost and Executive Vice President
2. Vice Provost for Student Life
3. Senior Vice President for Finance and Facilities
4. Vice Provost and Dean of Undergraduate Academic Affairs

NOTE: *For a civil disturbance 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 immediate activation of the UW 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*):

- Associate Vice President of Facilities Services
- UW Chief of Police
- Director of Environmental, Health and Safety

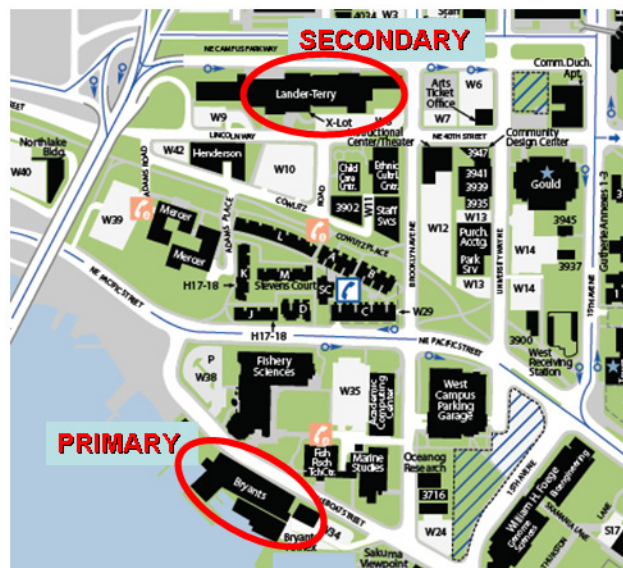
In the event that none of the above is available, the UW Police Department Watch Commander will assume authority for the activation of this plan and provide overall direction until one of the above designees arrives.

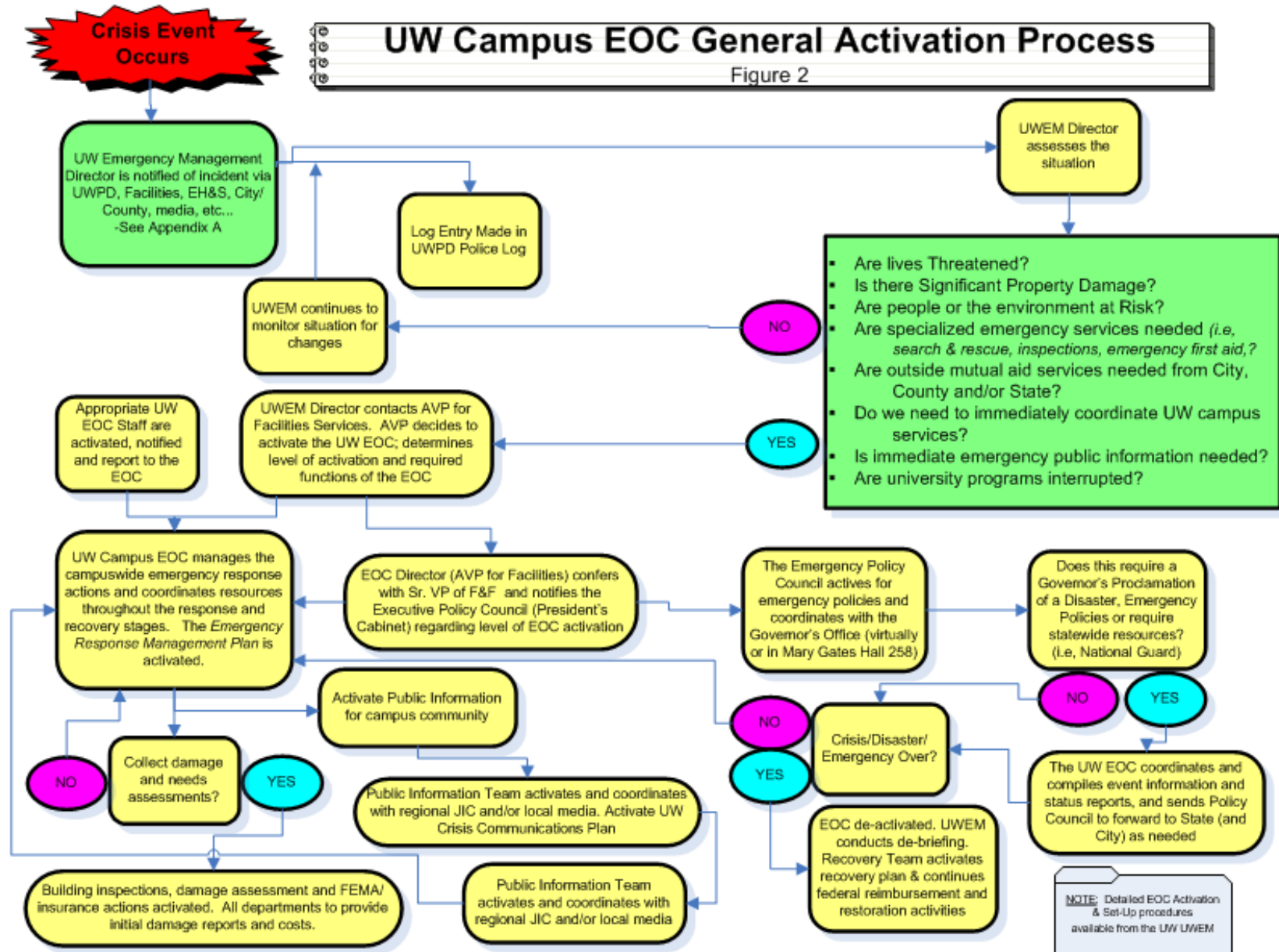
An overview of the process for the activation of the University Emergency Management Plan and EOC is on the following page in **Figure 2**:



UW EOC Drill Activation, March 5, 2008

The UW's Primary EOC is located in Room 111, Bryant Building, 1117 Boat Street, NE. The Backup EOC is located in Lander Hall, Rooms 134 and 135. (See map below)







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, procure and allocate resources, and take measures to restore normal services and operations.

Users are to follow and complete the checklists contained in this document during emergency response (and training activations and exercises). The forms are then 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 to identify "lessons learned" and areas of improvement to the University's emergency plans and processes. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.

Plan Content and Format

This plan is organized as listed below. Also, refer to **Figure 3**.

Letter of Promulgation

Foreword

Distribution List of Plan Holders

Record of Revisions

Section 1 Introduction

Section 2 UW Campus EOC Organization, Position Responsibilities and Assignments

Section 3 Checklists

Section 4

Appendices

Appendix A – EOC Functions with Lead and Support Assignments

Appendix B – EOC Staff Assignments and Contact List

Appendix C – EOC Facility

Appendix D – Forms

Appendix E – Training and Exercises

Appendix F – Key 24-hour Telephone Listings

Appendix G – EOC Phone Numbers

Appendix H – List of Acronyms

Annexes

The following annexes may also be referred to as supplemental guidance to this Plan. The annexes contain detailed emergency response actions for specific events and/or departments or units:

1. UW Crisis Communications Plan
2. UW Pandemic Flu Guidance (Plan)
3. Seattle Campus Mass Assembly Areas



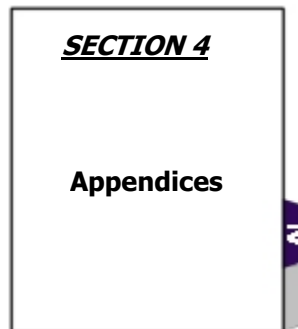
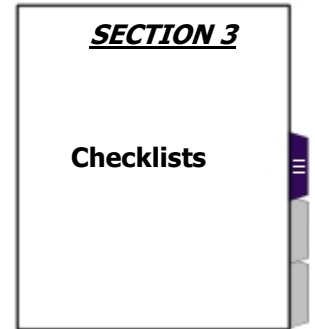
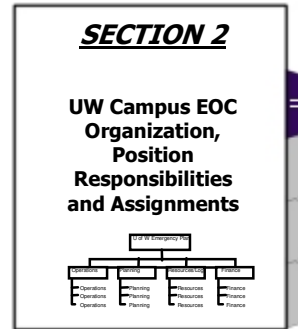
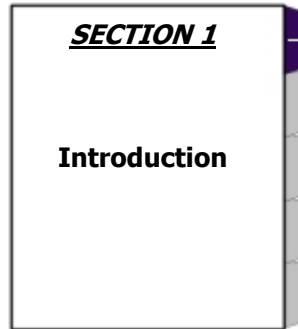
Workshop/Training in the Bryant EOC, February 2007



Tabs and Pages - Figure 3



University of Washington



Appendices		Annexes	
Appendix A	EOC Functions with Lead and Support Assignments	Annex 1	UW Crisis Communications Plan
Appendix B	EOC Staff Assignments and Contact List	Annex 2	UW Pandemic Flu Guidance (Plan)
Appendix C	EOC Facility	Annex 3	Seattle Campus Mass Assembly Areas
Appendix D	EOC Forms	Annex 4	(RESERVED)
Appendix E	Training and Exercises	Annex 5	(RESERVED)
Appendix F	24-hour Emergency Telephone Listings	Annex 6	(RESERVED)
Appendix G	EOC Phone Numbers	Annex 7	(RESERVED)
Appendix H	List of Acronyms	Annex 8	(RESERVED)



Cross Reference Chart

Table 1, Cross Reference Chart for the UW Emergency Response Management Plan, lists the correlation of the UW Emergency Response Management Plan with the State of Washington WAC 118.30.060 (Annexes) and the Federal and State of Washington Emergency Support Functions (ESFs).

Table 1
Cross Reference Chart for the UW Emergency Response Management Plan

Table with 3 columns: State of Washington WAC Annex, Federal/State ESF, and UW Emergency Response Management Plan Reference. Rows include Annexes A through I, detailing their corresponding ESFs and plan references.



State of Washington WAC Annex	Federal/ State ESF	UW Emergency Response Management Plan Reference
Manpower (Staffing)		
Annex J Mass Care, Emergency Welfare, Individual Assistance	ESF 7	Logistics Team Checklists Human Resources Unit Response Plan Student Life URC Plan
Annex K Medical Health, Mortuary Services	ESF 8	Operations Team Checklists Hall Health Unit Response Plan Health Sciences Administration Unit Response Plan
Annex L Communications	ESF 2	UW Technology Checklists UW Technology URC Plans
Annex M Food	ESF 11	Resources Team Checklists
Annex N Transportation	ESF 24	Transportation Checklist Facilities Services Unit Response Plan
Annex O Radiological/Technical Protections	ESF 10	Operations Team Checklists EH&S Unit Response Plans
Annex P Law Enforcement	ESF 22	Police Checklists Police Department Unit Response Plan
Annex Q Fire	ESF 4	Operations Team Checklists
Annex R Engineering Services	ESF 3	Planning Team Checklists Facilities Services URC Plan Capital Projects Unit Response Plan
Annex S Search and Rescue	ESF 9	Operations Team Checklists Police Unit Response Plan CERT Activation Protocols
Annex T Military Support	ESF 20	Operations Team Checklist (outside agency response)
Annex U	ESF 24	<i>Not included</i>



State of Washington WAC Annex	Federal/ State ESF	UW Emergency Response Management Plan Reference
Religious Affairs		
Annex V Administrative Procedures and Records	ESF 21	All checklists All Unit Response Plans
Annex W Fiscal Procedures	ESF 21	Finance Team Checklists Financial Management Unit Response and Business Resumption Plans
Annex X Training and Education	N/A	Appendix E
Annex Y Energy and Utilities	ESF	Operations Team Checklists Facilities Services URC Plan



Section II

UW Campus EOC Organization, Position Responsibilities and Assignments

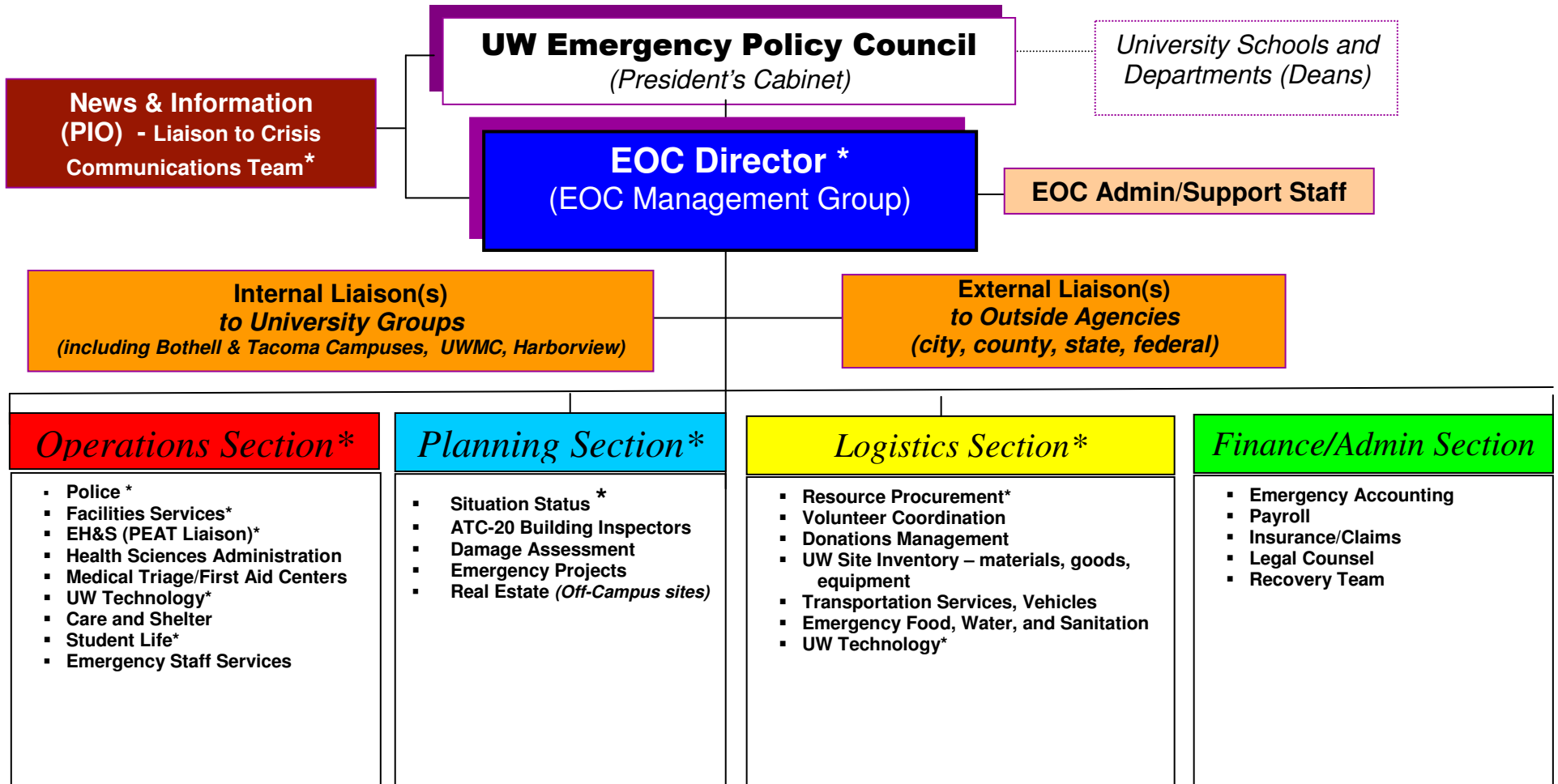
Emergency response management requires the establishment of a strategic organization comprised of the most important or critical functions of the University. Consistent with the international Emergency Management standards of the Incident Command System (ICS), the UW Emergency Operations Center organization plan follows the standard five-section + one (team) structure as the basis for organizing emergency planning and response. The six 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)

- The UW Campus emergency response organization is based on these Sections, as shown on the **Emergency Operations Center Functions** in **Figure 4**.
- A description of the positions and responsibilities of the EOC are provided in **Table 2-A – EOC Management 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 position 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 and alternate assignments to these positions.



University of Washington Emergency Operations Center Functions/Units - Figure 4



* These functions are always activated.



Table 2 - A
UW EOC MANAGEMENT FUNCTIONS

Function or Group	Purpose/Responsibilities
Executive Emergency Policy Council (President’s Cabinet)	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 the EOC Management Group/EOC Director. Group meets at Mary Gates Hall, Room 258.
EOC Director	With the advice of the EOC Section Chiefs, provide overall strategy for the EOC. Reviews and approves overall priorities and action strategies for the emergency response. Works with and support the News and Information Team in the development and delivery of messages. Coordinates and communicates as necessary with the Emergency Policy Council and other University groups regarding the UW Campus EOC operations. Oversee response and recovery operations. Activate the EOC, develop and lead the EOC Action Plan, and deactivate as conditions return to normal. Have the delegated authority to act in the best interest of the University and the goals of emergency response and recovery, on behalf of the Emergency Policy Council during immediate response operations. This position is always activated.
News and Information Team (liaison to Crisis Communications Team)	Manage all official communication from the University, including internal messages to Faculty, Staff, Students, Employees, etc.; media; external communication other than operational coordination. This position is always activated. Provide primary source of updated and confirmed information to the off-site Crisis Communications Team (Media Relations & Communications Office)
Internal Liaisons	Includes representatives from and/or communication with: <ul style="list-style-type: none"> • UWMC & Harborview Liaisons • UW Bothell • UW Tacoma And other UW entities that are impacted by the emergency and have a need for immediate coordination. External Liaisons are invited on an as-needed basis.
External Liaisons	Includes representatives from and/or communication with outside public agencies – the City of Seattle, King County and the State. May include liaisons with other districts and public agencies. External Liaisons are invited on an as-needed basis.
EOC Administration (Support) Staff	Provide staff support to the EOC. Assist with set-up of the EOC and coordinate internal operations. May provide staff support to all functions and positions in the EOC, regardless of department. These positions are always activated.



**Table 2 - B
UW EOC OPERATIONS FUNCTIONS**

Function	Purpose/Responsibilities
Operations Section Chief	Provide overall direction, management and coordination for all operational functions of the EOC that are part of the Operations Team. Establish operational priorities and strategies. Coordinate to ensure effective field incident response and the management of operational resources. Provide senior operational representation to the EOC Director. This position is always activated. Serves as a back up to the EOC Director.
UW Police	Responsible for managing Police functional operations at the EOC. Serves as the Operations Section Chief for incidents in which the police field units are the Incident Commanders. Coordinates general field assignment with the Police Department Command Center and may, as needed, communicate directly with field Incident Commanders and units. Has the lead for the Operational Action Plan for law enforcement, security, traffic control, access control, and crime scene preservation. Coordinates with the county Medical Examiner's office for incidents involving fatalities. Has primary authority for establishing priority for field response and police resource allocation. Responsible for managing search and rescue and fire suppression, if the Seattle Fire Department is not immediately available.
Facilities Services	Responsible for managing and coordinating the prioritized response and exchange of operational information for all buildings, power and water utilities, roadways, and grounds with the Facilities Services Unit Response Center. Has the lead for the Operational Action Plan for emergency inspection, repair and restoration operations for all campus power and water utilities, facilities roadways, and grounds. Assists with emergency power and support for all field operations and the EOC. Is responsible for providing reports from outside utilities, and transitioning emergency operations to clean up and repair operations.
Communications/Computing (UW Technology)	Coordinates between UW Technology Unit Response Center (URC), UW Technology EOC Logistics position, and other EOC positions. Provides status for campus communications/computing services for disaster response. Plans for and establishes alternate and emergency computing in support of the EOC and critical campus operations. Maintains, operates, and deploys emergency communication tools. Provides technical support for News and Information and Crisis Communications. Manages the utilization of the UW Amateur Radio group and services (Ham) when available.



