



A.T. STILL UNIVERSITY | ATSU

# EMERGENCY OPERATIONS PLAN

Mesa, Arizona  
Kirksville, Missouri

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## Table of Contents

Chapter 1. Overview	4
Purpose	4
Scope	4
Chapter 2. Initial emergency actions – Notify and alert	5
911	5
Emergency notifications	5
Chapter 3. Incident command structure – Roles and responsibilities	7
Incident commander	7
Command Staff	7
General Staff	7
Operations Section Branches	8
Logistics Section Branches	8
Finance Section Branches	8
Chapter 4. Incident command structure - Assignments	10
Chapter 5. Incident classifications	11
Chapter 6. Emergency Operations Center (EOC)	12
Chapter 7. External agencies	13
Chapter 8. After an incident	14
Chapter 9. Emergency procedures training and review	15
Threat assessment	15
Tabletop exercises	15
Drills	15
Functional exercises	15
Local authorities	15
Plan review	16
Qualification	16
Personal and/or confidential information	16
Record of changes	17
Distribution list	18
Appendices:	
Appendix A. Active shooter/violent intruder	19
Appendix B. Barricaded person/hostage situation	21
Appendix C. Blood or bodily fluids exposure	23
Appendix D. Bomb threat	24
Appendix E. Civil unrest	26
Appendix F. Earthquake	27
Appendix G. Email/cybersecurity threat	29
Appendix H. Emotional distress/suicide risk	30
Appendix I. Epidemic/pandemic	34
Appendix J. Evacuation	35
Appendix K. Explosion/blast	36
Appendix L. Fire	37
Appendix M. Hazardous materials	39
Appendix N. Lockdown, external threat	40
Appendix O. Lockdown, internal threat	41
Appendix P. Medical emergency	42
Appendix Q. Power outage/energy emergency	43

Appendix R. Shelter-in-place	44
Appendix S. Weather emergency: Dust storm (haboob)	45
Appendix T. Weather emergency: Flood/severe rain	46
Appendix U. Weather emergency: Tornado	47
Appendix V. Weather emergency: Winter storm (snow/ice)	48
Appendix W. Required Clery Act alerts	49
Appendix X. Animal Care Emergency Response Plan	57
Appendix Y. EOP assignments	59
Appendix Z. Incident command training requirements	65
Appendix AA. Incident command position checklists	66
Incident commander checklist	
Deputy incident commander checklist	
Operations section chief checklist	
Finance/Administration section chief checklist	
Logistics section chief checklist	
Liaison officer checklist	
Public information officer checklist	
Safety officer checklist	
Assistant/scribe checklist	
Initial command post considerations checklist	

Notes:

ATSU Security/Security: refers to the University's security personnel and security personnel working as independent contractors or through partner organizations at ATSU locations.

ATSU campuses:

- Kirksville, Missouri
- Mesa, Arizona

ATSU locations:

- St. Louis Dental Center
- Central Coast Physician Assistant Program/Santa Maria, California

February 2021

Greetings,

Being called upon to take action during an emergency is not a question of “if,” but “when.” Severe weather, fire, earthquakes, hostile actors, cyber breaches, and medical emergencies are examples of incidents our University may experience. When called upon, how we respond individually and together may make the difference between life and death of a co-worker, student, patient, or guest.

Please take a few moments to review and become acquainted with ATSU's updated emergency operations plan.

Thank you to everyone contributing to this thoughtful plan designed to help us safely and effectively respond during an emergency.

Yours in service,

A handwritten signature in black ink that reads "Craig M. Phelps DO". The signature is written in a cursive style with a large, stylized initial "C".

Craig M. Phelps, DO

President

A.T. Still University of Health Sciences

# Chapter 1. Overview

## Purpose

A.T. Still University's (ATSU) Emergency Operations Plan (EOP) provides a framework for responding to incidents caused by either natural or human phenomena, which threaten the health and safety of ATSU's community or disrupt its operations. The EOP exists to:

- Help protect the safety and well-being of students, faculty, staff, and visitors
- Better safeguard University assets and property
- Communicate situations and response efforts to affected populations
- Work with internal resources and external agencies during an emergency
- Restore the University to normal operations
- Assess damages following an emergency
- Evaluate crisis response and revise procedures

The University is dependent on external agencies, including local fire and police departments, for critical resources in responding to certain incidents. To enable University personnel and external agencies to use common terminology and meld rapidly into a common management structure, ATSU's EOP follows the structure and protocols of the National Incident Management System (NIMS) and Incident Command System (ICS) used by emergency responders at local, state, tribal, and federal levels.

ATSU's EOP may be used to manage the following types of incidents:

- Disasters, such as fires or earthquakes
- Hostile intruders or other criminal or terrorist acts, including cybersecurity incidents
- Weather emergencies, such as tornadoes, winter storms, or dust storms
- Disease outbreaks and prevention measures
- Hazardous materials accidents

Parts of the EOP or its entirety may be activated depending upon the incident.

## Scope

ATSU's EOP applies to all buildings, grounds, and network infrastructure owned and operated by the University on campuses in Kirksville, Missouri, and Mesa, Arizona. The EOP may also be used during major emergencies occurring in proximity to a University campus location.

The University has external sites where students, faculty, and staff are located including, but not limited to, the AFA Balance and Hearing Institute in Mesa, Arizona; St. Louis Dental Education and Oral Health Center (St. Louis Dental Center) in St. Louis, Missouri; ATSU Santa Maria, California and community health centers (CHCs) around the country where ATSU students are embedded. These locations operate under ATSU partner EOPs. Procedures for the University to be notified in an emergent event at these locations are in effect. Those responsible for management of these external facilities will receive copies of ATSU's EOP. The external facilities will ensure they adhere to this EOP, or an equivalent/consistent EOP. A copy of all site-specific, equivalent EOPs will be provided to ATSU's safety and security director.

## Chapter 2. Initial emergency actions – Notify and alert

In an incident where there is threat to life and health:

**The person first aware of the incident should** get to a safe place and then immediately notify 911. After first reporting the incident to 911, next contact ATSU Security/Security. Others, who are not sure if 911 and ATSU Security/Security have been alerted, should take the initiative to do so. It is better to have multiple calls than no calls.

Notifying ATSU Security/Security (e.g., Affinia Healthcare).

- *Kirksville, Missouri, Security*: Dial 33 from a campus landline or 660.349.9513
- *Mesa, Arizona, Security*: Dial \*7 from a campus landline or 480.341.9075
- *St. Louis Dental Center/Affinia Healthcare Security*: Dial 4444 on-site or 314.814.8568 (Affinia Healthcare dispatch) from an off-site phone.
- *ATSU-School of Osteopathic Medicine in Arizona (ATSU-SOMA)/CHC* locations need to ensure someone notifies Mesa, Arizona, Security as soon as practicable (after contacting 911).
- *St. Louis Dental Center/Affinia Healthcare* location needs to ensure Kirksville, Missouri, Security has been notified as soon as practicable.
- *Central Coast Physician Assistant Program/Santa Maria* location needs to ensure Mesa, Arizona, Security has been notified as soon as practicable (after contacting 911).

### **ATSU Security/Security:**

1. Send the all-campus notification.
2. Confirm the 911 call has been made.
3. Depending on the most urgent need, either respond directly to the scene and/or meet first responders on campus.
4. Notify president's office

### **ATSU President's Office should:**

1. Alert the executive-in-charge.
2. Alert ATSU's president.

### **The executive-in-charge/incident commander should:**

1. Confirm the 911 call has been made.
2. Confirm with ATSU Security the all-campus notification(s) has been made.
3. Activate members of the Command Staff and General Staff, as needed.
4. Activate the Emergency Operations Center (EOC), as needed.

## **911**

In the event of an emergency, anyone on campus/location should take the initiative to dial 911. Nothing should delay the 911 call. The sooner first responders are notified, the better. ATSU Security/Security, the incident commander, and/or operations section coordinator will confirm the 911 call has been made.

### **Emergency notifications**

All-campus emergency notifications will utilize the Rave Alert system for text messaging and/or email. Additional communication methods (e.g., overhead paging, digital signage, desktop pop-up notification, etc.) may be utilized, where available.

**Important:** While all ATSU students and employees with an ATSU email address will receive Rave alerts by email, registration is required to receive Rave alerts by text message. Registration for Rave Alert text messages is mandatory for all ATSU students and employees. Students and employees must ensure they are registered online at [atsu.edu/security](https://atsu.edu/security).

Currently, anyone wishing to opt out of the system must submit a request to the President's Office. Work is underway to make the opt-out process easier and more automated.

The following persons are authorized to make all-campus notifications:

**Kirksville, Missouri, campus**

Director of Safety and Security

All ATSU Security personnel

Director, Facilities

Assistant Director, Facilities

**Mesa, Arizona, campus**

Director of Safety and Security

All Security personnel

Director, Facilities

**St. Louis Dental Center**

Affinia Healthcare contract security personnel, including dispatch

Kirksville, Missouri, ATSU Security personnel

Director of Safety and Security

**ATSU-SOMA/CHC locations**

Regional directors of medical education (RMDEs) or designees

Mesa, Arizona, Security personnel

Director of Safety and Security

Follow-up notifications will be made as more information becomes available. All-clear notifications will be made.

Incident classifications (Chapter 5) will determine the extent to which notifications are needed. For example, a minor emergency, which may be contained at the department level, may not require an immediate all-campus notification or notification of all section leaders.

## Chapter 3. Incident command structure – Roles and responsibilities

ATSU's incident command structure consists of the following, any or all of which may be activated at the incident commander's discretion, depending on the incident size and type.

### Incident commander

The incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the role of incident commander until a person with more knowledge arrives to assume the role.

The president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to the EOP, the president will defer operational management of immediate health/safety emergencies to designated incident commander(s).

### Incident command structure

The incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's EOC until requested by an appropriate authority.

### Command Staff

- **Liaison officer** is a person with authority to make decisions on behalf of the University and who, in the event of an incident with a scope wider than ATSU, communicates the University's needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction EOC.
- **Public information officer** is a person who develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs public information group.
- **Safety officer** is the one who monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **Deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **Assistant/scribe** is one who assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** is one who oversees the operations section to achieve incident objectives; directs response teams, which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief, or designee, serves as emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** is a person who oversees the planning section, prepares Incident Action Plans, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the planning section's most important roles is to look toward the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief** oversees the logistics section, and provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** is one who oversees the Finance Section, monitors costs related to the incident, and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

### Branches



Branches are activated at the discretion of the incident commander. Following are possible branches for each section. Other branches may be created and activated by the incident commander, or depending on the increasing complexity of the organizational structure, the section chiefs, as needed.

**Operations Section Branches** (supervised by operations section chief)

- **Public Safety Branch** assists with incident resolution, evacuation, traffic control, crowd control, access control, building and road closures, and accounts for clinic patients and employees.
- **Buildings/Utilities Branch** performs building safety inspections and assessments; inspects utilities and shut-off lines; provides structural damage and infrastructure damage assessments; recommends emergency repairs; and assists with building closures, road debris clearance, and emergency lighting.
- **Facilities Set-up Branch** sets up and maintains operational facilities, locates and provides available on- and/or off-campus shelter, and locates alternate sites.
- **Hazardous Materials Branch** performs hazardous materials assessment and response.
- **Information Technology Branch** maintains computer programs, internet, and telephone availability; sets up computers within the EOC and other locations; and preserves vital electronic records.
- **Medical Branch** manages triage and emergency care until arrival of first responders and coordinates medical transportation and/or psychological trauma response.
- **Search and Rescue Branch** locates trapped/injured persons, performs building searches for hazards, and moves injured persons to medical triage.

**Logistics Section Branches** (supervised by logistics section chief)

- **Human Resources Branch** utilizes available on- and off-duty personnel and volunteer recruitment and assignment; maintains payroll records; maintains injury, Workers' Compensation, and related human resources reports; and establishes work schedules.
- **Student Affairs Branch** provides support to students and their families, including counseling for students.
- **Food Services Branch** locates and transports food and water for personnel assigned to the incident.
- **Transportation Branch** locates and provides transportation for personnel assigned to the incident.
- **Support Branch** identifies and obtains currently needed and anticipated supplies.

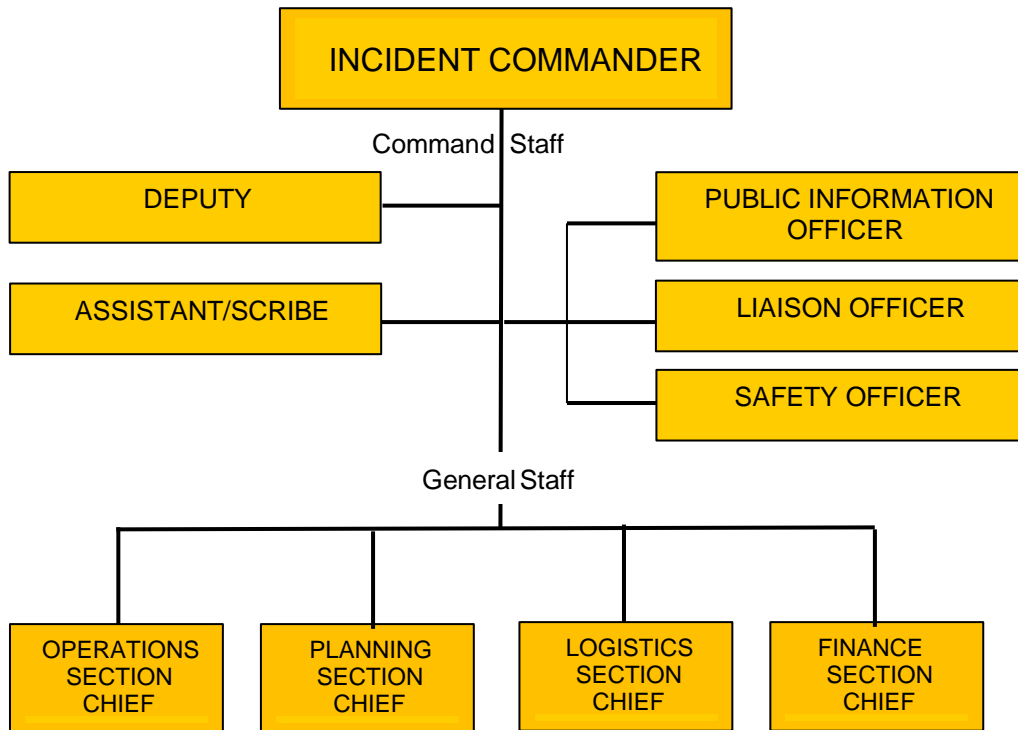
**Finance Section Branches** (supervised by finance section chief)

- **Procurement Branch**, working collaboratively with logistics, handles all financial matters related to vendors, ordering/locating needed resources/supplies and maintains incident purchasing records.
- **Accounting Branch** collects, maintains, and processes all records/reports pertaining to the emergency, documents expenses, and costs.
- **Insurance/FEMA Documentation Branch** initiates, prepares, and maintains documentation of all records/reports for disaster assistance process.

**Public information group** (supervised by the public information officer)

The public information group:

- May establish a Joint Information Center (JIC) to serve as a central point of contact for all news media.
- Coordinates incident-related public information (i.e., work with media outlets, disseminate approved messages to various audiences using a variety of means, etc.).
- Fields incoming telephone calls and other communications from family members/others.
- Monitors conventional and electronic information exchanges to identify and, if/when appropriate, counter false information.



## Chapter 4. Incident command structure - Assignments

Incident command responsibility begins with the first individual at the scene. As individuals from the department with primary responsibility for the incident arrive on the scene, command responsibility may be transferred to a person with more knowledge.

Individuals have been assigned to each of the command structure roles named in Chapter 3. Alternates have been named in the event the primary individual is unavailable or unable to perform his/her role. An up-to-date list of individuals assigned to command structure roles is maintained by the vice president for finance & administration/CFO or his/her designee. Since this list is likely to remain fairly consistent, a dated copy is included in this EOP (updated on a yearly basis).

It is essential those identified, and others with critical emergency management roles, receive training at a level appropriate to their expected assignment and in adherence to the yearly National Incident Management System/Incident Command System (NIMS/ICS) Training Plan.

## Chapter 5. Incident classifications

Incident classification	Description	Examples
<p><b>Level 1</b> Minor emergency</p>	<ol style="list-style-type: none"> <li>1. Little or no impact on people or activities outside the affected area</li> <li>2. Able to be quickly resolved</li> <li>3. Impacted departments coordinate directly with Facilities, ATSU Security/Security, or other campus groups to resolve conditions.</li> <li>4. University resources with limited outside help are sufficient to resolve the incident.</li> <li>5. Activation of EOP and EOC not needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Odor complaint</li> <li>2. Small fire</li> <li>3. Localized chemical spill</li> <li>4. Localized power failure</li> <li>5. Water leak</li> <li>6. Minor weather incident</li> </ol>
<p><b>Level 2</b> Major emergency</p>	<ol style="list-style-type: none"> <li>1. Disrupts at least a sizeable portion of the campus community</li> <li>2. Threat to life, health, property, and mission-critical functions</li> <li>3. Extended response time may be required.</li> <li>4. Assistance from external agencies may be required.</li> <li>5. EOP and EOC activation may or may not be needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Explosion/fire</li> <li>2. Structural failure</li> <li>3. Significant hazardous materials release</li> <li>4. Extensive power or utility outage</li> <li>5. Major weather incidents</li> </ol>
<p><b>Level 3</b> Disaster</p>	<ol style="list-style-type: none"> <li>1. Disrupts an entire campus</li> <li>2. Severe threat to life, health, property, and mission-critical functions</li> <li>3. Effects of disaster are wide-ranging and complex.</li> <li>4. Normal University operations are suspended.</li> <li>5. Campus-wide cooperation with involvement by external organizations is required.</li> <li>6. EOP and EOC activation is required.</li> </ol>	<ol style="list-style-type: none"> <li>1. Active shooter</li> <li>2. Terrorism</li> <li>3. Widespread medical emergency</li> <li>4. Mass casualties</li> <li>5. Uncontained hazardous materials spill</li> <li>6. Major tornado</li> </ol>

## Chapter 6. Emergency Operations Center (EOC)

As directed by the incident commander, the President's Cabinet, Command Staff, and General Staff will convene at a central EOC. The EOC location should be:

KIRKSVILLE, MISSOURI, CAMPUS	
Primary EOC location	<i>(This information not available to the public)</i>
Alternate EOC location	XXXXXXXXXXXXXXXX
Off campus location	XXXXXXXXXXXXXXXX
MESA, ARIZONA, CAMPUS	
Primary EOC location	<i>(This information not available to the public)</i>
Alternate EOC location	XXXXXXXXXXXXXXXX
Off campus location	XXXXXXXXXXXXXXXX

To the extent possible, the director of facilities will stage the following equipment and supplies:

1. EOP copies
2. Emergency power source (gas generator and fuel sufficient for an initial 72-hour period)
3. Tables, desks, and chairs sufficient to accommodate Incident Command Staff and all support staff
4. Refrigerator and coffee maker
5. Copy machine
6. Fax machine with broadcast capabilities
7. Two-way radio base station, battery operated AM/FM radio, and television
8. Telephone equipment as follows:
  - a. Dedicated lines for Incident commander use (minimum of two)
  - b. Dedicated lines for Incident Command Staff (minimum of two)
  - c. Cellular telephones, with chargers (minimum of three)
9. Campus maps, drawings/blueprints of buildings, HVAC systems, etc.
10. Computer work station (laptop computers and printer with network capabilities)
11. White boards, markers, tape
12. Writing pads, envelopes, post-it notes, writing implements, staplers, and other office supplies

## Chapter 7. External agencies

If the incident exceeds the University's capability or affects more than the University, additional support may be requested from local, state, federal, and other external agencies, including:

KIRKSVILLE, MISSOURI, CAMPUS	
Kirksville Police Department 119 E. McPherson Kirksville, MO 63501 660.785.6945	Kirksville Fire Department 401 N. Franklin Kirksville, MO 63501 660.665.3734
Adair County Health Department 1001 S. Jamison St. Kirksville, MO 63501 660.665.8491	Missouri Department of Health 912 Wildwood Jefferson City, MO 65102 573.751.4905
Missouri Department of Public Safety 1101 Riverside Dr. Jefferson City, MO 65102 573.751.4905	State Emergency Management Agency (SEMA) 2302 Militia Dr. Jefferson City, MO 65102 573.526.9100
Missouri National Guard 2302 Militia Dr. Jefferson City, MO 65102 573.526.9500	Missouri Office of Homeland Security 1101 Riverside Dr. Jefferson City, MO 65102 573.522.3007
MESA, ARIZONA, CAMPUS	
Mesa Police Department 130 N. Robson Mesa, AZ 85201 480.644.2030	Mesa Fire Department 730 S. Greenfield Dr. Mesa, AZ 85206 480.644.2101
Maricopa County Department of Public Health 4041 N. Central Ave. Phoenix, AZ 85012 602.506.6900	Arizona Department of Health Services 150 N. 18 <sup>th</sup> Ave. Phoenix, AZ 85007 602.542.1025
Arizona Department of Public Safety 2102 W. Encanto Blvd. Phoenix, AZ 85009 602.223.2000	Arizona Division of Emergency Management 5636 E. McDowell Phoenix, AZ 85008 602.244.0504
Arizona National Guard 5636 E. McDowell Phoenix, AZ 85008 602.267.2700	Arizona Office of Homeland Security 1700 W. Washington Phoenix, AZ 85007 602.542.7013

## Chapter 8. After an incident

Following a Level 2 (major emergency) or Level 3 (disaster) incident, the following after-incident procedures will occur:

1. The incident commander will convene a group consisting of the President's Cabinet, Command Staff, General Staff coordinators, and others, as determined by the incident commander, to perform a debrief evaluating effectiveness of the University's response to the emergency and recommending any needed EOP modifications.
2. Command Staff, General Staff and others, as requested by the incident commander, will write reports identifying operational successes, areas for improvement, and other key issues affecting incident management.
3. The Finance Section coordinator will collect and track expenses related to University incident response and recovery efforts and provide reports as requested by the incident commander.
4. The incident commander will submit a comprehensive written report to ATSU's president, including an incident narrative, timeline, damages, injuries, agencies involved, evaluation of the University's response, and improvement recommendations.
5. ATSU's president will provide follow-up reports to the campus community.
6. ATSU's president or incident commander will assign tasks to designated departments or staff members to correct weaknesses or gaps within the University's emergency processes.

