Portions of this document may contain sensitive information pertaining to the strategic, operational, and tactical operations of the University of Illinois at Chicago in response to a local disaster/emergency situation. Although the vast majority of this plan is available for public review, the university is withholding the functional annexes from full public disclosure. Refer any request for a copy of this document to:

The Office of the Vice Chancellor for Administrative Services  
Attn: Office of Preparedness and Response  
1140 S. Paulina St., Suite 109, M/C 911  
Chicago, IL 60612
LETTER OF PROMULGATION

In accordance with applicable federal and state law, this plan is approved and formally adopted as the University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP). It provides a concept of operations for each phase of emergency management, and is designed to facilitate a timely, effective, efficient, and coordinated university response. It designates areas of responsibility and defines for the university the framework necessary to protect life, secure critical infrastructure and facilities, and restore teaching and research programs following a disaster/emergency.

The EOP identifies the hazards that could affect the campus; sets forth the responsibilities of campus administrative and operational units, local governmental departments and agencies; and outlines a means for local and state resources to be used to assist faculty, staff, students, visitors and various other jurisdictions of the City of Chicago and Cook County. The planning authorities and responsibilities conveyed to individual campus units, schools, colleges, departments, and agencies of local government are recognized and acknowledged.

This plan supersedes all other university emergency plans. The Office of the Vice Chancellor for Administrative Services, which includes the Office of Preparedness and Response and the UIC Police Department, under the direction of the Vice Chancellor for Administrative Services or designee, is granted authority and responsibility for executing this plan when called upon. All major administrative units and colleges under the university’s jurisdiction shall abide by and cooperate fully with the provisions described or referenced herein.


Michael D. Amiridis
Chancellor, The University of Illinois at Chicago
FOREWORD

The University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP) is prepared in compliance with the federal National Response Framework (NRF), the National Incident Management System (NIMS), the Illinois Emergency Management Agency Act (20 ILCS 3305 and 29 ILCS 305), the Higher Education Opportunity Act (Pub. L. 110-315), the Campus Security Enhancement Act of 2008 (110 ILCS 12) and related actions as governed by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Pub. L. 93-288, as amended by Pub. L. 100-707). It discusses the mechanism to be used by the university, its faculty, staff, students and visitors to any area of the campus affected by a natural, man-made, or technological disaster/emergency.

The EOP addresses the management of significant disasters/emergencies by administrative and operational campus entities, as well as the local governments of the City of Chicago and Cook County, and facilitates the receipt of state assistance. The EOP outlines policies, concepts of operations, organizational structures, and federal-state-local interfaces. It is designed to supplement and support the response and recovery efforts of the university.

The EOP was developed through the cooperation of administrative and operational campus entities as well as local first responder departments and agencies with response and recovery capabilities and assignments. Continuing effort is required to complete sections of the plan and keep it current.

Comments and revisions are solicited and should be forwarded to:

The Office of the Vice Chancellor for Administrative Services  
Attn: Office of Preparedness and Response  
1140 S. Paulina St., Suite 109, M/C 911  
Email: ready@uic.edu
RECORD OF REVISIONS

The use of this Record of Revisions table helps manage modifications to the University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP) throughout the life of the document. All attempts have been made to ensure the accuracy of the information within this plan as of the initial distribution date. The Office of the Vice Chancellor for Administrative Services will maintain the official (master) copy of the UIC EOP. When changes are necessary, the following procedures should be followed:

1. The Office of Preparedness and Response will issue major changes on copy pages that will be updated in the EOP. New pages will be inserted as directed. The old pages will be removed and destroyed;
2. Plan-holders will be notified of changes by memorandum and/or e-mail, and will be responsible for updating their existing EOP; and
3. When any change is made, an entry should be noted in the following log:

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RECORD OF DISTRIBUTION

The University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP) (public version) will be available on the UIC Ready website, which can be found at www.ready.uic.edu. This record of distribution list names the departments or agencies receiving complete copies of the EOP. The plan may be distributed in an electronic form or a printed version.

<table>
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<td>Assistant Vice President for Business &amp; Finance</td>
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<td>Associate Chancellor and Director for Access and Equity</td>
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<td>President’s Office</td>
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<tr>
<td>Associate Vice Chancellor for Student Affairs/Dean of Students</td>
<td>February 14, 2018</td>
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<tr>
<td>Executive Director of Facilities Management</td>
<td>February 14, 2018</td>
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<tr>
<td>UIC Police Department Captain of Patrol Operations</td>
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<td>UIC Police Department Captain of Administrative Services</td>
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<tr>
<td>Senior Executive Director of Public Affairs</td>
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<tr>
<td>Director, Environmental Health and Safety Office</td>
<td>February 14, 2018</td>
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<td>City of Chicago Office of Emergency Management and Communications</td>
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<td>Cook County Department of Homeland Security and Emergency Management</td>
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<td>Illinois Emergency Management Agency</td>
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PLAN CONCURRENCE

The undersigned University officials hereby acknowledge and agree to the duties, responsibilities, and relationships as outlined herein, and concur with the mission, goals, and objectives of the University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP). As needed, revisions will be submitted for review by the undersigned or their designees.

The UIC EOP is an all-hazards plan that establishes a single, comprehensive framework for management of local disasters/emergencies. It provides a structure and mechanism for coordination of federal, state, and local authorities and responsibilities. The undersigned University officials hereby acknowledge and are committed to:

- Supporting EOP concepts, processes, and structures and carrying out their assigned functional responsibilities to ensure effective and efficient incident management, including designating representatives to staff the emergency operations center, as required;
- Providing cooperation, resources, and support to the University in implementation of the EOP that is appropriate and consistent with authorities and responsibilities;
- Modifying existing inter-/intra-campus and agency incident management and emergency response plans to facilitate compliance with the EOP;
- Forming and maintaining University incident management partnerships with Federal, State, regional, and local organizations; and operating within the National Incident Management System; and
- Developing, exercising, and refining local and regional capabilities to ensure sustained operational readiness in support of the EOP.

<table>
<thead>
<tr>
<th>Emergency Operations Policy Group</th>
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<td>Associate Vice Chancellor for Human Resources</td>
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SIGNATURES ON FILE
Signatures of authorized Emergency Operations Policy Group members assigned disaster/emergency responsibilities are on file with the Office of the Vice Chancellor for Administrative Services.

EXTERNAL ORGANIZATION CONCURRENCE
The University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP) recognizes that disasters/emergencies could overwhelm the capability of the university and it is necessary to integrate federal, state, and local resources into its response and recovery efforts in order to coordinate and utilize available resources to the fullest advantage in rendering disaster/emergency relief.

The UIC EOP provides a description of the functions and responsibilities assigned to each support organization outside of the core campus. The plan will be evaluated periodically and the university will collaborate and coordinate with support organizations to ensure that functions and responsibilities are current.

PLAN ABSTRACT
The UIC EOP consists of:

1. A general purpose statement of the EOP.
2. A list of assumptions used in developing the EOP.
3. A concept of operations section, including, but limited to, how the university will implement the concepts and procedures of the federally-recognized National Incident Management System (NIMS) Incident Command System (ICS).
4. Identification of the line of succession, by title and position (with up to two alternates), of who will implement the plan, direct emergency response and recovery, and provide leadership, authority and responsibility.
5. A description of the functions and responsibilities assigned to each organization, including private and volunteer organizations or groups, in support of emergency response and recovery operations at the university.
6. An appendix containing a list of existing written mutual aid agreements, memorandums of understanding (MOUs), and other written agreements affecting the emergency response and recovery functions for the university.
7. The laws and source documents which establish a legal basis for planning and carrying out all-hazards emergency operations for the university.
8. Assignment of responsibilities for plan maintenance, review, evaluation and updating.
HAZARD IDENTIFICATION AND RISK ASSESSMENT

A hazard represents an event or condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to environment, academic and business interruption, or other types of harm or loss. The university has referenced the 2014 Cook County Multi-Jurisdictional Hazard Mitigation Plan and the 2012 Chicago Metropolitan Statistical Area Hazard Vulnerability Analysis, for a listing of the natural hazards most likely to threaten Cook County and the City of Chicago (which includes the University of Illinois at Chicago), or a portion thereof. The defined mission of these plans is to identify risks and sustainable cost-effective actions to mitigate the impact of natural hazards in order to protect the life, health, safety, welfare, and economy of the communities of Cook County.

Cook County is located in northeast Illinois on the western shore of Lake Michigan. It is the most populous of Illinois’ 102 counties, with a 2013 estimated population of 5.24 million. It is the sixth largest county in the state by area, covering 946 square miles. The planning area’s economy is strongly based in the educational services, health care, and social assistance industry, followed by the professional, scientific, management, administrative, and waste management industries. Cook County has experienced 19 hazard events since 1967 for which federal disaster declarations were issued. The Spatial Hazard Events and Losses Database for the United States (SHELDUS), maintained by the University of South Carolina, includes many more hazard events. For Cook County, SHELDUS lists 748 instances of monetary or human loss due to a hazard event. The responsibility for hazard mitigation lies with many, including private property owners; business and industry; and local, state, and federal government. Through multi-jurisdictional partnerships, local jurisdictions within an area that has uniform risk exposure can pool resources and eliminate redundant planning activities.

The assessment findings are based on an extensive data collection and analysis effort, previously developed probability statistics for the likelihood of the hazard to occur, and in-person workshops to subjectively discuss the compiled data. The full range of natural hazards that could impact the planning area were considered, and the following natural hazards were identified as presenting the greatest concern:

Table 1. Cook County Hazard Risk Ranking

<table>
<thead>
<tr>
<th>Hazard Ranking</th>
<th>Hazard Event</th>
<th>Category</th>
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<tbody>
<tr>
<td>1</td>
<td>Severe Weather</td>
<td>High</td>
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<tr>
<td>1</td>
<td>Severe Winter Weather</td>
<td>High</td>
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<tr>
<td>2</td>
<td>Flood (including urban flooding)</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td>Tornado</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td>Earthquake</td>
<td>Medium</td>
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<tr>
<td>5</td>
<td>Dam Failure</td>
<td>Low</td>
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<tr>
<td>6</td>
<td>Drought</td>
<td>Low</td>
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</table>

Detailed risk assessments were performed for each of these hazards of concern. In addition, a brief qualitative review was conducted of technological and human-caused hazards of interest, which were not considered as critical as the hazards of concern: epidemic or pandemic; nuclear power plant incident; mass influx of evacuees; widespread power outage; hazardous material incident. A separate qualitative review also was performed for climate change.
The state of Illinois prepared a 2013 Illinois Natural Hazard Mitigation Plan, as referenced in the aforementioned documents, which contains an analysis of the risk and impact of various natural hazards to each county in Illinois, and provides hazard ratings across counties for each profiled natural hazard. The risk of each hazard identified for Cook County is ranked based on criteria and methodology established by the Illinois Natural Hazard Mitigation Planning Committee.