Table 2 - B
UW EOC OPERATIONS FUNCTIONS (Continued)

Function	Purpose/Responsibilities
Environmental Health and Safety (EH&S)	Manage and coordinate the environmental health and safety functions of the emergency response on the Seattle campus and provide consultation for emergency response at other UW locations. This includes providing input for suspected problems with hazardous chemical, biological or radiological materials or spills, or basic public health concerns related to contaminated water, sewage or air contaminants. Provide consultation to assist in the assessment of unsafe conditions. Manage and coordinate on-site hazard assessments. Coordinate HazMat contractor consistent with EOC priorities. Advise and provide information to other campus departments and emergency response personnel on the safety and health of planned operations and responses. Provide advice and consultation on Pre-entry Assessment Team (PEAT) deployment. Provide input for the Operational Action Plan for evaluating and prioritizing response operations relative to hazardous situations, fire risks, and health and environmental risks.
Health Sciences Administration	Responsible for coordinating with the Health Sciences Administration Unit Response Center and associated campus resources for coordinating response operations to the Health Sciences Building. Also responsible for assisting Comparative Medicine/Primate Center in managing and providing animal care services, including protecting, feeding, rescue and relocation if necessary, of research animals in all campus facilities. Reports the status of animals to the EOC. Coordinates emergency response operations in conjunction with the priorities for providing environmental health and safety to the animals. Tracks the disposition of animals and provides updated reports to the EOC. Provides support to Human Resources with professional volunteer staff from the academic schools at the Health Sciences Building.
Medical Triage/First Aid Centers	Provides coordination with Hall Health and assigned resources for the management of all field medical emergency response operations on the campus, including field emergency triage, medical transportation, first aid, deaths, and casualty counts. Coordinates the request for and allocation of medical resources at the campus (not part of the UWMC ER). May coordinate the location of on-going triage and minor care with the UW Medical Center services. Monitors and documents injury and death reports, and coordinates with the Police Department for reports to the County Medical Examiner.



Table 2 - B
UW EOC OPERATIONS FUNCTIONS (Continued)

Function	Purpose/Responsibilities
Care and Shelter	Responsible for coordinating University Care and Shelter operations for all populations who may be stranded on campus. Coordination may be in support of other activities on campus or with public services through King County or the State of Washington. Additionally, may need to address requests from the City of Seattle, King County, Red Cross or other agencies to the UW, to host temporary shelters for citizens.
Student Life	Represent all Student Life for the University during the emergency response and recovery. Coordinate and provide housing and food services, information to families of students, and counseling services to students.
Emergency Staff Services	Responsible for coordinating with Human Resources and other administrative departments to manage emergency services and support for UW staff stranded at campus or needing emergency services from campus resources. May work with other functions to coordinate care and shelter and emergency transportation. Also, may work with Medical First Aid to coordinate crisis-counseling services.
Pre-Entry Assessment Team (PEAT) Liaison	As part of the EH&S Team, the PEAT Liaison maintains contact directly via the on-site PEAT Team or via the EH&S Unit Response Center regarding the status of the PEAT Team activities on the Seattle Campus.
Campus Emergency Response Team (CERT) Liaison	This position, staffed by a trained UW Campus Emergency Response Team (CERT) member, will act as the primary EOC on-site liaison between the various building-specific, trained UW CERT team members and the EOC.



**Table 2 - C
UW EOC PLANNING FUNCTIONS**

Function	Purpose/Responsibilities
Planning Section Chief	Provide for 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. Provide analysis and consultation regarding extended operations and the impacts of the emergency. Runs the hourly EOC Section Chief Planning meetings. Manages the receipt, posting, tracking and documentation of disaster/incident information. Support the financial accounting of all incurred costs and estimated expenditures. This position is always activated whenever there is significant information, extended operations or property damage.
Situation Status	Responsibility for receiving, analyzing, posting, tracking and assessing information regarding the situation, damage and interruption to the University properties and programs. Maintains a general EOC log documenting major actions and decisions of the EOC. Keeps the EOC Director updated.
ATC-20 Building Inspectors	Responsible for coordinating the assignment of building and facility inspections during earthquake events or other incidents, which may result in structural damage. May work directly with consulting engineers to augment University resources.
Damage Assessment	Responsible for the analysis of status reports and inspection reports to identify damaged properties; track damage and evaluates for ballpark estimates of damage, loss and reconstruction/repair costs. Primary responsibility of UW Police (windshield surveys) and ATC-20 Teams (Facilities)
Emergency Projects	Implements and manages maintenance, repair and construction projects for critical University services and facilities, as authorized by the EOC Director.
Real Estate Office Liaison	Responsible for coordination, information gathering and dissemination of information to UW tenants and property-owners of major off-campus leased space.



**Table 2 - D
UW EOC LOGISTICS FUNCTIONS**

Function	Purpose/Responsibilities
Logistics Section Chief	Provide overall management of resource and logistical support for operations and planning functions. Access and procure resources to support the emergency response and operations, which require support beyond normal department assets. Support the EOC activation and temporary emergency care for people and workers. Coordinate the management of volunteer resources to support emergency operations. Coordinate with the Finance Team to ensure appropriate processes for procurement and contracting.
Resource Procurement	Sets up all logistics for procurement and delivery of resources, both UW campus resources and outside goods and services. Arranges for field receipt and acknowledgement. Procures private and vended services. May include contracted services, equipment purchase, supplies purchase or support (meals, etc.) for emergency operations. If resources are not actually purchased through the EOC, sets up an allocation and tracking process to assure vendors know whom to invoice and how they will be paid. Responsible for tracking and distributing the equipment and supplies requested by the EOC required to support campus emergency response and recovery activities. Coordinates with Finance in the record keeping, planning and budgeting for funding authorization.
Human Resources	Responsible for managing emergency human resource operations, including temporary or emergency hires, critical processes for benefits and employee services, and other HR related activities in support of the emergency response and recovery. Responsible for coordinating all UW staff volunteer resources to support the University's needs. Set up a registration process for ensuring UW staff volunteers are working under the management of an appropriate manager of the University. Registration includes obtaining emergency contact numbers, signed statement indicating complete and voluntary participation and willingness to work as assigned. May need to address work requirements, i.e. lifting, hazard exposure, etc. This does not need to be done for any volunteers who are coordinated by an official organization, such as the American Red Cross or the National Search and Rescue Association.



Table 2 - D
UW EOC LOGISTICS FUNCTIONS cont...

Function	Purpose/Responsibilities
Communications/Computing	Coordinates between UW Technology Unit Response Center (URC), UW Technology EOC Operations position, and other EOC positions. Provides status for campus communications/computing services for disaster response. Plans for and establishes alternate and emergency computing in support of the EOC and critical campus operations. Maintains, operates, and deploys emergency communication tools. Provides technical support for News and Information and Crisis Communications. Manages the utilization of the UW Amateur Radio group and services (Ham) when available.
Transportation Services, Vehicles	Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, and injured persons. Manage the campus pool vehicles, parking operations, garage, and coordinating the provision of municipal transit services to campus. Maintains inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers).
Emergency Food, Water and Sanitation	Responsible for obtaining and allocating food and water supplies to support emergency staff needs. Coordinates with all campus resources to obtain hot meals and supplemental food for emergency workers on campus.



**Table 2 - E
UW EOC FINANCE FUNCTIONS**

Function	Purpose/Responsibilities
Finance Section Chief	Provide overall management of financial accounting and analysis for the emergency response, including keeping 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. Also, begin the tracking and documentation process for FEMA application and insurance claims.
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	Staffed by the Assistant Attorney General's Office for the UW, this position will be available for advice and consultation on all legal matters involving the University's emergency response activities. This position may not be physically present in the EOC, but must be available electronically (via phone) to the EOC and/or Emergency Policy Council representatives.
Recovery Team Lead	Begin to 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 authorize the activation and coordination operations of the 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. Emergency meeting room is the large conference room used by the Undergraduate Program on the Environment, Room 258, Mary Gates Hall.
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
- Authority to direct and control all university resources during the emergency response phase
- 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
- Deactivates the EOC
- Manages the transition to recovery

Actions

1. When aware of and informed of any emergency or pending emergency, which may affect or impact UW Campus properties, staff 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
 - Current overall situation at the UW Campus, including:
 - ◆ Power/Utilities
 - ◆ Communications
 - ◆ Major Damage to Buildings and Facilities
 - ◆ UW Medical Center
 - ◆ Status of research programs and lab animals
 - ◆ Status of UW staff and 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. Contact the UW Police Communications Center to begin the process of activating the EOC.
6. Select alternate EOC Director(s) from available staff 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 Plans 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.



Checklist 2

EOC Director - *continued*

Actions – continued

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 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 staff and people on-site
- Communication to all University staff 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 and communicated to the URCs.

20. Evaluate the action plan for the following:

- Staffing requirements (exempt/non-exempt, commute problems)
- Labor agreements and types of work
- Weather conditions
- Personnel support
- Equipment and supplies

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



Checklist 2

EOC Director - *continued*

Actions – continued

- 21. Work closely with the News and Information Team to provide emergency public information to the Campus and public.
- 22. 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.
- 23. 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:
 - Type of assistance needed
 - Location
 - Tasks and duties to be performed
 - UW person who will coordinate
 - Food, water, sanitation and lodging resources available for support
- 24. 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.
- 25. Be prepared to support the UW Medical Center with operational responses, as needed.
- 26. Provide staff for 24-hour EOC operations, if needed.
- 27. 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).

Deactivation and Recovery

- 28. 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.
- 29. Provide all documentation to the FEMA/Recovery Team Leader position for Disaster Public Assistance Program applications.
- 30. Provide necessary documentation to Risk Management for claims on insured properties.
- 31. Lead the EOC Management Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations.



Checklist 3

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.

Actions

1. When notified of the activation of the UW Campus EOC, refer to Appendix D and set up the facility for operation.
2. Assist staff with setting up their positions. Keep track of EOC activities and facilitate the exchange of information between teams and staff.
3. Provide ongoing support to the EOC Management Team, EOC Director and EOC Team Leads to facilitate EOC briefings and operations.

Deactivation and Recovery

4. Shut down the EOC and forward all logs and reports to the Situation Status position for documentation.



Checklist 4

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 to the EOC.
2. As directed by the EOC Management Team and the EOC Director, contact UW Campus Departments, the UWMC, Harborview, 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 5****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 6

News and Information Services (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
- Coordinate with and support the UWMC EOC public information
- 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
- 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 and set up a Media Center, if needed. 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 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.



Checklist 6

News and Information Services - *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 1-800-, 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 on staff 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 7

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 Resource/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 responding to a large emergency or crisis, report to the EOC. If the incident or event is a police, security, fire or civil disturbance or extremely large-scale incident, the Police Chief is the Operations Section Chief. If the incident is primarily hazardous materials, sanitation, biological, or public health emergency, the Director of EH&S is the Operations Section Chief. If the Incident is primarily a utility, roads, or building services, the Associate Vice President of Facilities Services or designee is the Operations Section Chief. If the incident is unclear or there is a full activation of the EOC, the Chief of Police is the Operations Section Chief.
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 Operations Team during the activation.
3. Activate all necessary functions on the Team. For each function, one or more Unit Response Centers are also activated to coordinate and deploy teams and resources to incidents on Campus. Check all communications with the team to ensure immediate communication and coordination capabilities.
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.



Checklist 7

Operations Section Chief - *continued*

Actions – continued

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.
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 staff and people on-site
 - Communication to all University staff 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.



Checklist 7

Operations Section Chief - *continued*

Actions – continued

- 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.
- 11. 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.
- 12. Operations with other agencies may be coordinated:
 - Directly with the URCs
 - From the UW Campus EOC to the other agencies
 - Via the External Liaison(s)
- 13. Be prepared to support the UW Medical Center with operational responses, as needed.
- 14. 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.
- 15. 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.
- 16. 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.
- 17. 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.
- 18. As the emergency subsides, transition to normal operations. Continue to staff the Operations Section Chief until the Operations Team is deactivated.

Deactivation and Recovery

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



Checklist 8

UW Police

Primary Responsibilities

- Coordinate between the Police Command Center and the EOC Operations Center
- 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 of 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 9

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 waste water 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 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 10

Environmental Health & Safety (EH&S)

Primary Responsibilities

- Coordinate between the EH&S Unit Response Center 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
- Activate Pre-Entry Assessment Team (PEAT) when directed to do so by EOC (see Checklist #14)

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

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.
8. Participate in recovery planning and implementation.



Checklist 11

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
- Support the Human Resources function with volunteers from the Health Sciences Building Departments

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 Examiners 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 12

Medical Triage/First Aid Centers

Primary Responsibilities

- Coordinate between the Hall Health Unit Response Center and the EOC Operations Center for medical emergency first aid services on Campus
- Communicate with the UWMC liaison or the UWMC Unit Response Center 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 or 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 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 and Care & Shelter 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 from the Human Resources function. They will 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 13

Communications/Computing (UW Technology)

Primary Responsibilities

- Coordinates between UW Technology Unit Response Center (URC), UW Technology EOC Logistics position, and other EOC positions.
- Provides status for campus communications/computing services.
- Provides support for UW Technology EOC Logistics position.
- Plans for and implements the repair/restoration of campus communications/computing services.
- Plans for and implements new and/or alternate campus communications/computing services.

Actions

1. Report to the EOC. Establish communication with the UW Technology URC.
2. Provide a status report of campus communications/computing services. This includes:
 - Facilities (buildings, data centers, router centers, fiber, copper)
 - Networks (medical centers, voice/data, K-20, PN Gigapop, and wireless)
 - Systems (security, communications, mainframe/storage, email, web, TV/digital)
 - Applications (facilities/safety, HR/payroll, academic/student, alumni/donor, financial).
3. Provide operational and technical support for the UW Technology EOC Logistics position to implement emergency communications/computing services in support of the emergency response operations.
4. Working with the members of the EOC Operations Team, plan for communications support to all operations at the Campus. The Operations Action Plan and Operations Section Chief will determine priority for service.
5. If the communications/computing services are not operational, plan for repair and restoration of services with the UW Technology URC and the EOC Operations Team members in the Operational Action Plan. If alternate/hot site services will be used, notify the EOC Management Team and provide information on how and when the computing operations will be restored. If services will not be available for an extended time, work with News and Information to inform the campus community.
6. Coordinate installation of new and alternate communications/computing services to support as planned by the EOC Operations Team and the EOC Management Team. If needed, coordinate with the UW Technology URC and the EOC Finance/Admin Resource Procurement position to arrange emergency contracts, agreements for service, and procurement.
7. Coordinate the details of these plans, tasks, and priorities with the UW Technology URC and incorporate into the Operations Team Action Plan. Provide ongoing communication and coordination between and the UW Technology URC and the EOC.
8. Staff the EOC Operations Team as long as needed or until relieved.

Deactivation and Recovery

9. Participate in the Operations Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
10. 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 14

Pre-Entry Assessment Team (PEAT) Liaison

Primary Responsibilities

- Maintain PEAT team training and readiness to respond in emergencies.
- Respond to the need for assessment of chemical hazards in buildings in preparation for search and rescue activities.
- Coordinate with other UW emergency response groups and teams (Building Inspectors, CERT, UWPD) through the UW EOC.
- Report status of team and buildings inspected to EOC Operations Section.

Actions

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.
2. If activated, report to initial staging area (ESSB), report to EOC on status of team, numbers responding, time to deployment, etc.
3. Obtain status report from EOC.
4. Begin log of PEAT actions and maintain log throughout deployment.
5. Working under the direction of the EOC, assess chemical hazards present in University buildings that could present a danger to rescuers, building inspectors or other responding personnel.

Deactivation and Recovery

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.



Checklist 15

Care and Shelter

Primary Responsibilities

- Manage University large group care operations
- Provide temporary shelter (overnight or for several days)
- Provide support for large group off-Campus evacuation
- Provide immediate crisis counseling
- Set up a message center for those in the shelter

Actions

1. Report to the EOC. Check with the Operations Section Chief to determine if care and shelter area(s) need to be established for:
 - Building evacuees
 - Stranded Employees and staff
 - Field response personnel
 - Evacuees from the community (mutual assistance)
2. Determine immediate needs for the groups of people on site. Coordinate with Medical Triage/First Aid for immediate medical and other urgent care for evacuees.
3. Identify potential sites to set up shelter areas. Ensure that buildings have been inspected and are safe for occupancy.
4. If directed by the Operations Section Chief, set up one or more Care and Shelter centers on Campus. Initial shelters may be for students and employees who are evacuated from buildings, children from day care centers who have been evacuated, and others who may have become separated from their companions.
Note: These shelters may be just temporary and they may include: First Aid and Triage Screening Area, Medical Transportation Staging Area, Message Center.
5. Determine the number of staff that will be needed to manage each shelter site. Request volunteers through the Logistics Team.
6. Make a list of all items that will be needed for each shelter to become fully operational. Forward the list to the Operations Section Chief and coordinate with Logistics to provide estimates of supplies currently available on Campus and supplies that will need to be purchased. Provide the estimates, including costs, to the Operations Section Chief for final approval before establishing longer-term shelters.
7. If the University Campus has been asked to provide a public shelter under the management of the American Red Cross, the University will need to provide a facility with support services of power and water utilities and sanitation. The public shelter may request extra patrol and security from the University, as well. Coordinate the set up of the Red Cross shelter with the Operations Team. Determine if there are additional needs to provide support. Determine a shut down time for the public shelter, which may be based on the resumption of University operations. Coordinate the shut down of the public shelter with the Operations Section Chief and the EOC Director who may need to coordinate with the City of Seattle and King County.



Checklist 15

Care and Shelter - *continued*

Actions - continued

8. Coordinate with the Operations Section Chief to define a policy for shelter operations, based on the nature of the situation and with the concurrence of the EOC Management Team, establish the following:
- Sign-in log for all persons at the shelter; including date and time
 - Length of time people will be sheltered
 - Shelter management - UW or the Red Cross
 - Services to be provided are food, counseling, transportation, etc.
 - Release policy (i.e., individual initiative - no controls, release sign-out Log, etc.)
 - Policy regarding non-Campus persons in shelters
 - Policy regarding mutual assistance (whether it will be provided)
 - Information to be released to the news media
 - Maximum budget

Based on the information acquired above, obtain final approval for a shelter to be opened.
REMEMBER THAT UW MUST PAY FOR SHELTERS THAT ARE MANAGED BY UW. IF A RED CROSS SHELTER IS OPENED ON CAMPUS, AND MANAGED BY THE RED CROSS, UW ONLY PROVIDES FACILITIES. BE AWARE THAT IF THE RED CROSS MANAGES THE SHELTER, IT IS OPENED UP TO THE COMMUNITY AS A COMMUNITY-WIDE SHELTER AND IS NOT EXCLUSIVELY FOR THE UW COMMUNITY (FACULTY/STAFF/STUDENTS, ETC...).

Deactivation and Recovery

9. 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 16

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.



Checklist 17

Emergency Staff Services

Primary Responsibilities

- Coordinates with EOC teams to provide emergency services for staff who may be stranded
- Plans for emergency transportation, housing or care and shelter of staff
- Plans for emergency crisis counseling services to staff

Actions

1. Report to the EOC. Receive reports regarding the status of University staff on Campus. If there are reports of staff stranded on site or needing specialized emergency care, plan for support to staff in the Operations Team Action Plan.
2. Coordinate the plan for providing emergency housing services to staff with the Operations Team members and others in the EOC. Staff may need emergency transportation via public transportation, meals, minor medical care, crisis counseling if they have witnessed extreme emergency situations, or communication services for contacting family members. Coordinate these services as a separate service with the Human Resources Unit Response Center or in conjunction with Care & Shelter Operations. Additionally, stranded staff may be available as volunteer staff in emergency operations.
3. If other staff support services are needed, coordinate requests with the Logistics Team.
4. Continue to represent Staff Services in the EOC as long as coordination is needed during the emergency response.

Deactivation and Recovery

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

1. Complete all necessary FEMA and CERT forms relating to CERT activities and gather any CERT forms filled out from CERT field teams.
2. Release CERT resources as prudent.
3. Deactivate mass assembly areas in coordination with the Operations team.
4. Turn all appropriate forms into the Admin/Finance Section.
5. Lead the CERT teams in post-incident briefings.
6. Represent the CERT teams in Operations and EOC post-incident briefings
7. Maintain awareness for post-trauma stress of CERT volunteers. Coordinate necessary counseling sessions, if needed.



Checklist 18

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 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, action plan for on-going operations, resources needed, 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 18

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, 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 Management for claims on insured properties.
- 15. Be prepared to continue to provide support and updates to the recovery plan throughout the recovery phase.



Checklist 19

Situation Status

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 19****Situation Status - *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 20

ATC-20 Team Liaison (Building Inspectors)

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 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 20

ATC-20 Building Inspector Liaison- continued

Actions - continued

- 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.
- 12. If the disaster is an earthquake, be prepared to send Building Inspection Teams to re-inspect buildings following any aftershocks.