EOP changes will be made as needed.

## Chapter 9. Emergency procedures training and review

Exercises help clarify roles and responsibilities, improve interagency coordination, find resource gaps, develop individual performance, and identify improvement opportunities.

1. Discussion-based exercises, including seminars, workshops, and tabletops that provide a forum for discussing or further developing/refining EOP procedures, and training.
2. Operations-based exercises are more complex than discussion-based exercises and involve deployment of resources and personnel. Operations-based exercises include drills, functional exercises, and full-scale exercises. Functional exercises and full-scale exercises involve multiple partners. Participants react to realistic simulated events and implement plans and procedures using the incident command structure.

### **Threat assessment**

Emergency Operations Committee members will conduct periodic threat assessments to determine incidents with high likelihood and high impact for each campus. The defined highest threats will be tabletop exercise subjects.

### **Tabletop exercises**

The director of safety and security or his/her designee will conduct periodic tabletop exercises to further refine the EOP and strengthen the University's emergency preparedness.

### **Drills**

The director of safety and security or his/her designee will conduct annual drills on each campus for at least the following:

- Evacuation (e.g., fire drills)
- Lockout/Shelter in place (e.g., tornado, external incident)
- Active shooter

Drill monitors and their duties will be identified by the director of safety and security or his/her designee.

Drill monitors will complete drill reports, which will be reviewed by the director of safety and security, director of facilities, and vice president for finance and administration/CFO (Kirksville campus) or senior vice president for university planning and strategic initiatives (Mesa campus). If drill reports reveal EOP gaps, remedies, and/or changes, the director of safety and security will take appropriate action.

### **Functional exercises**

The director of safety and security or his/her designee will oversee the design and implementation of a functional exercise on each campus on a biennial basis. It will include external partners, including police, firefighters, and emergency medical personnel. The exercise will have measurable goals and will be used to evaluate and improve this EOP.

### **Local authorities**

On an annual basis the director of safety and security or his/her designee will invite local police and fire departments and other emergency responders for a walk-through of each campus with a goal of open communication and exchange of information. Current campus maps will be shared. The event will be coordinated and led by the director of safety and security.

Expertise of local authorities will be considered as it relates to potential training of ATSU constituents.



## **Plan review**

The EOP will be reviewed annually by the Emergency Operations Committee.

The EOP must be based on practices that are known, understood, and able to be put into action, even under stressful circumstances. Distribution and awareness of the EOP along with training, drills, and exercises will contribute to further EOP development and implementation.

## **Qualification**

ATSU acknowledges it is unlikely any two emergencies will be identical, or any plan can account for all possibilities; and individuals may need to depart from these recommendations when, in their best judgment based on personal observations on scene, it is necessary or more likely to result in a safer outcome.

## **Personal and/or confidential information**

Personal information (e.g., private cell numbers) provided within the EOP or other preparedness undertakings (e.g., Rave) is not for public disclosure or use other than as designated. Confidential information (e.g., EOC/EOC location) provided within the EOP or other preparedness documents is not for public disclosure or use other than as designated.

The EOP version published on ATSU's general public website will not contain personal or confidential information. The EOP version on employees' desktops will contain such personal and confidential information. Employees should respect this information and use it only as required in an emergency.





# Appendix A. Active shooter/violent intruder

## Definition

An active shooter/violent intruder is an individual actively engaged in killing or attempting to kill people in a confined, populated area. In most cases, active shooters use firearms, and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. According to the FBI study of active shooter incidents occurring between 2000 and 2013 throughout the U.S., situations were over within two to five minutes. Due to the quick time frame, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Upon receipt of an emergency notification or upon awareness of situation

**REMEMBER: RUN, HIDE, FIGHT**

**RUN**, when an active shooter is in your vicinity.

- If you determine escape is possible, evacuate the area as quickly as possible.
- Evacuate whether others agree to or not.
- Leave your belongings behind.
- Help others escape, if possible.
- Alert others as you exit the area/building.
- Warn others to not enter the area/building.
- Call 911 when safe.

**HIDE**, if an evacuation is not possible, find a place to hide.

- Lock interior door.
- Barricade the door with heavy furniture such as desks, tables, or bookcases, if possible.
- Place cell phone in silent mode; vibrate mode can still cause loud sounds. Do not turn off phone.
- Turn off lights, radios, and computer monitors.
- Close blinds, if any.
- Take cover; hide behind concrete walls, heavy furniture, or filing cabinets.
- Remain very quiet.
- Your hiding place should:
  - Be out of the shooter's view.
  - Provide protection if shots are fired in your direction.
  - Not trap you or restrict your options for movement.
- An unfamiliar voice may be the shooter attempting to lure victims from their safe space; do not respond to any voice command until you can verify with certainty it is being issued by a police officer.
- Stay in place until the "all clear" is issued by an appropriate authority via overhead paging, text messaging, and/or email.

**FIGHT**, if your life is in imminent danger, or if you or a group of people decide this is the best response to preserve innocent life.

Attempt to incapacitate the shooter.

- Act with physical aggression.
- When fighting, do not go it alone if you can help it. There is strength in numbers.
- Improve weapons such as pens, pencils, scissors, chairs, desks, and blunt objects.
- If you and others decide to fight, commit to your action. Realize this will involve significant risk and cannot be accomplished half-heartedly. Give it every bit of strength, energy, and courage you have. Do not hesitate to use violent means.
- Use your knowledge of the facility. There may be an advantageous location when attacking the suspect.

## Evaluate

- Status of threat.
- Proximity of threat.
- Have your circumstances changed? Is there now a better option among RUN, HIDE, FIGHT?

- If a fire alarm is activated it may be the assailant attempting to lure victims from their safe place. **DO NOT AUTOMATICALLY EVACUATE**, unless you evaluate the circumstances and in your best judgment, evacuation is necessary or more likely to result in a safer outcome.

**When law enforcement arrives**

- Remain calm and follow instructions.
- Keep your hands visible at all times.
- Avoid pointing or yelling.
- Know help for the injured is on the way.

**Before a situation occurs, plan ahead. Think.**

- Where would I run?
- Where would I hide?
- How would I fight?

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND TO PLAN FOR EMERGENCY SITUATIONS.

Original sources, which have been modified/adopted for ATSU: [fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources](https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-resources)

[dhs.gov/xlibrary/assets/active\\_shooter\\_booklet.pdf](https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf)

# Appendix B. Barricaded person/hostage situation

## Definition

A barricaded person is one who isolates himself/herself in a closed area and makes demands with the threat of harm to self or others. A hostage situation exists when a person or persons holds others against their will. This person may claim to have weapons or other implements of violence, such as explosives, and threaten to use them.

Although there are some fairly standard recommendations, there are few, if any, guarantees in hostage situations. No two incidents are the same. At the end of the day, recommendations are just that; *sound judgement/common sense is key*.

Following are considerations for those who may be taken hostage or encounter a barricade incident:

## General considerations for survival

- At the initial stage, if possible, leave the area or seek cover and concealment quickly. If it is not possible to leave or hide, obey the demands of the hostage taker(s)/barricaded person(s).
- Stay calm. Model calmness and a reasonable attitude for others to see and emulate. This professional bearing may influence the barricaded person/hostage taker, as well.
- Be mentally prepared for a lengthy situation.
- Do not stare. When being addressed by the person or when speaking to him/her, maintain eye contact. Good eye contact establishes rapport. Staring, however, may appear threatening.
- Never use humor early in a crisis. Should some level of rapport be developed with the person, humor can be used to personalize the situation. Remember, use humor very carefully; what is humorous to one person may be offensive to another.
- Do not use sarcasm.
- Deceiving, tricking, or lying to the person is extremely risky for you and others.
- Be observant. Make mental notes regarding who did certain actions at specific times. These matters may be subject to testimony later. Be discreet; do not place yourself or others in jeopardy by obviously collecting evidence.

## Barricade strategies

- Do not confront or try to reason with a barricaded or intended barricaded person, regardless of any training or expertise (e.g., counseling, psychology, etc.). Only law enforcement-trained crisis negotiators should negotiate with such an individual.
- Do not initiate any communication with the barricaded person.
- Cooperate with all demands of the barricaded person.

## Hostage strategies

- Cooperation/compliance are commonly recommended guidelines for valid reasons. However, whether a person does or the degree with which they do is a decision resting with the individual based on the circumstances' totality.
- Do not cry, whine, complain, whimper, argue, or be a nuisance. These traits are irritating and may feed or reinforce the person's feeling of power, encouraging more aggression.
- Do not be a hero. Do not do anything to stand out or be noticed individually.
- Remove all indications of authority. At the outset, remove badges, desk plates, etc., indicating titles or levels of authority. Refer to others by name, not title.
- Never turn your back. It is easier to consider harming an impersonal object than a person with human qualities and features.
- Be natural. Should the opportunity present itself, provide hints or insights into your life, lifestyle, children, schools, etc.
- If you are with other hostages, try to avoid internal conflicts as much as circumstances permit.
- Maintain a positive survival mind-set. "I will survive."

- Try to stay low or away from windows.
- When law enforcement enters the premises, they will identify themselves and instruct everyone to go to the floor. Comply immediately with all instructions.
- Until proper identification takes place, everyone is a suspect. Be prepared to be handcuffed during the initial stage of recovery.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS.

# Appendix C. Blood or bodily fluids exposure

## Definition

Since people often carry blood-borne infections unknowingly, follow the universal precaution of treating all body fluids as if they were infectious.

## Immediate actions

In an emergency situation, contact 911 and ATSU Security/Security.

- In Mesa, Arizona, dial \*7 from a campus phone, or dial 480.341.9075 from a non-campus phone.
- In Kirksville, Missouri, dial 33 from a campus phone, or dial 660.349.9513 from a non-campus phone.
- In St. Louis, dial 4444 from an on-site line or 314.814.8568 (Affinia Healthcare dispatch) from an off-site phone.
  
- Do not attempt to clean up blood spills yourself. Contact campus facilities for assistance.
- If you assist a bleeding individual, put on protective gloves and other personal protective equipment. Wear gloves even when treating minor injuries such as skinned knees or bloody noses.
- Once your assistance is no longer needed, carefully remove your gloves and dispose of them in a proper receptacle. The recommended procedure is to peel one glove off from the wrist and hold it in the gloved hand. With your bare hand, peel the glove from the other hand from the inside, tucking the first glove inside the second.
- Thoroughly wash your hands with soap and running water. If your eyes or other mucous membranes come into direct contact with blood, wash or flush them with water as soon as possible.
- If you feel you may have been exposed to blood-borne pathogens during a workplace accident, report the incident to your supervisor immediately to arrange confidential medical evaluation and treatment.

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# Appendix D. Bomb threat

## Definition

A bomb threat is usually a verbal or written threat to detonate an explosive or incendiary device to cause property damage, death, or injuries, whether or not such a device actually exists. Bomb threats are to be taken seriously until proven otherwise.

## Immediate action

If a bomb threat is received by handwritten note, handle the note as little as possible, and initiate the bomb threat procedure described below.

## Bomb threat procedure

Call 911, but **DO NOT USE A CELL PHONE** or two-way radio, which have the potential to detonate a bomb. Get away from the area, and use a landline.

- Do not, barring extenuating circumstances (critical timeline), announce an evacuation of the building until police arrive and/or the threat can be evaluated.
- Do not, barring extenuating circumstances (critical timeline), activate the fire alarm.
- Do not touch or move a suspicious package (description on following page).

If a bomb threat is received by email, do not delete the message, and initiate the bomb threat procedure described above.

If a bomb threat is received by phone, gain as much information from the caller as possible.

1. Remain calm. If your phone has a caller ID display, immediately copy the number.
2. Keep the caller on the line for as long as possible. **DO NOT HANG UP**, even if the caller does. Listen carefully. Use the script below.
3. After the call is finished, do not hang up. Go to another phone to call 911.

## SCRIPT

"I'm listening. Tell me what you want me to know. I'm writing it down."

If the person seems finished talking, say "I have some questions. Would you answer them for me?"

Questions	Write answers here.
Where is the bomb located? (e.g., building, floor, room)	
When is the bomb going to explode?	
What does the bomb look like?	
What kind of bomb is it?	
What will cause the bomb to explode?	
Did you place the bomb? If so, why?	
What is your name?	

Listen for information about the caller.

1. Apparent gender, race, and age of the caller.
2. Characteristics of the caller's voice (e.g., calm, angry, excited, accent, etc.).
3. Background sounds (e.g., street noises, static on the line, etc.).

Be aware of suspicious package signs.

No return address	Poorly handwritten
Excessive postage	Misspelled words
Stains	Incorrect titles
Strange odor(s)	Foreign postage
Strange sounds	Restrictive notes
Unexpected delivery	

*If you evacuate, and you can do so safely, take your backpacks, purses, laptops/bags, and other similar items with you. This will greatly help if a subsequent search is conducted.*

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Original source, which has been modified/adopted for ATSU: U.S. Department of Homeland Security

## Appendix E. Civil unrest

### **Definition**

A protest or public demonstration to display approval or disagreement with an idea or course of action will often be peaceful and non-obstructive. A protest should not be disrupted unless one or more of the following conditions exist, which indicate civil unrest:

- Disruption of the University's normal operations.
- Obstructing access to offices, buildings, or other University facilities.
- Threat of physical harm to persons or damage to University facilities.
- Unauthorized entry into or occupation of any University room, building, or campus area, including such entry or occupation at any unauthorized time or any unauthorized or improper use of University property, equipment, or facilities.

### **Immediate action**

If any of the above conditions exist, ATSU Security/Security, and/or 911 (depending on circumstances) should be notified immediately and at the first sign of such activity.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS.

# Appendix F. Earthquake

## Definition

An earthquake is a sudden, rapid shaking of the earth caused by the breaking and shifting of rock beneath the earth's surface. Earthquakes strike suddenly, without warning, and may occur at any time of the year, day or night. Forty-five states and territories within the U.S. are at moderate to very high risk of earthquakes, and such areas are located in every region of the country.

## Preparation

There will be no warning in the event of an earthquake. Consider stocking a few days' supply of items, which may become scarce or unavailable, such as food, water, alternative power, light sources, and first aid supplies.

## During an earthquake

If inside when the shaking starts:

- Stay where you are, and wait it out; it will be virtually impossible and dangerous to change locations. Do not go outside until shaking stops.
- Drop down on your hands and knees. Cover your head and neck with your arms.
- If you can move safely, crawl for additional cover under a sturdy desk or table.
- If in a hallway, move against a corridor wall, and cover head with arms.
- Stay away from glass, windows, outside doors, and walls, and anything that could fall, such as light fixtures or furniture.
- Be aware fire alarms and sprinkler systems frequently go off during an earthquake, even if there is no fire.
- If you must leave the building after the shaking stops, use stairs, rather than an elevator, in case there are aftershocks, power outages, or other damage.

If outside when the shaking starts:

- Find a clear spot away from buildings, power lines, trees, and streetlights.
- Drop to the ground.
- Stay until the shaking stops.
- If in a vehicle, pull over to a clear location and stop. Avoid bridges, overpasses, and power lines. Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps the earthquake may have damaged.

## After an earthquake

- If there is a clear path to safety, leave the building, and go to an open space away from buildings and damaged areas with nothing overhead. Be aware of falling debris.
- If you are trapped, do not move about or kick up dust. Tap on a pipe or wall, and shout out, so rescuers can locate you.
- Check for injuries, and dial 911 as needed. Be aware emergency responders may not be available for some time. It may be appropriate/necessary to act to free trapped individuals or provide first aid if qualified emergency response is delayed. Consider your safety, and use good judgment.
- Be aware of persons with disabilities who may require help and assess the possibility of providing assistance, if it can be done safely. If you cannot assist, try to make the person(s) as safe and accessible to help as possible. Someone should call 911, ATSU Security/Security, and notify the first encountered person in authority as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer place.
- Do not use the telephone, unless necessary. Leave lines open for emergency calls.
- Try to account for all individuals.
- Examine area for damage and hazards, particularly hazardous materials release and gas, electric, or water line damage. Report any problems to facilities.
- Expect and prepare for aftershocks.

- Aftershocks frequently occur minutes, days, weeks, and even months following an earthquake.
- Watch for small fires. Fire is the most common hazard after an earthquake.
- If it safe to do so and you are properly trained/equipped, clean up spilled medications, chemicals, or flammable liquids immediately. If you need assistance, call 911 (For further guidance, see Appendix M Hazardous Materials).
- Watch for fallen power lines; stay out of damaged areas.
- Return home only when authorities say it is safe to do so.
- Be careful when driving after an earthquake, and anticipate traffic light outages.
- Criminal behavior, such as looting, often occurs in disaster scenarios. Lock doors, and employ other means of security, as appropriate.

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# Appendix G. Email/cybersecurity threat

## Definition

Personal threat or harassment by email may be directed at an individual, or it may be part of a larger cyber emergency.

Email threats, like threats received via other communication methods, should be taken seriously until proven otherwise.