Vulnerabilities directly affecting the University of Illinois at Chicago (UIC) are assessed in the Cook County Multi-Jurisdictional Hazard Mitigation Plan, including demographic data for Cook County and structural inventory data for critical facilities that affect the university populace. The university's response capabilities are sufficient to mitigate, respond to, and recover from, many types of disasters/emergencies. The university works closely with the emergency management staff of the City of Chicago and Cook County on a daily basis. A cooperative working relationship and team approach between the university and municipal governments for emergency response is a major strength on which the university relies. Any shortfalls in response capabilities are decreased and/or alleviated by interagency coordination and memorandums of understanding (MOU) between first responder agencies within Cook County and the City of Chicago.
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1. **OVERVIEW**

The University of Illinois at Chicago (UIC) is committed to providing a safe learning environment for students, faculty, staff, and visitors who live, work, visit, or study on campus. To reaffirm UIC’s commitment to the safety, security, and wellbeing of UIC and to remain in compliance with local, state, and federal laws, the UIC Campus Emergency Operations Plan (EOP) has been updated, reviewed, and approved by UIC leadership and community partners. This EOP has been developed for university response and recovery operations and outlines specific actions in support of local and county response and recovery activities.

It is the policy of the university to be prepared for any disaster/emergency. Emergency response personnel, equipment, and services will be maintained in a high state of readiness to save lives, prevent or minimize damage to property, and provide assistance to all people who are threatened or become survivor of a disaster/emergency. These services shall be coordinated to the maximum extent possible within the campus as well as comparable activities of other local governments and other counties, the State of Illinois, the federal government, and private agencies and organizations of every type. The UIC Emergency Operations Policy Group (EOPG) shall determine the level and duration of the university’s commitment of resources.

UIC has the capability of, and the primary responsibility for, emergency response and recovery from a disaster/emergency which may affect the university. When these capabilities are exceeded, assistance from the City of Chicago Office of Emergency Management and Communications (OEMC) and the Cook County Department of Homeland Security and Emergency Management (DHSEM) may be available. Both UIC, OEMC, and DHSEM follow the National Incident Management System (NIMS) when responding to disasters/emergencies. When university, City of Chicago, and Cook County capabilities are exceeded, State of Illinois assistance is available through the Illinois Emergency Management Agency (IEMA); and Federal Emergency Management Agency (FEMA) Region V assistance may also be available.

1.1. **Purpose**

The UIC EOP provides the necessary guidance to organize and direct the university’s response and recovery operations in the event of a disaster/emergency. It addresses all types of hazards, and establishes policies, methodology, responsibilities and operations designed to effectively and efficiently address the needs of the university during an incident or major adverse event.

The goal of the EOP is to provide a means to use university resources in order to protect and prevent potential emergencies whenever possible, and deal efficiently with the effects of these events if they do occur; to respond to save lives and protect property; and to promote a means to recover and resume the normal mission and critical university functions. In all of these efforts, the university will continue to mitigate as many hazards as possible to promote a resilient and ready campus.

This plan incorporates applicable provisions from the federal National Response Framework and the Illinois Emergency Operations Plan, and is compliant with NIMS, as outlined by the U.S. Department of Homeland Security (DHS).

The EOP is intended to be a “living” document that will reflect the continually evolving environment at the university with each update.
1.2. **Mission**

The Campus EOP is designed to align with UIC values during response operations, and to promote the following:

- Protection of life, property, and the environment;
- Support of health and safety of students, faculty, staff, and visitors;
- Protection of critical infrastructure, assets, and facilities;
- Maintenance of university services;
- Restoration of essential programs and general university operations; and
- Minimization of the disruption of university operations and activities.

1.3. **Scope**

The Campus Emergency Operations Plan (EOP) and its contents apply to all university units, departments, and offices at the Chicago main campus and all other university-owned, controlled or leased facilities. It takes into account the plans of local, state, and federal government agencies and mutual aid organizations and is designed to work seamlessly within all existing university planning disciplines and legal authorities. The university will cooperate with federal, state, and local emergency management agencies and other responders in the development, implementation, and execution of its emergency response plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

Concepts in this plan apply to the complete spectrum of emergencies that could impact the University of Illinois at Chicago (UIC) campus, including any incident that threatens the health, safety or security of its students, faculty, staff or visitors. Since UIC is vulnerable to a variety of natural, technological, and human-caused hazards, this plan takes an “all-hazards” approach. This encompasses all incidents that may disrupt day-to-day university operations, cause extensive property damage, and cause casualties within the campus.

The University of Illinois Hospital and Health Sciences System (UI Health) has its own Emergency Management Plan, but will integrate maintenance and sustainment activities through a collaborative process with university stakeholders, through transparency and information sharing, collaborative planning, training and exercise initiatives, and a continued review and evaluation and prioritization of response and recovery protocols that benefit the entire university community.
2. SITUATION AND ASSUMPTIONS
University students, faculty, staff, and visitors can be exposed to a number of threats and hazards with the potential to disrupt the campus, create damage, and cause casualties. The following situation and assumptions provide an overview of potential disaster/emergency situations at the university and the assumed operational conditions that provide a foundation for establishing protocols and procedures.

2.1. Situation Overview
The University of Illinois at Chicago (UIC) is a high-impact, global research university situated in an openly accessible, urban environment within a city of approximately three million inhabitants. It is the largest public research university in the City of Chicago, and is a major contributor to the economic, academic and healthcare vitality of the city. UIC has a budget of $2.095 billion and with more than $313 million in annual research awards (FY16), UIC ranks among the leading universities in federal research funding. The university serves a diverse student population of 29,000 with a faculty and staff of 15,603 and is designated a Minority, Hispanic, and Asian American and Pacific Islander Serving Institution. UIC programs span the arts, business, education, humanities, basic, social and health sciences, engineering and technology, social work, urban planning and public policy. For information on University demographics, population and building information, refer to: www.uic.edu/about.

The university is highly visible and geographically dispersed, which makes it susceptible to many hazards and threats to public safety and security. Accordingly, the university has structured its emergency operations plan to be “all-hazards” in nature. Therefore, policies, processes, and protocols contained within this document will stress the performance of capabilities required to counter the effects of all hazards.

2.2. Planning Assumptions
The following major assumptions should be considered before, during, and after a disaster/emergency which would lead to the activation of the EOP:

- All emergencies that require activation of the EOP will be managed according to the National Incident Management System (NIMS), specifically the Incident Command System (ICS).
- During an emergency, all units, departments, and divisions including all activated functions will work in a coordinated manner and share resources toward a common goal under the direction of the Campus Incident Response Team (CIRT).
- Depending on the scale and scope of the emergency, the Campus Emergency Operations Center (CEOC) may be activated and staffed with appropriate personnel and departments that have responsibilities as outlined in the EOP.
- The CEOC will support CIRT in satisfying operational objectives; it will not direct tactical operations.
- External partners including public and private sector entities may integrate into response operations, depending on the size and scope of the event.
- Local resources shall be used first. When the event overwhelms local resources, then other university assets or mutual aid agreements will be operationalized.
- In addition to students, faculty, staff, and visitors, university responding personnel may be affected by an emergency. This may impede their ability to respond.
- Critical infrastructure, equipment, and supplies needed to respond to an emergency may be unavailable due to the disaster. This may complicate, delay, or reduce the effectiveness of the response.
- Key vendors, contractors, and suppliers may be disrupted during an emergency.
- Resources applied during an emergency may necessitate the activation of continuity of operations.
• An emergency may have a greater effect on at-risk or vulnerable populations.
• Rumors and inaccuracies will spread as the public attempts to gather information about the hazard.
• The response of external resources or assistance may be delayed.
• Students, faculty, and staff may not be able to leave and/or travel to campus.
• All units, departments, offices are to have current Continuity Plans in the UI Ready continuity planning portal, and all facilities are to have building Emergency Action Plans (EAP).
• Regardless of the threat or type of emergency, it is possible that the following results may be encountered:
  o Death, injury, or illness of people and/or animals.
  o Interruption or disruption to instruction, transportation, normal communications, utilities and other essential university services.
  o Congregation of large numbers of people at the scene, at central locations (e.g. Student Centers), at shelters or regional evacuation centers (e.g. The Pavilion), etc.
  o Significant numbers of people being displaced, requiring some or all of the following: evacuation, shelter, feeding, welfare, and other assistance.
  o Structural damage to streets, buildings, utilities, and other property.
  o Contamination of food, water, personnel, vehicles, property, and other substances.
  o Periods of civil unrest or disorder, including looting, rioting, mob scenes, violence, etc.
  o Initial confusion of the affected population, with probable delays in response due to lack of disaster intelligence.
  o Extensive need for public information.
3. **LEGAL AUTHORITY, BASIS AND REFERENCES**

This plan is promulgated under the authority of the Chancellor and the Vice Chancellor for Administrative Services of the University of Illinois at Chicago (UIC). The following laws and other source documents establish the legal basis for planning and carrying out all-hazards emergency operations responsibilities for the university:

### 3.1. Federal
- Emergency Management and Assistance, **44 CFR. 1-401** (2002)
- Occupational Safety and Health Standards, **29 CFR.1910** (2013)
- Presidential Policy Directive 8, **PPD-8** (2011)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, **Pub. L. 100-707** (1988)
- The Family Educational Rights and Privacy Act, **34 CFR 99** (2013); Authority: **20 USC 1232g** (2011)
- **2013 Illinois Natural Hazard Mitigation Plan**, IEMA (2013)
- **Cook County Multi-jurisdictional Hazard Mitigation Plan**, Cook County DHSEM (2014)
- **ICS Forms**, FEMA
- **Illinois Emergency Operations Plan (IEOP)**, IEMA (2014)
- **Incident Command System (ICS)**, FEMA (2013)
- **National Incident Management System (NIMS)**, FEMA (2008)
- **NRF National Preparedness Guidelines Target Capabilities List (TCL)**, USDHS (2007)

### 3.2. State
- Good Samaritan Act, **745 ILCS 49** (1997)
- All Hazards Campus Emergency Plan and Violence Prevention Plan, **29 IAC 305** (2009)

### 3.3. References
4. CONCEPT OF OPERATIONS
This section describes the flow of the university’s emergency operations management strategy for accomplishing a mission or set of incident objectives in order to reach a desired end-state. It identifies special coordination structures, specialized response teams or resources needed, and other considerations unique to the type of incident or hazard.

The role of major administrative units and colleges involved in emergency response will generally parallel normal day-to-day functions, however, personnel may be re-assigned to work in areas and perform duties outside their regular job assignments. Daily operations that do not contribute directly to an emergency may be curtailed for the duration of an emergency. Efforts that would typically be required for routine functions will be redirected, in order to accomplish emergency tasks within the Incident Command System (ICS). When incidents increase in magnitude, additional resources and coordination may be required to support emergency response and recovery efforts.

UIC’s operations are guided by the National Incident Management System (NIMS), as established by the Federal Emergency Management Agency (FEMA). NIMS provides a national framework enabling federal, state, local and private sector non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to and recover from incidents regardless of cause, size or complexity. Consistent with NIMS, UIC’s operations incorporate the basic structure of ICS, while making necessary adjustments and incorporating emergency support functions to meet the unique needs of the university. ICS is the model tool for response command, control, and coordination, and it provides a means to coordinate the efforts of the university and external partners as they work toward the common goal of stabilizing an incident and protecting life, property, and the environment.