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 21

Damage Assessment

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

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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 21

Damage Assessment - *continued*

Actions - continued

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.
7. Keep track of damage assessment and loss estimation on a spreadsheet and list by building or address. Update as information becomes available.
8. Provide damage summary reports by FEMA categories, if requested. The categories are (based on current application forms – this may change in the future):
 - Category A: Debris removal
 - Category B: Emergency protective measures
 - Category C: Road systems and bridges
 - Category D: Water control facilities
 - Category E: Public buildings and contents
 - Category F: Public utilities
 - Category G: Parks, recreational, and other

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 Management for claims on insured properties.



Checklist 22

Emergency 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 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. 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 23	
Real Estate Office	
Primary Responsibilities	
<ul style="list-style-type: none">• Communication with Real Estate Office on 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 to identify the priorities for immediate repair, clean up and service restoration. Generally, the priorities are: <ul style="list-style-type: none">• 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 Management for post-disaster recovery documentation and claims processing.	



Checklist 24

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
 - Volunteers and Human Resources Management
 - Emergency support for staff 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, Care and Shelter, Student Life and Emergency Staff Services 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 24

Logistics Section Chief - *continued*

Actions – continued

- 7. If staff resources will be needed to augment the emergency response operations, establish a volunteer recruitment and assignment process. Have the Human Resources function coordinate with the following URCs:
 - Human Resources Unit Response Centers
 - Health Sciences Administration Unit Response Center
 - Student Life URCEstablish a central location for the coordination and deployment of volunteers.
- 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 providedKeep 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.
- 12. Ensure documentation for requests, costs and procurement processes are forwarded to the Finance Team.



Checklist 24

Logistics Section Chief - *continued*

Actions – continued

- 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.
- 14. If critical research programs or other University business operations are to be relocated, provide resources and logistics support, as requested.

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 25

Resource Procurement

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
- Procure vended 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 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 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 Management for claims on insured properties.
9. Work with the Planning Team to plan for ongoing operations and extended support services.

Deactivation and Recovery

10. Forward all information needed for FEMA documentation to the Finance Team.
11. Transition the management of contracts and services to the appropriate departments when the EOC is deactivated.
12. As requested, provide support and communication to vendors assisting with invoicing and payment procedures.



Checklist 26

Human Resources – UW Staff and Volunteers

Primary Responsibilities

- Maintain the general status on University staff
- Monitors reports of injuries and fatalities
- Coordinates the deployment of volunteers from University staff pools to assist with emergency operations
- Handles welfare inquiries and other issues regarding the status of University Employees

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. As information is known regarding the University’s emergency response operations, assess the numbers and status of employees involved in the response and/or impacted by the disaster. Track by department, if able.
4. If emergency response operations are extended and volunteer help is needed, establish a center for receiving volunteers and assigning volunteers. This may be managed by the Human Resources Unit Response Center. Work with the News and Information (PIO) position to determine how to communicate the need for volunteer help to employees and to disseminate information on where to report. Volunteers may be needed to assist with temporary business operations, salvage operations, answering telephone inquiries and working with displaced staff at relocation areas. Track the assignment of volunteers. Ensure that volunteer workers are supported with food, water and sanitation and that they have a supervisor or coordinator in charge of the site operation.
5. If specialized staff resources will be needed to augment the emergency response operations, assess the availability of University staff from Unit Response Centers and departments. Work with the Health Sciences Administration for the physicians, nurses and research staff, and trained counseling staff. Additional resources may be available from the Student Life Unit Resource Center or the representative on the Operations Team. Further services for counseling may only be available at the Medical Center.
6. If temporary services are needed for skilled labor or emergency hires, work with the Resource Procurement member of the team for contracted services.
7. If the University is receiving a large volume of welfare inquiries, work with the EOC Management to establish a process for managing the inquiries. If the disaster is widespread, the American Red Cross may handle this function. There may be a 1-800- number for this service.

Deactivation and Recovery

8. Forward all files and documentation to the appropriate departments when the EOC is deactivated.



Checklist 27

UW Site Inventory – 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 28

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 Management 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.
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.

Checklist 28



Transportation Services, Vehicles - *continued*

Actions - continued

- 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.
- 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.
- 12. As emergency operations subside, track the return of vehicles to the departments and owners.

Deactivation and Recovery

- 13. Forward all documentation of vehicles used in the emergency response to the Finance Team.



Checklist 29

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 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



Emergency Food, Water, and Sanitation - *continued*

Actions - continued

- 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. Work with Student Life for supplies at the Hub.
- 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.
- 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.
- 8. For prolonged operations, vended 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 vended services.
- 9. Ensure that services are available to contractors and any mutual aid or volunteer workers at the University.
- 10. Continue to provide services as needed.

Deactivation and Recovery

- 11. Terminate services and transition to normal operations when the EOC is deactivated or normal services are restored.



Checklist 30

Communications/Computing (UW Technology)

Primary Responsibilities

- Coordinates between UW Technology Unit Response Center (URC), UW Technology EOC Operations position, and other EOC positions.
- Provides status for campus communications/computing services for disaster response.
- Plans for and establishes alternate and emergency computing in support of the EOC and critical campus operations.
- Maintains, operates, and deploys emergency communication tools
- Provides technical support for News and Information and Crisis Communications.
- Manages the utilization of the UW Amateur Radio group and services (Ham) when available.

Actions

1. Report to the EOC. Establish communication with the UW Technology Unit Response Center.
2. Provide a report of the status of Campus communications and computing resources available for the disaster response operations. This includes:
 - Emergency Communications System (ECS) telephone service
 - UW, UWIN, and MyUW web pages
 - UW Hotline (206-897-4636)
 - UW EOC Responder Hotline (206-897-8888)
 - Special Event Mobile Operations Center (SEMOC)
 - UW EOC laptops, printers, and other ancillary equipment
 - Satellite phones
 - UW EOC 800 Mhz radios
 - Mass notification systems (EOC Responder, Crisis Communications, UW Alert)
 - Outdoor loudspeakers
 - Emergency conference call bridges (EOC, Crisis Communications)
 - WebEOC
3. Evaluate the overall emergency response operations for damage, impacts to campus communications/computing services and identify communication needs between the EOC and incidents on campus.
4. Coordinate with UW Technology URC, UW Technology Operations position, and other UW technology support personnel to implement and support emergency communications/computing services and resources for disaster response operations.
5. Provide technical support to the News and Information and Crisis Communications Teams with the dissemination of emergency communication. This includes:
 - Updates on UW home, UWIN, MyUW web pages
 - Updates on the UW Information Hotline
 - Notifications and updates for the Crisis Communications team
 - Updates for UW Alert
 - Press releases
6. If the UW Amateur Radio service is available, manage the use of the Ham radio services. This service can be used to communicate with other emergency response agencies and personnel.
7. Coordinate the details of these plans, tasks, and priorities with the UW Technology URC and incorporate into the Logistics Team Action Plan. Provide ongoing communication and coordination between and the UW Technology URC and the EOC.

Checklist 30 cont...



Communications/Computing (UW Technology) - *continued*

Actions - continued

8. Staff the EOC Logistics Team as long as needed or until relieved.

Relief, Deactivation, and Recovery

9. If you 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.

10. 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 31

Finance Section Chief

Primary Responsibilities

- Expense and cost summary reports of disaster related expenses for the EOC Director and EOC Management Group
- Activation of the Emergency Accounting function and FEMA/Recovery Team Lead functions
- Support to the EOC Director for business decisions regarding cost/benefit of services and strategies
- If needed, activation of the documentation process for the FEMA disaster assistance application
- Summary reports on the short and long-term financial impacts of the emergency and recommend appropriate actions

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. 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.
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. 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.
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.
7. If the information is available, provide a summary report of the estimated total cost recovery anticipated from insurance and FEMA disaster assistance.
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.

Deactivation and Recovery

9. Direct the post-emergency accounting transition to normal operations.
10. Assist with preparing a summary report of the damage and incidents that occurred.



Checklist 32

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
 - 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 vended 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 vended 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.



Checklist 32 – cont....

Emergency Accounting (& Recovery Team Leader) - continued

Deactivation and Recovery

10. Consult with Risk Management 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 2 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 33

Insurance/Claims

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 34

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.



**Appendix A
EOC Functions with Lead and Support Assignments**

Function or Group	Lead Department/URC	Support Department/URC
Emergency Policy Council	President's Office/ Provost	N/A
Liaison between Presidents Emergency Policy Council and EOC	Sr. Vice President for Finance & Facilities	N/A

Function or Group	Lead Department/URC	Support Department/URC
EOC Director	AVP for Facilities Services	Facilities Services
News and Information Team (Liaison to Crisis Communications Team)	News and Information	UW Technology
Internal Liaisons (Bothell/Tacoma Campuses) (UWMC & Harborview)	EOC Staff	Bothell, Tacoma UWMC & Harborview Personnel (as appropriate)
External Liaisons	City, County and State EOC Liaisons	N/A
EOC Administration Staff	(None identified)	EOC Volunteer Cadre (TBD)



Function or Group	Lead Department/URC	Support Department/URC
Operations Section Chief	Unit/Dept. with Lead Site Command or Management	TBD
Police	Police URC	N/A
Facilities Services	Facilities Services URC	N/A
EH&S	EH&S URC	N/A
Health Services Administration	Health Services Administration URC	N/A
Medical Triage/First Aid Centers	Hall Health Center	UWMC
Communications & Computing	UW Technology URC	Facilities Services / UWPD
Care and Shelter	Student Life (Housing & Food Services)	Human Resources / Red Cross
Student Life	Student Life URC	N/A
Emergency Staff Services	Human Resources	N/A
PEAT Team Liaison	PEAT Liaison Member or Via EH&S URC	EH&S



Function or Group	Lead Department/URC	Support Department/URC
Planning Section Chief	UW Emergency Management	N/A
Situation Status	UW Emergency Management	Police Department
ATC-20 Team Liaison (Building Inspectors)	via Facilities Services URC	Capital Projects
Damage Assessment	Facilities Services URC (ATC-20) Police Department URC (Windshield Surveys)	Real Estate Office
Real Estate	Real Estate	N/A
Emergency Projects	Capital Projects	Facilities Services
Logistics Section Chief	Purchasing	N/A
Resource Procurement	Purchasing	N/A
HR – Staff and Volunteers	Human Resources	N/A
Transportation Services, Vehicles	Facilities Services/Transportation	King County Transit
Emergency Food, Water and Sanitation	Student Life	EH&S



Function or Group	Lead Department/URC	Support Department/URC
Finance Section Chief	Financial Management	N/A
Emergency Accounting (Recovery Team Lead)	Financial Management	N/A
Payroll	Payroll Office	N/A
Insurance/Claims	Risk Management	N/A

**Appendix B
EOC Staff Assignments and Contact List**

Function or Group	Primary	1st Alternate/Support
Executive Policy Group	UW President (Chair)/ Provost Phyllis Wise	V'Ella Warren/Senior VP
EOC Director	Charles Kennedy	TBD
News and Information Team	Upper Campus: Bob Roseth HS: Tina Mankowski	Upper: Sandra Hines HS: On-call person
Internal Liaisons (Bothell and Tacoma) (Harborview & UWMC)	EOC Staff	UWMC, Harborview, Bothell and Tacoma Personnel (<i>as appropriate</i>)
External Liaisons	EOC Staff	Steve Marten, Seattle EOC TBD, King County ECC State EOC- TBD
EOC Administration Staff	Carol Garing Dede Hough	EOC Volunteer Cadre (<i>to be established</i>)
Operations Section Chief	Facilities Services/ EH&S/Police Senior Director or Manager	Facilities Services/EH&S/Police Senior Deputy Director/Chief
Police	Ray Wittmier	Rich Lewis
Facilities Services	John Chapman	Gene Woodard



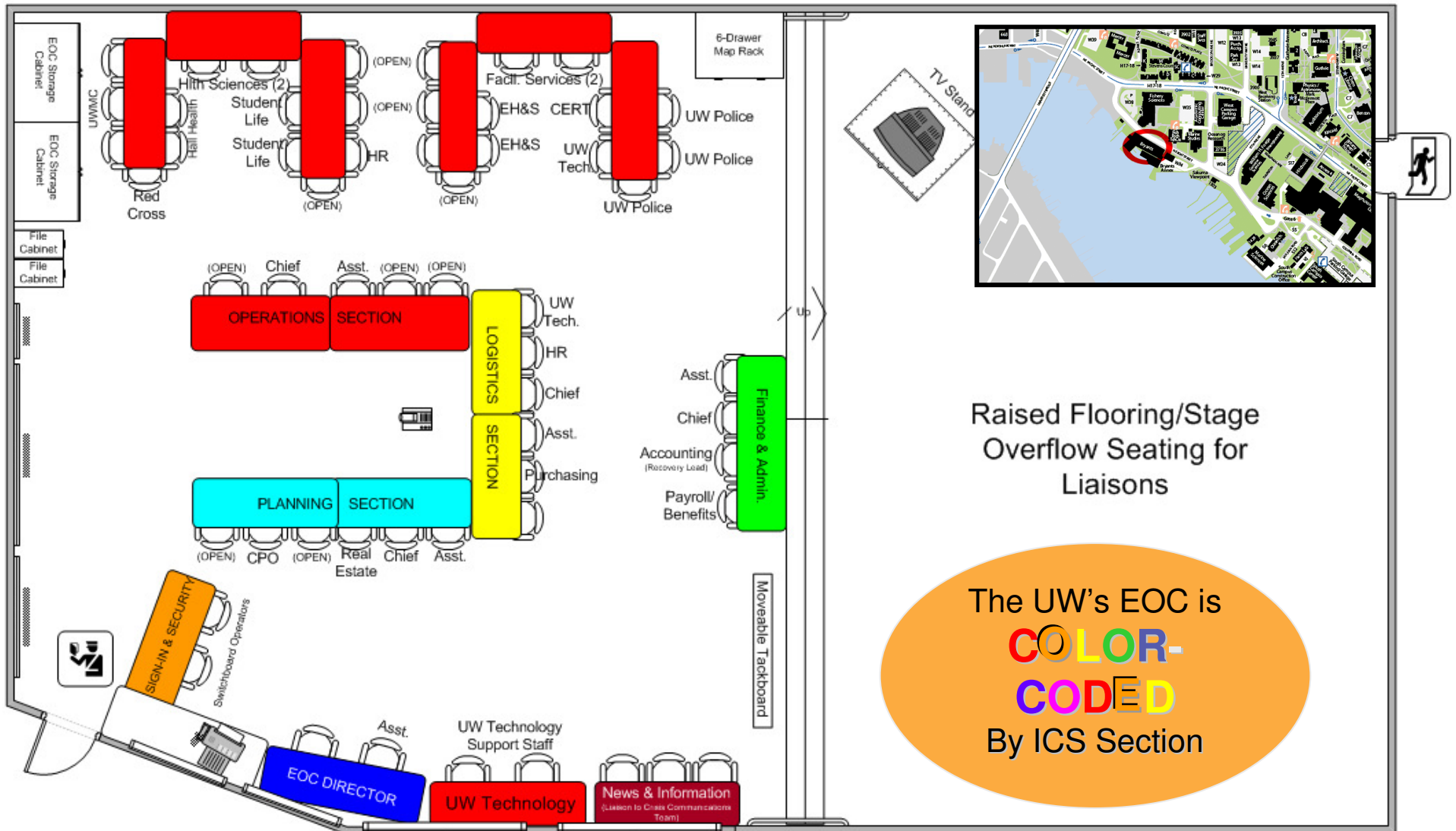
Function or Group	Primary	1 st Alternate/Support
EH&S	Karen VanDusen	Barbara McPhee/ Mark Murray/ Dave Lundstrom/ Denis Sapiro
Health Services Administration Animal Care	Stephanie Steppe	Jack Klebeck/ Bob Ennes
Medical Triage/First Aid Centers	Dr. DC Dugdale	Barbara Howe/Mary Watts/ Sara Mackenzie
Communications/ Communications (UW Technology)	Kirk Bailey Les Pennington	TBD
Care and Shelter	Paul Brown	L. Lincoln Johnson / Debra Nelson
Student Life	Darlene Feikema	S. Kay Lewis
Human Resources	Liz Coveney	Bruce Miller
Emergency Staff Services	Liz Coveney	Bruce Miller
Planning Section Chief	Steve Charvat	Siri McLean
Situation Status	Siri McLean	TBD
Building Inspectors	Facilities Services/ ATC-20 Team Liaison (name TBD)	Capital Projects Office (name TBD)
Damage Assessment	Facilities Services/ ATC-20 Team Liaison (name TBD)	Capital Projects Office (name TBD)