## Immediate action

- Do NOT delete the message.
- If physical harm is threatened, contact ATSU Security/Security immediately. In an emergency/imminent situation, contact 911 and ATSU Security/Security (In Mesa, Arizona, dial \*7 from a campus phone, or dial 480.341.9075 from a non-campus phone. In Kirksville, Missouri, dial 33 from a campus phone, or dial 660.349.9513 from a non-campus phone. In St. Louis, Missouri, dial 4444 on-site or 314.814.8568 (Affinia Healthcare dispatch) from an off-site phone.
- Contact ATSU's Information Technology Services (ITS) Service Desk at 1.866.626.2878, ext. 2200 or ext. 2200 from campus.
- If the threat is limited to *cybercrime* activity (e.g., a disruption of services, an indication University data has been or will be breached, an indication University data is being held for ransom), contact ITS.
- Print out a copy of the email message. Send this copy to ITS, include the message's header information, as well as any date/time stamp data associated with the message.
- Take a screenshot or photograph of the displayed threat, and send to ITS.

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# Appendix H. Emotional distress/suicide risk

## Definition

A person who appears distressed may or may not be in imminent danger of harm. A person observing a distressed individual should take steps to help, following the guidelines below.

### Signs of distress include, but are not limited to,

- Nervousness, agitation, or irritability
- Infrequent class or work attendance
- Tearfulness
- Changes in academic or work performance
- Changes in personal, classroom, or work relationships
- Undue aggressiveness or abrasive behavior
- Fearfulness
- Dependency (e.g., excessively clingy)
- Frequent alcohol and/or drug use

### Your actions when observing signs of distress

- Express your concerns to the person, point out your observations, and ask about his/her situation.

### Warning signs the person may be unsafe include, but are not limited to,

- Withdrawal from others (isolation)
- Talks about or threatens suicide
- Makes statements such as “I want this all to end.” or “I can’t go on anymore.”
- Significant confusion
- Behavior is bizarre, alarming, and/or dangerous
- Makes statements about hurting or killing others
- Marked change in behavior, mood, and/or hygiene
- Appears depressed (e.g., frequent crying, insomnia, over-sleeping, weight loss/gain, loss of pleasure, etc.)
- Appears/reports hopelessness or helplessness
- Engagement in self-harm (e.g., cutting)

### Your actions when observing warning signs that the person may be unsafe

- Directly ask “Do you want to end your life?” or “Do you want to kill yourself?”
- Directly ask about suicidal and/or homicidal thoughts. Ask if they have intent, a plan, and access to a means to follow through with harming themselves or harming someone else.

## Imminent danger

### Examples

- Person found unconscious or unresponsive
- Person is clearly incapable of keeping him/herself safe (e.g., highly intoxicated, experiencing hallucinations or delusions, speech is incoherent, or person exhibits non-goal directed behavior, etc.)
- Person tells you they have ingested pills beyond the recommended dose, whether confirmed suicidal intent or not
- Person threatens immediate danger to self (e.g., ingests pills, shoots self, cuts self, jumps, etc.)
- Person attempts or threatens physical harm to someone else or people in general

## Suicide attempt/threat

All suicide threats/attempts must be taken seriously. Warning signs of suicide can include:

- Threatening to hurt or kill oneself

- Seeking access to means to hurt or kill oneself
- Talking or writing about death, dying, or suicide
- Expressing hopelessness or helplessness
- Acting recklessly or engaging in risky activities
- Increased use of alcohol or drugs
- Withdrawing from family, friends, or society
- Appearing agitated or angry
- Having a dramatic change in mood

### **Your actions should an individual make the threat in person while on campus**

- If possible, do not leave the person unattended or allow the person to leave the premises. However, as a general rule, do not attempt to physically restrain the person. If s/he leaves, pass along information about what s/he was wearing, where s/he might be going, and a vehicle description. Note: Depending on any number of factors, a determination that the risk of allowing the person to leave, outweighs the risk of attempting to stop them, rests with the individual.
- If the person of concern is a *student*, **CALL – NEVER EMAIL** – ATSU Security/Security, vice president for student affairs (Kirksville, Missouri, campus) or associate vice president for student affairs (Mesa, Arizona, campus), and ATSU Behavioral Health & Wellness Counseling. The vice president for student affairs or associate vice president for student affairs will work with the appropriate campus staff to determine whether any additional notification is necessary and appropriate.
- If the person of concern is an ATSU *employee*, notify ATSU Security/Security and the assistant vice president for human resources (Kirksville, Missouri, campus) or director of human resources (Mesa, Arizona, campus).
- If the threat is imminent, ATSU Security/Security will notify 911. If circumstances warrant (e.g., time), notify 911 first/directly.

### **Your actions should an individual make an in-person threat while at another location at a work/school-related activity (e.g., rotation site, clinic, event, etc.)**

- If possible, do not leave the person unattended or allow the person to leave the premises. However, as a general rule, do not attempt to physically restrain the person. Note: Depending on any number of factors, a determination that the risk of allowing the person to leave outweighs the risk of attempting to stop them, rests with the individual.
- If possible, enlist the help of someone else to dial 911 and/or the National Suicide Prevention Lifeline at 800.273.8255, or make the call yourself.
- If the person of concern is a *student*, in addition to dialing 911 and/or the National Suicide Prevention Lifeline, **CALL – NEVER EMAIL** – the highest level ATSU administrator at that site *and* vice president for student affairs (Kirksville, Missouri, campus) and/or associate vice president for student affairs (Mesa, Arizona, campus), who will work with the appropriate campus staff to determine if any additional notification or action is appropriate.
- If the person of concern is an ATSU *employee*, in addition to dialing 911 and/or the National Suicide Prevention Lifeline at 800.273.8255, **CALL – NEVER EMAIL** – the person's direct supervisor and assistant vice president for human resources (Kirksville, Missouri, campus) and/or director of human resources (Mesa, Arizona, campus).

### **Your actions should an individual make the threat by phone**

- Attempt to keep the person on the telephone by encouraging the person to talk while simultaneously gathering as much information as possible.
- While the person is on the telephone, try to enlist help from someone else to dial 911 (if you know the person is local) and/or the National Suicide Prevention Lifeline at 800.273.8255 (if the person is believed to be outside the local area), *especially when the person says s/he has a weapon, has taken pills, or sounds incoherent or intoxicated.*
- If it is not possible to keep the person on the phone and/or no one else is available to assist, write down the phone number for the person and where you believe s/he may be, and **CALL** the police (911) and/or the National Suicide Prevention Lifeline.



- If the person of concern is a *student*, **CALL – NEVER EMAIL** – the vice president for student affairs (Kirksville, Missouri, campus) or associate vice president for student affairs (Mesa, Arizona, campus) and ATSU Behavioral Health & Wellness Counseling. The vice president or associate vice president for student affairs will work with the appropriate staff to determine whether any additional notification is necessary and appropriate.
- If the person of concern is an ATSU *employee*, **CALL– NEVER EMAIL** – the vice president for human resources (Kirksville, Missouri, campus) and/or director of human resources (Mesa, Arizona, campus). The assistant vice president for human resources and director of human resources will work together with the appropriate University staff to determine if any additional notification or action is appropriate.

### **If you are unsure whether there is imminent danger**

#### **Examples**

- Person reports history of self-injury (e.g., cutting or burning) and now states a desire to engage in this behavior again.
- Person is found intoxicated or appears to be under the influence of sedatives.
- Person makes statements suggestive of suicidal/homicidal thinking (e.g., “I don’t know if I can keep going.”) that are not overtly indicative of imminent danger.
- Person appears emotionally distraught and does not respond to your attempt to calm him/her.
- Person experiences a sudden stressful event (e.g., death, breakup, divorce, etc.) and does not appear able to regulate emotions, is inconsolable, or response seems unusual (e.g., uncontrollable crying over a failed exam, no apparent response to the death of immediate family member, etc.).
- Person’s work, assignments, and/or communications contain material raising concerns about suicide, homicide, and/or violence.

#### **Actions to take**

- Call – **NEVER EMAIL** – one or more of the following, and provide the relevant information for which you know. These persons are not on call 24/7, so consider the need to contact a crisis line and/or call 911. If you have sufficient articulable concerns to wonder whether you should call 911 or the Crisis Line, you have probably answered your question; the answer being yes.
- For a student, call an ATSU behavioral health & wellness counselor, vice president for student affairs (Kirksville, Missouri, campus), or associate vice president for student affairs (Mesa, Arizona, campus).
- For an employee, call supervisor, dean, assistant vice president for human resources (Kirksville, Missouri, campus), or director of human resources (Mesa, Arizona, campus).

### **If imminent danger is clearly not present**

#### **Examples**

- You observe a person crying after getting off the phone. The person reports being sad about the end of a romantic relationship. The person denies suicidal/homicidal thoughts and shows no other warning signs.
- A student is struggling in your class due to academic skill deficits and test anxiety. The student denies suicidal/homicidal thoughts and shows no other warning signs.

#### **Actions to take**

- Listen and provide support. Refer to resources or services available on campus or within the community.
- Continue to follow up with the person, as appropriate.
- Watch for signs the person’s “imminent danger” status may have changed, and take actions accordingly.

### **Available training**

ATSU offers two trainings on suicide prevention and mental health crisis intervention: Ask-Listen-Refer and Mental Health First Aid. All employees and students are encouraged to take one or both of these trainings.

1. Ask-Listen-Refer is an online, self-directed, suicide prevention training created for college and university campuses that takes between 20-40 minutes to complete. Participants will learn to identify warning signs of suicide, gain instruction in intervening to keep someone safe, and get the help they need. To take the training 24/7/365, go to [asklistenrefer.org/atsu](http://asklistenrefer.org/atsu).
2. Mental Health First Aid is an eight-hour certification training teaching participants to assist someone experiencing a mental health or substance use-related crisis. Mental Health First Aid covers risk factors and warning signs for mental health and addiction concerns, strategies for helping someone in both crisis and non-crisis situations, and where to turn for help. The training focuses on:
  - Depression and mood disorders
  - Anxiety disorders
  - Trauma
  - Psychosis
  - Substance use disorders

To request Mental Health First Aid certification training, contact an ATSU behavioral health & wellness counselor.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS.

Source: ATSU behavioral health & wellness counselors

### **Telephone numbers**

#### ATSU campus Security

- Mesa, Arizona, campus – Dial \*7 from any campus landline or 480.341.9075.
- Kirksville, Missouri, campus – Dial 33 from any campus landline or 660.349.9513.
- St. Louis Dental Center/Affinia Healthcare security - Dial 4444 from an on-site line or 314.814.8568 (Affinia Healthcare dispatch) from an off-site line.

#### ATSU behavioral health & wellness counselors (for students)

- Mesa, Arizona, campus – Art Matthews, 480.219.6170 (office) or 480.359.6570 (cell)
- Kirksville, Missouri and St. Louis Dental Center – Phil Jorin, 660.626.2138 (office) or xxx.xxx.xxxx (cell)
- Kirksville, Missouri and St. Louis Dental Center – Sarah Thomas, 660.626.2424 (office) or xxx.xxx.xxxx (cell)
- Non-Mesa, Arizona/Kirksville, Missouri, locations (e.g., ATSU-SOMA CHCs) – WellConnect (contract service).
- WellConnect 24/7 Mental Health Support  
WellConnectForYou.com  
code: ATSU-STU  
866-640-4777

#### ATSU Student Affairs

- Mesa, Arizona, campus/ATSU-SOMA CHCs – Michael Zajac, associate vice president, 480.219.6126
- Kirksville, Missouri, campus and St. Louis Dental Center – Lori Haxton, vice president, 660.626.2236

#### ATSU Human Resources

- Mesa, Arizona, campus/ATSU-SOMA/CHCs – Tonya Fitch, director of human resources, 480.219.6007
- Kirksville, Missouri, and St. Louis Dental Center – Donna Brown, assistant vice president, 660.626.2792

# Appendix I. Epidemic/pandemic

## Definition

An epidemic is a widespread outbreak of a disease. A pandemic is an epidemic of worldwide proportions.

Each disease is unique. Suggested practices will be tailored to the specific disease and based on decisions from ATSU's President's Office, in combination with guidelines from the Centers for Disease Control and Prevention (CDC) and local emergency managers.

## Suggested practices

- Direct patients to the local designated care center.
- Insufficiently protected and exposed staff should be sent home and public health notified.
- Avoid coming to work when sick, especially with an infectious disease. If you do come to work sick, you will be sent home.
- Practice social distancing for the disease, as established by ATSU's President's Office, in combination with guidelines from the CDC and local emergency managers, and minimize physical contact with other people.
- Reduce face-to-face meetings. Use email, telephone, and video conferencing.
- Avoid sharing printed documents.
- Practice good personal hygiene.
  - Wash your hands frequently and thoroughly.
  - Avoid touching your eyes, nose, or mouth, whenever possible.
  - Avoid touching public, inanimate objects as much as possible. Germs can linger for several hours or days on objects, e.g., doorknobs, elevator buttons, faucet handles, and stair railings.
  - Use alcohol wipes to clean inanimate objects before touching them.
  - Use antibacterial hand sanitizer when soap and water are not available.
  - Practice good cough etiquette.
- Actively monitor websites, publications, news releases, etc., of federal and local health organizations to keep current in epidemic/pandemic situations.
- ATSU Facilities and Environmental Services will establish a safe, effective campus cleaning plan.

ATSU's President's Office, in conjunction with Communication & Marketing (C&M), will deliver public health messages to ATSU students, faculty, and staff as warranted.

In the event of a circulating strain of a severe illness affecting many individuals, it may be necessary to close a campus for a period of time. This decision will be reached by ATSU's president, based upon recommendations by public health officials. In this event, certain essential employees may be required to report to work on campus. Other employees may be designated as essential, but work from home. Still others, regardless of classification, may be allowed to also work from home. The decision as to who is essential, and at what level, will be made by ATSU's President's Office.

Other matters to be addressed, depending on the disease, include:

- Collaboration, consistency, and information sharing across all campuses/facilities
- Personal protective equipment
- Security/access plan for campus closures and staff safety
- Clinic operations
- Campus closure plan(s)
- Payroll/compensation
- Remote instruction and tech support
- Student engagement
- Student recruitment/retention
- Work from home guidelines and tech support

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# Appendix J. Evacuation

## Definition

An evacuation will be initiated when it is necessary for people to exit the building(s). An evacuation may be total (affecting the entire campus) or partial (affecting only a portion of the campus).

## Types of events triggering an evacuation

- Fire or fire drill
- Bomb threat
- Hazardous material emergency
- Power failure

## Upon receipt of an emergency notification

- Escape, if possible/safe to do so.
- Remain calm.
- Turn off computer, time permitting.
- Take personal items, only if time permits.
- Each department has a map posted in the area showing the best route for evacuation.
- Always use stairs, if safe to do so. Do not use elevators, unless there is no other safe/viable option, especially in a fire emergency. Many elevators will not work once a fire alarm is activated.
- Remain quiet during evacuation to hear any directions.
- Close, but do not lock, all doors upon leaving an area, time and circumstances permitting.
- Be aware of persons with disabilities who may require help and assess the possibility of providing assistance, if it can be done safely. If you cannot assist, try to make the person(s) as safe and accessible to help as possible. Someone should call 911, ATSU Security/Security and notify the first person in authority encountered as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer location.
- Some departments have vital logs or files. Departments should plan ahead. If vital logs or files may be carried easily, a person should be assigned the responsibility of picking them up as s/he leaves. If this is not practical, plan how vital logs or files may be quickly placed in a safe area. In a fire, more damage is done by water than fire, so even placing items in a desk drawer provides some protection.

## Following an evacuation

- Remain calm.
- Do NOT go back into the building until an "all clear" is issued by an appropriate authority via overhead paging, text messaging, and/or email.
- Once in a safe area, stay visible, and do not leave. Persons not accounted for may be assumed to be missing and in need of rescue.
- Supervisors should account for occupants from their respective areas and notify authorities immediately if someone is missing. Follow instructions by those in authority.

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# Appendix K. Explosion/blast

## Definition

An explosion or blast is caused by a rapid expansion of gas from chemical reactions or incendiary devices. Signs of an explosion may be a very loud noise or series of noises and vibrations, fire, heat, smoke, falling glass/debris, or building damage.

## Immediate actions

- Immediately take cover under tables, desks, or other objects that can give protection against falling glass or other debris.
- After effects of the explosion have subsided, evacuate the building as quickly and calmly as possible. If there is a fire, stay low to the ground.
- Always use stairs, if safe to do so. Do not use elevators, unless there is no other safe/viable option, especially in a fire emergency. Many elevators will not work once a fire alarm is activated.
- Assist others in exiting the building, particularly any persons with access and function needs, if it can be done safely. If you cannot assist, try to make the person(s) as safe and accessible to help as possible. Someone should call 911, ATSU Security/Security, and notify the first person in authority encountered as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer location.
- If it is safe to do so, activate a fire alarm on the way out. Assist others in exiting the building.
- Move to a clear area at least 500 feet away from the affected building.
- Keep streets, fire lanes, hydrant areas, and walkways clear for emergency vehicles and crews.
- As soon as possible and from a safe location, dial 911 to report the incident.
- Report any injured, missing, or trapped persons to emergency personnel.
- If you are trapped, tap on a pipe or wall, and shout out so rescuers can locate where you are.
- Do not re-enter the building.
- Unless experiencing extraordinary circumstances, untrained persons should not attempt to rescue people who are trapped inside a collapsed building. Wait for emergency personnel to arrive.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS.

# Appendix L. Fire

## Definition

A fire may include visible flames, smoke, or strong odors of burning. The person discovering the fire should alert those closest to the fire and evacuate. If possible to do so safely, pull the fire alarm while evacuating. Once outside, dial 911 and notify the fire department of the fire's location.

## Immediate actions

For the person **discovering smoke or fire**, remember R-A-C-E:

- R – REMOVE anyone in immediate danger.
- A – ALARM – Pull the nearest fire alarm.
- C – CONTAIN the fire by closing windows and doors.
- E – EXTINGUISH the fire only if you can do so safely and quickly, and EVACUATE the building.

Even if the fire is extinguished, call 911 or ATSU Security/Security.

For persons **hearing a fire alarm**:

- Do not ignore a fire alarm.
- Close, but do not lock doors to your immediate area.
- Evacuate the building quickly via the nearest exit.
- Assist others in exiting the building, particularly any persons with access and function needs, if it can be done safely. If you cannot assist try to make the person(s) as safe and accessible to help as possible. Someone should notify/call 911, ATSU Security/Security, fire personnel, and/or the first person in authority encountered as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer place.
- Remain calm and quiet.
- Always use stairs, if safe to do so. Do not use elevators, unless there is no other safe/viable option, especially in a fire emergency. Many elevators will not work once a fire alarm is activated.
- Avoid smoke-filled areas.
- Some departments have vital logs and/or record files. Departments should plan ahead. If vital logs or files may be carried easily, a person should be assigned the responsibility of picking them up as s/he leaves. If this is not practical, plan how vital logs or files may be placed quickly in a safe area. In a fire, more damage is done by water than fire, so even placing items in a desk drawer provides some protection.

For **persons evacuating** from the immediate fire area:

- Feel the door from top to bottom carefully, using the backside of your hand very near, but not on the door. (Note: If you use your palm, you may injure it, which may hamper crawling and further use.) If it is hot, do not proceed; go back.
- If the door is cool, crouch low, and open the door slowly. Close the door quickly if smoke is present.
- If no smoke is present, exit the building via the nearest stairwell or exit.
- If heavy smoke is encountered in a stairwell, go back and try another stairwell.
- Notify ATSU Security/Security, fire personnel, and/or 911 if someone inside the building is trapped or needs assistance evacuating.
- Gather outside the building at a safe distance. Do not leave so you may be accounted. Do not attempt to re-enter the building until instructed to do so by police, fire personnel, or an authorized University representative.