This plan is designed to be flexible to be used in any emergency response situation regardless of the size (e.g. local incident or major disaster), type (e.g. active threat, act of terrorism, civil unrest, cyber-attack, earthquake, infrastructure failure, pandemic, etc.), or complexity (e.g. a single act of terrorism impact one system or a complex coordinated attack). Part or all of the components of the plan can be activated as needed to respond to the disaster/emergency. More detailed information on each function can be found in the subsequent functional annexes complementing this basic plan.

4.1. Four Phases of Emergency Management
FEMA has used four (4) phases of emergency management, in which it can be applied to individuals and communities. The phases imply that much of what will happen in a disaster/emergency can be predicted and that this knowledge allows communities to anticipate the types of disasters/emergencies that are likely to affect them, and to consider ways to reduce the impact of or prevent disasters altogether.

4.1.1. Mitigation
Mitigation activities are those designed to either prevent or minimize the potential adverse effects of a disaster/emergency. Flood plain zoning, building code enforcement, and urban drainage improvements are examples of mitigation activities.

4.1.2. Preparedness
Preparedness activities, programs and systems exist prior to an emergency and are used to support and enhance response to a disaster/emergency. Planning, training and exercising are among the activities conducted under this phase.
4.1.3. Response
Response includes activities and programs designed to address the immediate and short-term effects of the onset of a disaster/emergency. The response phase is designed to reduce casualties and damage and to speed recovery. Response activities include direction and control, warning, evacuation and other similar operations.

4.1.4. Recovery
Recovery is both short-term and long-term. Short-term operations seek to restore vital services to the university community and provide for the basic needs of the public. Long-term recovery focuses on restoring the university community to its normal condition or even to improved conditions. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions may be temporary food and shelter, providing crisis counseling, restoration of non-vital university services and reconstruction of the damaged areas.

4.2. Relationships between Response Organizations
The UIC Emergency Operations Policy Group (EOPG) has overall authority and responsibility for emergency response operations. Members of the EOPG will work collaboratively with those operating within the Campus Incident Command Post to ensure appropriate operational decisions are made. They will assist the emergency response measures of any/all responder agencies, departments or organizations. The decision to implement the EOP will be based upon the probability or the actual occurrence of a disaster/emergency that threatens the health, safety and welfare of the campus populace. In this event, the VCAS and/or designee will contact the members of the EOPG and inform them of the situation and receive direction concerning activation and implementation of the EOP.
4.3. Summary of Overall Operations

Figure 1. UIC Policy Group Response Flowchart

REFERENCE KEY:
CEOC: Campus Emergency Operations Center
CIRT: Campus Incident Response Team
EOPG: Emergency Operations Policy Group
HICS: Hospital Incident Command System
PGA: Office of Public and Government Affairs
VCAS: Vice Chancellor for Administrative Services
Figure 2. Incidents Affecting UIC Only
Figure 3. Incidents Affecting Multiple Jurisdictions
4.4. **Declaration of a State of Emergency at UIC**

The decision to declare a State of Emergency at UIC rests solely with the Chancellor or their designee.

4.4.1. **Campus Closure**

In accordance with Executive Notice 94-3, the campus is never closed. The residential, healthcare, and research aspects of UIC operations make this a requirement.

4.4.2. **Cancellation of Individual Classes**

In individual cases, an instructor may need to cancel a class. Instructors must notify college and departmental offices of such cancellations. All students registered in the class must be informed promptly by email, text message or Blackboard, and the work must be made up later in the semester.

4.4.3. **Cancellation of All Schedule Classes**

In accordance with Executive Notice 94-3, all classes will be canceled if, in the judgment of the Chancellor or the Provost and the Vice Chancellor for Academic Affairs, or the Vice Chancellor for Health Affairs, the health and safety of students, faculty, or staff would be seriously jeopardized. In this case, the Vice Chancellors will notify units that report to them. The Campus will be notified via Urgent email and UIC Alert text messages to subscribed mobile phones; the [www.uic.edu](http://www.uic.edu) and [www.emergency.uic.edu](http://www.emergency.uic.edu) websites; and the UIC Information Line at (312) 413-9696. Notice will be sent to local radio and television stations for public announcement.

Should you hear on the radio or television that the campus is “closed,” expect that while classes have been canceled, buildings and offices are open and some special events may take place as scheduled. Faculty and staff with non-instructional responsibilities are not excused when classes are canceled.

4.5. **Levels of Emergency**

Incidents may be generally categorized into Level 3, 2, or 1. Individual circumstances or changing conditions may quickly require reassessment and escalation to a higher level of response. An emergency at any level will be debriefed at the conclusion of the incident for the purpose of review, training, and future enhancement of this plan.

4.5.1. **Level 3**

A minor, localized emergency or critical incident that is limited in scope and potential effects. It is quickly resolved with existing university resources or limited outside help. The incident may result in minor injury to members of the campus community and minor damage to university facilities, and will affect a single localized area of the campus. This level will be declared only if the situation has the potential of escalating to a higher classification.

The Level 3 classification will be made by the Vice Chancellor for Administrative Services, Executive Associate Vice Chancellor for Administrative services, Chief of Police, or their designee(s).

Warning notification as time permits – type determined by Incident Commander or designated official. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area. Normal university response services will be able to resolve without activation of the CEOC.
The primary decision-making responsibility rests with the department or unit that would normally handle the situation. No university-wide action is required. Impacted personnel or departments coordinate directly with the Office of the Vice Chancellor for Administrative Services, Facilities Management, the Environmental Health Safety Office, and the UIC Police Department to resolve Level 3 conditions.

Based on the emergency level, the university will move from its normal operating or organizational structure to the Incident Command System, including the CEOC as needed, and then back again to the normal organizational structure.

**Level 3 Emergency examples:** A small and contained fire, localized chemical spill, localized power failure, plumbing failure or water leak, normal fire, or flood.

4.5.2. **Level 2**

A major incident or potential threat that is larger in scope and disrupts a large area and sizable population, which necessitates the provision of a considerable amount of resources from several university departments or units, but within the capabilities of the university to control. The incident may result in major damage to university facilities or severe injury to members of the campus community. These events may escalate quickly and have serious consequences for mission-critical functions or may threaten life safety.

The **Level 2 classification will be made by the Chief of Police or designee, or Executive Associate Vice Chancellor for Administrative Services, in consultation and coordination with the Emergency Operations Policy Group.**

The university may need to request assistance from external service providers and support teams at the local, state, and federal level in order to properly respond to the incident. Timeliness of notification determined by the Incident Commander or designated official – immediate or as time permits.

The primary decision-making responsibility rests with the department or unit that would normally handle the situation, but also requires a cooperative effort with other university stakeholders that are responding in support. The EOPG is notified in most instances, and will assume responsibility for primary decision-making if the situation warrants it. That decision will be made by the co-chairs of the EOPG, in consultation with the Chancellor. Activation of the CEOC would occur to provide general guidance and direction, coordinate external support, and provide resource support for the incident.

**Level 2 Emergency examples:** A structure fire or failure, significant hazardous materials release, extensive power or utility outage, severe flooding, multi-injury incident, communicable disease outbreak (i.e. bacterial meningitis) or an external emergency that may affect university personnel or operations.
4.5.3. Level 1
A significant (or catastrophic) event involving the occurrence or threat of significant threat to life and/or widespread property damage that is beyond the university’s capability. The incident will not be localized to a single area and will affect the entire university and surrounding community. It requires strategic support, significant external resource commitment, and extensive collaboration between various levels of local, state, and federal government. It also is an event or activity with the potential to negatively affect the reputation or credibility of the university.

The Level 1 classification will be made by the Emergency Operations Policy Group, in consultation with the Chancellor or designee.

The university may need to request assistance from several external support teams at the local, state, and federal level in order to properly respond to the incident. Immediate notification will be mandatory. Normal university operations are curtailed or suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster/emergency conditions requires campus-wide cooperation and extensive coordination of several external support teams at the local, state, and federal level in order to properly respond to the incident.

The EOPG is responsible for making decisions to resolve a Level 1 emergency. University personnel at the site of the emergency are responsible for those immediate emergency decisions necessary to protect life and property and to stabilize the situation until the EOPG has convened. Designated essential emergency personnel must remain or arrive on campus to respond to a Level 1 emergency.

Activation of the CEOC is to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.

**Level 1 Emergency examples:** Active threat or shooter, multi-structure fire, major explosion, major hazardous materials release, major earthquake, act of terrorism, widespread medical emergency, or mass casualty event.

4.6. Notification
The Office of the Vice Chancellor for Administrative Services (OVCAS) (i.e Facilities Management, UIC Police Department) will likely be the first to receive notification of an incident. Some incidents can be resolved with normal response capabilities while others may require additional resources or coordination. Incidents escalate to emergencies when life, property or environment of the university community is threatened.

If emergency response efforts require more than the normal response capabilities of the university, the OVCAS units will notify the Vice Chancellor for Administrative Services and subsequently members of the EOPG. The EOPG will work with the OP&GA to develop a unified message to be released to the community and as needed, the media and external community.
4.7. **Damage Assessment**

The collection of incident information, reports of injury, physical damage, and academic and business interruption are a critical layer of the university’s response. From this information, response strategy and tactics are developed and resources are coordinated and prioritized.

The Office of the Vice Chancellor for Administrative Services will take a lead role in conducting a damage assessment during the initial stages of an evolving incident. As the impact of the incident is understood, university resources are brought into the process of analyzing the situation and determining the course of action.

The goal of an initial damage assessment is to gain an understanding of the immediate situation, and to make quick decisions to preserve life and property. As the incident develops further, a more detailed view of the situation is developed in consultation with major administrative units, colleges, local, state, and federal agencies, and subject matter experts. Upon determination of the incidents scope and scale of impact, decisions will be made by the EOPG, the VCAS, or designee authorized to activate the Campus Emergency Operations Center.

4.8. **Emergency Operations Plan (EOP) Activation**

The following university positions have been given the authority to activate the EOP pursuant to a disaster/emergency:

1. Provost & Vice Chancellor for Academic Affairs
2. Vice Chancellor for Health Affairs
3. Vice Chancellor for Administrative Services

In most cases, the Emergency Operations Policy Group Co-Chairs, and/or Vice Chancellor for Administrative Services or designee will consult with the Chief of Police and the Office of Preparedness and Response to determine when the EOP should be activated. The decision to activate the EOP will be based upon the probability or actual occurrence of a disaster/emergency that threatens the health, safety and/or welfare of the faculty, staff, students and visitors of the university. In this event in most cases, the Vice Chancellor for Administrative Services or designee will contact the CEOC in order to inform them of the situation and receive direction concerning implementation of the plan. All CEOC members may support emergency response and recovery efforts in collaboration with on-scene emergency response personnel and provide necessary leadership, authority and responsibility.