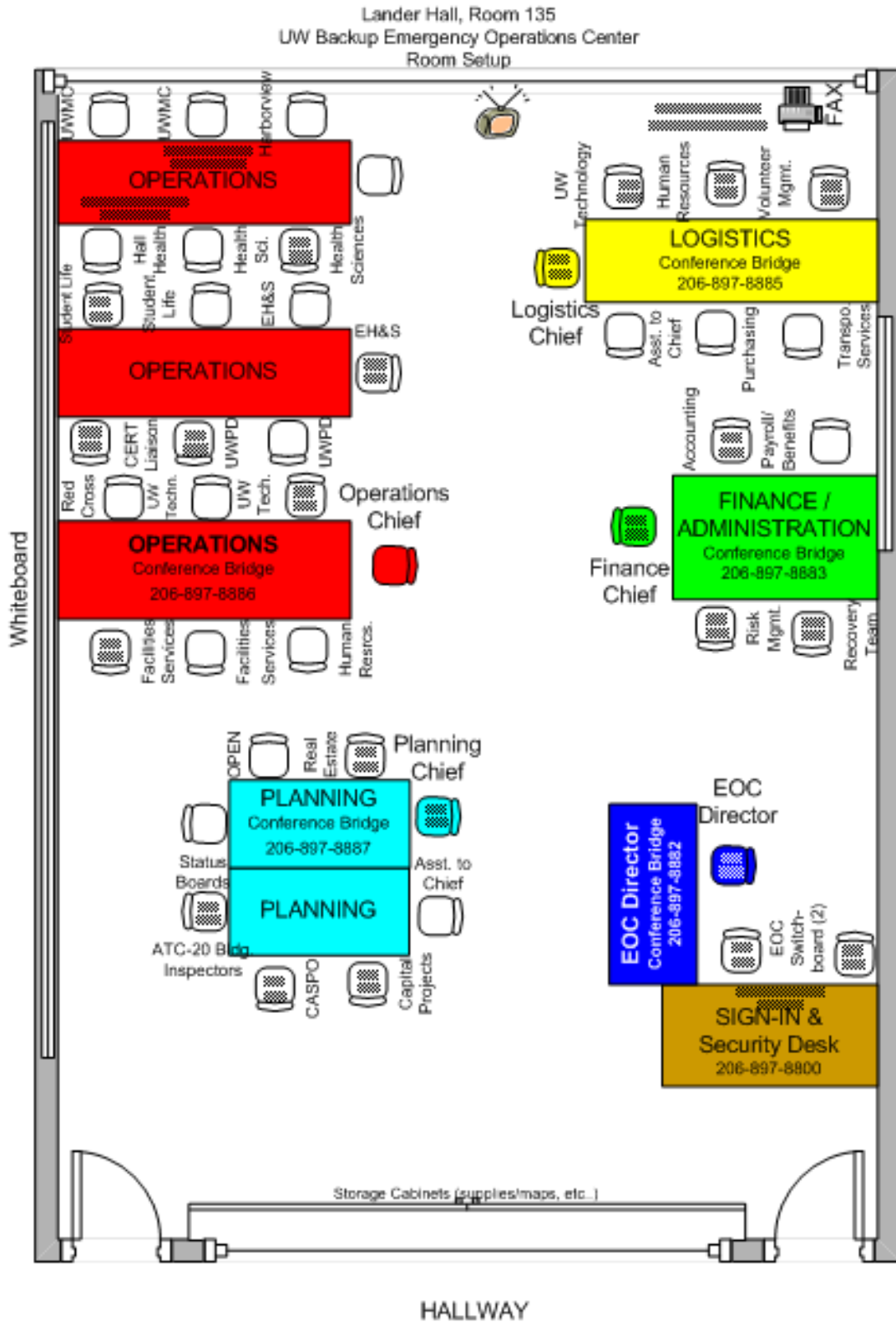


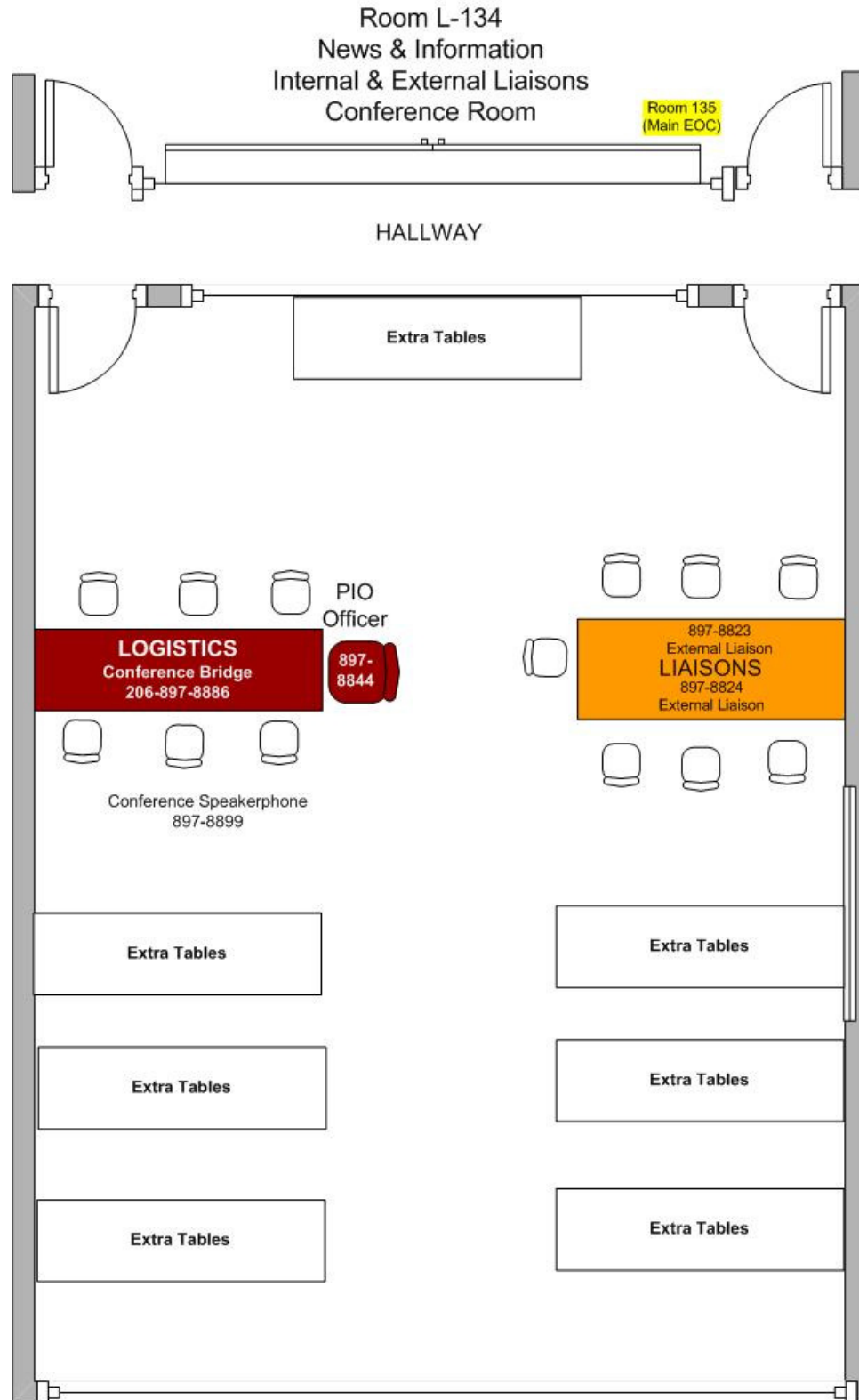
Function or Group	Primary	1st Alternate/Support
Emergency Projects	Ron Fouty	Olivia Yang/ Eric Smith
Logistics Section Chief	Dennis Gawlik	Carla Helm
Resource Procurement	Dawn Lake	Mark Conley
Volunteer Management	N/A	N/A
UW Site Inventory – materials, goods, equipment	DeAnn Wells	TBD
Transportation Services, Vehicles	Josh Kavanagh	Anne Eskridge
Emergency Food, Water and Sanitation	TBD	TBD
Communications/ Computing (UW Technology)	Scott Mah	Tammy Stockton Pam Stewart
Finance Section Chief	Ann Anderson	Jeff Follman
Emergency Accounting	Dave Beaulieu	TBD
Insurance/Claims	Becky Bullock	Elizabeth Cherry



Appendix C ♦ EOC Facilities (Primary: Bryant Building, Room 111)









Appendix D EOC Forms





EOC Activation Form

Page 1 of 2

EOC Director:			
Date/Time Notified:	via:	Notified by (Name):	#:
Problem:		Location:	
EOC will be activated: YES <input type="checkbox"/> NO <input type="checkbox"/>			
Level <input type="checkbox"/>			
<i>1. Mark on attached chart functions to be activated.</i>		<i>2. Notify Duty staff</i>	<i>3. Notify Emergency Policy Council</i>
EOC Level of Response			
Color	Level	✓	Deactivation Time
1	Local Incident –		
2	Local Incident – Partial Activation		
3	Full EOC Activation		
Green	DEACTIVATION		
UW Campus Disaster			
Type of Incident/Emergency			
Situation Analysis			
1. Lives Threatened:	2. Property Damaged:	3. Public Information Required?	
4. Emergency Services Impacted	5. Students Impacted?	6. Hazards/Threats/Risks?	
URCs Involved:			
Police	Facility Services	EH&S	
Hall Health	UW Technology	Policy Council (MGH 258)	
Student Life	UWMC	Academic Services HSB	



EOC Activation Form

Emergency Operations		
Police	Fire	Medical Triage/First Aid
Facilities Services	EH&S	Health Sciences
Care & Shelter	Student Life	UW Technology Srvcs.
Emergency Staff Services	ATC-20 Building Inspectors	Transportation
Location (s) and Situation Status:		
Map Attached?		
Immediate Action Plan		
Highest Priority/Goal for the EOC:		
EOC Actions:		
Primary Actions on Site:		
Anticipated Next Steps:		
Anticipated Decisions, EOC Action Plan Update or Deactivation:		
Date:	Time:	Decision Point:
Attachments (please list):		



EOC ACTIVATION CHECKLIST

Please follow this list to set up the EOC. The first person to arrive is responsible for setting up the EOC. Forward this checklist to the Situation Status when completed.

NAME: TITLE:	DATE:	TIME:	EVENT:
EOC ACTIVATION:	EMERGENCY POWER:		TELEPHONES:
FULL: <input type="checkbox"/> PARTIAL: <input type="checkbox"/>	YES	NO	YES NO
SET UP AND TEST ALL • RADIO • CELLULAR • FAX • EMAIL	COMMUNICATIONS: • TELEPHONES • NETWORK		POST EOC SIGNS • EOC DOORS • ELSEWHERE AS NEEDED
SET UP TABLE AT DOOR WITH: • SIGN-IN SHEET • FAX MACHINES • TELEPHONE	SET UP SITUATION STATUS: • CAMPUS MAPS • MESSAGE BOARDS • POSTING BOARD • EOC EVENT LOG • OTHER DISPLAYS		NOTIFY: UW Technology and UWPD Police dispatch that you are activating!
OPEN DOORS FOR VENTILATION IF NEEDED	ARRANGE CHAIRS AND ADD TABLES, AS NECESSARY		NOTIFY NEARBY STAFF WHO WILL BE AFFECTED
CONTACT:			
GIVE YOUR NAME, TELEPHONE NUMBER, AND FAX NUMBER			
NOTES:			

DATE: _____ TIME: _____ PAGE ____ OF ____



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

DATE/START TIME: _____
 LOCATION: Room 111, Bryant Building
 EVENT/DISASTER: _____

Name	Department/Unit/Agency	Time IN	Time OUT
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
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		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM
		<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM



EOC POSITION LOG SHEET

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

Date	Time	Message/Event/Action	Assigned to	Status <i>(Circle one)</i>
/ /				FYI ONLY IN-PROCESS COMPLETED
/ /				FYI ONLY IN-PROCESS COMPLETED
/ /				FYI ONLY IN-PROCESS COMPLETED
/ /				FYI ONLY IN-PROCESS COMPLETED



Incident _____

EOC Action Plan # _____

DATE: ___ / ___ / ___ TIME: ___ : ___ am/pm

EOC Director _____

EOC Action Plan #

Primary Problem or Incident	
Highest Priorities or Operational Objectives	

Strategic Actions

TIME:

Strategy:

TEAM or Position:

ACTION	LEAD	TASKS/STEPS	RESOURCES NEEDED



Incident _____

EOC Action Plan # _____

DATE: ___ / ___ / ___ TIME: ___ : ___ am/pm

EOC Director _____

TIME:

Strategy:

TEAM or Position:

ACTION	LEAD	TASKS/STEPS	RESOUCES NEEDED

TIME:

Strategy:

TEAM or Position:

ACTION	LEAD	TASKS/STEPS	RESOUCES NEEDED

TIME:

Strategy:

TEAM or Position:

ACTION	LEAD	TASKS/STEPS	RESOUCES NEEDED



Incident _____

EOC Action Plan # _____

DATE: ___ / ___ / ___ TIME: ___ : ___ am/pm

EOC Director _____

TIME:			
Strategy:			
TEAM or Position:			
ACTION	LEAD	TASKS/STEPS	RESOURCES NEEDED
NEXT UPDATE:			

Issues:



EOC Message Form

Can be found online in PDF format at:

http://depts.washington.edu/uwUWEM/documents/forms/EOC_Msg_1835.pdf



UNIVERSITY OF WASHINGTON
MESSAGE FORM
EMERGENCY OPERATIONS CENTER

Please PRINT when you fill in this form.
See instructions on reverse side.

Enter Priority # here

- 1 - Urgent / Critical
- 2 - Important
- 3 - Information only

Priority #

1 Date: ____/____/____ Incident Time: ____:____ AM PM Record Number (optional): _____

From/Unit: _____ Phone: ____-____-____

To/Unit: _____ Phone: ____-____-____

Location: _____

PROBLEM / ISSUE / INFORMATIONAL ITEM

(This section is mostly obscured by a large 3D watermark reading "SOON TO BE UPDATED")

ASSIGN TO UNITY(ies) FOR ACTION / INFORMATION

- OPERATIONS SECTION
 - Care and Shelter
 - (C&C) Computing Services
 - (C&C) Comm
- LOGISTICS/RESOURCE SECTION
 - C&C
 - PS Transportation Services
 - Human Resources
 - Purchasing/Stores
 - Other: _____
- FINANCE AND ADMINISTRATION SECTION
 - Finance & Accounting
 - Legal
 - Risk Management
 - Other: _____
- NEWS AND INFORMATION SECTION
 - EOC DIRECTOR
 - PRESIDENT'S POLICY COUNCIL
(Must be approved by the EOC Director first)

2 ACTION TAKEN / REPLY

(This section is mostly obscured by a large 3D watermark reading "SOON TO BE UPDATED")

3 Originator reviews Reply and enters information into Section Log. Check here to post on Status Board.

Distribution: WHITE - Originator; YELLOW - Assigned Unit; PINK - Return to Originator; GOLDENROD - Planning Section

FORM 1835 (2008)

SEE REVERSE SIDE FOR ROUTING INFORMATION >>>

RESET BUTTON



Appendix E UW EOC Training, Drills and Exercises

Date(s) / Time	Event/Activity	Location	Areas Tested
April 16, 2004 (9 am – Noon)	Pre-EOC Exercise Orientation	UW EOC (Room 111 Bryant)	All EOC Functions
April 22, 2004 (10 am – 1 pm)	“Operation Jumpstart” Annual EOC Tabletop Exercise / Earthquake Scenario	UW EOC (Room 111 Bryant)	All EOC Functions
October 4-6, 2004 (1:15 – 2:30 pm) <i>2 repeated sessions</i>	EOC Forms Training and Information Sharing Workshops	UW EOC (Room 111 Bryant)	All EOC Functions responsible for information sharing
April 28, 2005	Backup EOC Training and Orientation	Lander 135 and 134	All EOC Backup functions
August 2, 2005	Un-announced, after-hours EOC call-up activation drill	N/A (Conducted virtually via electronic media)	All EOC functions
August 3, 2005	High-Rise, HAZMAT emergency incident	Lander Hall and UW EOC	Primary/Key EOC responders only
August 8-12, 2005	Annual EOC Exercise / Earthquake Scenario	FEMA EMI Campus Emmitsburg, MD	All EOC Functions
February 25, 2006	Un-announced EOC Call-up Drill	N/A (Conducted via phone, fax and email)	All EOC Functions (72 participants)
May 31, 2006	Annual EOC Exercise (Pandemic Flu scenario)	Husky Union Building, Room 200 A/B/C	All EOC Functions, members of the EPC, outside public health liaisons (88 participants)
June 22, 2006	Husky Stadium (ICA/City of Seattle) WMD Tabletop Exercise	Don James Center, Husky Stadium	Limited EOC participants, however, tested integration of UW with outside (city, state and CDC resources)
July 23, 2006	Husky Stadium Drill WMD Full-Scale Exercise	Husky Stadium (various locations)	Unannounced EOC Call-up Drill (no actual activation)
December 12-16, 2006	WebEOC™ Orientation Trainings (repeated 4x)	UW EOC (Room 111 Bryant)	WebEOC users
April 24, 2007	“Operation Dark Cloud” Annual EOC Functional Exercise	UW EOC (Room 111 Bryant)	All EOC Functions
September 17, 2007	Quarterly EOC Call-up Drill	N/A (Conducted virtually via electronic media)	All EOC Functions
February 2008	Pre-Sound Shake '08 WebEOC and General EOC Orientation Workshops (14)	UW EOC (111 Bryant) & ACC	All EOC functions
March 5, 2008	Sound Shake '08 Annual Exercise	UW EOC, Harborview, UWMC, UW Field Sites, etc...	All EOC functions, various URC functions,
April 30, 2009	Operation Crash Start	UW EOC (Room 111 Bryant)	All EOC Functions



Appendix F
Key (RESTRICTED) Emergency Telephone Contact Numbers

Agency	Phone #s	24-hour?	FAX	Email or Website (Conference Bridge Info)	Physical Location	Note
UW Emergency Operations Center (Seattle Campus)						
UW Back-up EOC						
UW Seattle President's Emergency Policy (EPC) Council Room						
UW-T Command Center						
UW-B Security Office						
UWPD Dispatch						
UW Facilities						



Agency	Phone #s	24-hour?	FAX	Email or Website (Conference Bridge Info)	Physical Location	Note
Services/ Power Plant & Comm Ctr.						
City of Seattle Emergency Management						
King County ECC						
State of Washington EOC						
National Weather Service						



University of Washington ♦ Emergency Operations Center
1-888-UW-EOC-11 (Toll-Free)
1-888-UW-EOC-10 (Toll-Free FAX)

Main EOC Operator 206-897-8800
Answering Positions 206-897-8801 & 206-897-8802
EOC Fax (Incoming) 206-897-8899
EOC Fax (Outgoing)..... 206-897-8898
EOC Responder Hotline..... 206-897-8888
EOC Conference Bridge..... 206-897-8880
EOC Conference Speakerphone 206-897-8889
EOC Director (conference bridge 206-897-8882) 206-897-8822
EOC External Liaison..... 206-897-8823
EOC Internal Liaison..... 206-897-8824
EOC Staff (Deputy EOC Director)..... 206-897-8820
EOC Staff 206-897-8821
EPC Conference Bridge 206-897-8609
FINANCE/ADMINISTRATION SECTION (conference bridge 206-897-8883). 206-897-8833
Emergency Accounting (Recovery Team) 206-897-8830
Insurance/Risk Management 206-897-8831
Payroll/Benefits..... 206-897-8832
EOC (News &) Information Officer (conference bridge 206-897-8884)..... 206-897-8844
LOGISTIC SECTION (conference bridge 206-897-8885) 206-897-8855
Resource Procurement..... 206-897-8850
HR - Staff Services..... 206-897-8851
UW Site Inventory - materials, goods, equipment..... 206-897-8852
Transportation Services - Vehicles 206-897-8853
Emergency Food, Water and Sanitation..... 206-897-8854
UW Technology 206-897-8856
OPERATIONS SECTION (conference bridge 206-897-8886)..... 206-897-8866
UW Police 206-897-8860
Facilities Services 206-897-8861
Environmental Health & Safety..... 206-897-8862
Health Sciences Administration 206-897-8863
Medical Triage/First Aid Centers (UWMC/Hall Health) 206-897-8864
UW Technology 206-897-8865
Care and Shelter (Red Cross)..... 206-897-8867
Student Life 206-897-8868
Human Services 206-897-8869
OPEN..... 206-897-8891
PLANNING TEAM (conference bridge 206-897-8887)..... 206-897-8877
Situation Status (incl. Real Estate)..... 206-897-8870
ATC-20 Building Inspectors/Damage Assessment..... 206-897-8871
Real Estate..... 206-897-8872
Emergency Projects 206-897-8873



Appendix H

List of Plan Acronyms

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



Crisis Communications Plan

University of Washington Office of Media Relations and Communications Updated April 2008

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 or crisis.

Disasters, emergencies and crises disrupt the university's normal activities and may require activation of the UW's Emergency Response Management Plan (www.washington.edu/emergency/ep) The Crisis Communications Plan describes the role of Media Relations and Communications and News & Information 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. Assembling 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 the Office of Media Relations and Communications. The Executive Director or his designee will determine whether it is appropriate to invoke this plan and convene a Crisis Communication Team. If this is done, the executive director will inform the President and the Vice President of External Affairs, as well as other appropriate university officials.

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 Technology (*previously Computing and Communications*)
- Human Resources
- Student Life
- Attorney General's Office
- Office of the President
- 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 Executive Director of Media Relations and Communications 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 are at least two alternates.

The Crisis Communications Team will authorize the following:

3. Spokesperson: Generally, this is the highest-ranking individual who has direct knowledge of the events or the Executive Director of Media Relations and Communications. 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, 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 executive director 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 Executive Director, 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. 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.

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 Executive Director of Media Relations and Communications.

V. After-Action Report/Review (AAR)

Within a week of the crisis, the Executive Director 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



Annex A, Appendix A: Crisis Communications Team Call-out List

NAME	WORK	CELL/PAGER	HOME	FAX	E-MAIL
------	------	------------	------	-----	--------

Media Relations & Communications

Norm Arkans
Bob Roseth
Gina Hills

University Police

Ralph Robinson
Ray Wittmier
(3rd name TBD)

UW Technology

Scott Mah
Tammy Stockton
Andy Ward

Human Resources

Mindy Kornberg
Liz Coveney
Bruce Miller

Student Life

Eric Godfrey
Lincoln Johnson
Ellen Taylor

Jack Johnson
Karin Nyrop
Quentin Yerxa

Scott Woodward
Carol Niccolls



**Crisis Communications Plan
Annex A, Appendix B**

Crisis and Mass Communications Tools

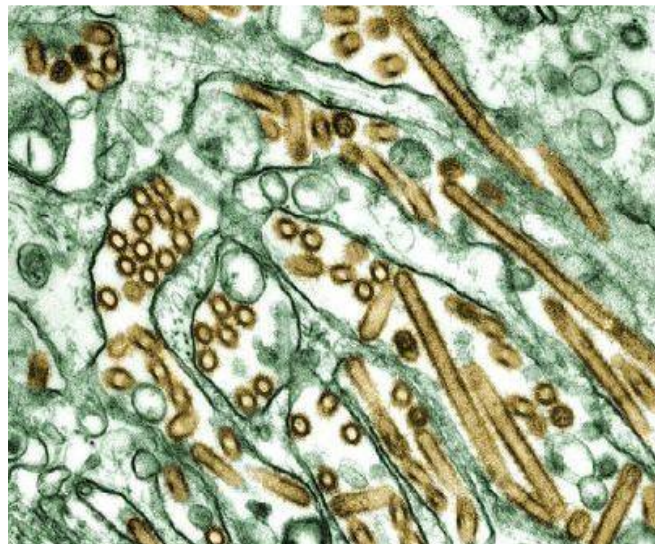
It is important to note in a crisis situation that no single medium will suffice to notify all constituencies. A combination of communications resources will need to be employed to reach the widest number of people as quickly as possible. Depending on the particulars of the situation, some combination of the tools listed below may be employed.