For **persons with disabilities**:

- Assist others in exiting the building, particularly any persons with access and function needs, if it can be done safely. If you cannot assist, try to make the person(s) as safe and accessible to help as possible. Someone should call/notify 911, ATSU Security/Security, fire personnel, and/or the first person in authority encountered as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer location.

## **STOP – DROP – ROLL**

When clothing, hair, or other body part becomes engulfed by fire, DO NOT RUN OR ALLOW ANOTHER TO RUN. Instead, follow the rules of STOP-DROP-ROLL.

**STOP.** Do not run.

**DROP.** Go to the ground or floor, and cover your face.

**ROLL.** Rolling may not extinguish flames, but it will slow the burning process.

### **If trapped in a room**

- Close as many doors as possible between you and the fire.
- Place a wet cloth around or under the door to prevent smoke from entering the room.
- Be prepared to signal to someone outside, but DO NOT BREAK GLASS, unless absolutely necessary, as outside smoke may be drawn into the room.

### **If caught in smoke**

- Drop to hands and knees, and crawl toward exit.
- Stay low to the floor, as smoke rises to the ceiling level.
- Hold your breath as much as possible.
- Breathe shallowly through your nose, and use a filter such as your shirt or towel.

### **Following an evacuation**

- Remain calm.
- Once in a safe area, stay visible, and do not leave. Persons not accounted for may be assumed to be missing and requiring rescue.
- Supervisors should account for occupants from their respective areas and notify authorities immediately if someone is missing.
- Follow instructions by those in authority.
- Do not return to an evacuated building until the “all clear” is issued by an appropriate authority via overhead paging, text messaging, and/or email.

### **Fire extinguishers**

Fire extinguishers are located in conspicuous places in main halls and at exits. Untrained personnel should call 911 and evacuate immediately. Unless it is safe and practical to do so, you should not use fire extinguishers. If the totality of the circumstances warrant (even if untrained) and you make a personal decision to use an extinguisher in the absence of trained personnel, you need to aim at the base of the fire (not just the flames).

### **Decision making**

The responding fire department incident commander will control and make decisions at the fire scene. The fire department will decide when to turn control of the scene back to the University. Upon notification from the fire department, the campus incident commander or his/her designee will notify individuals who have vacated the building of the all clear.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDING AND PLAN FOR EMERGENCY SITUATIONS.

## Appendix M. Hazardous materials

### Definition

A hazardous materials incident may be a spill or release of chemicals, radioactive materials, or biological materials inside a building or to the environment. Simple spills may be managed by trained persons or persons who are familiar with their department's spill protocols. Major spills or emergencies require assistance from a 24-hour emergency agency, i.e., the fire department or a county hazardous material (HAZMAT) team.

### Warning

ONLY trained and authorized personnel are permitted to respond to hazardous material incidents.

### Immediate actions

#### Simple spill

- Does not spread rapidly; does not endanger people or the environment outside of the spill area.
- May be managed by a trained individual or individual familiar with his/her department's spill protocol.

#### Major spill or emergency

- Spreads rapidly; presents an inhalation hazard and/or endangers people or environment.
- Immediately evacuate the area, closing, but not locking (unless extenuating circumstances), doors behind you.
- Dial 911.
- Call one or both of the coordinators for the applicable campus.

<b>Campus</b>	<b>Emergency coordinator</b>	<b>Hazardous materials coordinator</b>	<b>Radiation safety officer</b>
Kirksville, Missouri	Bob Ehrlich 660.626.2302 (office) xxx.xxx.xxxx (cell)	Vineet Singh 660.626.2455 (office) xxx.xxx.xxxx (cell)	Vineet Singh 660.626.2455 (office) xxx.xxx.xxxx (cell)
Mesa, Arizona	Tony Magliano 480.219.6179 (office) xxx.xxx.xxxx (cell)	Juan Romero 480.265.8063 (office) xxx.xxx.xxxx (cell)	Not applicable – no radioactive materials on campus

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# Appendix N. Lockdown, external threat

## Definition

An external threat lockdown will be initiated when there is a situation in the surrounding area that could be a threat to the campus.

## Examples

Events which could trigger an external threat lockdown include, but are not limited to,

- threatening or violent person near campus
- hazardous spill near campus
- civil unrest near campus

## Immediate actions

- All exterior doors will be locked to the outside. Doors will always open to allow exit from the inside.
- Monitors will be placed at some doors to allow authorized access.
- Classes and all other campus functions may continue as normal.
- No one will be allowed to leave, until an "all clear" is issued by an appropriate authority via overhead paging, text messaging, and/or email.

## If you are outside the building when the lockdown is initiated

- Leave the area, and go to a safe place.
- Await further directions from law enforcement personnel or the University.

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# Appendix O. Lockdown, internal threat

## Definition

An internal threat lockdown will be initiated when there is a violent or dangerous situation posing an immediate serious threat to individuals on campus.

## Immediate actions

- Outside/entrance doors will not be locked to allow access to emergency responders.
- Lock interior door.
- If possible, barricade doors in your immediate area with heavy furniture (e.g., desks, tables or bookcases, etc.).
- If your room cannot be locked, determine if there is a nearby secure location you can reach safely.
- Turn off lights, radios, and computer monitors.
- Close interior blinds.
- Take cover; hide behind concrete walls, heavy furniture, or filing cabinets.
- Place cell phone in silent mode; vibrate mode can still cause loud sounds. Do not turn off phone.
- Remain very quiet.
- See Appendix A for active shooter/violent intruder.

## Unsecuring an area

- Consider risks before unsecuring rooms.
- If doubt exists, the area should remain secured.

## If outside the building when lockdown is initiated

- Leave the area, and go to a safe place.
- Await further directions from law enforcement personnel or the University.

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# Appendix P. Medical emergency

## Definition

A medical emergency is any medical problem that could cause death or permanent injury if not treated quickly.

## Immediate actions

- Dial 911.
- Stay on the line, and provide all pertinent information, including
  - Victim's location
  - Status of consciousness, breathing, etc.
  - Victim's chief complaint
  - Any dangerous conditions
  - Anything else requested by the dispatcher

## While waiting for help to arrive

- Those trained to perform CPR, AED, and/or first aid/emergency care may act within their expertise.
- Those who are not trained, unless requested to take some action by 911 or on-scene emergency responder (still at your discretion), should remain calm and stay with the person (if safe to do so).
- Avoid crowding the person needing medical help.
- Have someone stand outside the building to flag down and help direct emergency responders.
- Nothing in this appendix prevents an individual from making a personal decision to render aid, when in their best personal judgement, based on observations on scene, s/he believes it is necessary or more likely to result in a safer outcome.

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# Appendix Q. Power outage/energy emergency

## Definition

A power outage or energy emergency is a loss of electric power to a particular area. Common causes of power outages include lightning, accidents, ice, and wind.

## During a power outage

- Do NOT call 911 solely to report a power outage. Excessive calls to the 911 system tie up the lines and prevent those with life-threatening emergencies from reaching assistance. Contact ATSU Security/Security with any questions. Operations will contact the power company directly for information.
- Use flashlights for emergency lighting; avoid candles and open flames, which can cause fires.
- Keep refrigerator and freezer doors closed. An unopened refrigerator will keep food cold for about four hours. A full freezer will keep the temperature for about 48 hours.
- Never use an open oven or charcoal burner as a heat source.
- Turn off or disconnect appliances or other equipment in case of a momentary power surge that may damage computers and other devices.
- Take weather into consideration (e.g., stay in shade, drink fluids in hot weather, etc.).

## If a power outage occurs during normal business hours (Monday-Friday)

- The University will remain open. Business and instructional operations will continue to the extent possible.
- If instructional quality or student safety is compromised, faculty may cancel class.
- Campus telephones should continue to operate as normal. However, not all telephone lighting and dialing displays may be functioning.
- Turn off lights, computer equipment, copiers, printers, and as much other equipment as possible.
- If you are in an area with no natural light source, carefully exit the area and/or regroup in a naturally lit area.
- Do not attempt to use elevators.

## In the event of a power outage outside normal business hours

- Notify ATSU Security/Security
  - Mesa, Arizona, dial \*7 from a campus phone, or dial 480.341.9075 from a non-campus phone.
  - Kirksville, Missouri, dial 33 from a campus phone, or dial 660.349.9513 from a non-campus phone.
  - St. Louis, Missouri, dial 4444 on-site or 314.814.8568 (Affinia Healthcare dispatch) from an off-site phone.
- Remain on campus for 15 minutes in the event power is restored quickly. If power is not restored within 15 minutes, campus business may close for the remainder of the evening.
- Remember, if the University loses power, the surrounding area may be without utilities.
- Traffic signals and streetlights may not be operating. An intersection normally controlled by a traffic signal should be treated as a four-way stop.
- Always stop at a darkened intersection, then proceed with caution.

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# Appendix R. Shelter-in-place

## Definition

When evacuation poses danger and upon direction by the campus incident commander, local emergency management, ATSU Security/Security, or law enforcement, etc., individuals should remain inside a locked structure to protect themselves from danger *external* to the building.

Shelter-in-place is a temporary sheltering technique (e.g., 30 minutes to several hours) utilized to limit exposure to dangerous situations. Once alerted, occupants of any building within the subject area will lock all doors and windows and follow all directions. Shelter-in-place continues until an "all clear" is issued by an appropriate authority via overhead paging, text messaging, and/or email.

## Types of events triggering shelter-in-place

- Hazardous material spill near campus
- Severe weather
- Crime scene near campus
- Active threat/active shooting near campus
- Riot/large uprising near campus
- Other emergency situation where evacuation may pose greater risk than sheltering in place

The reason for the shelter-in-place may not be immediately communicated/apparent.

## Upon receipt of an emergency notification

- All exterior entrances and windows should be locked.
- No one inside a campus building should leave.
- No one outside a campus building should enter with exception of persons outside a building, near an entrance, at the time of the notification and who are able to quickly enter the building before it is locked.
- Stay away from windows and exterior entrances.
- Depending upon the type of event, individuals may be instructed to not leave their office or classroom. In some instances, classes and other campus functions may be allowed to continue.
- Monitors may be placed at some doors to allow authorized access.
- Instructions and updates will be announced or distributed by text messaging and/or email.
- No one will be allowed to leave until the "all clear" is issued by an appropriate authority via overhead paging, text messaging, and/or email.

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# Appendix S. Weather emergency: Dust storm (haboob)

## Definition

Straight line winds in a thunderstorm can lift huge clouds of dust and reduce visibilities to near zero in seconds, which can quickly result in deadly, multi-vehicle accidents on roadways. An intense dust storm is called a haboob.

## Watches and warnings

Watch the sky and stay tuned to National Oceanic and Atmospheric Administration weather radio, commercial radio, television, or internet for information.

- A dust storm watch tells you when and where dust storms are likely to occur.
- A dust storm warning is issued when visibility is one-half mile or less due to blowing dust or sand, and wind speeds are 30 miles per hour or more.

## Immediate actions

- Dust storms usually last a few minutes or up to an hour at most. Stay where you are until the dust storm passes.
- If you are on campus or at home,
  - Close all doors and windows.
  - Turn off the air conditioner or HVAC system.
  - Avoid driving into or through a dust storm.
- If you encounter a dust storm while driving,
  - Check traffic around your vehicle and begin slowing down.
  - Do not wait until poor visibility makes it difficult to pull off the roadway – do it as soon as possible. Completely exit the highway, if you can.
  - Do not stop in a travel lane or in the emergency lane. Look for a safe place to completely pull off the paved portion of the roadway.
  - Turn off your headlights and taillights, put your vehicle in “park,” and take your foot off the brake so your brake lights are not illuminated. Other motorists tend to follow taillights in an attempt to get through the dust storm and may strike your vehicle from behind.
  - Stay in the vehicle with your seatbelt buckled and wait for the storm to pass.
  - Keep a dust brush in your car. After the dust storm passes, use the dust brush to clean your engine cover, hood, and vents.
  - Keep an emergency pack in your car (e.g., bottled water, flashlight, blanket) in case your car won't start due to the amount of dust and debris.

## Prior to an emergency

- ATSU is committed to helping protect students, faculty, staff, and guests from all types of hazardous weather, including but not limited to, tornadoes, severe thunderstorms, lightning, extreme heat, and winter weather. ATSU encourages all students, faculty, staff, and guests, as part of their personal responsibility, to be aware of changing weather and prepared to take appropriate safety precautions, as needed, for their specific location.
- The National Weather Service provides alert and warning information through [weather.gov](http://weather.gov) and maintains a listing of third-party sources that can deliver email and SMS weather alerts to individual subscribers' smartphone and electronic devices. Visit [weather.gov](http://weather.gov) for additional information.

Since 2012, most cell phones are equipped with Wireless Emergency Alerts (WEA), which are free, text-like notifications informing subscribers of a dangerous situation – manmade or natural disasters – where you happen to be. In 90-characters or less, WEA states who is sending the alert, what is happening, whom is affected, and what action to take.

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# Appendix T. Weather emergency: Flood/severe rain

## Definition

A flood is a large amount of water overflowing its normal confines, especially over what is normally dry land. Floods may be caused by a variety of factors, including a sudden accumulation of rain, rising rivers, tidal surges, ice jams, and dam failures. Flash floods are sudden, destructive local floods of short duration resulting from heavy rains.

## Watches and warnings

- A flood watch indicates flooding is possible. Monitor radio and television for more information.
- A flood warning indicates an imminent threat. Flooding is occurring or will occur soon. If advised to evacuate, do so immediately and/or as directed.
- A flash flood watch indicates flash flooding is possible. Be prepared to move to higher ground. Monitor radio and television for more information.
- A flash flood warning indicates an imminent threat. A flash flood is occurring or will occur soon. Seek higher ground immediately.

## Walking and driving during flood conditions

The Centers for Disease Control and Prevention report over half of all flood-related drownings occur when a vehicle is driven into hazardous flood waters. The next highest percentage of flood-related deaths is due to walking into or near flood waters. People underestimate the force and power of water. A mere six inches of fast-moving flood water can knock over an adult. Six inches of water is enough to stall some cars. A foot of moving water can float a vehicle, and two feet of moving water is enough to sweep away most vehicles. It is never safe to drive or walk into flood waters. Do not try to cross flooded roadways if you do not know the depth of the water.

## Other precautions

- Do not touch electrical equipment if the ground is wet.
- Stay well clear of downed or damaged power lines.
- When removing trees and debris, use only power equipment built for outdoor and wet conditions.
- Gasoline and diesel-powered generators, pumps, and pressure washers release carbon monoxide, a deadly colorless, odorless gas. These devices must be operated out of doors and never inside confined spaces.

## Prior to an emergency

- ATSU is committed to helping protect students, faculty, staff, and guests from all types of hazardous weather, including but not limited to, tornadoes, severe thunderstorms, lightning, extreme heat, and winter weather. ATSU encourages all students, faculty, staff, and guests, as part of their personal responsibility, to be aware of changing weather and prepared to take appropriate safety precautions, as needed, for their specific location.
- The National Weather Service provides alert and warning information through [weather.gov](http://weather.gov) and maintains a listing of third-party sources that can deliver email and SMS weather alerts to individual subscribers' smartphone and electronic devices. Visit [weather.gov](http://weather.gov) for additional information.
- Since 2012, most cell phones are equipped with Wireless Emergency Alerts (WEA), which are free, text-like notifications informing subscribers of a dangerous situation – manmade or natural disasters – where you happen to be. In 90-characters or less, WEA states who is sending the alert, what is happening, whom is affected, and what action to take.

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Original source (which may have been modified/adopted for ATSU): United States Department of Labor – Occupational Safety and Health Administration (OSHA); NWS.

# Appendix U. Weather emergency: Tornado

## Definition

Tornadoes are violent acts of nature capable of completely destroying well-made structures, uprooting trees, and hurling objects through the air like deadly missiles. A tornado is a violently rotating column of air extending from the base of a thunderstorm down to the ground. Tornado intensities are classified on the Fujita Scale with ratings between F0 (weakest) to F5 (strongest). Although severe tornadoes are more common in states across the Plains, tornadoes have been reported in every state.

## Tornado warning v. tornado watch

- Tornado warning – A tornado has been sighted or indicated by weather radar. There is imminent danger to life and property. If time and circumstances allow, an emergency notification will be announced using overhead paging, where available, and text messaging issued for those whom have registered for text service. Persons are advised to take immediate shelter.
- Tornado watch – Conditions are favorable for a tornado to occur in and near the watch area. Persons should review and discuss emergency plans and be ready to act quickly in the event of a warning.

## Prior to an emergency

- Be aware of potential safer areas for you.
- Supervisors and instructors are encouraged to inform employees and students of potential safer areas.
- ATSU is committed to helping protect students, faculty, staff, and guests from all types of hazardous weather, including but not limited to, tornadoes, severe thunderstorms, lightning, extreme heat, and winter weather. ATSU encourages all students, faculty, staff, and guests, as part of their personal responsibility, to be aware of changing weather and prepared to take appropriate safety precautions, as needed, for their specific location.
- The National Weather Service provides alert and warning information through [weather.gov](http://weather.gov) and maintains a listing of third-party sources that can deliver email and SMS weather alerts to individual subscribers' smartphone and electronic devices. Visit [weather.gov](http://weather.gov) for additional information.
- Since 2012, most cell phones are equipped with Wireless Emergency Alerts (WEA), which are free, text-like notifications informing subscribers of a dangerous situation – manmade or natural disasters – where you happen to be. In 90-characters or less, WEA states who is sending the alert, what is happening, whom is affected, and what action to take.

## Upon receipt of an emergency notification

- Supervisors and instructors should assist employees and students in finding a potential safer place, if possible.
- Assist others in finding a safer place (if possible), particularly any persons with access and function needs, if it can be done safely. If you cannot assist, try to make the person(s) as safe and accessible to help as possible. Someone should call/notify 911, ATSU Security/Security, fire personnel, and/or the first person in authority encountered, as to the need for assistance. Be specific on location and need. Depending on the event, stairwells are often reinforced and will be along a path traveled by emergency responders and can possibly serve as a safer place.
- Move to the lowest level of a building, an inner room, or hall with no exterior windows.
- All persons located outdoors should seek shelter indoors immediately.
- Avoid areas where flying debris may occur.
- If a tornado is imminent, one recommendation is to crouch as low as possible to the floor facing down and cover your head with your hands. Staying low will reduce potential injuries from flying debris.
- If available, some form of covering should be used to protect heads, arms, and legs. Otherwise, cover head with arms.
- Remain in place until “all clear” is issued by an appropriate authority (e.g., ATSU via overhead paging, text messaging, and/or email; emergency personnel; or trusted media source).

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## Appendix V. Weather emergency: Winter storm (snow/ice)

### Definition

Winter storms can range from moderate to heavy snow to blizzard conditions. Winter storms may be accompanied by dangerously low temperatures, strong winds, ice, sleet, and freezing rain. Road conditions may impede or prohibit vehicle movement. Winter storms can result in closed highways, blocked roads, and downed power lines. Exposure may result in frostbite or hypothermia.

### Winter storm communications

The University will monitor weather conditions. If warranted, classes may be cancelled, and the campus closed. Information regarding cancellation of classes or closing of the campus will be shared by text messaging and/or email. No notification of a change in schedule means the University will operate as usual. Decisions about whether or not to maintain the University's normal schedule in the event of a winter storm will be made by the deans for the affected campus, in conjunction with the director of facilities. President's Office will distribute email to Kirksville, Missouri, campus students and employees. Kirksville, Missouri, ATSU Security will distribute Rave text alert to Kirksville, Missouri, campus students and employees, Gutensohn Clinic tenants, Northeast Regional Medical Center Northeast Missouri Health Council, George Rea Cancer Treatment Center, Center Bright's Beginnings, and Christian Food Bank. The President's Office is responsible to advise local media of changes to the University's schedule due to a winter storm.