4.9. **Campus Emergency Operations Center (CEOC) Activation**

A declaration of a State of Emergency is not required to necessitate a CEOC activation. The decision to activate the CEOC is based on demands of the incident or situation. The decision to activate is at the discretion of those with the decision-making authority as described below. The basis to arrive at decisions regarding CEOC activation is based on damage assessments, incident needs, incident type, location, escalation potential, and situational complexity among a variety of factors. All decisions regarding activation of the CEOC are intended to support the needs and demands of the incident and incident command. The following individuals retain the authority to activate the CEOC:

1. Vice Chancellor for Administrative Services
2. Chief of Police
The typical progression of some incidents may include a moderate escalation period that precedes the decision to activate the CEOC. In these types of situations, response activity will have already commenced and incident command structure is likely established on campus. Occasionally, some types of incidents may provide little to no warning before a decision is made. It’s important to be prepared for many types of CEOC activation and personnel recall. Personal preparedness for CEOC representatives should reflect the potential situations and activations that may occur at UIC. All representatives and emergency operations management team should be prepared to serve in roles in the CEOC with:

- Little to no warning of activation (Major/Complex Incidents)
- Moderate warning of activation (Escalating Incidents)

When the decision to activate has been determined, CEOC representatives should respond to the CEOC site prepared to represent their subsequent areas of responsibility in a timely manner prepared to serve for at least the first 12-hour period of incident duration. Upon arrival, CEOC representatives need to begin assessing the incident, and determine the need for additional departmental representation within the CEOC and/or staff for the next operational period.

The following table provides a summary of the Levels of Emergency, likely impact to UIC and corresponding CEOC activation, the possible duration the CEOC may be operational, and potential expected response actions.

### Table 2. Levels of Emergency Summary

<table>
<thead>
<tr>
<th>Level</th>
<th>Impact</th>
<th>CEOC Activation</th>
<th>Impact</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Minor</td>
<td>Steady State</td>
<td>0 to 12 hrs.</td>
<td>• No EOP activation required.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring</td>
<td>12 to 24 hrs.</td>
<td>• Limited EOP activation depending on individual administrative or academic unit requirements.</td>
</tr>
<tr>
<td>2</td>
<td>Major</td>
<td>Partial</td>
<td>24 to 72 hrs.</td>
<td>• May require mobilization of all campus support team resources.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• May also require activation of orders of succession.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• May require relocation of some faculty and staff to alternate location(s) for a period of &gt; 24 hrs. but &lt; 3 days.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Event requires ICS command and control resources be applied to the threat or disaster/emergency.</td>
</tr>
<tr>
<td>1</td>
<td>Significant</td>
<td>Full</td>
<td>&gt; 5 days</td>
<td>• May require activation of orders of succession.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• May require relocation of significant number of faculty, staff, and students to an alternate location for a period of &gt; 5 days.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Event requires ICS command and control resources be applied to the issue and will require the complete mobilization of all campus support functions.</td>
</tr>
</tbody>
</table>
4.10. CEOC Location
The Primary CEOC is the location where members of CIRT will meet, unless they are requested to respond to other locations.

**CEOC Primary Location**: CONFIDENTIAL. This information is kept on file by the Office of the Vice Chancellor for Administrative Services.

**CEOC Alternate Location**: CONFIDENTIAL. This information is kept on file by the Office of the Vice Chancellor for Administrative Services.

5. **EMERGENCY OPERATIONS MANAGEMENT STRUCTURE**
Emergency response activities at UIC follow the National Incident Management System (NIMS) and the Incident Command System (ICS). The university’s emergency operations management teams are responsible for overseeing the university’s strategic and tactical-level activities during response and recovery efforts. The following section describes the various components of the emergency management structure. See the [Appendix C: Campus Incident Response Team (CIRT) Task Checklists](#) for full descriptions of CIRT position roles and responsibilities.

5.1. **Emergency Operations Policy Group (EOPG)**
The executive Policy Group provides UIC-wide leadership, policy decisions, and strategic direction for any incident that impacts the university’s ability to perform its mission of teaching, research, service, and patient care. The EOPG is activated when a significant emergency affects the university, evaluating the situation and considering the high-level policy issues that confront the university.

Scope of responsibilities includes:
- Policy-level decisions.
- Fiscal authorizations.
- Strategic prioritization.
- High-level conflict resolution.
- Waiving university polices to facilitate response and recovery (bid processes, paperwork requirements, HR or benefits changes, etc.).
- Communication with Offices of the Chancellor and the President and other executive authorities.
- Approve reallocation of resources across conventional boundaries.

The first few hours are a critical time in the response to the emergency. The executive Emergency Operations Policy Group will be needed to guide actions involving the response to imminent threats and deal with issues around self-support and response support for the university.

The Policy Group does **not**:
- Direct field operations.
- Make tactical decisions.
- Direct emergency response operations (dealing directly with the incidents).
- Manage response departments.

The Co-Chairs must physically be present when the Policy Group convenes during Level 2 and 1 incidents, and as needed for other incidents. The back-up meeting location will be used in the event that the main location is either unavailable, inconvenient, or unsafe. Per the Chancellor and co-chairs of the Policy Group, the Vice Chancellor for Administrative Services (VCAS) is the designated authority that works on behalf of the Policy Group to make emergency response decisions.
Responsibilities include:

- Determination as to who is designated as the Incident Commander for a Level 3 incident (if not predefined in standard operating procedures). The Campus Incident Response Team is automatically activated for Level 2 or 1 incidents.
- Authorizes either partial or full activation of CIRT or CEOC.
- Cancels planned leaves and vacations for Level 2 or 1 incidents.
- Makes recommendations on canceling or delaying classes and university operations.
- For incidents where CIRT is activated for non-campus incidents, the VCAS serves as the Policy Group representative with the authority to make decisions on matters affecting that campus’ participation at the incident.

5.2. Policy Group Delegation of Authority and Succession of Leadership

In the event the university’s senior management personnel are unavailable to perform their duties and responsibilities during an emergency, University of Illinois pre-delegated emergency decision-making and policy authorities for the university will be exercised. All such pre-delegations specify what the authority covers and who (by title) will have the authority.

Authorized successors for each major administrative unit are listed in the Emergency Operations Policy Group Guide and Appendix A: Policy Group Delegation of Authority and Succession of Leadership. Lines of succession will be exercised to ensure continuity of mission-critical processes only with reasonable certainty that a superior is unable and unavailable to exercise authority and when immediate action is required. Contact information shall be communicated within each unit/department and to the next level of supervision. A successor exercising the authority of a superior should keep a log of important actions taken and the period during which the authority is exercised.

5.3. Activation and Termination of Successor's Emergency Authorities

Designated successors to individuals who are responsible for emergency response functions may assume their assigned emergency authorities in the absence of the original responsible person, in case of their injury or other inability to serve, or while the original person is off duty. Emergency authorities will be transferred back to the original person upon their arrival (if so requested), to another designated successor as part of a shift change, or, in extreme situations relating to safety, to another designated successor at the direction of the responsible individual.

The person being relieved of emergency response functions will brief the person assuming emergency authorities, indicating at least: the general situation status, the deployment and assignments of personnel, and appraisals of the need for additional resources.

5.4. Notifying Other Response Elements of Succession

As soon as someone assumes responsibility for a particular emergency support function, other response elements will be notified. If someone else subsequently assumes responsibility, the change will be immediately passed on to the other response units. Notification will be done through an announcement in the Campus Incident Command Post and/or the Campus Emergency Operations Center and/or the City of Chicago Emergency Operations Center to be relayed to applicable campus units, emergency response agencies, etc.
5.5. **UIC Incident Command System (ICS) Summary**

The UIC ICS consists of 3 primary roles in corresponding locations which are essential elements of campus emergency response and recovery operations:

<table>
<thead>
<tr>
<th>Location</th>
<th>Responsibility</th>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Scene / Incident Command Post</td>
<td>Tactical Response</td>
<td>Campus Incident Response Team: Command Staff</td>
<td>The Incident Commander determines as the best location and directs field emergency response.</td>
</tr>
<tr>
<td>The Campus Emergency Operations Center (CEOC)</td>
<td>Coordination and Support</td>
<td>Campus Incident Response Team: General Staff</td>
<td>The pre-determined centralized location for coordination and support during a threat or disaster/emergency. The CEOC is offsite support for the on-scene response / Incident Command Post.</td>
</tr>
<tr>
<td>Policy Group Command Center</td>
<td>Policy-Level Decisions</td>
<td>Emergency Operations Policy Group</td>
<td>Where policy and strategic-level decisions are made during a disaster/emergency or exercise, to support response and recovery operations.</td>
</tr>
</tbody>
</table>

5.5.1. **Incident Command Organizational Structure**

The EOP follows the structure of the Incident Command System (ICS) for managing a response. CIRT generally assumes all of the Command and General Staff positions. The Incident Commander supervises the Command Staff and General Staff and is responsible for all emergency response activities and efforts. (See Figure #3. Incident Affecting UIC Only)

5.6. **Campus Incident Response Team (CIRT)**

CIRT is the tactical-level incident management group of university representatives that provides the command and control structure that is required to manage the logistical, fiscal, planning, operational, safety, and campus issues related to any and all disasters/emergencies. Members of CIRT optimize the overall university response by understanding each other’s intentions and coordinating actions.

Members of CIRT include representation from departments and units under all Vice Chancellors. An incident’s type and size will dictate whether all or some of CIRT members are activated.

The primary objectives of CIRT are to provide the campus with:

- Trained personnel with the knowledge, skills, and abilities to initiate and staff the Campus Emergency Operations Center (CEOC) for any disaster/emergency on campus. They will address the unique circumstances of managing an incident on campus (e.g. student issues, research enterprise, academic affairs, etc.).
- Interoperability both horizontally and vertically between internal (UIC units and departments) and external partners (city, county, state, and federal agencies).
Specifically, CIRT members are responsible for:

- Ensuring that accurate and timely information is provided to the campus populations, media, parents and interested parties external to the university.
- Providing university support as requested by the Incident Commander, including university intelligence, support personnel, equipment, material, etc.
- Directing university resource support of emergency response operations and maintaining continuity of critical institutional functions on campus.
- Ensuring for the welfare and security of the campus at large beyond the bounds of the immediate emergency location, which is established by the Incident Command and under its direct control.
- Providing university intelligence, equipment, material, supplies, personnel, etc. as requested by the Incident Command in support of its efforts to mitigate the emergency and protect life, property and the environment.
- Collaborating, strategizing, and planning among CIRT members, the EOPG, and other university personnel in addressing issues directly related to campus functions and operations impacted by the emergency.
- Maintaining a current and accurate accounting of emergency response activities and progress in order to update the EOPG, as well as those communicating with parents, media, etc.
- Documenting and tracking university actions in support of emergency response efforts.
- Laying the groundwork for implementation of continuity and recovery activities.
- Performing other related duties as deemed necessary during the campus emergency.

CIRT is composed of the members of the university staff and include:
1. Incident Commander and Deputy Incident Commander
2. CEOC Director and support staff
3. Command Staff
   - Campus Liaison Officer
   - UI Health Liaison Officer
   - Safety Officer
   - Public Information Officer
4. General Staff - Section Chiefs
   - Operations
   - Planning
   - Logistics
   - Finance and Administration
5.6.1. Incident Commander

Manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post-event assessment. This position serves as the administer-in-charge for Level 1, 2, and 3 incidents.

Incident Commander general responsibilities:
- Provides overall leadership for incident response
- Establishes the level of organization needed
- Designates Command and General Staff
- Orders demobilization of the incident when appropriate
- Deactivates response as conditions return to normal
- Ensures incident After Action Reports (AAR) are completed
- Obtains a briefing from the prior Incident Commander and assesses the situation
- Determines the location of the Incident Command Post. If the event continues to expand and the CEOC is activated, then the Incident Commander and Incident Command Post staff and functions would move to the CEOC.