Communication Tool	Application	Characteristics
UW Website Postings <ul style="list-style-type: none"> UW Homepage, UWIN MyUW Community Alerts 	Messages posted on "official" UW websites	<ul style="list-style-type: none"> Great source of information if UW community knows where to check Does not provide active notification UW News and Information staff to post information Power and internet connectivity dependent.
UW Information Hotline <ul style="list-style-type: none"> 206-UWS-INFO 1-866-UWS-INFO 	Messages recorded on official UW hotline.	<ul style="list-style-type: none"> Great source of information if UW community knows where to check Does not provide active notification UW Computing & Communications staff to post information
UW Alert	Official information sent via text and email messages to mobile devices	<ul style="list-style-type: none"> Provides active notification to subscribers (opt-in) to UW Alert 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 Is scalable to target campus or primary audience
UW ListServ Email <ul style="list-style-type: none"> Building Coordinators Deans, Director, Chairs 	Message sent directly to recipients' email	<ul style="list-style-type: none"> Provides active notification Arrives instantaneously Recipients may not be near email to receive Reaches every building and every department
Mass Communication <ul style="list-style-type: none"> MyStateUSA Verizon Notification System (VNS) UW Conferencing Blast Dial UW Avaya "Via" 	Messages created and sent via multiple methods (eg., phone, cell phone, pager, email, SMS, fax) to selected recipients	<ul style="list-style-type: none"> Provides active notification to various communications devices. Generally does not scale to large groups due to cost and capacity issues.
Bulk Email	Email messages to entire campus or large scale recipient list	<ul style="list-style-type: none"> Provides active notification May take several hours for complete delivery depending on audience and priority of event. People may not check email on a regular basis. Students may not use UW email as their primary address.

UNIVERSITY OF WASHINGTON GUIDANCE ON COMMUNICABLE DISEASE MANAGEMENT

ISSUE:
**Pandemic & Infectious Agent Response
for the University of Washington**

May 2009 (*revision*)



Prepared by:

**The University of Washington
Advisory Committee on Communicable Disease**



Focus and Intended Use of this Document

This document provides the general framework that guides planning for University response to and recovery from to significant communicable disease events.

Nothing in this guidance 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**
- **The unique nature of the disease**
- **Factors such as morbidity, mortality, treatment or virulence of the specific disease**
- **Mandates and/or executive orders by Federal, state or local public health authorities**

The University of Washington will utilize the actions and recommendations contained in this guidance document to direct its decision-making process. The ACCD and other UW leadership elements will make every possible attempt to inform the UW community of their specific decisions and actions for each event/incident.



This guidance document was developed/revised by the
UW Advisory Committee on Communicable Disease

(See Appendix 3 for the current ACCD membership roster)

Eric Godfrey, Chair – Office of Student Life

Norman Arkans – Communications & Media Relations

Steve Charvat – UW Emergency Management

Hung Dang – UW Bothell

D.C. Dugdale, M.D. – Hall Health

Jean Haulman, M.D. – Student Public Health

Cedric Howard – UW Tacoma

Jack Johnson – Attorney General's Office

Jude Van Buren – EH&S

Bruce Miller – Human Resources

Susan Wagshul-Golden – UW-Tacoma

Kathryn Waddell – Health Sciences Administration

with assistance from

Pam Schreiber – Housing and Food Services

Becky Bullock – Risk Management

Scott Mah/Andy Ward – UW Technology

Barbara McPhee – EH&S

Bob Roseth – News and Information

Stephen Hanson – Office of Global Affairs

Cameron Frisch – International Programs & Exchanges

Mark Oberle – School of Public Health

Daren Wade – Department of Global Health



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Attachments:

1. WHO Pandemic Phases
2. Personal Preparedness Checklist
3. Current ACCD Membership Roster
4. Animal Influenza Strains Capable of Producing Disease in Humans
5. Matrix of Key Actions, Decision Points and Considerations for the Management of Communicable Diseases

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 and King County
- International Programs and Exchanges
- Housing and Food Services
- Hall Health Center
- UW Medical Center/HEICS Contingency Plan
- Harborview Medical Center Disaster/Contingency Plan

I. PURPOSE

The University of Washington Advisory Committee on Communicable Diseases (ACCD) has been charged with developing strategies to manage the University's response to communicable diseases at the University. Formed in 1985 and chaired by the Vice President and Vice Provost for the Office of Student Life, the committee has addressed several issues through the years, from measles vaccination registration requirements, HIV AIDS, and tuberculosis, to the emerging concerns of SARS, avian influenza and most recently the worldwide concern that an emerging swine influenza virus subtype could become the next worldwide pandemic of human influenza. This Communicable Disease Guidance document was initially prepared in 2006 to provide the University with general and specific control strategies to address the management of and response to a potential avian influenza pandemic. The document was revised in April 2009 to address any communicable disease that has the threat of producing pandemic disease.

The ACCD acts in an advisory manner to the UW President and the President's Cabinet. Their function is to provide technical and policy advice to the President. The ultimate decision for action is made by the President, or in the President's absence, his/her designated alternate.

The current ACCD membership can be found in Attachment 3.

We need to understand the language of the term "pandemic" to understand the problem. A pandemic sounds sinister, much worse than epidemic, but the literal meaning of the term is more technical than emotive. Pandemic describes a disease that is prevalent throughout an entire country, or continent, or beyond. The term epidemic, by comparison, describes a disease spreading from person to person infecting a large number of people. An epidemic can thus be far more intense than a pandemic if the local infection rate is high.

II. GENERAL INFORMATION ON PANDEMIC & COMMUNICABLE DISEASES

A pandemic is a "global outbreak" or an epidemic that is geographically widespread; occurring throughout a region or even throughout the world. The implication with this definition is that the communicable disease has a high virulence factor and that the death and absenteeism is significant to the point of disrupting normal operations. "Seasonal influenza" that occurs simultaneously in regions of the world and causes significant morbidity and mortality is a pandemic however the interruption in operations is not usually high significant to disrupt operations. The highest risk communicable diseases 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). In the remainder of this document a communicable disease capable of causing pandemic disease will be referred to as a “novel pathogen.” Animal viruses infecting humans are considered novel pathogens, thus the avian influenza concern in 2006 and the H1N1 influenza (aka “swine” influenza) both have the pandemic potential to significantly interrupt usual operations.

For more information regarding H1N1 Swine flu or H5N1 Avian Influenza see Section V, “Common Terms and Definitions” and Appendix 4.

In order to assist communities plan for a potential pandemic, the World Health Organization (WHO) has developed a phased pandemic alert system. WHO uses the definition of pandemic to mean widespread disease in more than one region of the world. Region either refers to continents or groups of continents in close proximity. The WHO phases are shown in Attachment #1. 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 CDC and PH SKC also provide planning and response guidance and support. WHO guidance and even CDC guidance may not always agree with specific recommendations regarding diagnosis, containment, and personal protection measures recommended by local or state health departments

III. The University Response Plan for Managing a Communicable Disease

The University has *unique characteristics* that influence its planning for the possibility of a highly-infectious disease or pandemic due to a novel pathogen:

1. It has many international students.
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 never fully closes, since it operates residence halls at the Seattle campus that bring together students in a high density living environment
4. The University operates two major Medical Centers: the University of Washington Medical Center and Harborview Medical Center.
5. The University has many essential services that must continue, to the extent possible, regardless of whether academic or other programs are suspended. This includes but is not limited to the support for research laboratories and research animals that must be maintained on a 24/7 schedule.
6. The University is one of the region’s largest employers and the Board of Regents’ has full authority over the University facilities and therefore unique



relationships with the public health authorities, per Washington Administrative Code 246-100.

These unique aspects of the University have been considered in developing the pandemic response plan detailed below. The University’s plan acknowledges the WHO phases; however the University’s plan is divided into four levels of planning for critical control strategies at the University. (These are also shown in Attachment #1*). The UW levels have some correlation with the WHO levels; however, the potential or known virulence 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 the local public health department, Public Health = Seattle King County (PHSKC), the Washington State Department of Health (WA-DOH) and the Centers for Disease Control and Prevention (CDC) in making recommendations to the President and Board of Regents with regards to implementation level for the UW.

Comparison of WHO (Global) Levels UW Local Response Level			
World Health Organization (WHO)			Potential/Recommended UW Level & Actions*
Levels	Definitions		
1	Inter Pandemic Phase	New virus in animals. No or Low Risk of human cases	ZERO: Plan
2	Pandemic Alert	New virus in animals, higher risk of human cases	ONE: Prepare
3	Pandemic Alert	Human case detected. No or limited Human-to-human (H2H) transmission	
4	Pandemic Alert	Increased H2H transmission	
5	Pandemic Alert	Significant H2H transmission	TWO: Mobilize
6	Pandemic Alert	Efficient and sustained H2H transmission	THREE: Sustain

* UW-specific actions, activities and policies will be determined by the specific nature of the incident, localized events and guidance/directives by State and local public health authorities.

The four UW response levels are:

**Level “Zero”:** Plan

The University takes steps to prepare for any pandemic.
In general UW Level Zero encompasses WHO Levels 1, 2, and 3.

Level One: Prepare

There are the first confirmed cases of human-to-human cases of a novel pathogen in the United States, Mexico and/or Canada. If the disease has a high virulence factor (*potential to spread quickly and cause disease with widespread mortality and morbidity out of proportion to normal diseases*), this level would be equivalent to WHO Level 4. However in some situations the UW may be at a higher or lower level.

Level Two: Mobilize

There are suspected or confirmed cases of a novel pathogen in the area around or on the University campuses. UW Level Two may be equivalent to the WHO Level 5 which indicates that significant human-to-human transmission is occurring. The University may be at a lower level depending on the suspected or known virulence of the novel pathogen.

Level Three: Sustain

There is efficient and sustained human-to-human transmission throughout the area. Level Three is equivalent to WHO pandemic alert Phase #6, again depending on the virulence factor of the known pathogen.

The critical control strategies for each response level address the University’s concern about the potential for transmission in shared living quarters, classrooms and workspaces. The University plan also recognizes the need to interact with the jurisdictional health department during an event/incident/outbreak that requires certain mandated restrictions.

It is anticipated that University procedures will change as new information and knowledge regarding the novel pathogen disease continues to evolve.



The guidance in the following sections provides a systematic approach for minimizing the risk of this disease at the University's Seattle, Bothell, and Tacoma Campuses, as well as at other off site facilities, and for responding in the event of a community wide epidemic. The primary goal of the UW pandemic response plan is to promote the safety and well-being of UW students, faculty, visitors and staff by:

1. Preventing or limiting the spread of the disease;
2. Protecting UW workers who perform essential services and who must be at work; and
3. Providing support for the essential services that must be maintained and
4. Working collaboratively with local and state public health officials.

These goals are particularly pertinent to the operations that will be needed 24/7 throughout all response levels. Such units include, but are not limited to:

- Consolidated Laundry
- Medical Centers and Hall Health Center
- Power Plant/Facilities Infrastructure support
- Housing and Food Services
- University Police and Security services

UW LEVEL “ZERO” RESPONSE

PLAN!





UW LEVEL ZERO: PLAN

Level Zero Risks and Critical Control Strategies:

(UW Level Zero describes activities that should be taken to prepare for any large-scale localized epidemic or global pandemic)

Risk Assessment Summary:

The World Health Organization phases 1 through 3 reflect a transition from a low risk to increasing risks for human cases coupled with no or very limited human to human transmission. The transition reflects the first identification of a novel pathogen in humans. This may be an animal pathogen that has jumped species (animal to human: such as HIV, avian or swine influenza) or a new or old pathogen that has a high virulence factor and human cases are being seen (novel pathogen not previously seen or old pathogens re-emerging such as plague, tularemia).

At this level the University faces only potential risks. The risk factor that needs to be considered at this phase is the potential for unanticipated introduction of the pathogen into the campus or community.

Information in the popular media, may give rise to increased levels of anxiety among students, staff, and faculty. As new information becomes available recommendations may change, causing confusion among students, staff, faculty and the general public who often look to the University for guidance.

Lack of business continuity planning, inadequate preparation, training, and supplies that are largely ordered on an "as needed" basis can compromise the ability of the campus faculty and staff to maintain the campus on a 24/7 basis should the disease spread locally.

Critical Control Strategies

1. Prevention

General Strategies

Communicate common sense approaches to controlling the spread of any communicable disease are also basic to preventing cases of a novel pathogen. Each University employee and student needs to take responsibility for his/her own personal health and to be cognizant of basic health practices important for the control of the transmission of any infectious disease, such as:



- Wash hands frequently with soap and water or use hand sanitizers when soap and water is not available,
- Avoid sharing utensils, water bottles, towels and bedding without first washing these items with soap and hot water;
- Clean surfaces soiled with body fluids with a household disinfectant, such as dilute bleach and wear gloves while cleaning.
- Keep the immune system strong with regular exercise, good diet, sufficient sleep, and plenty of water,
- Cover nose and mouth when sneezing or coughing and avoid spitting.
- Stay home and do not come to work, attend classes, or attend public events when sick, particularly when a fever is present and there are respiratory symptoms, such as coughing.
- If symptoms compatible with the novel pathogen develop, contact a health care provider.

All faculty, staff, and students are encouraged to obtain annual influenza immunization to reduce the risk of illness and possible co-infection with seasonal and novel influenza strains. The flu vaccine appropriate for the current influenza season usually becomes available in September-October every year, and may be obtained from regular health care providers or from special “flu shot” clinics held at clinics, pharmacies, supermarkets, and shopping malls. (Additional personal preparedness information is in the checklist found in Attachment # 4.)

Environmental controls and personal hygiene are also important. Heavily used public surfaces such as door handles, counters, work stations and public reception, registration, and waiting areas in all University departments, but particularly in health care facilities should be wiped clean with disinfectant on a regular schedule. Encourage departments to have hand sanitizer dispensers and disposable paper tissues easily accessible in such areas to help reduce the risk of disease transmission. Good hand hygiene and covering coughs and sneezes (respiratory etiquette) will contribute to reducing environmental contamination and person to person transmission of a respiratory pathogen. Have surgical masks available to persons who are actively coughing and sneezing to decrease infected droplet contamination.

Protection for International Travelers

Student Health Services (SHS) are provided at Hall Health Center. The Director of the UW Travel Clinic at Hall Health as well as the Campus Health Services Medical Director both consult national (CDC) and international (WHO) public health agencies on a daily basis as part of routine operations. Updated information and analysis on communicable diseases situations pertinent to the UW and international travelers are shared with the ACCD and the Medical Director of Hall Health Center



HHPCC works with Public Health-Seattle & King County (PHSKC) to confirm and coordinate local area implementation of restrictions/evaluations pertaining to international travelers that have been issued at the national level (CDC).

When persons returning from international travel must undergo a health screen, before returning to campus residences, classes, or workplaces, the Student Health Service together with the CHS Employee Health Clinic at HHPCC plans to provide the service. The clinic performing the health screen will notify the appropriate Residence Halls and/or administrative officials when clearance has been given for a student to return to the residence halls or for an employee to return to the workplace.

Given the uncertainties of any novel pathogen, travelers to areas with human cases the novel pathogen disease are advised to periodically review information on the Centers for Disease Control and Prevention website <http://www.cdc.gov>.

The UW Emergency website(s) will post daily real time updates issued by the local, state, federal, and international health agencies during a pandemic and will post the latest version of the UW Guidance Plan for Management of a Communicable Disease (this document). To promote the safety and well-being of students and faculty participating in international study/exchange programs, the International Programs and Exchanges (IPE) website will link to the appropriate UW emergency website(s).

2. Protection

Students and faculty traveling to areas with known cases of a communicable disease for which risks have been identified, need to obtain pre-travel advice, plan for potential illness abroad, and assure that appropriate health insurance coverage exists, including emergency evacuation insurance. Some students and faculty may be advised to defer travel if certain underlying medical conditions are present.

Staff who may be called upon to provide services to patients and/or facilities in the future should, at this time, review the requirements for personal protection and undertake necessary respiratory protection training and fit testing.



3. Essential Services Preparation

The following matrix establishes the actions that University units need to take at “Level Zero: Plan” Phase. **In addition to the basic preparation and education, the most critical control action at this phase is to plan at the unit level for business continuity.**

UW Level Zero Responsibility Matrix

Action Review

Responsible Unit	Critical Control Action Strategies
President and Cabinet	<ul style="list-style-type: none"> • Receive briefings, anticipate the need to suspend non-essential operations, identify fiscal or administrative issues that may need to be addressed.
President Provost/ Executive Vice President Senior Vice President	<ul style="list-style-type: none"> • Direct academic and administrative units to prepare and plan for business continuity, including but not limited to considerations for teleconferencing, telecommuting, and on-line course offerings as options for classes in the event of a regional restriction on movement. • Undertake ongoing orientation and training for EOC and Emergency Policy Council members • Direct Risk Management and HR to provide guidance regarding coverage and other issues for UW faculty and staff.
Advisory Committee on Communicable Disease (ACCD)	<ul style="list-style-type: none"> • Coordinate the development and on-going dissemination of the University’s Guidance for management of a novel pathogen pandemic. • Clarify its role in emergency communications and actions with the EOC. • Maintain relationship with local health departments/local health officers for potential communicable disease control measures. • Monitor the guidance 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



Responsible Unit	Critical Control Action Strategies
<p>order to have access to the best possible information and science as a basis for University policies and procedures</p> <ul style="list-style-type: none">• Brief the President’s Cabinet (Emergency Policy Council)	
<p>STUDENT SUPPORT</p>	
<p>Housing and Food Services</p>	<ul style="list-style-type: none">• Identify potential housing necessary for quarantine and/or isolation facilities.• Amend contract language to allow use of facilities in an emergency situation.• Determine food supply options and evaluate the need for stockpiling of emergency supplies.• Review staffing back up plan.• Determine need for personal protection, get appropriate training and fit testing for respirators, and begin to stockpile supplies of respirators.• Confirm status of essential housing and food service personnel and review staffing plans for sufficient presence during an epidemic.
<p>Hall Health Center/ Student Health</p>	<ul style="list-style-type: none">• Maintain ongoing participation in the PH-SKC isurveillance plan and the CDC-affiliated GeoSentinel global surveillance program. Maintain monitoring of local, regional, national and global outbreak status, and collaborate with EH&S public health program and ACCD on analysis of implications for UW Campus. Carefully watch for patients who may exhibit symptoms consistent with a novel pathogen and maintain liaison with PH-SKC epidemiologists.• Develop a medical provider backup plan for provision of medical services in the event of high staff absenteeism.• Promote appropriate personal protection and emergency plans for health center staff.• Participate in the development of a campus response plan, and also a distribution plan for critical pharmaceuticals, medical supplies, and equipment.• Participate with HFS and UWPD in the development of a plan for students in residence halls who may have been exposed and/or need transport to quarantine facility.



Responsible Unit	Critical Control Action Strategies
	<ul style="list-style-type: none">• Develop protocol for notification and transfer of students requiring hospital evaluation or care to UWMC or other hospital facilities.• In conjunction with IPE, advise students traveling in affected regions.• Provide expert medical advice to campus and EOC• Maintain updated health advice and answers to FAQs on website http://depts.washington.edu/hhpccweb/ (other UW departments may link to this website as needed).
International Programs and Exchanges	<ul style="list-style-type: none">• Prior to departure, students are <u>required</u> to:<ul style="list-style-type: none">• complete online orientation that includes links to CDC and US State Dept. for information about personal health and safety abroad;• complete a health information form and health screening with a medical professional .• Prior to departure, students are <u>strongly encouraged</u> to:<ul style="list-style-type: none">• provide emergency contact information and itineraries for their programs to IPE;• attend an orientation during which health, safety and emergency procedures are discussed.• International SOS is available to assist with identification in-country medical providers as needed• IPE's website posts critical announcements with links to UW and external resources for information.• In conjunction with Student Health Service, update policies and procedures for 1) pre-travel health screen; 2) criteria for deferral of program participation in a country/region of avian or swine flu outbreaks; 3) plan for UW students abroad during an outbreak of avian/swine flu or human flu pandemic strain (which should include having a communication and evacuation plan for students); 4) requirement that students abroad have medical insurance with medical evacuation coverage; 5) system to identify reliable medical providers at student locations abroad.