### Prior to an emergency

- ATSU is committed to helping protect students, faculty, staff, and guests from all types of hazardous weather, including but not limited to, tornadoes, severe thunderstorms, lightning, extreme heat, and winter weather. ATSU encourages all students, faculty, staff, and guests, as part of their personal responsibility, to be aware of changing weather and prepared to take appropriate safety precautions, as needed, for their specific location.
- The National Weather Service provides alert and warning information through [weather.gov](http://weather.gov) and maintains a listing of third party sources that can deliver email and SMS weather alerts to individual subscribers' smartphone and electronic devices. Visit [weather.gov](http://weather.gov) for additional information.
- Since 2012, most cell phones are equipped with Wireless Emergency Alerts (WEA), which are free, text-like notifications informing subscribers of a dangerous situation – manmade or natural disasters – where you happen to be. In 90-characters or less, WEA states who is sending the alert, what is happening, whom is affected, and what action to take.

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# Appendix W. Required Clery Act alerts

## Introduction

Based on years of high-profile challenges of higher education to reasonably protect the safety of students, employees, and others, the federal government stepped in. Those actions have taken a number of forms, each with their own requirements. The Clery Act is one such federal measure. Although there are many provisions to the Clery Act, this appendix will only address two types of alerts required by Clery: 1) emergency notifications and 2) timely warnings.

An *emergency notification* occurs when there is a significant emergency or dangerous situation occurring on or near campus involving an immediate threat to the health or safety of students, employees, or others on campus. Examples of significant emergencies include: fire, disease/serious illness, weather (e.g., tornado), earthquake, gas leak, terrorist incident, armed intruder/active assailant, bomb threat, civil unrest/rioting, explosion, chemical spill/hazardous material spill.

A *timely warning* occurs when certain crimes occur to enable people to protect themselves and to aid in the prevention of similar crimes. Examples of crimes that may require a timely warning include homicide, sexual assault, robbery, aggravated assault, burglary, motor vehicle theft, arson, hate crimes, Violence Against Women Act offenses (i.e., domestic violence, dating violence, stalking).

If ATSU determines there is a serious, ongoing threat and/or immediate significant emergency or danger to the health and safety of students, employees, or others on campus, it must provide an emergency notification or timely warning.

The threat may not be limited to the confines of the campus. To keep it simple, if an incident is close enough to campus to reasonably pose a threat, an emergency notification and/or timely warning should be issued.

## Before the incident: register for Rave Alert

The Rave Alert system (“Rave”) is the primary emergency notification tool for ATSU students, employees, partners (non-ATSU business/staff housed/working on ATSU campuses or locations), and select others (e.g., long-term construction workers/subcontractors).

While all ATSU students and employees with an ATSU email address will receive Rave alerts by email, to receive Rave alerts by text message, registration is required. Registration for Rave Alert text messages is mandatory for all students and employees of ATSU. Currently, anyone wishing to opt out of the system must submit a request to the President’s Office.

Mass notification is critical to a robust and multifaceted emergency preparedness/management system. The real-time benefits from such a system must still be balanced with privacy concerns. As a result, as previously addressed, everyone has a choice to opt out if they wish.

Personal information (e.g., private cell numbers) provided within the EOP or other preparedness undertakings (e.g., Rave), is not for public disclosure or use other than as designated.

Confidential information (e.g., EOC/EOC location) provided within the EOP, or other preparedness undertakings (e.g., Rave), is not for public disclosure or use other than as designated.

Rave alerts by text message will be very brief. The Rave Alert system limits the alert to 160 total characters.

Email messages will have more information than the text message and will include guidance on how the recipient should respond for their safety.

A Rave Alert administrator(s) within Facilities/Security will ensure that ATSU employees and students have entered their information into Rave.

## Submitting a Rave text opt out request

Send an email to your department's vice president (or designee) justifying the request. The vice president (or designee) will review the email, make a recommendation and forward the request to the president's office. The president's office will make the final determination.

## **Procedures for emergency notifications**

### **Immediate actions**

The person first aware of the incident should ensure 911 and, if possible, ATSU Security have been notified.

The ATSU Security/Security officer on duty will, alone or in collaboration with others:

- Determine whether an emergency notification is required. To speed the process, ATSU Security is authorized to make the decision to send an emergency notification alone, without taking time to confer with ATSU administrators.
- Within reason, confirm the emergency (e.g., NWS warnings, notification from emergency services, personal observations). However, time is of the essence. The Clery Act requires the emergency notification be "immediate ....without delay."
- Decide who and/or what locations will be notified (e.g., one building, entire campus, all campuses).
- Determine the information to be released, prepare the emergency notification, and send it through the appropriate means.
- Continue to assess the emergency and issue additional notifications, as needed.

The directors of security/safety, facilities, assistant director of facilities, and designated others are authorized to take the above steps, if needed.

### **Means of communication**

Generally, the primary means of communication will be a Rave Alert text and/or email message.

As appropriate and as time permits, other communication means may include:

- Overhead page
- Desktop notification
- Alertus
- Digital signage boards
- Fire alarms

### **Crucial communications with key ATSU administrators**

As soon as possible, ATSU Security/Security will notify one of the following (listed in priority order). These individuals have decision-making authority and will notify other ATSU administrators, with the President's Office being the first contact (Kirksville, Missouri, campus 660.626.2391; Mesa, Arizona, campus 480.219.6010).

### **Personal information (cell numbers) are to be removed from public view anywhere within this document.**

For Kirksville, Missouri, campus incidents, contact one of the following (listed in priority order):

1. Executive in charge
2. Matthew Heeren, 660.626.2522 (office), xxx.xxx.xxxx (cell)
3. Lori Haxton, 660.626.2027 (office), xxx.xxx.xxxx (cell)
4. Rick Rieder, xxx.xxx.xxxx (cell)
5. Bryan Krusniak, 660.626.2364 (office xxx.xxx.xxxx (cell)
6. Gaylah Sublette, 660.626.2860 (office), xxx.xxx.xxxx (cell)
7. Margaret Wilson, 660.626.2354 (office), xxx.xxx.xxxx (cell)

For Mesa, Arizona, campus incidents, contact one of the following (listed in priority order):

1. Executive in charge
2. Ted Wendel, 480.219.6011 (office), xxx.xxx.xxxx (cell)
3. Norman Gevitz, 480.219.6052 (office), xxx.xxx.xxxx (cell)
4. Gary Cloud, 480.219.6013 (office), xxx.xxx.xxxx (cell)

5. Shaun Sommerer, 480.248.8172 (office), xxx.xxx.xxxx (cell)
6. Clinton Normore, 623.251.4705 (office), xxx.xxx.xxxx (cell)
7. Valerie Sheridan, 480.265.8087 (office), xxx.xxx.xxxx (cell)
8. Robert Trombly, 480.248.8105 (office), xxx.xxx.xxxx (cell)

For incidents at the St. Louis Dental Center or ATSU-SOMA CHCs, see sections below.

For all incidents, regardless of location:

Whenever possible, Communication & Marketing (C&M), in collaboration with the President's Office, will be responsible for approving and sending emergency notification email messages. C&M is responsible for communicating with media. Ensure C&M has been notified/briefed early in the process. Notify *one* of the following (listed in priority order):

1. Sean O'Connor, 480.245.6252 (office), xxx.xxx.xxxx (cell)
2. Virginia Halterman, 660.626.2544 (office), xxx.xxx.xxxx (cell)
3. Jason Hunsicker, 660.626.2539 (office), xxx.xxx.xxxx (cell)
4. Katie Hubbard, 660.626.2545 (office), xxx.xxx.xxxx (cell)
5. Elizabeth Ellery, 480.219.6015 (office), xxx.xxx.xxxx (cell)

## **Procedures for timely warnings**

### **Immediate actions**

The person first aware of the incident should notify 911 and, if possible, ATSU Security/Security.

### **Decision whether or not to issue a timely warning**

ATSU Security will communicate with key ATSU administrators (see below) who will make the decision whether or not to issue a timely warning. Exception: If the situation is an emergency, and time is of the essence, an emergency notification may be made by ATSU Security alone, without waiting to confer with key ATSU administrators.

Whether or not a timely warning is issued is decided on a case-by-case basis based on the nature and location of the crime, continuing danger to the campus community, and risk of compromising law enforcement efforts.

The need for a timely warning is not limited to violent crime or crimes against persons. It may involve a threat(s) to property. Timely warnings may be sent for any crime which is considered to be a serious or ongoing threat to the campus community. This may include either Clery Act crimes or non-Clery Act crimes. A list of "Clery Act Reportable Crimes" may be found later in this appendix under **Clery Act crimes**.

The director of safety and security will document the rationale for the decision to issue or not issue a timely warning in memo form.

### **Crucial communications with key ATSU administrators**

Other than in an emergency, before sending a timely warning, ATSU Security will contact a key ATSU administrator who will assist in making the decision whether or not to issue a timely warning and will notify other key ATSU administrators, as needed.

For Kirksville Missouri, campus incidents, contact one of the following (listed in priority order):

1. Executive in charge
2. Matthew Heeren, 660.626.2522 (office), xxx.xxx.xxxx (cell)
3. Lori Haxton, 660.626.2027 (office), xxx.xxx.xxxx (cell)
4. Rick Rieder, xxx.xxx.xxxx (cell)
5. Bryan Krusniak, 660.626.2364 (office), xxx.xxx.xxxx (cell)
6. Gaylah Sublette, 660.626.2860 (office), xxx.xxx.xxxx (cell)
7. Margaret Wilson, 660.626.2354 (office), xxx.xxx.xxxx (cell)

For Mesa, Arizona, campus incidents, contact one of the following (listed in priority order):

1. Executive in charge
2. Ted Wendel, 480.219.6011 (office), xxx.xxx.xxxx (cell)

3. Norman Gevitz, 480.219.6052 (office), xxx.xxx.xxxx (cell)
4. Gary Cloud, 480.219.6013 (office), xxx.xxx.xxxx (cell)
5. Shaun Sommerer, 480.248.8172 (office), xxx.xxx.xxxx (cell)
6. Clinton Normore, 623.251.4705 (office), xxx.xxx.xxxx (cell)
7. Valerie Sheridan, 480.265.8087 (office), xxx.xxx.xxxx (cell)
8. Robert Trombly, 480.248.8105 (office), xxx.xxx.xxxx (cell)

For incidents at the St. Louis Dental Center or ATSU-SOMA CHCs, see sections below.

### **Sending timely warning *text messages***

If in collaboration with key ATSU administrator(s), it is determined a timely warning is needed, a timely warning text message will be sent by ATSU Security to those potentially impacted. Timely warning text messages will be sent as soon as the pertinent information is available, without waiting for all relevant information to be known completely. Time may be of the essence. Pertinent information about the crime triggering the timely warning should be included, as space allows. Additional information about the crime may be included in the timely warning email.

### **Sending timely warning *emails***

Timely warning emails are issued or authorized by ATSU Communication & Marketing. The content of timely warnings are determined by ATSU Communication & Marketing and approved by the President or his/her designee. The director of safety & security and the vice president & general counsel may collaborate in determining the content of timely warnings. Whether or not the University issues a timely warning is determined on a case-by-case basis in light of facts surrounding a crime, including the nature of the crime, and whether there is continuing danger to the campus community, keeping in mind possible risk of compromising law enforcement efforts. The director of safety and security will document decisions to issue or not issue a timely warning. Actions described in this section as the responsibility of the ATSU Security employee on duty may be undertaken, as necessary, by the ATSU security supervisor, assistant director of facilities, director of facilities, director of safety & security, or their designees.

Ensure C&M has been notified/briefed early in the process.

Notify *one* of the following (listed in priority order):

1. Sean O'Connor, 480.245.6252 (office), xxx.xxx.xxxx (cell)
2. Virginia Halterman, 660.626.2544 (office), xxx.xxx.xxxx (cell)
3. Jason Hunsicker, 660.626.2539 (office), xxx.xxx.xxxx (cell)
4. Katie Hubbard, 660.626.2545 (office), xxx.xxx.xxxx (cell)
5. Elizabeth Ellery, 480.219.6015 (office), xxx.xxx.xxxx (cell)

C&M will ensure the timely warning email has a subject line highlighting urgency (e.g., CAMPUS ALERT).

Pertinent information about the crime triggering the timely warning will be included; the timely warning email will contain more detail than the timely warning text message. The timely warning emails will include guidance/advice on how recipients should respond to promote safety, protect themselves, and aid in the prevention of similar crimes.

Templates for various scenarios are typically prepared in advance.

Timely warning emails should include language similar to "this information is being distributed in compliance with the Clery Act."

### **Follow-ups/updates to timely warnings**

ATSU administrators, ATSU Security/Security, and C&M, will work collaboratively to evaluate and send follow-ups/updates.

## **Procedures for locations other than Kirksville, Missouri, and Mesa, Arizona, campuses**

### **St. Louis Dental Center**

The St. Louis Dental Center does not have dedicated ATSU security staff. Security services are provided by ATSU's partner, Affinia Healthcare, who has security supervisors (in addition to security officers) dedicated to the St. Louis Dental Center.

ATSU has authorized Affinia Healthcare security supervisors to send emergency notifications. In most cases, C&M will send the timely warning, although if necessary and following the guidelines within this appendix (e.g., administrator notification, C&M involvement), Affinia Healthcare security supervisors may send timely warnings on behalf of ATSU.

Affinia Healthcare security supervisors, and/or properly trained and competent designees, will:

1. Be trained by ATSU ITS on the use of Rave and authorized to send emergency notifications consistent with these guidelines;
2. Be responsible for emergency notifications and atypical timely warnings at the St. Louis Dental Center and will follow the procedures described in this appendix;
3. Ensure all Affinia Healthcare employees and others working at the St. Louis Dental Center are enrolled in Rave, along with any other administrators designated by Affinia Healthcare, and will ensure persons transferring into or out of their role are entered/removed from the Affinia Healthcare Rave group, as appropriate.

Affinia Healthcare is to have a Rave-trained supervisor or approved designee available by phone at all times.

ATSU Security at the Kirksville, Missouri, campus will serve as the designated backup for sending emergency notifications and timely warnings to St. Louis Dental Center.

Affinia Healthcare security supervisors (listed in priority order):

1. Chris Overmann, 314.814.8764 (office), 314.814.8568 (dispatch), xxx.xxx.xxxx (cell)
2. Ranyea Burnett, 314.814.8764 (office), 314.814.8568 (dispatch), xxx.xxx.xxxx (cell)

### **ATSU-SOMA distance sites/CHCs**

ATSU-SOMA partners with CHCs (or "distance sites") at various locations. Regional directors of medical education (RDME) at each distance site (and designees) will be issued administrative rights for Rave. RDMEs will have full Rave administrative rights and be trained by ATSU ITS on the use of Rave. RDMEs, and/or properly trained/competent designee(s), will be responsible for emergency notifications and atypical timely warnings at the applicable distance site and follow the procedures described in this appendix. In most cases, C&M will send the timely warning. ITS will create a specific Rave group for each distance site.

RDMEs will ensure ATSU students and employees at their sites are enrolled in Rave. RDMEs will ensure those transferring into or out of their location are entered/removed from their Rave group, as appropriate. Each distance site is to have an RDME or designee available by phone at all times.

Current contact information for any RMDE/ATSU-SOMA distance site/CHC is available from (listed in priority order):

1. Sharon Obadia, 480.245.6254 (office), xxx.xxx.xxxx (cell)
2. Valerie Sheridan, 480.265.8087 (office), xxx.xxx.xxxx (cell)

Mesa, Arizona, campus Security will serve as the designated backup for sending emergency notifications and timely warnings to the distance sites.

Contact information for Rave training: Curtis Law at [claw@atsu.edu](mailto:claw@atsu.edu) or 480.219.6094.

### **Other locations/programs as identified *(Work in progress)***

Other unattached sites (e.g., community campuses), separate from ATSU-SOMA distance sites/CHCs above, where ATSU students/employees are engaged in a continuous/assigned ATSU educational activity, also need a process by which, if practical, they can receive relevant emergency notifications and timely warnings (e.g., ATSU-Arizona School of Health Sciences (ATSU-ASHS) Physician Assistant program sites).

Similar to ATSU-SOMA distance sites/CHCs notification system above; ATSU employees will be designated, trained, and given the authority and responsibility to send emergency notifications and timely warnings to include recognized “other” locations. These employees may include RDMEs and/or regional educational coordinators.

For locations having a DO and PA program, both RDMEs, or designees, will be trained. The RMDEs will determine who is primary and who will be a backup, as needed.

If you need current contact information for any ATSU-ASHS PA/other program/assignment or want to ensure you have been included within the ATSU-ASHS PA/other notification data base, contact one of the following:

**ATSU-ASHS PA program chairs/directors**

Kim DeVore, 480.219.6142 (office)  
 ..... (to be added later)  
 ..... (to be added later)  
 Michelle DiBaise, 480.219.6137 (office)

Program-specific **Dean’s Office**

**ATSU partners and other groups**

In addition to ATSU employees (full- and part-time) and students, other groups to receive alerts include:

**ATSU partners (work in progress)**

An ATSU partner is any entity or organization with an occupational presence on an ATSU campus/ location and their staff (non-ATSU employees). Examples include entities leasing space within ATSU buildings.

ATSU partners are expected to participate in Rave as if they were ATSU employees. This would include the option to opt out (as previously described). Employees of partner entity’s/organizations need only get approval from the agency CEO to opt out.

ATSU Security/Security at each campus or designees will identify ATSU partners and attempt to obtain contact information. ATSU Facilities, ATSU Security, and ITS will collaborate to try and get those identified registered and removed from the Rave system in a timely manner.

If the ATSU partner has six or more employees, a designated ATSU partner administrator will be granted limited administrative rights to Rave. This administrator will be trained and responsible to enter and remove partner employees directly into the Rave system. ATSU Security/Security will conduct an annual audit to ensure ATSU partners on the applicable campus are being properly maintained in Rave.

The following will be updated by the safety and security director.

**Work in progress**

ATSU partners on the Kirksville, Missouri, campus include:

Partner	Phone	Contact
Boling Ob/Gyn	660.626.2036	
Hearing Care Partners	877.524.0084	
Heartland Surgical Specialists	660.665.4432	
Neurobehavioral Associates	660.626.2119	
Northeast Regional Medical Center	660.785.1000	
Northeast Regional Heart Center	660.785.1991	
Northeast Regional Neurology	660.785.1111	
Northeast Regional Orthopedics & Sports Medicine	660.626.2663	
Northeast Missouri Health Council		

Northeast Pediatrics	660.627.2229	
Northeast Dental	660.665.2741	
Ob/Gyn Specialty Group	660.665.3555	
Chariton Laboratory Services	660.626.2361	
George Ray Cancer Treatment Center	660.785.1050	
Bright Beginnings Infant & Toddler Center (annex building)	660.665.2504	
Christian Community Food Depot (annex building)	660.	

ATSU partners - Mesa, Arizona, campus

Partner	Phone	Contact
In progress		

ATSU partners on the Mesa, Arizona, campus will be identified and expected to participate in Rave.

ATSU partners - St. Louis Dental Center

Partner	Phone	Contact
In progress		

Affinia Healthcare partners at the St. Louis Dental Center will be identified and expected to participate in Rave.

**Other groups (in progress)**

Anyone who will be present on an ATSU campus for an extended period of time (whether such presence is served in one continuous episode or intermittently) should also be entered into the Rave system to receive Rave alerts.

For longer term/frequent construction/maintenance, and/or other vendors, the director of facilities or designee will attempt to obtain contact information from the vendor to allow temporary registration of such employees into Rave. ATSU Facilities, ATSU Security, and ITS will collaborate to try and get those identified registered and removed from the Rave system in a timely manner.

**Other information**

**Back-up or alternate procedures**

This appendix standardizes emergency notification and timely warnings through Rave. In unusual circumstances, Rave administrators for Kirksville, Missouri, and Mesa, Arizona, may send emergency notifications and timely warnings for any other campus. St. Louis would serve as second level backup if Kirksville, Missouri, and Mesa, Arizona, were unavailable.