Authorization and approval:
- Authorized to act on behalf of the Policy Group to implement response operations that are in the best interest of the university and in accordance with the goals of emergency response and recovery.
- Approves and implements the Incident Action Plan.
- Authorizes the release of information to the news media and campus community, requests for additional resources, use of volunteers and auxiliary personnel, and release of resources

Coordination and collaboration:
- Coordinates and communicates with members of the CEOC, the Policy Group, and the field units.
- Keeps the Command Staff, Section Chiefs, and the General Staff informed and up-to date on all-important matters pertaining to the incident recovery.
- Facilitates the transition from the response phase into the recovery phase.
- Ensures incident AARs are completed.

Details on the roles and responsibilities of the Incident Commander can be found in Appendix C: CIRT Task Checklists.

5.6.2. Deputy Incident Commander

A Deputy Incident Commander may be designated to:
- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.

There may be a need to ensure direction and control for an incident involving more than one jurisdiction and involving multiple responding agencies. When such a situation exists, a Unified Command structure will be established. A Unified Command structure means that all agencies and organizations that have responsibility and authority at an incident will contribute to its resolution.
5.6.3. **Campus Emergency Operations Center (CEOC) Director**

Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed in part or in full from the Campus Emergency Operations Center. The CEOC is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The CEOC will operate on a 24 hour, 7-day basis during extended events with rotating shifts until the emergency is over. The CEOC Director will be staffed by the Assistant Vice Chancellor for Administrative Services or designee. This position will be responsible for overseeing coordination of CIRT’s activities during an emergency and ensuring it functions efficiently and effectively in support of Incident Command while maintaining continuity of the campus operations to the greatest extent feasible.

The Incident Commander determines when the incident no longer needs coordination from the CEOC. Normal shift rotation is 12 hours on, 12 hours off.

The CEOC Director advises the VCAS and the Incident Commander on building the ICS structure for any given incident, in addition to:

- Serving as an advisor on overall Incident Command System structure and management;
- Managing the Virtual Campus Emergency Operations Center (vCEOC) and Campus Emergency Operations Center (CEOC); and
- Leading the post-incident reviews and developing the After Action Report (AAR).

**CEOC Succession of Authority**

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the pre-determined succession of authority applies if the established position is unavailable to serve as CEOC Director. Refer to the Emergency Operations Policy Group Guide and [Appendix B: CIRT Order of Succession](#).

5.6.4. **Command Staff**

Command Staff report directly to the Incident Commander. Details on the roles and responsibilities of the Command Staff can be found in [Appendix C: CIRT Task Checklists](#), and pre-determined succession of authority can be found in [Appendix B: CIRT Command Staff Order of Succession](#).

5.6.4.1. **Public Information Officer (PIO)**

The PIO is responsible for interfacing with the public and media and/or with other agencies with incident related information requirements. In addition to the traditional role of coordinating all news media interactions, the PIO also coordinates the release of information to internal (students and employees) and external (general public) audiences via channels other than news media such as email and social media. This position is always activated for Level 1, 2, and 3 incidents.
5.6.4.2. **Campus Liaison Officer (CLO)**

The CLO serves as the primary point of contact with external partners, such as city, county, state, or federal agencies, and public and private sector entities. Additionally, the CLO provides briefings to and answers questions from supporting organizations, and monitors incident operations in order to identify any current or potential problems between response agencies. The CLO also provides direction for incoming people to the Campus Incident Command Post and coordinates the Joint Information Center when activated.

5.6.4.3. **UI Health Liaison Officer (HLO)**

The HLO serves as the primary point of contact with University of Illinois Hospital & Health Sciences System, the Illinois Medical District, as well as internal university groups such as the regional health sciences campuses. The HLO also provides direction for incoming people to the Hospital Incident Command Post.

5.6.4.4. **Safety Officer**

The Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Officer is responsible for completing the Incident Action Safety Analysis (Form 215A), developing the site safety plan and monitors incident or event operations and advises the Incident Commander on all matters relating to incident health and safety in the Incident Action Plan (IAP).

5.6.5. **General Staff**

The General Staff is comprised of four sections: (1) Operations, (2) Planning, (3) Logistics, and (4) Finance and Administration. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander. Details on the roles and responsibilities of the General Staff can be found in Appendix C: CIRT Task Checklists.

5.6.5.1. **Operations Section**

The Operations Section is responsible for managing all incident specific operations of an emergency response. The team is guided by a written or spoken Incident Action Plan (IAP) developed in coordination with the Incident Commander and Section Chiefs in the General Staff. The head of the Operations Team is the Operations Section Chief, which is the initial position activated. The Operations Section will expand as dictated by the number of resources involved in the response and by the span of control. Operations Section Chiefs will be assigned based on the type of incident.

Responsibilities include:

- Develop the operations portion of the IAP and complete the appropriate ICS forms (i.e. ICS Incident Check-in List: Form 211, General Message: Form 213, Activity Log: Form 214, and Operational Planning Worksheet: Form 215)
- Brief and assign Operations Section personnel in accordance with the IAP
- Report information about special activities, events, and occurrences to the IC
- Supervise Operations Section ensuring safety and welfare of all personnel
- Determine need and request additional resources
• Review suggested list of resources to be released and initiate recommendation for release of resources
• Assemble and disassemble Campus Support Teams assigned to Operations Section
• Maintain Unit / Activity Log (ICS Activity Log: Form 214)

5.6.5.2. Planning Section
The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. The Planning Section is responsible for developing, and updating the Incident Action Plan throughout the response. The head of the Planning Section is the Planning Section Chief, and is the initial position activated. The Planning Section shall gather information to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident. The Planning Section will expand as dictated by the number of resources involved in the response and by the span of control.

The Planning Section Chief is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. This includes damage or impacts on university systems, properties, facilities, and capability to occupy buildings. The Planning Section Chief works with the Incident Commander and the Operations Section Chief to develop the Incident Action Plan. They are the first position activated in the Planning Section.

Responsibilities include:
• Collect and process situation information about the incident
• Supervise preparation of the IAP
• Provide input to the Incident Commander and the Operations Section Chief in preparing the IAP
• Reassign out-of-service personnel already on-site to ICS organization positions as appropriate
• Establish information requirements and reporting schedules for Planning Section Units (e.g. Resource Management Unit)
• Determine need for any specialized resources in support of the incident
• Establish special information collection activities as necessary (e.g. weather, environmental, toxins, etc.)
• Assemble information on alternative strategies
• Provide periodic predictions on incident potential
• Report any significant changes in incident status
• Compile and display incident status information
• Oversee preparation and implementation of Incident Demobilization Plan
• Incorporate plans (i.e. Traffic, Medical, Communications, etc.) into the IAP
• Maintain Unit / Activity Log (ICS Activity Log: Form 214)

5.6.5.3. Logistics Section
The Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.). The head of the Logistics Section is the Logistics Section Chief, and is the initial position activated. The Logistics Section will expand as dictated by the number of resources involved in the response and by the span of control.
The Logistics Section Chief provides overall management of resource and logistical support including facilities, services, personnel, equipment, and supplies for the Operations and Planning Sections. The Logistics Section Chief is responsible for providing facilities, services, and material in support of the incident. The Logistics Section Chief participates in development and implementation of the IAP, activates and supervises assigned Branches/Units and is responsible for the safety and welfare of Logistics Section personnel.

Responsibilities include:
- Plan organization of Logistics Section
- Assign work locations and preliminary work tasks to Section personnel
- Notify Resource Management Unit upon the activation of Logistics Section Units, including names and locations of assigned personnel
- Participate in preparation of IAP
- Identify service and support requirements for planned and expected operations
- Provide input to and review Communications Plan, Medical Plan and Traffic Plan
- Coordinate and process requests for additional resources
- Review IAP and estimate Section needs for next operational period
- Advise on current campus service and support capabilities
- Prepare campus service and support elements of the IAP
- Estimate future campus service and support requirements
- Receive Demobilization Plan from Planning Section
- Recommend release of unit resources in conformity with Demobilization Plan
- Ensure general welfare and safety of Logistics Section personnel
- Prepare Incident Radio Communications Plan (ICS Incident Radio Communications Plan: Form 205)
- Prepare the Medical Plan (ICS Medical Plan: Form 206)
- Maintain Unit / Activity Log (ICS Activity Log: Form 214)

5.6.5.4. Finance Section

The Finance and Administration Section is responsible for purchasing and cost accountability. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation.

The Finance and Administration Section Chief is responsible for tracking all incident costs and providing guidance to the Incident Commander on financial issues that may have an impact on incident operations. The Finance and Administration Section Chief is the first position activated in the Finance and Administration Section.

Responsibilities include:
- Manage all financial aspects of an incident
- Provide financial and cost analysis information as requested
- Gather pertinent information from briefings with responsible agencies
- Develop an operating plan for the Finance / Administration Section; fill supply and support needs
• Meet with assisting and cooperating agency representatives as needed
• Maintain daily contact with agency(ies) administrative headquarters on Finance and Administration matters
• Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy
• Provide financial input to demobilization planning
• Ensure that all obligation documents initiated at the incident are properly prepared and completed
• Brief agency administrative personnel on all incident related financial issues needing attention or follow-up prior to leaving incident
• Maintain Unit / Activity Log (ICS Activity Log: Form 214)

6. UNIFIED COMMAND

Unified Command is used when more than one agency within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. In many emergency situations, the university will work with either the City of Chicago and/or Cook County in a Unified Command.

In a Unified Command situation, the Vice Chancellor for Administrative Services, in consultation with the Emergency Operations Policy Group (EOPG or Policy Group), will determine who will serve as the Joint Incident Commander representing the university.

When multiple agencies (CFD, CPD, etc.) respond to the same incident, the senior members of each agency will determine who shall act as the Incident Commander or if a Unified Command approach is needed. In these circumstances, a university official will serve as Unified Commander. The City of Chicago Fire Department (CFD) will assume the role of lead Incident Commander for any fire, special rescue, EMS, mass casualty incident, or hazardous materials event that requires their response to non-university property. The UIC Police Department will assume lead Incident Commander for any law enforcement event that requires their response to university property.

Campus Incident Response Team (CIRT) members and other appropriate personnel and resources would be integrated into Incident Command System (ICS) positions under the Unified Command. At the very least the need for a liaison person from the university should be anticipated, and under most circumstances, will be requested. The outgoing on-site Incident Commander will provide a situation status briefing to the incoming Incident Commander assuming command.
7. TRANSFER OF COMMAND
Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command
- Change of command is necessary for effectiveness or efficiency
- Incident complexity changes
- There is a need to relieve personnel on incidents of extended duration
- Personal emergencies (e.g., Incident Commander has a family emergency)
- The Vice Chancellor for Administrative Services or EOPG (Emergency Operations Policy Group or Policy Group) directs a change in command

A main feature of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. The following three key procedures should be followed whenever possible:

- The transfer should take place face-to-face.
- The transfer should include a complete briefing.
- The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.