Responsible Unit	Critical Control Action Strategies
Office of Student Life	<ul style="list-style-type: none">• Develop a draft policy for suspension of classes due to pandemic flu and route to Provost for consideration.• Clarify student discipline policy for compliance with emergency health directives.• Develop advance communication plans, notices and travel information in conjunction with Hall Health public health physician and the Faculty Senate.
ESSENTIAL SERVICE SUPPORT	
EH&S	<ul style="list-style-type: none">• EH&S Director serves as local public health officer and is a member of the UW ACCD providing public health expertise for communicable disease event planning and response.• Provide liaison with PHSKC to develop and maintain an MUA to formalize and clarify the role of local health department and local health officer on campus, consistent with WAC 246-100.• In conjunction with Hall Health, monitor the national, state and local communicable disease and public health status.• Respond to public health questions from UW community.• Promote information about UW Communicable Disease Response Plan and preparedness and emergency information through the UW Health and Safety Committees.• Work with Student Health, Emergency Management, and others to coordinate website messages and develop/distribute fact sheet(s) on Hygiene Tips, Hand Washing and Respirator Use.• Develop guidance for use of personal protective equipment/respiratory protection in the event of a pandemic and provide information and training support.• Expand the respiratory protection training and fit testing for campus to assure essential services can function safely. Plan additional support to medical centers reducing support to other Groups.• Work with Purchasing to ensure supply of PPE and hygiene items.• Review protocols and training of employees in clinical



Responsible Unit	Critical Control Action Strategies
	<p>labs who may be handling novel pathogens and assure proper personal protection, training and proper bio-safety level handling.</p> <ul style="list-style-type: none">• In conjunction with the Infectious Waste Committee, develop a management plan for increased volumes of infectious waste
Emergency Management	<ul style="list-style-type: none">• Provide emergency references/documents to responsible functional units• Serve as the campus web resource for updating information• Clarify roles and responsibilities for campus wide communicable disease emergency/Liaison with campus units to review potential EOC needs in a time of an epidemic.• 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.• Working with EH&S, Student Health, UW Technology and the ACCD, update UWEM webpage and coordinate messaging with other units regarding Communicable Disease emergency.• Develop plan for a virtual vs. a physical EOC and Emergency Policy Council (Cabinet) activation to minimize person-person contacts in time of emergency• Develop, implement and evaluate tabletop exercises (dealing with disease outbreak) as appropriate• Reassess information-sharing systems between UW and King County ECC and City of Seattle EOC
Employee Health	<ul style="list-style-type: none">• Link with EH&S and Emergency Management to provide information to UW clients.
Facilities Services – including Transportation	<ul style="list-style-type: none">• Assure sites identified for quarantine and/or isolation have functioning infrastructure• Develop cross training to enable power plant, electrical and water services and other critical services to be



Responsible Unit	Critical Control Action Strategies
Services	<p>maintained in the event of a campus epidemic so that hospitals and residence halls can be supported</p> <ul style="list-style-type: none">• Stockpile appropriate personal protective equipment 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 staff that clean.• Assure infectious waste management vendors can handle increased volumes.
Human Resources	<ul style="list-style-type: none">• In collaboration with UW Emergency Management:<ul style="list-style-type: none">• Develop materials to assist units 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).• Develop communication issues related to possible pandemic including information for employees identified as essential, leave options and policies.• Review UW suspended operations policy (UW Handbook) to ensure it remains relevant and practical.
Procurement / Purchasing	<ul style="list-style-type: none">• Assist with stockpiling of critical supplies• Assure advanced contracts provide for adequate use of necessary food and supplies, as identified by critical functional units• Contract for refrigerated trucks to be accessible to the medical centers/campus.
Risk Management	<ul style="list-style-type: none">• Provide guidance regarding coverage status of faculty or



Responsible Unit	Critical Control Action Strategies
	<p>professional students who are requested to work on a community management of a pandemic and/or who wish to volunteer for such work</p> <ul style="list-style-type: none"> • Provide guidance to ACCD regarding liability issues of the plan. • Serve as liaison to Student and Graduate Appointee Insurance Plan administrators to ensure access and no gaps in treatment coverage. • Review and amend insurance policies to provide as much coverage as possible for flu-related losses. • Establish back up with and for other administrative functions in EOC (e.g. HR, Finance)
UWPD	<ul style="list-style-type: none"> • 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 • Provide training regarding respiratory protection and fit testing • Stockpile supplies of respirators as necessary • Review CAAMS system for expansion so UW buildings can be locked remotely.
COMMUNICATIONS	
UW Technology / OIM	<ul style="list-style-type: none"> • 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 and/or enhanced communications • Plan and coordinate with designated emergency communications groups (e.g. EOC, Crisis Communications, ACCD, Media Relations and Communications, UW Marketing)
News and Media Relations	<ul style="list-style-type: none"> • Develop liaisons with the IPO in the region for coordinated delivery of community messages in the event of an emergency;



<i>Responsible Unit</i>	<i>Critical Control Action Strategies</i>
	<ul style="list-style-type: none"> • Work with UW Technology and Media Relations and Communications to establish communication strategies • Develop ready-to-go templates for news releases, public statements and briefings with input from ACCD
Campus Health Services	<ul style="list-style-type: none"> • Serve as a data collection site for reported absenteeism • Serve as an employee information site in conjunction with the EOC and HR
MEDICAL CARE SUPPORT	
UW Medicine	<u>Harborview Medical Center (HMC):</u>
Harborview Medical Center	<ul style="list-style-type: none"> • Implement duties associated with role as the Disaster Control Hospital for Seattle King County. • Provide leadership (co-chair) for King County Public Health Hospital Coalition on Disaster Planning
UW Medical Center	<ul style="list-style-type: none"> • Implement and maintain Regional Resource Hospital requirements consistent with Seattle King County Public Health 2006 Hospital Coalition Plan.
	<p><u>HMC, UWMC:</u></p> <ul style="list-style-type: none"> • 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 • Continue to update infection control plans according to public health requirements and recommendations • Implement effective isolation and containment protocols • Provide support to the community within the capacity of available resources and surge plans. • Clarify relationship with the UW needs and those of the larger community service area. • Continue to coordinate efforts and collaborate with area health care facilities, Public Health – Seattle & King County and other appropriate local public health authorities on pandemic influenza response planning. • Educate and encourage staff to prepare family and homes for “all hazards”.



Responsible Unit

Critical Control Action Strategies

- Identify and purchase equipment and supplies necessary to sustain a response to pandemic disease for the duration of its persistence in our locale.
- Identify creative staffing alternatives for periods of extensive staffing shortages.

UW LEVEL ONE RESPONSE

PREPARE!





UW LEVEL ONE: PREPARE

Level One Risks and Critical Control Strategies

(Level One at the University 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)

Risk Assessment Summary:

The Risk Assessment in “Level Zero” is applicable at this level and is enhanced because of the evidence of increased human to human transmission. Risks are present for the potential spread of the illness throughout the world.

The University will identify major risk factors related to the potential transmission of a novel pathogen disease, should human to human transmission be documented.

For example risk factors identified during the avian and swine influenza outbreaks these risk factors were:

1. Close personal contact
2. Rapid spread due to travel; particularly if travel destinations involve sites with human to human transmission of the disease (The CDC Travel Criteria related to the current CDC case definition provides the risk information.)
3. The potential for significant morbidity and/or mortality.

Critical Control Strategies

1. Prevention

The UW Level One response includes the following prevention strategies.

General Strategies

In addition to the controls noted in “Level Zero”, the University may suspend classes or public activities such as sporting events, as a precautionary measure to limit close contacts between students, thus minimizing disease transmission. This is dependent on reasonable knowledge that the novel pathogen is capable of widespread significant and sustained morbidity and mortality (high virulence factor)



Recognizing that a “social distancing” strategy could be enforced by local public health at any time, and that travel restrictions could conceivably be part of that strategy, getting students away from the campus and dispersed to their homes would be important to do while travel is possible.

University Sponsored Travel

(Details of the implementation of the IPE response plan can be found in specific unit response attachments)

- 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, who will inform the University Provost/Executive Vice President of this travel. The Hall Health Center’s Associate Medical Director for Public Health at 206-616-2495, should also be notified. Travel without such approval will not be reimbursed from University budgets. Students, faculty and/or staff may be asked to input data into a UW travel registry. Students, faculty and staff are always encouraged to register with the American Embassy at their destination country. Individuals who travel without University approval to areas with identified risks are warned that their return to their normal campus function may require medical clearance or a period of time away from the University as determined by public health officials.
- UW students and staff currently in areas with CDC travel advisories will be provided with as much information and assistance as possible, including updates and information available from the CDC, the WHO and the State Department. If the novel pathogen has a high virulence potential, students and staff returning from these areas will be asked to contact Hall Health Center and UW Campus 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 nonessential 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://www.cdc.gov/ncidod/>), and can contact the UW Travel Clinic at Hall Health (206-685-1060; travel@u.washington.edu) to schedule personal consultation for pre-travel health advice and preparation. In addition, local public health officials, such as Public Health-Seattle & King County will have updated information regarding international travel posted on their website.



2. Protection

- Departments that have an employee or student returning from a travel alert region will be required to have their student or employee, contact Hall Health Center or UW Campus EHC. or another clinical facility designated by the Hall Health Center's Public Health Official, 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 novel pathogens may be more likely among people living or working in close proximity. 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 U.S. Centers for Disease Control and Prevention (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 disease's 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 noted in Attachment #3.

 - 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 University of Washington.



Any individual who does not meet these requirements at check-in will not be allowed to reside in University of Washington sponsored housing. Those individuals who do not meet the foregoing criteria and who feel there are extenuating circumstances that should be reviewed must contact Hall Health Center’s Associate Medical Director for Public Health via email at <http://depts.washington.edu/hhpccweb/> or by phone at 206-616-2495

- The University is using CDC definitions and local health guidance in determining what constitutes “close personal contact” for purposes of establishing appropriate risk reduction procedures. Based on that input, examples of 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 those University employees, the medical centers affiliated with the University have implemented infection control mechanisms, including designated screening areas and the use of personal protective equipment by those providers having close contact with potential novel pathogen patients in the clinical setting. In addition, 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 to airborne respiratory secretions and illness due to other common respiratory infections (influenza, pertussis, tuberculosis, etc).

3. Essential Services Preparation

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

Action Review

Responsible Party	Critical Control Strategy
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Responsible Party	Critical Control Strategy
President and Cabinet	<ul style="list-style-type: none">• Review updates and reports by the President’s office on the continuing prevention and preparation activities conducted by University officials and staff.
President Provost/Executive Vice President Senior Vice President	<ul style="list-style-type: none">• Review and approve criteria for suspension of non-essential operations and for imposing travel restrictions.• Determine whether employee or student absences should be tracked Implement requirement for tracking absenteeism.• Request campus units be ready to implement their business continuity plans.
Advisory Committee on Communicable Diseases (ACCD)	<ul style="list-style-type: none">• Provide guidance to University Administration and organizational units through the communicable disease management plan.
<i>STUDENT SUPPORT</i>	
Housing and Food Services	<ul style="list-style-type: none">• Ensure plans are in place to prepare for a potential University closure.• Provide up-to-date communication to HFS employees and Residence Hall students regarding the threat, prevention, and treatment. (Work with Hall Health)• Confirm procedures for potential student evacuation.• Assess emergency staffing plans to attend to students’ needs.• Identify rooms and/or buildings to house students unable to vacate.• Identify locations for sick students requiring isolation and quarantine. Identify a way to monitor students’ health.• Coordinate student clearance procedures with Hall Health.• Communicate health practice standards to students and employees.• Provide up-to-date communication to HFS employees



Responsible Party	Critical Control Strategy
	<p>and residence hall students regarding the disease threat, prevention, and treatment. (Work with Hall Health.)</p> <ul style="list-style-type: none">• Place informational posters on residential bulletin boards and in restrooms.• Arrange essential training with EH&S, Hall Health and/or the UWMC.<ul style="list-style-type: none">- Identify members of the quarantine cleaning team and train and equip with protective equipment.- Train to staff who will have close contact with isolated and/or quarantined students.- Identify and gather supplies needed to carry out emergency plan.- Alert and prepare a Food Distribution Team for potential future action. Ensure food delivery process is planned and delivery supplies are on hand.• Identify protective equipment needed for staff and residents and begin to stockpile protective and sanitary equipment in consultation with Hall Health and EH&S.• Purchase and store recommended equipment and supplies in several storage sites.• Assure appropriate supplies for students and staff, like packing boxes, tags, protective face masks or N-95 respirators, ethanol-based hand sanitizer, and food transport supplies.
Hall Health Center/ Student Health	<ul style="list-style-type: none">• Track the incidence of respiratory illness.• Assure staffing and PPE programs are in place• Mobilize for program with IPE and HFS for student access to campus facilities.
International Programs and Exchanges	<ul style="list-style-type: none">• Prepare messaging/assistance for students, faculty and staff participating in IPE programs abroad.• Review communications plan. Query locations and email addresses of students, faculty and staff participating in IPE programs in affected countries.• Monitor recommendations of CDC, WHO, ACCD and



Responsible Party	Critical Control Strategy
	<p>other resources for information.</p> <ul style="list-style-type: none">• Prepare infection control plan for UW student programs (over which UW has operational control).
Office of Student Life	<ul style="list-style-type: none">• Develop messaging for students and families
ESSENTIAL SERVICES SUPPORT	
EH&S	<ul style="list-style-type: none">• Work with local public health to implement the MUA regarding duties/responsibilities regarding pandemic.• Work with Facilities Services to review the established plans/procedures for preparing designated sites for students needing quarantine and/or isolation.• Work with HFS, Facilities Services, and medical centers to establish training and PPE for Quarantine/Isolation Cleaning Teams. Establish methods for cleaning, including disinfectants and PPE.• Determine how increased volumes of infectious wastes from quarantine/isolation areas will be handled and train staff as necessary.• Review critical hygiene supply status and contracts for tissues, alcohol, disinfectant lotions, hand lotions, bathroom cleaning supplies.• Review respirator supplies and testing. Supplement stocks as required and arrange for re-supply as necessary.• Intensify good hand and cough hygiene practice information communication. Universal posting of information.• Work with other service units to assure preparations for employee safety and health are in place
UW Emergency Management	<ul style="list-style-type: none">• Work with incident commander (EH&S Director or alternate) in the event that actual or virtual EOC activation occurs



Responsible Party	Critical Control Strategy
	<ul style="list-style-type: none">• Identify alternate campus staff or volunteers to supplement UW Emergency Management staff to support EOC activities• Confirm with organizational units that they are clear about their response role in the event of EOC activation.• Share updated communicable disease plan with key EOC and cabinet officials and operational units and departments• Maintain UW-wide communicable disease website (www.washington.edu/emergency/pandemic) with input from all appropriate parties.• 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 (masks, gloves, tissues, antibacterial, etc...)• Work closely with the ACCD to update campus emergency responders with expected roles and responsibilities.• See Human Resources Section regarding business continuity.
Employee Health	<ul style="list-style-type: none">• Continue to provide information and to monitor for potential disease symptoms among patients.
Facilities Services -- <i>including Transportation Services</i>	<ul style="list-style-type: none">• Do final preparations for isolation/quarantine facilities.• Implement business continuity plan• Assure all staff have appropriate PPE, training, testing• Confirm vendors and contracts are firm for waste handling
Human Resources	<ul style="list-style-type: none">• Work to address any HR concerns that may arise.• In collaboration with UW Emergency Management office and EHS launch preplanned communication campaign to remind employees of personal hygiene practices and to encourage that essential employees



Responsible Party	Critical Control Strategy
	<p>receive any vaccinations recommended by public health authorities</p> <ul style="list-style-type: none">• Communicate reminders about the procedures for suspending non essential operations and the status of employees not required to work.
Procurement/ Purchasing	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Advise as needed on liability implications to response activities• Provide liability coverage review and approval for volunteer and replacement medical providers• Liaison with med evacuation service provider for ill employees or students in foreign locations
UWPD	<ul style="list-style-type: none">• 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.
COMMUNICATIONS	
UW Technology / OIM	<ul style="list-style-type: none">• Review essential services• Review essential staff functions• Review services and additional capacity related to pandemic planning, response, and recovery.• Contact and establish coordination process with designated emergency communications groups.• Contact and establish coordination process with UW Human Resources if internal issues/ questions arise.



Responsible Party	Critical Control Strategy
News and Information / Media Relations and Communications	<ul style="list-style-type: none">• Coordinate with Joint Information Center• Work with EHS, UW Emergency Management and others to develop responses to media inquiries
Campus Health Services	<ul style="list-style-type: none">• Open tracking process for tracking absenteeism• In conjunction with ACCD prepare briefing to employees.• Convene the CHS Executive Committee
<i>MEDICAL CARE SUPPORT</i>	
UW Medical Centers Harborview Medical Center	<ul style="list-style-type: none">• Identify and implement appropriate level of PPE for health care providers specific to current organism.• Implement screening of all clinic and hospital patients for indicators specific the current organism.• Identify surge capacity for infectious patients.• Expand staff training by Hospital Epidemiology and Infection Control re: appropriate donning and removal of PPE.• Provide staff education re: how to minimize their family member’s risk of contracting the infectious disease.• Inventory supplies food, water, personal protective equipment (PPE), and Increase frequency of distribution of essential supplies.• Implement security plan including restricted access and management of civil unrest• Maintain communication with PH-SKC and King County Healthcare Coalition.• Communications with the public re: healthcare to be managed through a regional hospital Joint Information Center (JIC).• Expand airborne isolation capacity, if necessary.• Complete impact assessment and plan for other medical services during influenza pandemic.



UW LEVEL TWO RESPONSE

MOBILIZE





UW LEVEL TWO RESPONSE:

MOBILIZE

Level Two Risks and Critical Control Strategies

(UW Level Two coincides indicates there is significant human to human transmission occurring **and a high virulence factor of the novel pathogen**. For the UW, this means that there are suspected or confirmed cases on the campus or in the community.)

Risk Assessment Summary:

If a member of the University community has become a suspect or actual novel pathogen case, the potential exists for rapidly introducing disease from this pathogen into University settings.

Should the novel pathogen disease be spread by droplets, the ease of transmission of the disease by close contact between individuals will **quickly multiply the number of campus cases**.

The rapidly increasing numbers of sick staff may **compromise the delivery of essential services**.

There is a high likelihood that members of the campus community will be sick and/or have family members sick. In the early stages of the disease, there may be symptoms similar to other **seasonal** infections which will complicate control measures.

Emotional and mental health issues will rise as staff and students face the reality of coping with severe loss of family, friends, and colleagues.

There could be the risk of civil unrest on the campus, particularly for potential backlash caused by involuntary confinement.

There will be shortages of vendor supplied materials, food, and support services as vendors also face labor shortages.



Critical Control Strategies

The controls used for previous levels must be maintained and strengthened at this stage.

The activation, either actual or virtual, of the EOC will be necessary to coordinate information and delivery of both public health and non-public health services, following the NIMS procedures in order to assure a comprehensive and accepted approach with city and county emergency management officials.

Public health authorities may issue specific directives for quarantine, isolation and social distancing. In the latter case, if it has not already done so, the University may suspend operations and limit all activities except the provision of essential services necessary to maintain student resident needs, the medical centers, animal care and critical research.

1. Prevention

- The University may suspend operations, including public activities such as sporting events, as a precautionary measure to limit close contacts between students, thus minimizing disease transmission. In the event of a confirmed campus case of novel pathogen disease with a high virulence factor, the campus may suspend operations and only staff essential for maintaining the University facilities infrastructure, medical centers, student housing, and public health response will be working on campus.
- Departments will be directed to curtail visits from any person not critically necessary for performing an essential service (repair persons, etc) For visitors outside the immediate area, and preferably through telephone contact, the visitor should receive a symptom review and receive health information regarding health monitoring and appropriate actions to take should symptoms compatible with the disease become evident while the visitor is at the University. The University will link the visitor with the local public health authorities in the event that disease symptoms are evident at the time of screening.
- Individuals showing symptoms of the virulent novel pathogen will be excluded from campus activities/facilities and referred to public health authorities.
- Resident students who show symptoms of the novel pathogen will be excluded from campus activities, and referred to medical and public health authorities.