**Testing**

Mesa, Arizona, ITS will be responsible for training new campus/distance site Rave administrators.

Although these administrators are encouraged to run frequent tests, each administrator and authorized staff will be expected to perform one test notification of their choosing three times each year. Each test will need to be separated by at least 30 days. For documentation purposes, the target(s) for each message should include the director of safety and security.

For technical questions involving Rave, associated operating systems, or questions concerning training/testing, contact Curtis Law at [claw@atsu.edu](mailto:claw@atsu.edu) or 480.219.6094.



## **Templates**

Templates for events most likely to warrant an emergency notification will be maintained and updated by ATSU Security in Kirksville, Missouri. Those templates are available in Rave. *(update in progress)*

## **Reports/Drills**

Anytime an emergency notification or timely warning is issued, an ATSU Incident Report Form must be completed, approved by the applicable security supervisor, and emailed to the following: President's Office, vice president & general counsel, vice president for finance and administration/CFO, compliance manager, director of Title IX, and director of safety and security.

Drills and exercises must be documented and emailed to the list above.

## **Clery Act crimes**

The following are Clery Act reportable crimes. Not all these crimes will warrant an emergency notification and/or timely warning.

More likely (but not automatic) to result in a timely warning include homicide, sexual assault (sex offense), robbery, aggravated assault, burglary, motor vehicle theft, arson, hate crimes, Violence Against Women Act offenses (domestic violence, dating violence, stalking).

Less likely (but not automatic) to result in a timely warning include arrests and referrals for disciplinary action, weapons law violations, liquor law violations, drug abuse violations.

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS

# Appendix X - Animal Care Emergency Response Plan

## Definition

An animal care emergency is any event with the potential to adversely affect the health and/or well-being of animals kept in ATSU facilities.

## Purpose

The purpose of this appendix is to help prepare ATSU facilities and employees to protect animals in ATSU's care, meet appropriate regulatory requirements related to animal welfare, and provide guidance for responding to emergency situations.

## Background

All ATSU employees working in the Animal Care Facility (ACF) must be aware of emergency notification procedures and must know emergency call lists are posted on the seventh floor of Timken-Burnett Research Building by the elevator and in the sixth floor ACF office.

Each employee who identifies an emergency situation is responsible for ensuring appropriate notification has been made. Emergency situations are classified in three areas: 1) animal health problems, 2) technical problems, 3) physical plant problems.

This appendix details problem areas and notification procedures to be followed in the event such emergencies occur. During times other than normal work hours, assessment of emergency situations requires some judgement. However, it is usually better to go ahead and make the notification as described in order to be safe.

Each employee who identifies an emergency situation is responsible for making sufficient notification to ensure the problem will be corrected. In other words, if the first call doesn't get the problem corrected, make the call again, or call someone else on the notification list.

## Emergency notification procedures

- **Animal health problems:** Animal health problem emergencies are any situations in which an animal is sufficiently ill or injured to require veterinary treatment. In general, the employee on duty at the time should observe the animal to make the decision whether to begin emergency notification procedures. If, in the judgement of this person, the animal is in sufficient discomfort or danger to require veterinary treatment, begin by calling the veterinarian listed on the Animal Health Problem List. In addition, notify the principal investigator and ACF supervisor.
- **Technical problems:** Technical problems may be defined as any problem relating to availability of supplies and equipment, malfunction of equipment, personnel problems (someone did not show up), and a variety of other unexpected circumstances. The person on duty at the time should make the decision as to whether notification of the technical problem is indicated. If such notification is judged to be necessary, then call the person indicated on the list. See emergency numbers on next page.
- **Physical plant problems:** Physical plant emergency problems include such things as excessively hot or cold temperatures, leaks in plumbing system, or non-availability of water, stoppage of sewer lines, or major structural damage to buildings, etc., which threaten the health and welfare of animals or will progress to more severe damage to the physical plant. The employee should evaluate the situation and make a determination as to whether or not notification procedures should be initiated. If it is decided to make notification, call the appropriate numbers listed on the Physical Plant Problems Notification List. It is important in the case of physical plant problem notifications the individual making the notification makes a written record of the notification, including date and time the call was placed, and name of the individual to whom the message was given. In most cases, an individual will take a message and have a physical plant person return a call. The person who makes the emergency call must assure themselves appropriate corrective action will be or has been taken before they leave. If they feel appropriate action is not being taken, they should begin calling personnel listed on the notification list in order to ensure that follow-up measures may be taken.

## Emergency procedures

In case of an emergency where there is threat to life and health;

**The person first aware of the incident should** get to a safe place and then immediately notify 911. After first reporting the incident to 911, next contact ATSU Security/Security. Others, who are not sure if 911 and ATSU Security/Security have been alerted, should take the initiative to do so. It is better to have multiple calls than no calls. Kirksville, Missouri, campus – ATSU Security: (On campus) Dial 33 | (Off campus) Dial 660.349.9513. Kirksville Police Department: (On campus) Dial 911 | (Off campus) Dial 911

In order that employees may be current on procedures to follow for various types of emergency situations which might arise, the items below are a summary of steps to be taken.

- A. Fire (See Appendix L. Fire for additional information)  
Use acronym RACE.
  - ❖ Remove those closest to danger.
  - ❖ Activate the fire alarm, and dial 911. Then, dial 33 (campus phones) for ATSU Kirksville, Missouri, Security. Give the location and what is burning.
  - ❖ Contain smoke and fire. Close doors.
  - ❖ Extinguish, only if you can do so safely and quickly. Evacuate, if necessary.
- B. Tornado (See Appendix U. Weather emergency: Tornado for additional information)  
All persons should move to a shelter area, if known, or lowest building level, an inner room, or hallway with no exterior windows. See Appendix U. Weather emergency: Tornado for additional recommendations. Following the storm, assess ATSU's animal care facilities to determine possible damage and/or problems, and proceed with the appropriate notification(s).
- C. Medical emergencies (See Appendix P. Medical emergency for additional information)  
During normal working hours (weekdays, 8:00 a.m.-5:00 p.m.), report to supervisor, obtain treatment at Northeast Missouri Health Clinic, and fill out incident report form. After hours and weekends, seek treatment at Northeast Regional Medical Center's emergency room. Report to supervisor, and fill out incident report form, as soon as feasible. If transportation is needed, dial 911 for ambulance.
- D. Chemical or biological spills (See Appendix M. Hazardous materials for additional information)  
If it safe to do so and you are properly trained/equipped, clean up and/or contain (as much as possible, without putting yourself in danger) spilled medications, biological materials, chemicals, or flammable liquids immediately. If you need assistance, call 911. Notify appropriate personnel immediately.
- E. Mechanical equipment or other physical facility emergencies  
During normal working hours (weekdays, 8:00 a.m.-5:00 p.m.), contact ATSU Facilities, 660.626.2297. After hours and weekends, contact ATSU Security, 660.349.9513, and report the issue. ATSU Security will contact Facilities.

## Emergency numbers

- A. **Animal health problem**  
David Moore, DVM – (Office) 660.665.6696, (Home) 660.665.1147, or (Cell) xxx.xxx.xxxx  
Alan Coonfield – (On campus) ext. 2343, (Home) 660.488.5160, or (Cell) xxx.xxx.xxxx  
Principal Investigator (PI) - See employee phone directory
- B. Technical problem  
Alan Coonfield – (On campus) ext. 2343, (Home) 660.488.5160, or (Cell) xxx.xxx.xxxx  
RaElla Wiggins – (On campus) ext. 2400, (Home) 660.627.4639, or (Cell) xxx.xxx.xxxx  
David Moore, DVM – (Office) 660.665.6696, (Home) 660.665.1147, or (Cell) xxx.xxx.xxxx
- C. Physical Plant problem  
ATSU Security – (Cell) 660.349.9513  
Bob Ehrlich – (On campus) ext. 2297, (Home) xxx.xxx.xxxx  
Alan Coonfield – (On campus) ext. 2343, (Home) xxx.xxx.xxxx, or (Cell) xxx.xxx.xxxx  
RaElla Wiggins – (On campus) ext.2400, (Home) xxx.xxx.xxxx, or (Cell) xxx.xxx.xxxx

THE ABOVE PROCEDURE IS A GUIDELINE. IT IS THE RESPONSIBILITY OF EACH PERSON TO BE AWARE OF SURROUNDINGS AND PLAN FOR EMERGENCY SITUATIONS.

## Appendix Y – EOP assignments (updated 7/1/2021)

Kirksville, Mo., campus			
Title	Primary	Secondary	Third
Executive in charge	Craig Phelps, Rick Rieder, Matthew Heeren, Lori Haxton, Bryan Krusniak, Gaylah Sublette, Margaret Wilson, Norine Eitel		
Incident commander*	Jim Hughes	Adam Moore	Bob Ehrlich/Bob Frazier
<b>Command staff**</b>			
Public information officer	Virginia Halterman	Jason Hunsicker	Katie Hubbard
Safety officer	TBD	Adam Moore	Bob Ehrlich
Liaison officer	Matthew Heeren	Lori Haxton	Norine Eitel
Assistant/scribe	Dawn Shaffer	Amanda Anders	Elaine Louder
<b>General staff**</b>			
Operations section chief	Bob Ehrlich	TBD	Bobby Rogers
Logistics/planning section chief	John Gardner	Adam Moore	Dawn Shaffer
Finance section chief	Rick Rider	Dana Funderburk	Monnie Harrison
<b>Operations section</b>			
Public safety	Bob Frazier	Larry Frost	Eric Fox
Buildings/utilities	Bob Ehrlich	Bobby Rogers	TBD
Facilities set-up	Steve Green	Merle Glaspie	TBD
Hazardous materials	Vineet Singh	Bob Ehrlich	Deb Hudman
Information technology	Bryan Krusniak	Tim Johnson	Dean Maag
Medical	Margaret Wilson	Gary Bruning	Robert Sparks
Search and rescue	Bob Frazier	Larry Frost	Eric Fox
<b>Logistics section</b>			
Human Resources	Donna Brown	John Gardner	Mary Carter
Student Affairs	Lori Haxton	David Koenecke	Deanna Hunsaker
<b>Finance section</b>			
Procurement	Corey Louder	Tonya Grimm	Dana Funderburk
Accounting	Dana Funderburk	Monnie Harrison	Tonya Grimm

\*Incident commander, specific training required.

\*\*Requires specialized training and authority to make decision.

<b>Mesa, Ariz., campus</b>			
<b>Title</b>	<b>Primary</b>	<b>Secondary</b>	<b>Third</b>
Executive in charge	Craig Phelps, Ted Wendel, Norman Gevitz, Gary Cloud, Shaun Sommerer, Clinton Normore, Ann Lee Burch, Valerie Sheridan, Bob Trombly		
Incident commander*	Juan Romero	Tony Magliano	
<b>Command staff**</b>			
Public information officer	Sean O'Connor	TBD	
Safety officer	Juan Romero	TBD	Ricardo Dozier
Liaison officer	Ted Wendel	TBD	
Assistant/scribe	Cindy Kaye	Nelida Acosta	Ashley Cumming
<b>General staff**</b>			
Operations section chief	Tony Magliano	Juan Romero	Miguel Castaneda
Logistics/planning section chief	Ted Wendel	Tonya Fitch	
Finance section chief	Colleen Reidhead	David Gonzales	Anna Wright
<b>Operations section</b>			
Public safety	Juan Romero	TBD	Ricardo Dozier
Buildings/utilities	Tony Magliano	Miguel Castaneda	
Facilities set-up	Tony Magliano	Miguel Castaneda	
Hazardous materials	Juan Romero	Tony Magliano	
Information technology	Curt Law	Ryan Yontanza	Bryan Krusniak
Medical	Valerie Sheridan	James Keane	
Search and rescue	Juan Romero	TBD	Security personnel
<b>Logistics section</b>			
Human Resources	Tonya Fitch	Anabel Burgara	Donna Brown
Student Affairs	Michael Zajac	Kimberly Jones	Lori Haxton
<b>Finance section</b>			
Procurement	Corey Louder	Tonya Grimm	Dana Funderburk
Accounting	Dana Funderburk	Monnie Harrison	Tonya Grimm

\*Incident commander, specific training required.

\*\*Requires specialized training and authority to make decision.

<b>St. Louis, Mo., location</b>			
<b>Title</b>	<b>Primary</b>	<b>Secondary</b>	<b>Third</b>
Executive in charge	Craig Phelps, Lori Haxton, Matthew Heeren, Bryan Krusniak, Dwight McLeod, Rick Rieder, Gaylah Sublette, Norine Eitel		
Incident commander*	Chris Overmann	Ranyea Burnett	Steven Messenger
<b>Command staff**</b>			
Public information officer	Virginia Halterman	Jason Hunsicker	Katie Hubbard
Safety officer	Chris Overmann	Ranyea Burnett	Steven Messenger
Liaison officer	Matthew Heeren	Norine Eitel	
Assistant/scribe	Dawn Shaffer	Amanda Anders	
<b>General staff**</b>			
Operations section chief	Bryant Kiley	Tina Munroe	
Logistics/planning section chief	Poonam Jain	Herb Silva	
Finance section chief	Bryant Kiley	Dana Funderburk	Tonya Grimm
<b>Operations section</b>			
Public safety	Chris Overmann	Ranyea Burnett	Steven Messenger
Buildings/utilities	Chris Overmann	Eric Washington	Bob Ehrlich
Facilities set-up	Eric Washington	Bryant Kiley	Tina Munroe
Hazardous materials	Chris Overmann	Ranyea Burnett	Bob Ehrlich
Information technology	Wes Blevins	Bryan Krusniak	Tim Johnson
Medical	Melissa Tepe	Chuck Wentworth	Chuck Fuszner
Search and rescue	Chris Overmann	Ranyea Burnett	Steven Messenger
<b>Logistics section</b>			
Human Resources	Donna Brown	John Gardner	
Student Affairs	David Koenecke	Deanna Hunsaker	
<b>Finance section</b>			
Procurement	Corey Louder	Tonya Grimm	
Accounting	Dana Funderburk	Monnie Harrison	

\*Incident commander, specific training required.

\*\*Requires specialized training and authority to make decision.

Phone numbers:

<b>Name</b>	<b>Office</b>	<b>Cell</b>
Acosta, Nelida	(480) 219-6016	(xxx) xxx-xxxx
Anders, Amanda	(660) 626-2371	(xxx) xxx-xxxx
Brown, Donna (Wyatt)	660.626.2792	(xxx) xxx-xxxx
Bruning, Gary	(660) 626-2739	(xxx) xxx-xxxx
Burch, Ann Lee	(480) 219-6061	(xxx) xxx-xxxx
Burgara, Anabel	(480) 245-6266	(xxx) xxx-xxxx
Carter, Mary	(660) 626-2791	(xxx) xxx-xxxx
Castaneda, Miguel	(480) 219-6005	(xxx) xxx-xxxx
Cloud, Gary	(480) 219-6013	(xxx) xxx-xxxx
Dozier, Ricardo	(480) 219-6001	(xxx) xxx-xxxx
Ehrlich, Bob	(660) 626-2297	(xxx) xxx-xxxx
Eitel, Kyle	(660) 626-2297	(xxx) xxx-xxxx
Eitel, Norine	(660) 626-2391	(xxx) xxx-xxxx
Fitch, Tonya	(480) 219-6007	(xxx) xxx-xxxx
Fox, Eric	660.626.2380	(xxx) xxx-xxxx
Frazier, Bob	(660) 626-2380	(xxx) xxx-xxxx
Frost, Larry	660.626.2380	(xxx) xxx-xxxx
Funderburk, Dana	(660) 626-2781	(xxx) xxx-xxxx
Gardner, John	(660) 626-2113	(xxx) xxx-xxxx
	(660) 626-2726	
Gevitz, Norman	(480) 219-6052	(xxx) xxx-xxxx
Glaspie, Merle	(660) 626-2648	(xxx) xxx-xxxx
Gonzales, David	(480) 265-8006	(xxx) xxx-xxxx
Green, Steve	(660) 626-2648	(xxx) xxx-xxxx
Grimm, Tonya	(660) 626-2076	(xxx) xxx-xxxx
Halterman, Virginia	(660) 626-2544	(xxx) xxx-xxxx
Harrison, Monnie		(xxx) xxx-xxxx
Haxton, Lori	(660) 626-2236	(xxx) xxx-xxxx
Heeren, Matt	(660) 626-2522	(xxx) xxx-xxxx
Hubbard Katie	(660) 626-2545	(xxx) xxx-xxxx
Hudman, Deb	660.626.2747	(xxx) xxx-xxxx
Hughes, Jim	(660) 626-2297	(xxx) xxx-xxxx

Hunsaker, Deanna	660.626.2019 660.626.2556	(xxx) xxx-xxxx
Hunsicker, Jason	660.626.2539	(xxx) xxx-xxxx
Johnson, Tim	(660) 626-2381	(xxx) xxx-xxxx
Jones, Kimberly	(480) 219-6126	(xxx) xxx-xxxx
Kaye, Cindy	(480) 219-6010	(xxx) xxx-xxxx
Keane, James	(480) 248-8198	(xxx) xxx-xxxx
Koenecke, David	(660) 626-2410	(xxx) xxx-xxxx
Krusniak, Bryan	(660) 626-2364	(xxx) xxx-xxxx
Law, Curt	(480) 219-6094	(xxx) xxx-xxxx
Louder, Corey	(660) 626-2203	(xxx) xxx-xxxx
Louder, Elaine	(660) 626-2297	(xxx) xxx-xxxx
Magliano, Tony	(480) 219-6179	(xxx) xxx-xxxx
Moore, Adam	660.626.2739	(xxx) xxx-xxxx
Normore, Clinton	660.626.2210 (KV) 623.251.4705 (AZ)	(xxx) xxx-xxxx
O'Connor, Sean	(480) 245-6252	(xxx) xxx-xxxx
Phelps, Craig	(660) 626-2391(KV) 480.219.6010 (AZ)	(xxx) xxx-xxxx
Reidhead, Colleen	(480) 219-6183	(xxx) xxx-xxxx
Rieder, Rick	660.626.2009	(xxx) xxx-xxxx
Rogers, Bobby	(660) 626-2297	(xxx) xxx-xxxx
Romero, Juan	(480) 265-8063	(xxx) xxx-xxxx
Shaffer, Dawn	(660) 626-2522	(xxx) xxx-xxxx
Sheridan, Valerie	(480) 265.8087	(xxx) xxx-xxxx
Singh, Vineet	(660) 626-2455	(xxx) xxx-xxxx
Sommerer, Shaun	(480) 248-8172	(xxx) xxx-xxxx
Sparks, Robert	(660) 626-2739	(xxx) xxx-xxxx
Sublette, Gaylah	(660) 626-2860	(xxx) xxx-xxxx
Trombly, Bob	(480) 248-8105	(xxx) xxx-xxxx
Wendel, Ted	(480) 219-6011	(xxx) xxx-xxxx
Wilson, Margaret	(660) 626-2354	(xxx) xxx-xxxx
Wright, Anna	(480) 265-8018	(xxx) xxx-xxxx
Yontanza, Ryan	(480) 219-6096	(xxx) xxx-xxxx
Zajac, Michael	(480) 219-6026	(xxx) xxx-xxxx



Overman, Chris	(314) 814.8568	(xxx) xxx-xxxx
Burnett, Ranyea	(314) 814.8568	(xxx) xxx-xxxx
Messenger, Steven		(xxx) xxx-xxxx
McLeod, Dwight	660.626.2842 (KV) 314.833.2737 (StL)	(xxx) xxx-xxxx
Kiley, Bryant	314-685-3577	(xxx) xxx-xxxx
Jain, Poonam	314.833.2734	(xxx) xxx-xxxx
Washington, Eric		
Blevins, Wes		
Tepe, Melissa		
Munroe, Tina	314-833-2736	(xxx) xxx-xxxx
Silva, Herb	314-833-2798	(xxx) xxx-xxxx
Wentworth, Chuck		
Fuszner, Charles	314-833-2798	(xxx) xxx-xxxx

# Appendix Z – Incident Command training requirements

## ATSU Emergency Management Training Plan

Training	Non Participant (NP)			General Employees (GE)			Executive Leadership (EL)			Command Staff (CS)			Incident Managers (IM)		
	Yr 1	Yr 2	Yr 3	Yr 1 2022	Yr 2	Yr 3	Yr 1 2022	Yr 2	Yr 3	Yr 1 2021	Yr 2	Yr 3	Yr 1 2021	Yr 2	Yr 3
FEMA IS – 700 NIMS				3.5			3.5			3.5			3.5		
FEMA IS – 100 HE				2						2			2		
FEMA G – 402 ICS							4								
ATSU 101				4						4			4		
IS-200											4			4	
IS-800										3			3		
ICS 300														21	
ICS 400													0		15
Table Top Exercise						2		1			4	4		4	4
Practice Drill														2	2
<b>Total Hours</b>	0	0	0	9.5	0	2	7.5	1	0	12.5	8	4	12.5	31	21

# Appendix AA: Incident command position checklists

## INCIDENT COMMANDER CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the incident commander's role until a person with more knowledge arrives to assume the role.

ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to the designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University, who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief oversees** the logistics section, provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** oversees the finance section, monitors costs related to the incident and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment, refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the incident's complexity you may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Review ATSU Incident Command Post Considerations Checklist.
2. Ensure welfare and safety of incident personnel.
3. Supervise Command and General Staff.
4. Obtain initial briefing from current incident commander and agency administrator.
5. Assess incident situation:
  - Review the current situation status and initial incident objectives. Ensure all local, state, and federal agencies impacted by the incident have been notified.
6. Determine need for, establish, and participate in unified command.
7. Authorize protective action statements, as necessary.
8. Activate appropriate Command and General Staff positions. A safety officer must be appointed on hazardous materials incidents:
  - Confirm dispatch and arrival times of activated resources.
  - Confirm work assignments.
9. Brief staff:
  - Identify incident objectives and any policy directives for the incident's management.
  - Provide a current organization summary.
  - Provide a review of current incident activities.
  - Determine the time and location of first planning meeting.
10. Determine information needs and inform staff of requirements.
11. Determine status of disaster declaration and delegation of authority.
12. Establish parameters for resource requests and releases:
  - Review requests for critical resources.
  - Confirm who has ordering authority within the organization.
  - Confirm those orders requiring command authorization.
13. Authorize release of information to the media:
  - If operating within a unified command, ensure all incident commanders approve release.
14. Establish level of planning to be accomplished:
  - Written Incident Action Plan (IAP).
  - Contingency planning.
  - Formal planning meeting.

15. Ensure planning meetings are conducted as indicated:

**Sample  
Planning meeting agenda**

<b>Agenda item</b>	<b>Responsible party</b>
1. Briefing on situation/resource status.	Planning/Operations Section chiefs
2. Discuss safety issues.	Safety officer
3. Set/confirm incident objectives.	Incident commander
4. Plot control lines & division boundaries.	Operations Section chief
5. Specify tactics for each division/group.	Operations Section chief
6. Specify resources needed for each division/group.	Operations/Planning Section chiefs
7. Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8. Develop resource order.	Logistics Section chief
9. Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10. Provide financial update.	Finance/Administration Section chief
11. Discuss interagency liaison issues.	Liaison officer
12. Discuss information issues.	Public information officer
13. Finalize/approve/implement plan.	Incident commander/All
16. Approve and authorize implementation of the IAP:	
<input type="checkbox"/> Review IAP for completeness and accuracy.	
<input type="checkbox"/> Verify objectives are incorporated and prioritized.	
<input type="checkbox"/> Sign ICS Form 202 (if appropriate).	
17. Ensure Command and General Staff coordination:	
<input type="checkbox"/> Periodically check progress on assigned tasks of Command and General Staff personnel.	
<input type="checkbox"/> Approve necessary changes to strategic goals and IAP.	
<input type="checkbox"/> Ensure liaison officer is making periodic contact with participating agencies.	
18. Work with agency staff to declare state of emergency according to agency protocol.	
19. Keep agency administrator informed on incident-related problems and progress.	

## DEPUTY INCIDENT COMMANDER CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the incident commander's role until a person with more knowledge arrives to assume the role.

ATSU's president has final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to the designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief** oversees the logistics section, provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** oversees the finance section, monitors costs related to the incident and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment, refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the incident's complexity you may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Review ATSU Incident Command Post Considerations Checklist.
2. Check in with incident commander to obtain briefing/assignment(s).
3. Maintain contact with incident commander.
4. Provide suggestions, act as a sounding board and provide feedback to the incident commander.
5. Run interference for the incident commander.
6. Take over for incident commander when/if/as needed.
7. Assist incident commander with tasks below.
8. Ensure welfare and safety of incident personnel.
9. Supervise Command and General Staff.
10. Obtain initial briefing from current incident commander and agency administrator.
11. Assess incident situation:
  - Review the current situation status and initial incident objectives. Ensure all local, state and federal agencies impacted by the incident have been notified.
12. Determine need for, establish, and participate in unified command.
13. Authorize protective action statements, as necessary.
14. Activate appropriate Command and General Staff positions. A safety officer must be appointed on hazardous materials incidents:
  - Confirm dispatch and arrival times of activated resources.
  - Confirm work assignments.
15. Brief staff:
  - Identify incident objectives and any policy directives for the incident's management.
  - Provide a summary of current organization.
  - Provide a review of current incident activities.
  - Determine the time and location of first planning meeting.
16. Determine information needs and inform staff of requirements.
17. Determine status of disaster declaration and delegation of authority.
18. Establish parameters for resource requests and releases:
  - Review requests for critical resources.
  - Confirm who has ordering authority within the organization.
  - Confirm those orders requiring command authorization.
19. Authorize release of information to the media:
  - If operating within a unified command, ensure all incident commanders approve release.
20. Establish level of planning to be accomplished:
  - Written Incident Action Plan (IAP).
  - Contingency planning.

- Formal planning meeting.

21. Ensure planning meetings are conducted as indicated:

**Sample  
Planning meeting agenda**

<b>Agenda item</b>	<b>Responsible party</b>
1. Briefing on situation/resource status.	Planning/Operations Section chiefs
2. Discuss safety issues.	Safety officer
3. Set/confirm incident objectives.	Incident commander
4. Plot control lines & division boundaries.	Operations Section chief
5. Specify tactics for each division/group.	Operations Section chief
6. Specify resources needed for each division/group.	Operations/Planning Section chiefs
7. Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8. Develop resource order.	Logistics Section chief
9. Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10. Provide financial update.	Finance/Administration Section Chief
11. Discuss interagency liaison issues.	Liaison officer
12. Discuss information issues.	Public information officer
13. Finalize/approve/implement plan.	Incident commander/All
22. Approve and authorize implementation of the IAP:	
<input type="checkbox"/> Review IAP for completeness and accuracy.	
<input type="checkbox"/> Verify objectives are incorporated and prioritized.	
<input type="checkbox"/> Sign ICS Form 202 (if appropriate).	
23. Ensure Command and General Staff coordination:	
<input type="checkbox"/> Periodically check progress on assigned tasks of Command and General Staff personnel.	
<input type="checkbox"/> Approve necessary changes to strategic goals and IAP.	
<input type="checkbox"/> Ensure liaison officer is making periodic contact with participating agencies.	
24. Work with agency staff to declare state of emergency according to agency protocol.	
25. Keep agency administrator informed on incident-related problems and progress.	



## OPERATIONS SECTION CHIEF CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the role of incident commander until a person with more knowledge arrives to assume the role.

ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief** oversees the logistics section, provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** oversees the finance section, monitors costs related to the incident and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the incident's complexity **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Review ATSU Incident Command Post Considerations Checklist.
2. Obtain briefing from incident commander or designee (e.g., deputy incident commander):
  - Determine incident objectives and recommended strategies.
  - Determine status of current tactical assignments.
  - Identify current organization, location of resources, and assignments.
  - Confirm resource ordering process.
  - Get likely resources enroute ASAP.** During the initial/immediate deployment phase, if staged appropriately, too many is better than too few (It is often easier to send people home than to get them on scene.).
  - Determine location of current staging areas and resources assigned there.
  - Ensure the **staging area has a strong manager**, and unless otherwise specified, **all resources report to staging.**
3. Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control.
4. Establish operational period.
5. Establish and demobilize staging areas.
6. Attend Operations Section briefing and assign operations personnel in accordance with IAP:
  - Brief staging area manager on types and numbers of resources to be maintained in staging.
  - Brief tactical elements (branches, divisions/groups, task force/strike-team leaders) on assignments, ordering process, protective equipment, and tactical assignments.
7. Develop and manage tactical operations to meet incident objectives. **Have a plan.**
8. Assign strong/capable/knowledgeable leaders (regardless of their everyday position in organization) for critical situations.
9. Assess life safety:
  - Adjust perimeters, as necessary, to ensure scene security.
  - Evaluate and enforce use of appropriate protective clothing and equipment.
  - Implement and enforce appropriate safety precautions.
10. Evaluate situation and provide update to Planning Section:
  - Location, status, and assignment of resources.
  - Effectiveness of tactics.
  - Desired contingency plans.
11. Determine need and request additional resources.
12. Notify Resources Unit of section branches, divisions/groups, strike teams/task forces, and single resources, which are staffed, including location of resources and leaders' names.
13. Keep Resources Unit up to date on changes in resource status.
14. Write formal operations portion of IAP with the planning section chief, if so directed by the incident commander:
  - Identify assignments by division or group.
  - Identify specific tactical assignments.

- Identify resources needed to accomplish assignments.
15. Ensure coordination of the Operations Section with other Command and General Staff:
- Ensure Operations Section time-keeping, activity logs, and equipment-use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as/if appropriate.
  - Ensure resource ordering and logistical support needs are passed to Logistics Section (if available) in a timely fashion-enforce ordering process.
  - Notify Logistics Section (if available) of communications problems.
  - Keep Planning Section (if available) up to date on resource and situation status.
  - Notify liaison officer of issues concerning cooperating and assisting agency resources.
  - Keep safety officer involved in tactical decision-making.
  - Keep incident commander apprised of status of operational efforts.
  - Coordinate media field visits with the public information officer (if available).
16. Attend the tactics meeting with planning section chief, safety officer, and incident commander prior to the planning meeting to review strategy, discuss tactics, and outline organization assignments.
17. Attend planning meetings:

**Sample  
Planning meeting agenda**

<b>Agenda item</b>	<b>Responsible party</b>
1 Briefing on situation/resource status.	Planning/Operations Section chiefs
2 Discuss safety issues.	Safety officer
3 Set/confirm incident objectives.	Incident commander
4 Plot control lines & division boundaries.	Operations Section chief
5 Specify tactics for each division/group.	Operations Section chief
6 Specify resources needed for each division/group.	Operations/Planning Section chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10 Provide financial update.	Finance/Administration Section chief
11 Discuss interagency liaison issues.	Liaison officer
12 Discuss information issues.	Public information officer
13 Finalize/approve/implement plan.	Incident commander/All

Hold section meetings, as necessary, to ensure communication and coordination among operations branches, divisions, and groups.

## FINANCE/ADMINISTRATION SECTION CHIEF CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration. Tasks may be delegated to the appropriate unit leader.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the incident commander's role until a person with more knowledge arrives to assume the role.

ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to designated incident commander(s).

### Incident command structure

Incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief** oversees the logistics section, provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** oversees the finance section, monitors costs related to the incident and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the incident's complexity **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Obtain briefing from incident commander or designee (e.g., deputy incident commander):
  - Incident objectives.
  - Participating/coordinating agencies.
  - Anticipated duration/complexity of incident.
  - Determine any political considerations.
  - Obtain the names of any agency contacts the incident commander knows about.
  - Possibility of cost sharing.
  - Work with incident commander and operations section chief to ensure work/rest guidelines are being met, as applicable.
2. Obtain briefing from agency administrator:
  - Determine level of fiscal process required.
  - Delegation of authority to incident commander, as well as for financial processes, particularly procurement.
  - Assess potential for legal claims arising out of incident activities.
  - Identify applicable financial guidelines and policies, constraints, and limitations.
3. Obtain briefing from agency Finance/Administration representative:
  - Identify financial requirements for planned and expected operations.
  - Determine agreements are in place for land use, facilities, equipment, and utilities.
  - Confirm/establish procurement guidelines.
  - Determine procedure for establishing charge codes.
  - Important local contacts.
  - Agency/local guidelines, processes.
  - Copies of all incident-related agreements, activated or not.
  - Determine potential for rental or contract services.
  - Is an incident business advisor available or the contact information for an agency financial/administration representative?
  - Coordinate with Command and General Staff and agency human resources staff to determine the need for temporary employees.
  - Ensure proper tax documentation is completed.
  - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
4. Ensure all sections and the supply units are aware of charge codes.
5. Attend planning meeting:
  - Provide financial and cost-analysis input.
  - Provide financial summary on labor, materials, and services.
  - Prepare forecasts on costs to complete operations.
  - Provide cost benefit analysis, as requested.
  - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, and aircraft; and local agency/political concerns.

**Sample  
Planning meeting agenda**

<b>Agenda item</b>	<b>Responsible party</b>
1 Briefing on situation/resource status.	Planning/Operations Section chiefs
2 Discuss safety issues.	Safety officer
3 Set/confirm incident objectives.	Incident commander
4 Plot control lines & division boundaries.	Operations Section chief
5 Specify tactics for each division/group.	Operations Section chief
6 Specify resources needed for each division/group.	Operations/Planning Section chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10 Provide financial update.	Finance/Administration Section chief
11 Discuss interagency liaison issues.	Liaison officer
12 Discuss information issues.	Public information officer
13 Finalize/approve/implement plan.	Incident commander/All
6. Gather continuing information:	
<input type="checkbox"/> Equipment time – Ground support unit leader and Operations Section.	
<input type="checkbox"/> Personnel time – Crew leaders, unit leaders, and individual personnel.	
<input type="checkbox"/> Accident reports – Safety officer, ground support unit leader, and Operations Section.	
<input type="checkbox"/> Potential and existing claims – Operations Section, safety officer, equipment contractors, agency representative, and compensation/claims unit leader.	
<input type="checkbox"/> Arrival and demobilization of personnel and equipment – Planning Section.	
<input type="checkbox"/> Daily incident status – Planning Section.	
<input type="checkbox"/> Injury reports – Safety officer, medical unit leader, and compensation/claims unit leader.	
<input type="checkbox"/> Status of supplies – Supply unit leader and procurement unit leader.	
<input type="checkbox"/> Guidelines of responsible agency – Incident business advisor, local administrative personnel.	
<input type="checkbox"/> Use agreements – Procurement unit leader and local administrative personnel.	
<input type="checkbox"/> What has been ordered? – Supply unit leader.	
<input type="checkbox"/> Unassigned resources – Resource unit leader and cost unit leader.	
7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.	
8. Coordinate with all cooperating agencies and specifically, administrative personnel in hosting agency.	
9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:	
<input type="checkbox"/> Labor - with breakdown of work locations, hours, and rates for response personnel, contract personnel, volunteers, and consultants.	
<input type="checkbox"/> Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.	
<input type="checkbox"/> Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.	
10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).	
11. Ensure all personnel time records reflect incident activity and records for nonagency personnel are transmitted to home agency or department according to policy:	
<input type="checkbox"/> Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.	
<input type="checkbox"/> Distribute time-keeping forms to all sections - ensure forms are being completed correctly.	

12. Ensure all obligation documents initiated by the incident are properly prepared and completed.
13. Assist Logistics Section units in resource procurement:
  - Identify vendors for which open purchase orders or contracts must be established.
  - Negotiate ad hoc contracts.
14. Ensure coordination between Finance/Administration and other Command and General Staff.
15. Coordinate Finance/Administration demobilization.
16. Provide briefing to relief on current activities and unusual events.
17. Ensure all Logistics Section units are documenting actions on Unit Log (ICS Form 214).
18. Submit all section documentation to Documentation Unit.

## LOGISTICS SECTION CHIEF CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration. Tasks may be delegated to the appropriate branch director or unit leader.

### Incident commander

Incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the role of incident commander until a person with more knowledge arrives to assume the role.

The president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to the Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to designated incident commander(s).

### Incident Command Structure

The incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise pre-designated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
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## Task

### Initial/time sensitive deployment considerations

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the complexity of the incident **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Obtain briefing from incident commander:
  - Review situation and resource status for number of personnel assigned to incident.
  - Review current organization.
  - Determine which incident facilities have been/should be activated.
2. Ensure incident command post and other incident facilities are physically activated, as appropriate.
3. Confirm resource ordering process.
4. Assess adequacy of current Incident Communications Plan (ICS Form 205 if applicable).
5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and communication and supply units.
6. Assemble, brief, and assign work locations and preliminary work tasks to section personnel:
  - Provide summary of emergency situation.
  - Provide summary of the kind and extent of logistics support the section may be asked to provide.
7. Notify Resources Unit of other units activated, including names and location of assigned personnel.
8. Attend planning meetings:

#### Sample planning meeting agenda

Agenda item	Responsible party
1 Briefing on situation/resource status.	Planning/Operations Section chiefs
2 Discuss safety issues.	Safety officer
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8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10 Provide financial update.	Finance/Administration Section chief
11 Discuss interagency liaison issues.	Liaison officer
12 Discuss information issues.	Public information officer
13 Finalize/approve/implement plan.	Incident commander/All
9. Participate in preparation of IAP <ul style="list-style-type: none"><li><input type="checkbox"/> Provide input on resource availability, support needs, identified shortages, and response timelines for key resources.</li><li><input type="checkbox"/> Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.</li><li><input type="checkbox"/> Ensure Incident Communications Plan (ICS Form 205, if applicable) is prepared.</li><li><input type="checkbox"/> Ensure Medical Plan (ICS Form 206, if applicable) is prepared.</li><li><input type="checkbox"/> Assist in the preparation of Transportation Plan.</li></ul>	
10. Research availability of additional resources. <b>GET WHAT IS NEEDED.</b> Logistics support other event activities/functions.	

11. Hold section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
12. Ensure coordination between Logistics Section and other Command and General Staff.
13. Ensure general welfare and safety of section personnel.
14. Ensure all personnel observe established level of operational security.
15. Ensure all logistics functions are documenting actions on Unit Log (ICS Form 214, if applicable).
16. Submit all section documentation to Documentation Unit.

## LIAISON OFFICER CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the role of incident commander until a person with more knowledge arrives to assume the role.

ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to designated incident commander(s).

### Incident command structure

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### Command Staff

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- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
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## Task

### Initial/time sensitive deployment considerations

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### Additional longer-term considerations

*Depending on the complexity of the incident **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Obtain briefing from incident commander:
  - Obtain summary of incident organization (ICS Forms 201 and 203, **if** applicable).
  - Determine companies/agencies/non-governmental organizations already involved in the incident and whether they are assisting (have tactical equipment and/or personnel assigned to the organization) or cooperating (operating in a support mode "outside" the organization).
2. Obtain cooperating and assisting agency information, including:
  - Contact person(s).
  - Radio frequencies.
  - Phone numbers.
  - Cooperative agreements.
  - Resource type.
  - Number of personnel.
  - Condition of personnel and equipment.
  - Agency constraints/limitations.
3. Establish workspace for liaison function and notify agency representatives of location.
4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.
5. Interview agency representatives concerning resources and capabilities and restrictions on use; provide this information at planning meetings.
6. Assist cooperating agencies by answering general questions, fulfilling their needs or other issues, and/or facilitate their contact with whoever can fulfill those needs and/or resolve those issues.
7. Work with public information officer and incident commander to coordinate media releases associated with inter-governmental cooperation issues.
8. Monitor incident operations to identify potential inter-organizational problems. Keep command apprised of such issues:
9. Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team.
10. Participate in planning meetings:

### Sample planning meeting agenda

Agenda item	Responsible party
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6 Specify resources needed for each division/group.	Operations/Planning Section chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10 Provide financial update.	Finance/Administration Section Chief

- 11 Discuss interagency liaison issues.
- 12 Discuss information issues.
- 13 Finalize/approve/implement plan.