The transfer of command briefing should always take place and should include the following essential elements of information:

- Situation status.
- Incident objectives and priorities based on the Incident Action Plan; resource assignments.
- Current organization.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident forecast, concerns, and other issues.
- Introduction of Command and General Staff members.

8. INCIDENT ACTION PLAN (IAP)
To help ensure a consistent and accurate understanding of the common operating picture, UIC shall use Incident Action Plans (IAPs) for critical incidents and large planned events. An IAP is a written or verbal strategy for responding to the incident developed by the Incident Commander and Section Chiefs in the General Staff. A written IAP is not required for smaller incidents. In those cases, the Incident Commander can verbally communicate response strategy to CIRT and other responding resources.

In larger emergency situations, a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- Multiple operational periods will be involved.
- A HazMat incident is involved (required).
8.1. Incident Documentation

It is important that the incident be properly documented throughout the response effort. NIMS ICS forms for documenting information will be provided by the Planning Section with the IAP. Thorough documentation will:

- Ensure information is transferred accurately during shift changes.
- Encompass the After-Action Report (AAR) that will be compiled once the incident has been resolved.
- Assist in reimbursement measures taken after the incident has been resolved.

9. MEDIA RELATIONS

The members of the media will go to the pre-designated media center. The Public Information Officer is responsible for the set-up, use, and breakdown of the Media Center. All press releases must be approved by the Incident Commander. For more information, the media can contact the Office of Public and Government Affairs at (312) 996-3456.

10. DEACTIVATION PROCESS

The Incident Commander decides when the situation is under control and the Campus Incident Response Teams can be deactivated. Deactivation requires two key functions: (1) Demobilization of Response Units (General Staff Sections); and (2) Documentation of Incident [i.e., After Action Reports (AAR)]. The Planning Section oversees the preparation of demobilization planning and collection of incident documentation.

10.1. Demobilization of Response Units

Incident Commander meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. This plan must ensure adequate care for orderly, safe, and cost-effective movement of personnel and equipment that is no longer required. Section Chiefs are responsible for overseeing the demobilization of their respective sections.

10.2. Documentation of Incident and Post Incident Analysis

After the incident has been resolved, an After-Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned. The AAR will provide the channel through which the university may analyze the incident and improve procedures and operations for future events. This will ensure a continuing process of enhancement to the university’s mitigation, preparedness response, and recovery capabilities.

The AAR is developed by the Office of the Vice Chancellor for Administrative Services. Information for the AAR will be gathered from the members of the Campus Incident Response Team (CIRT) and others as deemed appropriate. The AAR will serve as the official record describing the incident and the university’s response efforts. The AAR will contain action items and lessons learned for improvement of policies, procedures, and/or operations. The action items and lessons learned will be used to update the EOP and will be incorporated in future university training exercises.

Additional documentation required for insurance, FEMA, and disaster assistance purposes will be organized by the Finance and Administration Section.
11. FUNCTIONS/ASSIGNMENT OF RESPONSIBILITIES

11.1. University of Illinois at Chicago

Every member of the university has a role in emergency preparedness and response. Specific responsibilities to manage incidents are pre-determined as defined in this EOP. All students, faculty, and staff are expected to be aware of departmental or university policies regarding responsibilities during a state of emergency. The following gives an overview of roles and responsibilities as related to emergency operations or preparedness before, during, and after an incident and/or disaster on campus.

11.1.1. Students

- Familiarize yourself with emergency response guidelines (www.ready.uic.edu/emergency_guide) and evacuation routes in buildings, resident halls, student centers or areas most frequently visited on campus.
- Be prepared to make decisions in response to activity on campus to ensure your own safety needs are met, or if assistance will be required.
- Regard warnings and protective action recommendations with diligence and due regard.
- Formulate and act on a personal preparedness plan to secure your own needs for the first 72 hours during an emergency on campus. Items could include basic necessities, alternative housing, and communications.
- During a disaster/emergency, phone and email communications may become overwhelmed or out of service. Develop a communications plan to make contact with family, friends, and loved ones in the event of an emergency to include a contact list of other individuals located outside of the area immediately surrounding campus or the City of Chicago if possible.
- Seek advice or assistance about procedures or personal preparedness plan development by contacting the Office of Preparedness and Response at ready@uic.edu.

11.1.2. Faculty and Staff

- Familiarize yourself and/or units or departments with the building Emergency Action Plan (EAP) available through your building coordinator.
- Understand the general organization of emergency operations management on campus during a disaster/emergency.
- Know and understand campus emergency guidelines, evacuation procedures, locations of those with functional needs, and assist the university with disseminating warning information or protective action recommendations when they are issued.
- Notify appropriate individuals on campus of situations or incidents as they occur or upon discovery.
- Lead students, visitors, and other staff away from hazards. Notify first responders of locations that may house individuals with functional needs that may be unable to evacuate.
- Be aware of UIC policies regarding essential, alternate, or stand-by status and job description.
- During an incident and/or disaster, understand policy that may require you to work outside of usual classifications and duties.
11.1.3. Deans, Directors, and Department Heads
- Formulate or delegate the development of a building Emergency Action Plan and business and academic Continuity Plans specific to your areas of leadership and responsibility.
- Understand the specific threats and hazards in your area of responsibility.
- Implement, exercise, and modify EAP’s to fulfill roles in an emergency.
- Update call lists, determine and document lines of succession, and develop standard operating procedures (SOP) in support of your area of responsibilities mission and goals.
- If an Emergency Support Function (ESF) has been assigned to your area in either a Primary or Supportive role, ensure that appropriate training, SOPs, and plans related to fulfilling those ESF’s are completed.
- Communicate preparedness and response related information to students, faculty, and staff to assist in developing a culture of readiness and resilience at UIC.
- Participate in training, drills, exercises, and information sharing.

11.1.4. Office of Preparedness and Response
- Direct, manage, and facilitate CEOC operations and multi-agency coordination.
- Assist in establishing protocols and procedures, goals and objectives, or mission assignments to CEOC and Primary or Support ESF representatives.
- Organize planning groups and committees.
- Liaison with local, county, and federal agencies and organizations.
- Formulate or coordinate plans, exercises, and corrective actions in support of preparedness response programs at all UIC campuses.
- Formulate cost-estimates, coordinate damage assessments, need for assistance or resources.
- Ensure access to training in support of Illinois laws and guidelines for emergency preparedness.
- Provide emergency management planning, training, operations, and exercises; conducts, plan review, and compliance in accordance with regulatory requirements.

11.1.5. UIC Police Department
- UIC Police provide law enforcement, investigative, and emergency services to the campus during normal operations as well as during a disaster/emergency.
- Incident command and management of incidents at sites around the UIC campus.
- Coordinate need for resources or mutual aid in response to events or incidents around campus.
- Operates and maintains communications infrastructure, video surveillance, and alarm systems/monitoring during normal operations as well as during a disaster/emergency.
- Monitors camera and video surveillance, tracks and documents incidents, and dispatches resources.
- Conducts fire inspections, tests equipment, fire training.
11.1.6. **UI Health and University Health Services**
- Provide medical care for faculty/staff/students.
- Assist with medicine distribution.
- Provide support to the Campus Incident Command Post.
- Provide support to the Campus Emergency Operations Center.
- Provide public health education.

11.1.7. **Campus Emergency Operations Center**
- Develop plans, policies, and procedures for CEOC management.
- Develop standard operating procedures for activation, operation, and de-activation of CEOC.
- Develop security and access control plans for CEOC.
- Develop, adapt, or implement plans to support the Incident Commander/Unified Command or other agencies as needed.
- Develop line of succession and continuity procedure consistent with the National Incident Management System (NIMS).
- Assess, test, and maintain all communications networks, equipment, redundancy, and priority restoration status.
- Develop and implement CEOC training and exercise plans.
- Organize and coordinate liaison incident management structure for Primary and Support organizations.
- Identify point of contact for individuals with technical / subject matter expertise.
- Maintain or develop resource tracking capabilities, information collection capability, and standardized documents and forms.

11.1.8. **Departments with Primary and Support Emergency Support Functions (ESF) Roles**
- Assume a Primary or Support role as assigned by ESF.
- Participate in planning groups and committees to map out a plan of action, identify resources, recognize gaps, alleviate shortfalls, develop relationships, identify training opportunities, and become an integral part of the university’s emergency operations response.
- Conduct gap analysis to identify resource insufficiencies, training needs, and organizational preparedness for the specific ESF.
- Develop operational plans and capabilities.
- Develop Standard Operating Procedures (SOP) based on operational plans.
- Assess or develop resource management capabilities, and communications.
- Develop a training program, identify sources of training, create training schedule, document competencies and maintain or integrate with existing training records.
- Implement and coordinate plans.
- Perform after action review and lessons learned.

11.2. **Local and State Agencies**

11.2.1. **The American Red Cross of Chicago & Northern Illinois**
- Blood donation.
- Mass care and shelter management services.
- Family reunification/emergency communication.
- Emergency funds (24-48 hr) for food/shelter/clothing.
- Provide food and water.
- Transportation of individuals with access and functional needs.
- Assist with registration at critical facilities.
11.2.2. Illinois Medical District (IMD)
- Coordinates emergency medical services and hospital services across the IMD.
- Data collection across the area and dissemination of information pertaining to resources during mass casualty incidents or pandemic events.
- Exercise and preparedness planning.

11.2.3. Chicago Police Department 12th District
- Administration
- Investigations
- Patrol
- Support services
- Training
- Special services

11.2.4. Chicago Department of Public Health
- Assure safe, potable water supplies.
- Inspect private sewage disposal systems.
- Monitors, tracks, and investigates any health outbreaks, epidemics and/or pandemics.
- Provides information and guidance to the public and medical professionals to prepare for and in response to health outbreaks, epidemics and/or pandemics.
- Prevent, to the greatest extent possible, the transmission of disease organisms and environmental contamination.
- Maintains lab and clinical facilities in support of public health needs.
- Assure case management for functional needs populations.

11.2.5. Cook County Coroner
- Identify temporary morgue facility.
- Identification of deceased victims.
- Release of information regarding deceased victims.
- Family notification of deceased.

11.2.6. State of Illinois Division of State Fire Marshal
- Code enforcement
- Fire prevention
- Inspections
- Permitting
- Training
- Forensic laboratory
- Investigations
- Administration

11.2.7. State of Illinois Emergency Management Agency
- Assists UIC with training, exercises, plan review, guidance, and incident response and coordination.
- Activates EOC to assist with multi-agency coordination and deployment of resources during incident/disasters as needed.
- Maintains authority to formally process a State Declaration of Emergency through the Illinois Governor or requests for assistance from partnering states or federal entities.
12. MUTUAL AID AGREEMENTS (MAA) AND MEMORANDUMS OF UNDERSTANDING (MOU)

Mutual aid agreements and memoranda of understanding can effectively assist the university in sharing information, data, supplies, resources, equipment, or personnel for the purpose of protecting campus and surrounding community in all-hazard emergencies. Throughout the year during normal emergencies and special events on campus, it’s routine for the university to request these resources and execute mutual aid agreements.

During a major and/or catastrophic emergency at UIC, it is likely that the campus will require assistance from county, state, and federal partners. Resources and agreements at the state level exist through state-state mutual aid compacts that can deliver resources from neighboring states via congressional mandate through the Emergency Management Assistance Compact (EMAC) managed through the State of Illinois Emergency Management Agency (IEMA).