Should isolation be needed outside a medical care facility, the student will be requested to enter the campus isolation facility and be monitored by PHSKC officer and campus health authorities, if access to their off campus permanent home is not possible.

- A person who has been in a situation where he/she has been potentially exposed to a patient with the virulent novel pathogen and who develops fever, respiratory symptoms or concerning symptoms of the novel pathogen within the incubation period of arrival at the University should immediately call Hall Health Center, if a Seattle campus resident, and/or his/her health care provider, if residing off campus. The person should share his/her travel history and symptoms with the health-care provider and avoid all close contact with others, and practice voluntary quarantine and not go to work, school, or public areas until the health-care provider has assessed the person's health condition.

2. Protection

- In the event that a University employee or student is having symptoms consistent with the virulent novel pathogen, that person should immediately contact his/her health care provider. If illness symptoms allow, Seattle students should contact Hall Health Center's Public Health Official, and students at Bothell or Tacoma should contact the Chancellor's Office to help notify the campus that the disease is spreading. Employees should contact their supervisors and report the illness as they would do with any absence due to any infectious disease. This notification will allow the providers and campus officials to use the necessary and appropriate personal protective equipment when interacting with the employee or student as well as help gauge the spread of the epidemic.
- Any member of the University community who becomes symptomatic within the incubation period after travel to an area with community transmission of the novel pathogen or contact with an infected patient should stay in his/her room as much as possible except for required visits to health care. A symptomatic person should not come to class, report to work, or engage in any public activities where there could be contact with other people until evaluated and cleared by a health-care provider. That health-care provider will work with the local health jurisdiction to determine the need for quarantine and/or isolation for any infected patient and his/her contacts.
- The University has identified acceptable housing to be used to quarantine or isolate resident students who do not require hospitalization but are unable to return home. This housing will be readied based on the virulence factor of the novel pathogen.



- The University, including Hall Health Center, has an established protocol and liaison for collaborating and working with local and state public health departments for communicable disease events. Should any University employee or student be diagnosed as a suspect case, other potentially exposed students and University personnel will be contacted, be given a health questionnaire, be provided with information relevant to persons potentially exposed to infected cases, be given counseling and be closely monitored in consultation with the Public Health – Seattle & King County, or other jurisdictional health authorities.
- The University will provide resources on a designated website as needed in the event of a potential virulent novel pathogen case on campus
- For individuals who are not residents of University housing, the local health jurisdiction will work with each individual regarding quarantine and isolation. Hall Health Center's Public Health Official will work with appropriate local health jurisdiction authorities to assure appropriate information, health evaluation and monitoring is provided for University contacts of the patient.
- The University has identified a staffing plan for servicing a potential isolation and/or quarantine residence. Staff having appropriate skills, training, protective equipment and work protocols will comprise a Quarantine Response Team, which will be activated in the event of a quarantine or isolation order from the local health officer.

If anti-virals and/or other effective treatments or immunizations become available through public health channels, the University will distribute those materials in a mass dispensing operation coordinated with campus and local public health officials.

- **Units performing essential services will implement first stage disease avoidance strategies including social distancing strategies**

3. Essential Services Preparation

Continue with work in levels ZERO and ONE and ADD the following

Action Review



Responsible Party	Critical Control Strategy
President and Cabinet	<ul style="list-style-type: none">• Receive regular updates and reports on campus activities, restrictions and suspension of operations, via “virtual” meetings• Be cognizant of business continuity issues.
Advisory Committee on Communicable Disease	<ul style="list-style-type: none">• Operate in conjunction with EOC (<i>if activated</i>)
STUDENT SUPPORT	
Housing and Food Services	<ul style="list-style-type: none">• Based on directives from the local health official and the Board of Regents, HFS will send notices to student residents in the residence halls with instructions for vacating and checking out of the residence halls.• The Quarantine and Isolation housing units at Stevens Court and Stevens Court Addition will be prepared for potential use. Notifications will be sent to occupants informing them of need to move 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 of staff with personal protective equipment 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, as well as quarantine and isolation facilities.



Hall Health/ Student Health	<ul style="list-style-type: none">• Work with HFS and local public health authorities to coordinate the relocation of resident students to quarantine and/or isolation facilities as appropriate;• Safe transportation will be coordinated with the health care authority.• Coordinate daily medical surveillance and “triage” of residents in resident halls through contact with HFS. Those students in quarantine or campus isolation facilities will be monitored by local public health officers. In the event of a pandemic overwhelming the public health system volunteer health care workers deputized by the Washington State Health Care Authority, may be needed to augment local public health officers in order to deliver medical services off-site (e.g. outside the Hall Health Center building).• Provide medical supervision and medical guidelines for the mass distribution of anti-virals if they are provided to the UW by public health authorities.
International Programs and Exchange	<ul style="list-style-type: none">• Initiate communications plan. Convey CDC and UW information and recommendations to students, faculty and staff participating in IPE programs abroad.• Follow CDC, WHO and ACCD advice/recommendations/restrictions for travel and implement on-site precautions for programs abroad.• Work with US Embassy, International SOS, and local authorities to assist students, faculty and staff who develop suspect symptoms to obtain medical advice and care.• Implement infection controls to defend against additional infections.
Office of Student Life	<ul style="list-style-type: none">• Communicate with parents
<i>ESSENTIAL SERVICES SUPPORT</i>	
EH&S	<ul style="list-style-type: none">• Notify PH SKC if UW isolation/quarantine measures to be implemented or if resident students to be sent home.• Confirm when resident hall rooms previously occupied by



	<p>infected individuals can be considered safe for re-occupancy.</p> <ul style="list-style-type: none">• Participate in decisions to activate the EOC.• Restrict number and type of meetings face to face. Encourage teleconferences.• Review staffing levels and adjust hours and backup. Consider multiple shifts.• Monitor and correct supplies and supply pipeline as needs change.
Emergency Management	<ul style="list-style-type: none">• Link with KCECC to coordinate on non-public health issues• Liaison with EH&S and Hall Health to coordinate public health with non-public 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:<ul style="list-style-type: none">○ Incident Commander○ Planning○ Operations○ Logistics○ 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 Emergency Operations Center Level 2 (Partial activation with critical functions staffed)• Work with operational departments to ensure adequate staffing of critical business continuity functions• 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.
Facilities Services -- <i>including Transportation Services</i>	<ul style="list-style-type: none">• Do PM work in quarantine/isolation facilities• Do training and fit testing for respiratory protection• Activate staff back up plans



Human Resources	<ul style="list-style-type: none">• Serve as resource to answer questions and respond to HR issues that arise
Procurement / Purchasing	<ul style="list-style-type: none">••
Risk Management	<ul style="list-style-type: none">• Provide liability coverage review and approval for volunteer and replacement medical providers• Advise as needed on liability implications to response activities• Respond to actual or threatened claims for quarantine, screening and other activities• Liaison with med evacuation service provider for ill employees or students in foreign locations•
UWPD	<ul style="list-style-type: none">••
COMMUNICATIONS	
UW Technology / OIM	<ul style="list-style-type: none">• Activate the URC (full or partial) if needed.• Implement essential services and staffing plans if needed.• Provision services and additional capacity related to pandemic planning, response, and recovery.• Provide on-going technical and operational support to designated emergency communications groups.• Plan for reduction of non-essential services.
News and Media Relations, Media and Communications	<ul style="list-style-type: none">• Coordinate with public health joint information center/IPO for messaging
Campus Health Services	<ul style="list-style-type: none">• Coordinate EHC care delivery at UW, HMC, and UWMC through collaboration with the infection control officers at each institution
MEDICAL CARE SUPPORT	
UW Medical Center	<ul style="list-style-type: none">• Implement alternative staffing plans as necessary• Adjust standards of care in coordination with other hospitals as identified by the King County Healthcare



Harborview Medical Center

Coalition.

- **Redistribute outpatient population.**
- **Limit elective procedures, determining on an individual basis if possible.**
- **Implement aggressive, redundant screening. Screening done prior to entry to ED or clinics. Direct admission to inpatient floors when able.**
- **Offer housing for staff who do not want to return home between shifts.**
- **Open staff support center.**
- **Implement conservation measures.**
- **Arrange for alternative storage site for decedents in case medical examiner capacity is exceeded.**



UW LEVEL THREE RESPONSE

SUSTAIN





UW LEVEL THREE: SUSTAIN

Level Three Risks and Critical Control Strategies

(Level Three at the University indicates there is efficient and sustained human-to-human transmission of a highly virulent novel pathogen.)

Risk Assessment Summary

At this level, it is anticipated that a major worldwide pandemic and regional epidemic is impacting the population at a level that parallels the crises presented by the 1918 Influenza pandemic. This will result in a prolonged mass casualty event, which will disrupt critical infrastructure, essential services, and delivery of supplies. Most businesses, including the University will be facing absence rates ranging from 10 to 50%, and a second or third wave of absenteeism is likely. The ability to maintain the University's infrastructure, provide classes, and conduct research will be challenged, and the business continuity plans will have been implemented.

The stress of multiple waves of illness will mean that faculty, staff and students will face the loss of family, friends, and co-workers. Even individuals who are not ill may have to care for others who are, compromising their ability to support the University.

The scarcity of supplies could cause civil unrest in the community.

Limited support services could cause interruptions in the hazardous, solid, and infectious waste contracting, increasing the accumulation of such wastes on campus, and potentially increasing vector control problems.

Critical Control Strategies:

1. Prevention

The preventive activities detailed in previous response levels will be continued.

2. Protection

The protection strategies of the previous response levels will need to be continued at this time.



3. Essential Services Preparation

The activities outlined previously will need to be sustained by the organizational units, while fully implementing business continuity planning.

Action Review

Responsible Party	Critical Control Strategy
President and Cabinet	<ul style="list-style-type: none"> In conjunction with the board of regents and recommendations from the ACCD determine the necessity for suspending or continuing the suspension of non essential operations.
President Provost/Executive VP Senior Vice President	<ul style="list-style-type: none">
Advisory Committee for Communicable Disease (ACCD)	<ul style="list-style-type: none"> Advise President and Cabinet regarding the status of the ongoing disease spread and mitigation measures
STUDENT SUPPORT	
Housing and Food Services	In the event that the University suspends non-essential operations, activate plan from level 2 to isolate sick students. <ul style="list-style-type: none"> Recall essential personnel. Clear spaces and prepare isolation areas for sick students. Isolate Sick Students
Hall Health/Student Health	<ul style="list-style-type: none"> Suspend all routine visits to accommodate ill patient visits based on available staffing
International Programs and Exchanges	<ul style="list-style-type: none"> Determine whether the program can continue to operate abroad with modifications or should be suspended or cancelled based on local/regional conditions. If cancelled, plan and assist with repatriation. In case of repatriation, inform affected students, faculty, and staff of possible port of departure and



Responsible Party	Critical Control Strategy
	<p>point of entry precautions and procedures (e.g.- temperature scans) and what to do if they become symptomatic.</p> <ul style="list-style-type: none">• Inform student emergency contacts of departure plans and suggested precautionary measures upon their returns.• Inform students, faculty and staff of UW policies/procedures regarding their returns to campus.
Office of Student Life	<ul style="list-style-type: none">••
<i>ESSENTIAL SERVICES SUPPORT</i>	
EH&S	<ul style="list-style-type: none">• Implement minimum EH&S staffing plan to provide health and safety services to essential staff at UW.• Review EH&S staffing levels and adjust hours and backup.• Report staffing projections and long term capacity to EOC.• Assure UW essential personnel have appropriate training and PPE.• Work with PH SKC to identify community based isolation/quarantine areas if UW space is exceeded.• Identify spaces that can be used as temporary storage for hazardous waste if normal disposal options not available.



Responsible Party	Critical Control Strategy
UW Emergency Management	<ul style="list-style-type: none">• Continue to coordinate the activities of the (<i>virtual or physical</i>) UW Emergency Operations Center.• Provide updated reports to the City of Seattle EOC, King County ECC and the State of Washington EOC• Update Pandemic Flu website with current and verified information (in coordination with News & Information and UW Technology)
Employee Health	<ul style="list-style-type: none">• Serve as resource for ill employee screening•
Facilities Services – <i>including Transportation Services</i>	<ul style="list-style-type: none">• Continue to support all essential campus services
Human Resources	<ul style="list-style-type: none">• Continue to support all essential services and manage Human Resources issues that arise.• Evaluate the need for, recommend and, if necessary, implement plans to address the need for changes in compensation or leave practices.• Inform labor organizations of actions planned or taken.
Procurement/ Purchasing	<ul style="list-style-type: none">••
Risk Management	<ul style="list-style-type: none">• Advise as needed on liability implications to response activities• Provide liability coverage review and approval for volunteer and replacement medical providers Respond to actual or threatened claims for quarantine, screening and other activities• Liaison with med evacuation service provider to arrange return to alternate locations or remaining in



Responsible Party	Critical Control Strategy
	place for ill employees or students in foreign locations
UWPD	<ul style="list-style-type: none"> • Coordinate any on-site campus fatalities with the King County Medical Examiner’s Office
COMMUNICATIONS	
UW Technology	<ul style="list-style-type: none"> • Activate or continue activation of URC • Monitor essential services, essential staffing, and enhanced service capacity and adjust as needed. • Provide on-going technical and operational support to designated emergency communications groups. • Reduce and/or temporarily stop non-essential services.
Campus Health Services	<ul style="list-style-type: none"> • Same as level 2
News and Information / Media and Communications	<ul style="list-style-type: none"> • •
MEDICAL CARE SUPPORT	
UW Medical Centers Harborview Medical Center	<ul style="list-style-type: none"> • Provide urgent care only in clinics. • Limit hospitalized care to emergent care. • Utilize volunteers for patient care, especially among those who have already survived the infection. • Continue and expand conservation measures. • Recruit supplies for patient care from non-traditional areas. • Utilize alternative sites for decedent storage as necessary



IV. FOR MORE INFORMATION

UW Pandemic Flu Website: <http://www.washington.edu/emergency/pandemic>

A "University of Washington Frequently Asked Questions" information sheet is available at: www.hallhealthcenter.com

Reference materials about pandemic preparations are available on the EH&S web site at: www.ehs.washington.edu

Travel information for UW is available at the IPE web site at:
<http://ipe.washington.edu/>

Pandemic influenza and swine/avian influenza information is routinely being updated on several web sites listed below.

CDC website: <http://www.cdc.gov/ncidod/>

State of Washington Department of Health: <http://www.doh.wa.gov/>

Public Health-Seattle King County:
<http://www.metrokc.gov/health/prevcont/pandemic-flu.htm>

Travel information from CDC: <http://www.cdc.gov/travel/>

The telephone numbers of some local health jurisdictions are listed below.

Public Health-Seattle and 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
253-798-6500
(Serves UW Tacoma)



V. COMMON TERMS / DEFINITIONS

Antiviral

A medication that may be used to treat people who have been infected by a virus to help limit the impact of some symptoms and reduce the potential for serious complications. People who are in high risk groups are often given antiviral drugs because of their increased potential to develop additional health issues.

Avian Flu

A highly contagious viral disease with up to 100% mortality in domestic fowl caused by influenza A virus subtypes H5 and H7. All types of birds are susceptible to the virus but outbreaks occur most often in chickens and turkeys. The infection may be carried by migratory wild birds, which can carry the virus but show no signs of disease. Humans are only rarely affected.

ACCD

UW Advisory Committee for Communicable Disease

CDC

United States Center for Disease Control and Prevention

Isolation

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

H1N1

A subtype of INFLUENZA A VIRUS comprised of the surface proteins hemagglutinin 1 and neuraminidase 1. The H1N1 subtype was responsible for the Spanish flu pandemic of 1918 and for swine flu.

H5N1

A variant of an influenza virus that occurs naturally among wild birds. Low pathogenic AI is common in birds and causes few problems. H5N1 is highly pathogenic, deadly to domestic fowl, and can be transmitted from birds to humans. There is no human



immunity and no vaccine is available. It was first identified in Italy in the early 1900s and is now known to exist worldwide.

Novel pathogen

A new organism to which the general population does not have established immunity or resistance.

PH SKC

Public Health (of) Seattle and King County

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 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.

Panzootic

The worldwide outbreak of a disease in animals with significant animal-to-animal transmission.

Seasonal Flu

A respiratory illness that can be transmitted person-to-person. Most people have some immunity, and a vaccine is available. This is also known as the common flu or winter flu.



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.

Swine Flu

Swine Influenza (swine flu) is a respiratory disease of pigs caused by type A influenza viruses that causes regular outbreaks in pigs. People do not normally get swine flu, but human infections can and do happen. Swine flu viruses have been reported to spread from person-to-person, but in the past, this transmission was limited and not sustained beyond three people. The April/May 2009 type of swine flu has been identified as an A/H1N1 strain.

Travel Advisory

Where an outbreak of a disease is occurring in a geographic area, and there is a recommendation against nonessential travel to the area.

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.

Vaccine

An injection, usually of an innocuous (weak or killed) form of the virus that stimulates the production of antibodies by the immune system to help prevent or create resistance to an infection. Vaccines are usually given as a preventive measure.

Virulence

The capacity of a microorganism to cause disease.

WHO

World Health Organization



Attachment #1:

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 5 are considered the “pandemic alert period”, and phase 6 is the “pandemic period.” (University-wide planning for preparedness is based on four action levels, combining the phases as noted above.)

Comparison of WHO (Global) Levels UW Local Response Level		
Current STATUS		
World Health Organization (WHO)		Potential/Recommended UW Level & Actions*
Levels	Definitions	
1 Inter Pandemic Phase	New virus in animals. No or Low Risk of human cases	ZERO: Plan
2 Pandemic Alert	New virus in animals, higher risk of human cases	
3 Pandemic Alert	Human case detected. No or limited Human-to-human (H2H) transmission	
4 Pandemic Alert	Increased H2H transmission	ONE: Prepare
5 Pandemic Alert	Significant H2H transmission	TWO: Mobilize
6 Pandemic Alert	Efficient and sustained H2H transmission	THREE: Sustain

*UW-specific actions, activities and policies will be determined by the specific nature of the incident, localized events and guidance/directives by State and local public health authorities.

”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 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 #2: Personal Preparedness Checklist *(Courtesy of Public Health Seattle & King County)*

plan now

Pandemic Flu Planning Checklist for Individuals and Families

AT HOME

Store water, food, and other essentials. Prepare to get by for at least a week on what you have at home *(see sidebox below)*.

Store medical and health supplies. Ask your healthcare provider for a prescription for an extra supply of your regular drugs. Keep health supplies and non-prescription drugs on hand *(see sidebox on next page)*.

Make household emergency plans.

- Prepare for possible changes in healthcare. For example, medical

advice and healthcare may be more difficult to obtain during a severe pandemic. There may not be enough medical supplies, healthcare providers, and hospital beds for all persons who are ill.

- Difficult decisions about who receives medical care and how much treatment can be administered will be necessary. Talk about these possibilities with your family and loved ones.
- In a severe pandemic, you may be advised to stay away from others and from public places as much as possible. Plan to limit the number of trips you take to run errands.
- Think about how you would care for people in your family who have disabilities if support services are not available.
- Decide who will take care of children if schools are closed.



HEALTHY PEOPLE. HEALTHY COMMUNITIES.

Examples of Nonperishable Food	Examples of Other Emergency Supplies
<ul style="list-style-type: none"> • Canned meats • Canned beans, fruits, vegetables, soups • Protein or fruit bars • Dry cereal or granola • Dried fruit • Peanut butter • Nuts and trail mix • Crackers • Comfort food, including cookies, candy, instant coffee, tea bags • Canned juices • Bottled water • Baby formula and baby food 	<ul style="list-style-type: none"> • Pet food, cat litter • Disposable diapers • Feminine supplies • Flashlight • Portable radio • Batteries • Manual can opener • Plastic garbage bags • Tissues and toilet paper • Entertainment — games, crafts, books, movies, etc. • Supplies for persons with special needs — the elderly or disabled • Some extra cash

AT WORK

Prepare to stay at home. Staying at home from work when you are sick is the most important thing you can do to protect others.