Liaison officer  
Public information officer  
Incident commander/All

11. Document all activity on Unit Log (ICS Form 214, **if** applicable).

## PUBLIC INFORMATION OFFICER CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

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ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to the designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

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- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
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## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

*Depending on the incident's complexity you may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Obtain briefing from incident commander or designee (e.g., deputy incident commander):
  - Determine current status of incident (ICS Form 209 or equivalent, **if** applicable).
  - Identify current organization (ICS Forms 201 and 203, resource lists, etc., **if** applicable).
  - Determine point of contact for media (scene, command post, or other).
  - Determine current media presence.
2. Participate in administrative officer's briefing:
  - Determine constraints on information process.
  - Determine pre-existing agreements for information centers, joint information centers, etc.
3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard or which may need advance notice in order to shut down processes.
4. Coordinate the development of door-to-door protective action statements with operations.
5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

#### Sample Initial Information Summary

We are aware an **[accident/incident]** involving **[type of incident]** occurred at approximately **[time]**, in the vicinity of **[general location]**. **[Agency personnel]** are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at **[location]** and will notify the press at *least* ?? hour(s) prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning assistant public information officers to:
  - Joint Information Center.
  - Field (scene) information.
  - Internal information.
7. Establish contact with local and national media representatives, as appropriate.
8. Establish location of information center for media and public away from command post.
9. Establish schedule for news briefings.
10. Coordinate, with logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
12. Observe constraints on the release of information imposed by the incident commander and according to agency guidance.
13. Obtain approval for information release from incident commander:
  - Confirm details to ensure no conflicting information is released.
  - Identify site and time for press briefings, and confirm participation by other Incident Management Team members.

14. Release news to media, and post information in command post and other appropriate locations.
15. Record all interviews, and copy all news releases:
  - Contact media to correct erroneous or misleading information being provided to the public via the media.
16. Update off-incident agency personnel on a regular basis:
  - Utilize electronic mail for agency updates.
  - Establish phone line within the command post dedicated to internal communications to update agency personnel.
  - Provide standard statement, which can be given to general requests for information.
17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
  - Ensure information provided to the public is consistent across jurisdictional boundaries, when appropriate.
18. Attend planning meetings:

**Sample  
Planning meeting agenda**

<b>Agenda item</b>	<b>Responsible party</b>
1 Briefing on situation/resource status.	Planning/Operations Section chiefs
2 Discuss safety issues.	Safety officer
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4 Plot control lines & division boundaries.	Operations Section chief
5 Specify tactics for each division/group.	Operations Section chief
6 Specify resources needed for each division/group.	Operations/Planning Section chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
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12 Discuss information issues.	Public information officer
13 Finalize/approve/implement plan.	Incident commander/All

19. Respond to special requests for information.
20. Provide all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.
21. Confirm the process for the release of information concerning incident-related injuries or deaths.
22. Document all activity on Unit Log (ICS Form 214, **if applicable**).



## SAFETY OFFICER CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident Commander

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ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to a designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned individuals should not report to the ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

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### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
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## TASK

### Initial/time sensitive deployment considerations

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### Additional longer-term considerations

Depending on the incident's complexity **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.

1. Obtain briefing from incident commander/designee and/or from the initial on-scene safety officer.
2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available and being used.
3. Staff and organize function, as appropriate:
  - In multi-discipline incidents, consider the use of an assistant safety officer from each discipline.
  - Multiple high-risk operations may require an assistant safety officer at each site.
  - Request additional staff through incident chain of command.
4. Identify potentially unsafe acts.
5. Take immediate steps to resolve critical life/safety issues, notify incident commander if immediate issues cannot be resolved, or if time is an issue, take action as safety officer and stop the unsafe activity (notify incident commander).
6. Identify corrective actions and ensure implementation. Coordinate corrective action with command and operations.
7. Ensure adequate sanitation and safety in food preparation.
8. Debrief assistant safety officers prior to planning meetings.
9. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A, if appropriate).
10. Participate in planning and tactics meetings:
  - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
  - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
11. Attend planning meetings:

### Sample Planning meeting agenda

Agenda item	Responsible party
1 Briefing on situation/resource status.	Planning/Operations Section chiefs
2 Discuss safety issues.	Safety officer
3 Set/confirm incident objectives.	Incident commander
4 Plot control lines & division boundaries.	Operations Section chief
5 Specify tactics for each division/group.	Operations Section chief
6 Specify resources needed for each division/group.	Operations/Planning Section chiefs
7 Specify facilities and reporting locations.	Operations/Planning/Logistics Section chiefs
8 Develop resource order.	Logistics Section chief
9 Consider communications/medical/transportation plans.	Logistics/Planning Section chiefs
10 Provide financial update.	Finance/Administration Section chief
11 Discuss interagency liaison issues.	Liaison officer
12 Discuss information issues.	Public information officer
13 Finalize/approve/implement plan.	Incident commander/All

12. Participate in the development of the IAP:

- Review and approve Medical Plan (ICS Form 206, if appropriate).

- Provide Safety Message (ICS Form 202, if appropriate) and/or approved document.
- Assist in the development of the "Special Instructions" block of ICS Form 204 (if appropriate), as requested by the Planning Section.
- Investigate accidents that have occurred within incident areas.
- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident compensation and claims unit leader, agency risk manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report as per agency policy, procedures, and direction.
- Recommend corrective actions to incident commander and agency.

13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

14. Document all activity on Unit Log (ICS Form 214, if appropriate).

## ASSISTANT/SCRIBE CHECKLIST

The following checklist should be considered as the minimum requirements for this position. Note some of the tasks are one-time actions; others are ongoing or repetitive for the incident's duration.

### Incident commander

An incident commander provides overall leadership for University response to the incident, and if the situation warrants, is responsible to develop and oversee an Incident Accident Plan (IAP) with incident objectives, goals, and tactics. The person first upon the scene assumes the incident commander's role until a person with more knowledge arrives to assume the role.

ATSU's president has the final authority and ultimate responsibility for all facets of emergency management. Pursuant to ATSU's Emergency Operations Plan, the president will defer operational management of immediate health/safety emergencies to the designated incident commander(s).

### Incident command structure

ATSU's incident commander may activate any, all, or none of the following Command Staff, General Staff, and branches, depending on the size and complexity of the incident. Additional branches may be created, as needed. Unless otherwise predesignated/assigned, individuals should not report to ATSU's Emergency Operations Center until requested by an appropriate authority.

### Command Staff

- **A liaison officer** has authority to make decisions on behalf of the University who, in the event of an incident with a scope wider than ATSU, communicates the University needs to the local emergency management team. Typically, liaison officers will be physically present at the local jurisdiction emergency operations center.
- **A public information officer** develops unified statements and press releases, arranges press conferences, provides University spokespeople, and directs the public information group.
- **A safety officer** monitors incident operations and advises the incident commander on all matters relating to safety, including the health and safety of incident management personnel.
- **A deputy incident commander(s)** may be appointed at the discretion of the incident commander. If a deputy is assigned, s/he should be fully qualified to assume the incident commander's position.
- **An assistant/scribe** assists the incident commander as needed, maintains a record with an incident timeline and response, and screens or filters requests to the incident commander.

### General Staff

- **Operations section chief** oversees the operations section to achieve incident objectives; directs response teams which work to reduce the hazard; establishes situation control; and restores normal conditions. The operations section chief or designee serves as the emergency responders' operational (non-liaison) point of contact. When the operations section chief is activated, the staging and management of operational resources moves from incident command to operations.
- **Planning section chief** oversees the planning section, prepares IAPs, manages information and maintains situational awareness, tracks resources assigned to the incident, and maintains incident documentation. One of the Planning Section's most important roles is to look towards the future and plan/brainstorm wide-ranging contingencies/possibilities.
- **Logistics section chief** oversees the logistics section, provides resources and needed services for the personnel assigned to the incident.
- **Finance section chief** oversees the finance section, monitors costs related to the incident and provides accounting, time recording, and cost analyses. One of the finance section's most important roles is to track all incident related costs for documentation and potential reimbursement.

## TASK

### **Initial/time sensitive deployment considerations**

For initial/immediate deployment refer to the ATSU Incident Command Post Considerations.

### **Additional longer-term considerations**

*Depending on the incident's complexity **you** may not have any other support and will have to complete all appropriate/assigned tasks identified here.*

1. Maintain an incident timeline.
2. Maintain a record (coordinated with the timeline) of decision-related considerations/conversations and the outcome of those discussions.
3. Check in with incident commander to obtain briefing/assignment(s).
4. Maintain contact with incident commander.
5. Become familiar with the incident organizational structure (including outside agencies) and those assigned to leadership positions.
6. Establish workspace, if appropriate, and obtain needed supplies.
7. Develop a call sheet with names/contact information of those who may be critical to the incident commander.
8. Provide suggestions, act as a sounding board, and provide feedback to the incident commander.
9. Run interference for the incident commander.
10. Act as the gatekeeper for all non-Command/General Staff personnel, requests, and/or phone calls.
11. If time allows, review the initial/immediate deployment check list contained in the **ATSU Incident Command Considerations Checklist**, and let the incident commander know of critical elements not yet addressed.
12. Let the incident commander know of critical information they may not be aware of.
13. Participate in meetings to accomplish assigned responsibilities or as directed by the incident commander or deputy incident commander.
14. As necessary request, from the incident commander/deputy incident commander, a deputy assistant scribe(s) to assist and supervise/delegate duties/responsibilities to those assigned(s).
15. Depending on complexity of the incident, it may be your responsibility to callout and train the assistants.
16. Other duties as assigned by the incident commander or deputy incident commander.



Initial time sensitive

## **COMMAND POST CONSIDERATIONS**

(In approximate order of events)

- Many events take place simultaneously.
- The order of events may change, depending on the situation.
- If a certain step is not applicable, cross it out, and move to the next applicable step.

## COMMAND POST CONSIDERATIONS

TIME

- Arrive on scene properly equipped (including EMDP) and ready to go.
- Officially/formally assume command. Take charge. This is not time for committee work.
- Name command, if necessary. (e.g., Gutensohn Command) Name: \_\_\_\_\_
- If feasible, primary Emergency Operations Center (EOC) are:
  - Kirksville, Missouri: XXXXXXXXXXXXXXXX
  - Mesa, Arizona: XXXXXXXXXXXXXXXX
- Determine/verify validity of situation/size up.
- Ensure 911 & ATSU Security have been notified.
- Identify immediate priorities/action items, and take action/coordinate a response NOW.
- Begin thinking about an incident command structure. Implement only if/when the time is right.
- Think safety of staff, as much as possible, under the circumstances.
- DELEGATE. Maintain span of control.
- Have someone liaison with first responders ASAP.
- Identify need to make notification using RAVE or other system(s). See EOP Appendix W.
- Request and prioritize the use of additional resources.  
*(If you stage appropriately, it is better to have too many rather than too few.)*
- Request additional clerical/other support to assist as needed.
- Establish a secure inner/hot perimeter – safety zone/danger zone. *(See attached addendum.)*
- Establish a secure outer/containment perimeter – safety zone/danger zone. *(See attached addendum.)*
- Establish a complete detour/barricade plan around event.
- Pick alternate Incident Command Post (ICP) location if situation warrants.
  - If feasible: Kirksville, Missouri: XXXXXXXXXXXXXXXX  
Mesa, Arizona: XXXXXXXXXXXXXXXX
- Select a strong/knowledgeable person/supervisor to be the staging officer.
- Identify staging area(s), vehicle parking, safe entrance/exit routes, etc.
- Select an assistant(s) to help.
- Assign ICP radio/phone operator. Name \_\_\_\_\_ Phone # \_\_\_\_\_
- Provide location and ICP phone numbers to those involved and enroute. Clearly post phone number by function.
- Assign significant event scribe, and begin log.

## COMMAND POST CONSIDERATIONS

TIME

- Assign ICP security, and begin log, if needed.
- Identify the need for specialized response/consultation. If needed, make call out. *If call out is needed, advise the following: Make certain your message/need is clear. (Verify receipt of the notification.)*
  1. Who/what is needed? \_\_\_\_\_
  2. How many are needed? \_\_\_\_\_
  3. What are they needed to do? \_\_\_\_\_
  4. When are they needed? \_\_\_\_\_
  5. Where are they to assemble? \_\_\_\_\_
  6. Secure path to staging area. \_\_\_\_\_
  7. Required PPE or other equipment/instructions. \_\_\_\_\_
  8. Staging & location: Officer name: \_\_\_\_\_ Phone # \_\_\_\_\_  
Location: \_\_\_\_\_
  - a) State/local emergency responders
  - b) SEMA (*May require notification even if not requesting assistance.*)  
If appropriate, request an Incident Support Team (CIST).
  - c) EOC Call-in List
  - d) Clerical support personnel
  - e) Crowd control resources
  - f) Camera/video operators
  - g) Drones
  - h) Ameren UE and/or other utility resources
  - i) Telephone company
  - j) Mental health professionals
  - k) Red Cross
  - l) Buses
  - m) Community Emergency Response Team (CERT)
  - n) On-scene communications equipment/personnel
  - o) Hospital representative(s)
  - p) Salvation Army
  - q) National Weather Service
  - r) other



## COMMAND POST CONSIDERATIONS

TIME

- Initiate ICS/NIMS, if appropriate, and make specific support assignments.
  1. Pick strong/knowledgeable person(s) in charge. Assign command staff and general staff positions.
  2. Transfer responsibilities to those assigned command/general staff positions.
  3. Designate emergency frequencies/phone number early. (See attached addendum.)
  4. Create an effective command structure.
  5. Hold staff individually accountable for assignments/success.
- Have someone review appropriate sections/appendixes of ATSU's Emergency Operations Plan and report back on unmet recommendations.
- BREATHE, take a step back, look at the big picture, and confirm strategy.
- Maintain situational awareness of entire incident.
- Continuously evaluate incident and modify response, if/as appropriate.
- Share information in a timely fashion.
- Make staff/additional notifications. Request specific staff members to respond (if it is necessary).  
Consider opening the Emergency Operations Center.
  1. ATSU President and/or Executive in Charge
  2. Vice President of Student Affairs
  3. Finance
  4. Communication & Marketing
  5. Legal counsel
  6. Safety/Security director
  7. EOC support
  8. Other
- Identify realistic incident objectives.
- ANTICIPATE – Think long-range planning/contingencies.
- Interview witnesses/experts/victims and gather information.
- Prepare an area sketch. Who's assigned? \_\_\_\_\_ Phone # \_\_\_\_\_
- When the map is prepared, mark the identifying designators.
  1. Target location
  2. Incident Command Post (ICP)
  3. Location of all deployed staff
  4. Staging
  5. Perimeter units (inner "hot zone" & outer "containment" areas)
  6. Traffic blockages (detour/barricade plan)
  7. Building access control
  8. Evacuation paths
  9. Evacuations
  10. Secure routes for responding resources
  11. Other
- Notify clerical support, briefing them on the incident, and request they handle general community inquiries.  
Prepare standard script, if necessary, to provide standard/needed information.



## COMMAND POST CONSIDERATIONS

**TIME**

- Reconfirm and adjust perimeters. (Make certain to adjust assignment sheets/maps accordingly.)
- Who's in charge?
 

	Name _____	Phone # _____
	Name _____	Phone # _____
	Name _____	Phone # _____
	Name _____	Phone # _____
	Name _____	Phone # _____
	Name _____	Phone # _____

- Brief arriving specialized personnel. *(If warranted, turn incident over to these specialized personnel.)*
- Brief and/or provide progress reports upward in the chain of command.
- Request progress reports from subordinate personnel.
- Schedule rotation of personnel.
- Call out additional personnel? Yes / No                      Release/demobilize excess staff? Yes / No
- How many? \_\_\_\_\_  
 Who? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Who notifies? \_\_\_\_\_

Where to assemble? \_\_\_\_\_

Spec. instructions. \_\_\_\_\_

Staging Officer: Name \_\_\_\_\_ Phone # \_\_\_\_\_ Where located? \_\_\_\_\_

- Set-up accounts for:
 

1) Food/drinks	Where? _____
2) Lodging for evacuees	Where? _____
3) Petty cash	Where? _____
4) _____	Where? _____
5) _____	Where? _____
6) _____	Where? _____
7) _____	Where? _____

## COMMAND POST CONSIDERATIONS

TIME

- Arrange for receipt of needed equipment/replacement.
  - 1) Field Command Post/ office supplies
  - 2) Portable radios/base station
  - 3) Stop the Bleed kits
  - 4) AEDs
  - 5) Radio batteries
  - 6) Radio chargers
  - 7) Cell phones
  - 8) Flashlight batteries
  - 9) Barricades/cones
  - 10) Cameras
  - 11) "Caution" tape
  - 12) Reflective vests
  - 13) Food/fluids
  - 14) Easy-up tents (for shade)
  - 15) Coolers (ice chests)
  - 16) Buses/transport vehicles
  - 17) Porta-potties
  - 18) Fuel
  - 19) Safety equipment (e.g., hard hats, PPE, etc.)
  - 20) Additional lighting
  - 21) Phone lists
  - 22) Portable generators
  - 23) Blueprints
  - 24) Portable computers/laptops with network capabilities
  - 25) Copy of current Emergency Operations Plan
  - 26) Other
  
- Demobilize
- Debrief/hot wash
- Complete event reports and distribute per EOP
- Coordinate with safety and security director for follow-up of equipment/training/education needs

## PICK INCIDENT COMMAND POST (ICP) LOCATION (IDEAL SITE)

Habitable building near incident	Out of sight of incident/safe
Safe access for subsequent arrivals (broadcast)	Heating/air conditioning
Lighting	Restrooms/washrooms
Kitchen facilities	Multiple phone lines (One line should be dedicated to incident commander.)
Clearly post phone numbers for functions/assignment	
Multiple large individual offices	
Capable of accommodating expected ICP personnel and equipment	

## COMMAND POST

Building name \_\_\_\_\_  
 (if appropriate) \_\_\_\_\_  
 Address \_\_\_\_\_  
 Room numbers \_\_\_\_\_  
 Phone numbers (    ) \_\_\_\_\_ (    ) \_\_\_\_\_  
                   (    ) \_\_\_\_\_ (    ) \_\_\_\_\_  
                   (    ) \_\_\_\_\_ (    ) \_\_\_\_\_  
                   (    ) \_\_\_\_\_ (    ) \_\_\_\_\_  
 How to access Command Post \_\_\_\_\_

# PERIMETER POSITIONS

INNER

OUTER (CHECK ONE)

Perimeter position (1) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (2) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (3) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (4) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

# PERIMETER POSITIONS

INNER

OUTER (CHECK ONE)

Perimeter position (1) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (2) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (3) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (4) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

# PERIMETER POSITIONS

INNER

OUTER (CHECK ONE)

Perimeter position (1) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (2) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (3) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_

Perimeter position (4) Location \_\_\_\_\_  
Assignment \_\_\_\_\_  
Supervisor \_\_\_\_\_ Phone # \_\_\_\_\_  
Assisting \_\_\_\_\_ Phone # \_\_\_\_\_