A non-inclusive list of such agreements is listed below.

- Blackmon-Mooring-Steamatic Catastrophe, Inc. (BMS CAT)
- Illinois Law Enforcement Alarm System (ILEAS)
- National Intercollegiate Mutual Aid Agreement (NIMAA)

13. REQUESTING OUTSIDE ASSISTANCE

In the event a disaster/emergency is such that the university requires additional assistance, such as personnel and/or other resources not available within the campus, the Campus Emergency Operations Center, in consultation with the Policy Group, will request assistance from the Cook County Department of Homeland Security and Emergency Management (DHSEM).

Depending on the disaster/emergency, some or all members of the Campus Incident Response Team may be assigned to work in the Cook County Emergency Operations Center in lieu of the Campus Emergency Operations Center.

Members of CIRT may be requested directly by the Executive Director of DHSEM to work with outside jurisdictional entities as a part of a unified Cook County EOC to ensure consistency of operations on a large-scale disaster/emergency affecting multiple jurisdictions. The decision for any or all CIRT group members to convene and work with the Cook County EOC staff will be made at the time of the disaster/emergency.

The university, specifically the Office of Preparedness and Response, has established a working relationship with DHSEM, Illinois Emergency Management Agency (IEMA), and other emergency response agencies (i.e., local police/fire/ems/public health/public works) located adjacent to campus which may be required to mitigate the effects of a disaster/emergency that impacts the campus.
14. RECOVERY OPERATIONS

Some situations may cause the campus to curtail or cease some or all university operations. Based on projected or actual impact and severity, the university will initiate specific actions to recover the operational capabilities, with minimal disruption to the campus’ normal operations by immediately addressing:

1. Safety of students, faculty, staff, and visitors;
2. Security of critical infrastructure, facilities, and data;
3. Continuity of decision-making processes;
4. Resumption of the campus’ mission-critical functions;
5. Recovery of UIC’s learning environment; and
6. Restoration of academic, research, and business operations.

Facilitated by the Office of the Vice Chancellor for Administrative Services, individual administrative and academic units have created continuity plans that include recovery strategies to preserve an acceptable level of operations of their critical functions and a list of “action items” or mitigation strategies that can be addressed in advance of the emergency event to increase the university’s resiliency and readiness. The University of Illinois Ready plans outline a comprehensive approach to ensure the continuity of critical functions, while ensuring the safety and well-being of members of the university community; the orders of succession and delegation of authority; the safeguarding of vital records; emergency acquisition of resources necessary for business resumption; and the capabilities to work at alternative recovery sites until normal operations can be recovered.

14.1. Continuity of Operations Branch

Once a large-scale event occurs resulting in full implementation of UIC’s Campus Emergency Operations Plan (EOP), academic and administrative continuity considerations require assimilation into the university’s Incident Command System (ICS), focusing on the continuity of operations (COOP) organizational model and the integration of the continuity branch into the UIC’s command structure. The primary consideration for this continuity branch is to assemble a management structure, with specific roles and responsibilities that will unify the emergency activities and transition seamlessly from response to recovery. This COOP organizational model provides the clear reporting channels when UIC’s continuity plans are activated. The structure is flexible and expands and contracts to the size and magnitude of the emergency. The functions of the COOP branch include:

- Assisting the university’s response with timely and thorough notification of campus recovery support teams;
- Facilitating the acquisition of and access to critical recovery resources (personnel, space, technology, equipment, supplies, etc.);
- Supporting the ICS Planning and Logistics branches; and
- Coordinating the restoration of academic, administrative, and research functions, and technology requirements.

This ensures that critical functions are maintained, restored and/or augmented to meet the recovery strategies outlined in the unit-level University of Illinois Ready continuity plans.

While the campus is in response mode, the COOP command will be concentrating on support and coordination with other branches, as well as efforts to move the campus back to normal operations. Unit leaders and coordinators within the COOP branch will play multiple support roles to the other branches of the ICS. These campus support roles help maintain mission critical services and vitally important in determining the activities and prioritization of restoration and service resumption.
The key command position is the **COOP Branch Director**, who is charged with coordinating all recovery operations in the event of an emergency. The COOP Branch Director will provide oversight through the ICS and facilitate communication between CIRT response teams and the COOP branch leads from the impacted areas, units, departments, and colleges.

**Recovery Unit Leader(s) [Leader(s)]** will consist of department/unit level administrators from the colleges and administrative units responsible for facilitating the recovery effort for critical campus functions and quickly resolving management issues. These administrators are accustomed to communicating with senior management and resolving problems during normal operations. During an emergency event that compromises the critical nodes of the UIC’s academic, economic, social, and/or communications networks, unit level administrators will be expanded to serve as Leaders. Necessary in establishing an organized flow of information, the Leader(s) compile, maintain, and communicate incident situation information (e.g., impacted areas, resources status, etc.) to the Branch Director, as well as to their respective Dean, Director or Department Head. Each Leader will need to ensure:

- Normal (day-to-day) operating conditions are provided for within their units;
- Normal staffing requirements are fulfilled;
- Critical administrative, academic, and research functions are continued (note: functions, although essential to campus units, can be curtailed during an emergency event, based on the unit’s impact tolerance and recovery time objectives);
- COOP recovery organizational structure, succession order, communications, and resumption activities are addressed;
- Facilitate accreditation policy and protocol provisions under emergency conditions; and
- Fulfill unit-specific risk reduction, resumption, and recovery functions and responsibilities as delineated within the unit’s University of Illinois Ready continuity plans to facilitate return to normal operations.

The **Campus Support Teams (CSTs)** provide basic information for coordinating campus-wide departmental/unit support during response and recovery efforts. In accordance with the National Response Framework (NRF) and as directed by the Emergency Operations Plan, CSTs will identify how Primary (P) units/departments at UIC will provide infrastructure services internally and externally to the university community.

UIC also relies on an external resource network of service providers to maintain the campus’ essential mission-critical functions. The reliance on **External Service Providers** has been identified to extend far beyond other local and state agencies to include private sector vendors, donors, suppliers, and contractors (i.e. as a major research university, the campus relies heavily on National Institutes of Health for reports, data, and analysis for grant research activities). The recovery COOP plan will identify the network of External Service Providers needed by the colleges and administrative units. Support agreements (Memorandum of Understanding – MOU or Memorandum of Agreement – MOA) may need to be developed, such as emergency procurement and human resources staffing contracts, to ensure an acceptable level of operations is maintained. In accordance with the University’s emergency procurement policy, the Office of Business and Financial Services (OBFS) will act as the single point of contact with all External Service Providers for such purchases.
14.2. Relocation / Alternate Operations

After the COOP branch has been activated, notified, and transitioned into resumption and recovery mode, the Leader(s), will coordinate and assemble at the alternate sites or facilities to perform mission-critical functions. The sheer size of the Chicago campus, along with its satellite off-campus facility options, makes it less likely a major disruption on campus will require the relocation of all academic and administrative and support operations. Each unit level continuity plan should have pre-identified primary and secondary operating locations for their recovery efforts. If they do not, the EOPG, with consultation from the facility and space management teams, will establish cooperative agreements and mutual aid agreements for additional facilities outside the geographic campus area to support the resumption and recovery of their critical functions.

The Leader(s) will be responsible for assuring their respective administrative unit or college takes the necessary steps outlined for alternate operations. Preparedness measures are specific to each administrative unit or college, but may include such actions as the following:

- Migration to virtual online learning environment in anticipation of facilities being compromised or difficulties coming to campus;
- Just-in-time training for faculty and staff on tele-working capabilities;
- Assure network capacity for increase in use of home work practices exists; and
- Alerting External Service Providers to assure continuation of campus functions.

14.3. Situational Awareness Reporting

The gathering of situational awareness information is to aid the recovery process and ultimately provide the EOPG and CIRT command a sense of the time required for recovery for each unit during an emergency response. These Situation Reports (SITREPS) establish the priority and effect of additional campus support resources, if they can be made available.

The unit level SITREPS will help during a response in the following ways:

- Assess current and potential impact on operations by administrative unit or college on a daily basis;
- Determine recovery priorities based on unit assessments;
- Deploy resources to assist in recovery of operations;
- Estimate time for operations to return to normal after incident;
- Communicate regularly with faculty, staff, students, and support personnel internally using standard reporting formats;
- Provide feedback on areas of concern to EOPG and CIRT; and
- Track impact on critical functions pre-, intra-, and post- incident.

The unit level SITREPS will be completed by each Leader and reported to the COOP Branch Director. The Branch Director will combine the unit level SITREPS into a summary report for the administrative unit(s) or college(s) and send it to the Operations Section Chief. The Section Chief will discuss the priorities and resource deployments with the Incident Commander based on the information in the SITREPS. The Incident Commander, under the direction of the EOPG, can then modify the SITREP priorities and resource allocations based on the impact tolerance and recovery time objectives. Recommendations are then included in a report which describes: the size and extent of disruption to campus operations (backlogged services); prioritization of problems identified by the Leader(s); prioritization for special recovery resources based on unit requests; a time-phased schedule for the allocation or re-allocation of university resources; and the estimated time to eliminate backlogs and return to normal operations.
This information is meant to give CIRT command and the EOPG a factual basis upon which they can assess the best approach to efficiently return to normal operations as well as creating a process by which the Policy Group can develop reasonable information to assure the university community that a plan exists for recovery.

The SITREPS are designed to be concise yet comprehensive. The SITREP template below: [Figure 4. Recovery SitRep Template](#) uses standard terminology that can be applicable across the campus units. This facilitates communication within the COOP branch, as well as communication between the COOP branch and the campus ICS response team.
**Figure 4. Recovery SitRep Template**

<table>
<thead>
<tr>
<th>Recovery SITREP #___</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Unit / College</td>
</tr>
<tr>
<td>Department/Unit</td>
</tr>
<tr>
<td>Date/Time</td>
</tr>
<tr>
<td>Incident Type</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
</tr>
<tr>
<td>Current Weather</td>
</tr>
<tr>
<td>Extended Forecast</td>
</tr>
<tr>
<td>Initial On-Scene</td>
</tr>
<tr>
<td>Status/Capabilities</td>
</tr>
<tr>
<td>Normal Staffing Levels</td>
</tr>
<tr>
<td>Current Staffing Levels</td>
</tr>
<tr>
<td>Effects of Disruption:</td>
</tr>
<tr>
<td>☐ Operational</td>
</tr>
<tr>
<td>☐ Academic</td>
</tr>
<tr>
<td>☐ Research</td>
</tr>
<tr>
<td>☐ Patient Care</td>
</tr>
<tr>
<td>☐ Suppliers</td>
</tr>
<tr>
<td>☐ Personnel</td>
</tr>
<tr>
<td>☐ Financial</td>
</tr>
<tr>
<td>☐ IT Campus Applications</td>
</tr>
<tr>
<td>☐ IT Dept. Specific</td>
</tr>
<tr>
<td>On-Scene/En Route Capabilities</td>
</tr>
<tr>
<td>Possible Cascading Effects</td>
</tr>
<tr>
<td>Recovery Issues:</td>
</tr>
<tr>
<td>☐ Facilities</td>
</tr>
<tr>
<td>☐ Communications</td>
</tr>
<tr>
<td>☐ Special Equipment</td>
</tr>
<tr>
<td>☐ Vital Documents</td>
</tr>
<tr>
<td>☐ Staff</td>
</tr>
<tr>
<td>Priority Resource Requests (staff, equipment, etc.) during the recovery for each function within the unit</td>
</tr>
<tr>
<td>Contingency Arrangements</td>
</tr>
</tbody>
</table>
15. PLAN MAINTENANCE, REVIEW, EVALUATION AND UPDATING

15.1. Planning Process

15.2. Overall EOP Maintenance
The Office of the Vice Chancellor for Administrative Services has the primary responsibility to maintain the EOP. This includes collecting new information and making changes in: chain of command, communications/emergency notifications, phone numbers, personnel, resources, and emergency operating procedures. Each agency/organization assigned disaster-related duties by the EOP shall ensure the Office of the Vice Chancellor for Administrative Services is advised of any/all respective changes to the EOP.