Know policies. Ask your employer or union about sick leave and policies about absences, time off, and telecommuting.

Encourage planning. Every business, organization and agency should have a plan for making sure essential work can get done if large numbers of employees are absent over many months. You may be asked to perform duties that are not typically part of your job.

Explore other ways to get your work done. Find ways to reduce personal contact, such as increased use of emails or phone conferences. Plan to work from home whenever possible.

(Continued on next page)

stay well

Pandemic Flu Planning Checklist for Individuals and Families

(Continued from previous page)



IN YOUR COMMUNITY

- Know your neighbors.** Talk with family, friends, and neighbors to make sure everyone is prepared. Be ready to help neighbors who are elderly or have special needs if services they depend on are not available.
- Know school policies.** Know policies about illness and being absent. Be prepared for school closures.
- Volunteer with community groups.** Assist with planning for emergency response to disasters and pandemic influenza.

Examples of medical and health supplies

- Prescribed medicines and supplies, such as glucose meters and blood-pressure monitoring equipment
- Soap and water
- Alcohol-based hand cleaner
- Medicines for fever and pain, such as acetaminophen and ibuprofen
- Diarrhea remedy, such as Pepto-Bismol® or Kaopectate®
- Throat lozenges
- Cough syrup containing Dextromethorphan
- Thermometer(s)
- Vitamins
- Fluids with electrolytes, like Gatorade® and Pedialyte®

www.metrokc.gov/health/pandemicflu

Stop Germs, Stay Healthy!

Wash hands often for 20 seconds

Can't wash? Use alcohol-based hand sanitizer

Cover coughs and sneezes

When sick, stay home

stop infection

Preventing the Spread of Flu

Most patients with pandemic flu will be able to remain at home during the course of their illness and can be cared for by others in the household. This information is intended to help you care for ill persons in the home, both during a typical flu season and during a flu pandemic.

PREVENT THE SPREAD OF ILLNESS IN THE HOME

WHAT CAREGIVERS CAN DO

- Physically separate influenza patients from other people as much as possible.
- Designate one person in the household as the main caregiver for the ill person.
- Watch for influenza symptoms in other household members.
- Wearing surgical masks may help decrease the spread of influenza when worn by the patient and/or caregiver during close contact (within 3 feet). If masks are worn, to be useful they must be worn at all times when in close contact with the patient.

WHAT EVERYONE IN THE HOUSEHOLD CAN DO

- Wash hands with soap and water or alcohol-based hand cleanser after each contact with an influenza patient or with objects in the area where the patient is located.

- Don't touch your eyes, your nose, or your mouth without first washing your hands for 20 seconds. Wash hands before and after using the bathroom.
- Wash soiled dishes and eating utensils used by a flu patient either in a dishwasher or by hand with warm water and soap.
- Soiled linen and laundry used by a patient can be washed in a standard washing machine with warm or cold water and detergent. Wash hands with soap and water after handling soiled laundry.
- Place tissues used by the ill patient in a bag and throw away with other household waste.
- Clean counters and other areas in the home regularly using everyday cleaning products.

small plastic bag for used tissues.

- Wash hands with soap and water or alcohol-based hand cleanser after covering a cough or sneeze, wiping your nose, and handling contaminated objects.
- Only people who are essential for patient care or support should enter a home where someone is ill with pandemic flu unless they have already had the illness.

A more detailed version of this sheet is at: www.metrokc.gov/health/pandemicflu/prepare

PREVENT THE SPREAD OF ILLNESS IN THE COMMUNITY

- Stay at home if you are sick.
- If the ill person must leave home, he or she should wear a surgical mask, if available, and take the following steps:
 - Cover the mouth and nose when coughing and sneezing, using tissues or the crook of the elbow instead of the hands.
 - Use tissues to contain mucous and watery discharge from the mouth and nose.
 - Dispose of tissues in the nearest waste bin after use or carry a

Know the symptoms of influenza, which may include:

- Sudden onset of illness
- Fever higher than 100.4° F (38° C)
- Chills
- Cough
- Headache
- Sore throat
- Stuffy nose
- Muscle aches
- Feeling of weakness and/or exhaustion
- Diarrhea, vomiting, abdominal pain



home care

How to Care for Someone with Influenza

MONITORING AND COMFORTING THE PATIENT

- **Keep a care log.** Record information about the ill person (such as temperature, unusual skin color or rash, quantity of fluids consumed) at least once a day, plus date and time.
- **Keep the ill person as comfortable as possible.** Rest is important.
- **Keep tissues and a trash bag** for their disposal within reach of the patient.
- **Keep in mind that fever is a sign that the body is fighting the infection.** It will go away as the patient gets better. Sponging with lukewarm water may lower the patient's temperature, but only during the period of sponging. **Do not sponge with alcohol.**
- **Watch for complications.** Call your healthcare provider or the pandemic flu hotline if the ill person:
 - Has difficulty breathing, fast breathing, or bluish color to the skin or lips
 - Begins coughing up blood
 - Shows signs of dehydration and cannot take enough fluids
 - Does not respond appropriately or appears confused
 - Complains of pain or pressure in the chest
 - Has convulsions
 - Gets worse again after appearing to improve
 - Is an infant younger than 2 months old with fever, poor feeding, urinating less than 3 times per day or other signs of illness

MEDICATIONS

- Use ibuprofen or acetaminophen or other measures, as recommended by your healthcare provider, for fever, sore throat and general discomfort.



- Do not use aspirin in children or teenagers with influenza because it can cause Reye's syndrome, a life-threatening illness.

FLUIDS AND NUTRITION

- If the patient is **not** vomiting, offer small amounts of fluid frequently to prevent dehydration, even if he or she does not feel thirsty. If the ill person is not eating solid foods, include fluids that contain sugars and salts, such as broth, sports drinks (diluted half and half with water), Pedialyte® or Lytren® (undiluted), sodas, but not diet drinks.
- If the patient is vomiting, do not give any fluid or food for at least 1 hour. Next, offer a clear fluid in very small amounts. If the patient vomits, let the stomach rest again for an hour. Again, try to give small frequent amounts of clear fluid. When there is no vomiting, gradually increase the amount of fluid offered and use fluids that contain sugars and salts. After 6–8 hours of a liquid diet without vomiting, add solid food that is easy to digest, such as saltine crackers, soup, or rice.

- Babies who are breast-fed and vomiting can continue to nurse, but offer smaller amounts.
- Make sure the patient avoids drinking alcohol and using tobacco.
- Watch for signs of dehydration. Someone who is dehydrated may have:
 - Weakness or unresponsiveness.
 - Decreased saliva/dry mouth and tongue.
 - Decreased output of urine, which becomes dark in color. Ill persons who are getting enough fluids should urinate at least every 8–12 hours.
- If the ill person is dehydrated, give a generous amount of fluid through frequent sips or spoonfuls over a 4-hour period. Watch for an increase in urination, a lighter color of the urine, and improvement in the patient's overall condition.

A more detailed version of this sheet is at: www.metrokc.gov/health/pandemicflu/prepare

know the facts

10

Things You Should Know About Pandemic Flu

1. **Pandemic flu is much more serious than seasonal flu.** It is likely to be more severe, widespread, and deadlier than seasonal influenza (*see page 1*).
2. **A pandemic flu will be global.** Travel routes will make it easy for the virus to spread quickly across borders. Communities across the U.S. and around the world will be affected at the same time.
3. **The single best thing you can do to avoid getting any flu virus is to wash your hands.** Wash frequently with soap and water for 20 seconds, or use alcohol-based hand sanitizer.
4. **A vaccination will not be available at the outset of a pandemic.** Once a pandemic flu virus is identified, it could take several months to develop and produce large quantities of vaccine.
5. **Pandemic flu and bird flu are not the same thing** (*see page 2*).
6. **A pandemic may cause widespread social and economic disruption.** Services provided by government agencies, public utilities, stores, the post office, and other businesses may be limited. Transportation services may be disrupted and schools may be closed (*see page 1*).
7. **It may be difficult or impossible to work during a flu pandemic.** Find out if you can work from home and ask your employer if they have a plan in place. Plan for a possible reduction in income if you are unable to work or if your workplace closes.
8. **A pandemic could overwhelm the health care system.** High numbers of ill people during a severe pandemic will put enormous pressure on our health care system. Prepare to follow instructions from your health care provider and public health officials about how to obtain medical advice and receive care (*see page 7*).
9. **We will need to pull together as communities during a pandemic.** We will need to check on our neighbors and help those around us, especially if we experience major social and economic disruptions. This may be as simple as calling your neighbor from a "phone tree" list, or dropping off supplies on the doorstep of a homebound friend.
10. **There are simple steps you can take to prepare for a flu pandemic.** Learn how to protect your health, stock your home with supplies, and make household plans (*see checklist inside*).

For more information:

- Public Health – Seattle & King County
www.metrokc.gov/health/pandemicflu
- Washington State Department of Health
www.doh.wa.gov/panflu
- Department of Health and Human Services/Centers for Disease Control and Prevention
www.pandemicflu.gov



Attachment #3
CURRENT ACCD MEMBERSHIP
(updated May 8, 2009)

Department/Office	Primary Contact
President	Mark Emmert
Provost/Executive Vice President	Phyllis Wise
Senior Vice President	V'Ella Warren
ACCD Membership	
ACCD Chair (Office of Student Life)	Eric Godfrey
Campus Health Services	
Emergency Management	Steve Charvat
Environmental Health & Safety	Jude Van Buren Barbara McPhee
Hall Health Center/Student Health and Employee Health	N. Jean Haulman, MD David C. Dugdale, MD
Harborview Medical Center	TBD
Housing and Food Service	Pamela Schreiber Deborah Costar
Human Resources	Liz Coveney Bruce Miller
International Programs and Exchanges	Cameron Frische Mary Watts, MD
News & Media Relations	Bob Roseth
Procurement/Purchasing	Dennis Gawlik
Risk Management	Becky Bullock
Transportation Services	Josh Kavanagh Anne Eskridge
UW-Bothell Campus	Hung Dang
UW Medical Center	Tamlyn Thomas
UW Tacoma Campus	Cedric Howard Susan Wagshul-Golden
UW Technology	Scott Mah Andrew Ward



Attachment 4

Animal Influenza Strains Capable of Producing Disease in Humans

Swine Influenza (swine flu) is a respiratory disease of pigs caused by type A influenza viruses that causes regular outbreaks in pigs. People do not normally get swine flu, but human infections can and do happen. Swine flu viruses have been reported to spread from person-to-person, but in the past, this transmission was limited and not sustained beyond three people.

In late March and early April 2009, cases of human infection with swine influenza A (H1N1) viruses were first reported in Southern California and near San Antonio, Texas. Other U.S. states have reported cases of swine flu infection in humans and cases have been reported internationally as well. An updated case count of confirmed swine flu infections in the United States is kept at <http://www.cdc.gov/swineflu/investigation.htm> CDC and local and state health agencies are working together to investigate this situation.

CDC has determined that this swine influenza A (H1N1) virus is contagious and is spreading from human to human. However, at this time, it not known how easily the virus spreads between people. The symptoms of swine flu in people are similar to the symptoms of regular human flu and include fever, cough, sore throat, body aches, headache, chills and fatigue. Some people have reported diarrhea and vomiting associated with swine flu. In the past, severe illness (pneumonia and respiratory failure) and deaths have been reported with swine flu infection in people. Like seasonal flu, swine flu may cause a worsening of underlying chronic medical conditions.

Avian influenza (bird flu), caused by an influenza A virus (H5N1) is endemic in the bird population and is rapidly spreading throughout the world, largely following the migration patterns of birds. This particular bird flu virus is a zoonotic infection, in that it has been documented to spread from bird to human. Currently person to person transmission is very limited, but this virus can mutate rapidly and is increasing its host range. The World Health Organization (WHO) is alerting the public health community that the potential for eventual person to person transmission is high. Once that happens, a worldwide pandemic with high fatality rates is likely and the implementation of critical control measures will be needed in the community and at the University.



For both swine and avian influenza, while human influenza is generally a seasonal disease caused by known viral agents and spread primarily by exposure to infected airborne droplets over short distances, transmission may occur in situations that favor close person to person contact or handling objects that have become contaminated with respiratory secretions. The availability of effective vaccines for prevention of both influenza and pneumococcal pneumonia as well as effective antimicrobial drugs for treatment contribute to control of influenza outbreaks and their complications in the general population. The concern with the H1N1 and H5N1 avian influenza strain is heightened because there is currently neither a specific vaccine nor an effective treatment for the emerging avian influenza strain.

The Centers for Disease Control (CDC) recommends the use of the drugs oseltamivir (Tamiflu) or zanamivir (Relenza) for treatment of influenza infections because both oseltamivir and zanamivir have been shown to reduce the severity and duration of cases of illnesses caused by typical seasonal strains of influenza. Oseltamivir is also recommended as an adjunct to influenza vaccine programs for the prevention of influenza. At this time, there is limited data on the effectiveness of these drugs in the treatment of avian influenza H5N1 or other novel recombinant strains, although limited data suggest that oseltamivir used at higher doses and for a longer duration than currently employed for common strains of influenza might be an effective treatment for avian influenza. Current supplies of these antiviral drugs are not adequate for a pandemic situation, and the future availability and distribution of antivirals will be determined by government public health authorities.

However, even considering the lack of a specific vaccine and treatment at this time, H5N1 avian influenza appears to have a relatively short incubation period in humans, and seven days of isolation of confirmed cases is currently being considered a sufficient protection strategy for outbreak control



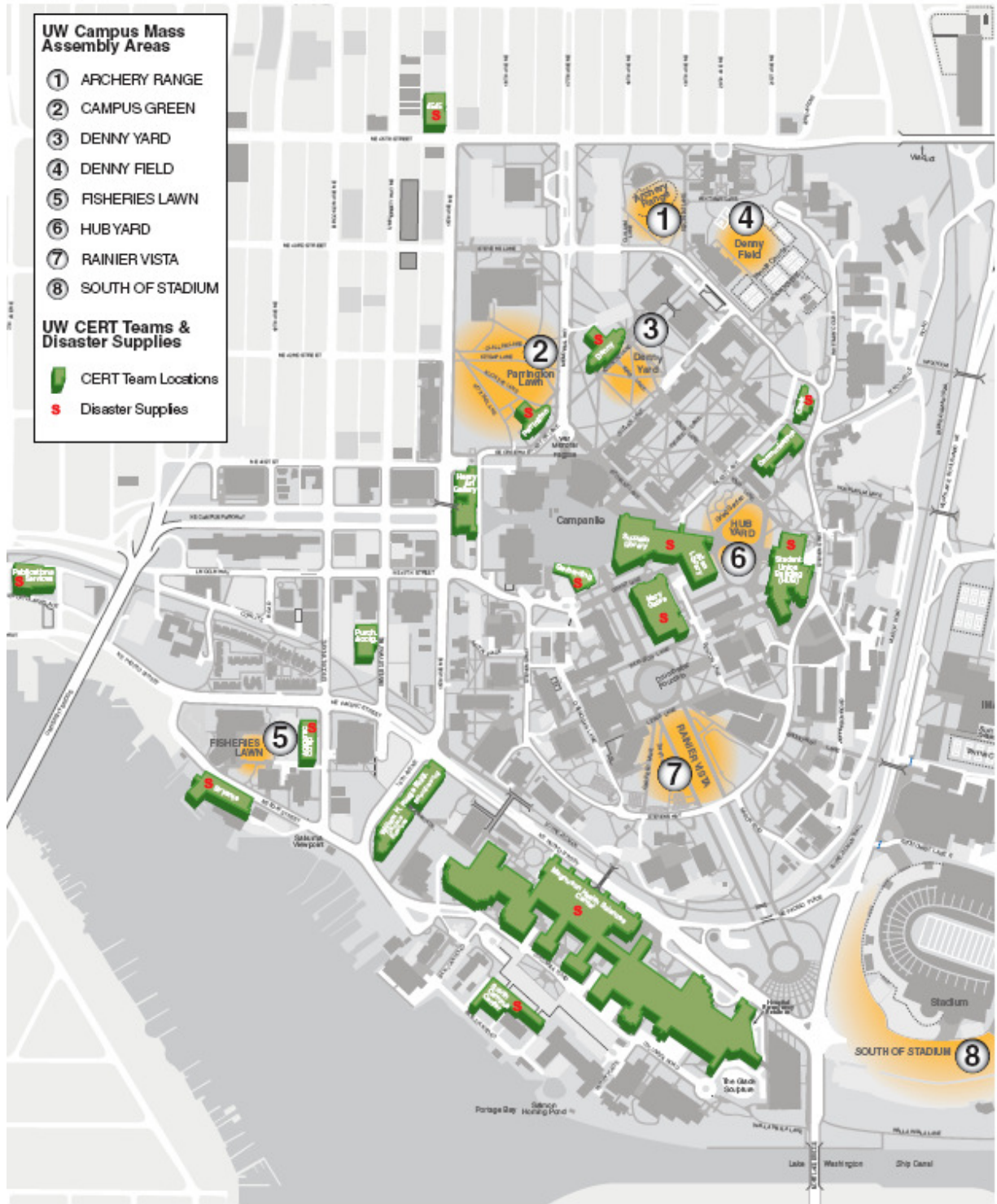
World Health Organization PHASES								Key Actions, Decision Points and Considerations for Management of Communicable Diseases*																					
1	2	3	4	5	6	Post-Peak	Post-Pandemic																						
UW LEVELS																													
ZERO	ONE	TWO	THREE	RECOVER																									
							President & Cabinet	ACCD (Chair)	Health & Food Services	Health Programs/Residence Halls	Health Center	EH&S	UWEM	Human Resources	Facilities Services	Risk Management	Media Relations/PR	Other Depts & Units											
← ONGOING - ALL PHASES →							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→								
ZERO <i>(Plan)</i>							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Local, national and global health & disease surveillance				
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Develop and deliver specialized EOC planning, training and exercises		
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Quarterly meeting of the ACCD to review plans and status review		
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Annual update and report on ACCD activities, issues and policy changes		
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Develop and test unit Business Continuity Management plans		
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Annual Senior-level disaster orientation and training	
ONE <i>(Prepare)</i>							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	ACCD Meets within 24-hours of WHO moving to Phase 4 - Review UW Pandemic Flu Plan to assure plan is initiated & current - Inform Deans, Directors, Chairs, Administrators of Major actions				
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Develop & initiate campus communications strategy (with regular updates)		
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Activate & update UWEM's "pandemic flu" website with current information	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Clarify sick leave policies and other employee supervision and management issues related to pandemic concerns and circumstances	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Implements and promotes infection control policies through an informational campaign (including UWMC, Harborview)	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Discuss & review initial decision trigger points for a potential pandemic outbreak based on current intelligence /recommendations from Federal and state authorities	
TWO <i>(Mobilize)</i>							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Monitor situation and send regular updates to ACCD			
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Identify and stockpile critical equipment and supplies for response/recovery	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Prepare messages/assistance for students caught in travel status	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	FINALIZE specific "Trigger Points" for specific outbreak situation/threat	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Review ACCD recommendations & provide policy input on future actions (see Level 3)	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Increase monitoring of employee and student absenteeism
THREE <i>(Sustain)</i>							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Require medical screening of returning travelers			
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Develop appropriate isolation and/or quarantine locations on campus	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Develop and distribute regular situation reports to Key campus stakeholders	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Liaison with medical evacuation service providers for ill employees/students in foreign locations	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Increase and supplement additional campus communications
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Implement Social Distancing Actions
RECOVER							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Determination of cancellation or postponement of public & athletic events			
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Determination of cancellation of classes (involve Deans, Chairs, Faculty)	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Determination of Suspension of Campus Operations (essential staff only)	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Determination of Residence Hall closures & ID housing to support "stranded" students	
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Implement quarantine/isolation plan for residence students who cannot leave the campus
							→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	Activate a physical or "virtual" EOC to coordinate UW actions (with UW Technology)

*Details of these actions and other department/unit activities can be found in the "UW Guidance on Communicable Disease Management (April 2009)"
 (Entire Plan can be found online at www.washington.edu/emergency/pandemic. UW-Bethell and UW-Tacoma will follow similar protocols for their campuses.)



Current UW and Campus Mass Assembly Areas

(Updated JUL 2006)





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 8 sites include 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.