15.3. Periodic Review/Evaluation/Update of EOP
A standardized method for reviewing, evaluating and updating the EOP will be performed by the Office of the Vice Chancellor for Administrative Services as follows:
1. The EOP and all annexes/supporting documents will be reviewed annually in or by December.
2. Review, evaluate and update as changes occur in personnel, equipment, resources, reporting methods and operating procedures.
3. Review, evaluate and update after conducting an exercise of the plan, followed by a formal after-action review. The after-action review shall prompt a corrective action plan if necessary.
4. Review, evaluate and update as new emergency management services become available or are established.
5. Review, evaluate and update as new information and techniques are discovered that improve the efficiency and overall effectiveness of the EOP.
6. Review, evaluate and update after an actual disaster/emergency has occurred and each responding agency critiques the disaster response through the after-action review process.

15.4. EOP Plan Submission
The EOP is coordinated and submitted to the City of Chicago Office of Emergency Management and Communications (OEMC), the Cook County Department of Homeland Security and Emergency Management (DHSEM), the Illinois Emergency Management Agency (IEMA) Regional Office and the Illinois Board of Higher Education pursuant to the requirements of the Illinois Campus Security Enhancement Act (29 ILL. ADM. CODE 305). Any amendments deemed appropriate by the University of Illinois at Chicago (UIC) for the EOP will be coordinated with the OEMC. A copy of the amendments will be provided to the OEMC, the DHSEM, the IEMA Regional Office and the Illinois Board of Higher Education.
16. GLOSSARY

The definitions in this section provide descriptions for terms that may be used within the University of Illinois at Chicago (UIC) Campus Emergency Operations Plan (EOP).

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Act</td>
<td>Campus Security Enhancement Act of 2008 [110 ILCS 12].</td>
</tr>
<tr>
<td>Campus</td>
<td>Any higher education facility that offers post-secondary education, including an annex or satellite campus away from the main campus, that includes, but is not limited to, rented classrooms in a commercial building or at a secondary school.</td>
</tr>
<tr>
<td>Campus Emergency Operations Center (CEOC)</td>
<td>CEOCs are used for the offsite support to the on-scene Incident Command Post.</td>
</tr>
<tr>
<td>Command Center</td>
<td>A location where policy and strategic management decisions are made during a disaster or disaster exercise.</td>
</tr>
<tr>
<td>Campus Emergency Operations Plan (EOP)</td>
<td>The written plan of a higher education institution describing the organization, mission and functions of the higher education institution and supporting services for responding to and recovering from disasters/emergencies and for violence prevention.</td>
</tr>
<tr>
<td>Campus Incident Response Team (CIRT)</td>
<td>The tactical-level incident management group of university representatives that provide the command and control structure which is required to manage the logistical, fiscal, planning, operational, safety, and campus issues related to all disasters/emergencies. Members of CIRT optimize the overall university response by understanding each other’s intentions and coordinating actions. Members of CIRT will include campus leaders from departments and units under all Vice Chancellors, and must be well-versed in numerous potential crisis-scenarios, able to organize and deploy effective teams, manage university operations, and respond to the needs of various stakeholders.</td>
</tr>
<tr>
<td>Concept of Operations</td>
<td>The overall approach of the higher education institution to the preparation and management of a disaster/emergency, including response efforts and how the higher education institution will implement the concepts and procedures of an incident command system.</td>
</tr>
<tr>
<td>Disaster</td>
<td>An occurrence or threat of widespread or severe damage, injury or loss of life or property resulting from any natural or technological cause, including but not limited to fire, flood, earthquake, wind, storm, hazardous materials spill or other water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, extended periods of severe and inclement weather, drought, infestation, critical shortages of essential fuels and energy, explosion, riot, hostile military or paramilitary action, or acts of domestic terrorism. [20 ILCS 3305/4]</td>
</tr>
<tr>
<td>Emergency</td>
<td>Means an occurrence, whether natural or human-caused, intentional or accidental, that threatens the life, property and environment of the UIC community, disrupts normal university operations and warrants immediate action.</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>The organized efforts to develop, plan, analyze, conduct, provide, implement and maintain programs for disaster mitigation, preparedness, response and recovery.</td>
</tr>
<tr>
<td>Exercise</td>
<td>A planned event realistically simulating a disaster/emergency, conducted for the purpose of evaluating the higher education institution's coordinated emergency management capabilities, including, but not limited to, testing emergency operations plans.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Incident Commander</td>
<td>The individual responsible for the management of all campus incident command operations as provided for by law.</td>
</tr>
<tr>
<td>Incident Command Post</td>
<td>The location at which the primary command functions for the EOP are executed (at the tactical-level).</td>
</tr>
<tr>
<td>Incident Command System (ICS)</td>
<td>A system that combines facilities, equipment, personnel, procedures, and communications to operate within a common organizational structure and that designates responsibility for the management of assigned resources to effectively accomplish stated campus goals and objectives.</td>
</tr>
<tr>
<td>Institute of Higher Education or Higher Education Institution (IHE)</td>
<td>A public university, a public community college, or an independent, not-for-profit or for-profit higher education institution located in this State. [110 ILCS 12/20(a).]</td>
</tr>
<tr>
<td>Mitigation</td>
<td>The capabilities necessary to eliminate or reduce the loss of life and property damage by lessening the impact of an event or emergency. In this document, mitigation also means reducing the likelihood that threats and hazards will happen.</td>
</tr>
<tr>
<td>National Incident Management System (NIMS)</td>
<td>The systematic, proactive approach used for the management of incidents involving all threats and hazards – regardless of cause, size, location, or complexity – in order to reduce loss of life, property and harm to the environment. The system is applicable and adaptable to all levels of incidents and responding agencies, organizations and jurisdictions. (See Homeland Security Presidential Directive-5)</td>
</tr>
<tr>
<td>Preparedness</td>
<td>Actions taken and programs and systems developed prior to a disaster/emergency to support and enhance response to and recovery from a disaster.</td>
</tr>
<tr>
<td>Recovery</td>
<td>Restoration actions and programs associated with recovering from a disaster/emergency, including, but not limited to, academic recovery, physical/structural recovery, business/fiscal recovery and psychological/emotional recovery for students and campus personnel.</td>
</tr>
<tr>
<td>Response</td>
<td>Actions taken to address the immediate and short-term effects of a disaster/emergency.</td>
</tr>
<tr>
<td>Table Top Exercise</td>
<td>A low stress, non-time-pressured, discussion based exercise of a minimum of four functions of the emergency operations plan, including the direction and control function.</td>
</tr>
<tr>
<td>Targeted Violence</td>
<td>An incident of physical violence in which both the perpetrator and targets are identified or identifiable prior to the incident.</td>
</tr>
<tr>
<td>Threat Assessment</td>
<td>A process of evaluating the actions and conduct of individuals, and the circumstances surrounding those actions and conduct, to uncover any facts or evidence that indicate that violence is likely to be carried out. A threat assessment should occur when a person (or persons) threatens or induces others to commit a violent act or engages in behavior that appears to threaten &quot;targeted violence.&quot;</td>
</tr>
<tr>
<td>Violence Prevention Plan</td>
<td>The written plan of a higher education institution describing the creation of multi-disciplinary and multi-jurisdictional violence prevention strategies, including formation of a Campus Violence Prevention Committee and implementation of a Campus Threat Assessment Team to address aberrant, dangerous or threatening behavior on campus.</td>
</tr>
</tbody>
</table>
# 17. ACRONYMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After-Action Report-Improvement Plan</td>
</tr>
<tr>
<td>BMS CAT</td>
<td>Blackmon-Mooring-Streamatic Catastrophe, Inc.</td>
</tr>
<tr>
<td>CECOC</td>
<td>Campus Emergency Operations Centers</td>
</tr>
<tr>
<td>CFD</td>
<td>Chicago Fire Department</td>
</tr>
<tr>
<td>CIRT</td>
<td>Campus Incident Response Team</td>
</tr>
<tr>
<td>CLO</td>
<td>Campus Liaison Officer</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity of Operations</td>
</tr>
<tr>
<td>CPD</td>
<td>Chicago Police Department</td>
</tr>
<tr>
<td>CST</td>
<td>Campus Support Team</td>
</tr>
<tr>
<td>DHS</td>
<td>United States Department of Homeland Security</td>
</tr>
<tr>
<td>DHSEM</td>
<td>Cook County Department of Homeland Security and Emergency Management</td>
</tr>
<tr>
<td>EAP</td>
<td>Emergency Action Plan</td>
</tr>
<tr>
<td>EHSO</td>
<td>Environmental Health and Safety Office</td>
</tr>
<tr>
<td>EMAC</td>
<td>Emergency Management Assistance Compact</td>
</tr>
<tr>
<td>EOP</td>
<td>Campus Emergency Operations Plan</td>
</tr>
<tr>
<td>EOPG or Policy Group</td>
<td>Emergency Operations Policy Group</td>
</tr>
<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>HLO</td>
<td>UI Health Liaison Officer</td>
</tr>
<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IEMA</td>
<td>Illinois Emergency Management Agency</td>
</tr>
<tr>
<td>IESMA MST</td>
<td>Illinois Emergency Services Management Association - Mobile Support Teams</td>
</tr>
<tr>
<td>ILEAS</td>
<td>Illinois Law Enforcement Alarm System</td>
</tr>
<tr>
<td>IMD</td>
<td>Illinois Medical District</td>
</tr>
<tr>
<td>MAA</td>
<td>Mutual Aid Agreement</td>
</tr>
<tr>
<td>MABAS</td>
<td>Mutual Aid Box Alarm System – Illinois</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NFPA</td>
<td>National Fire Protection Agency</td>
</tr>
<tr>
<td>NIMAA</td>
<td>National Intercollegiate Mutual Aid Agreement</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NRF</td>
<td>National Response Framework</td>
</tr>
<tr>
<td>OBFS</td>
<td>Office of Business and Financial Services</td>
</tr>
<tr>
<td>OEMC</td>
<td>City of Chicago Office of Emergency Management and Communications</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>SITREP</td>
<td>Situation Report</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>UC</td>
<td>Unified Command</td>
</tr>
<tr>
<td>UIC</td>
<td>University of Illinois at Chicago</td>
</tr>
</tbody>
</table>