



NORTHERN ARIZONA UNIVERSITY

Emergency Operations Plan

February 2011



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LETTER OF PROMULGATION

On March 1, 2004, the Department of Homeland Security declared the National Incident Management System (NIMS) as the national model for incident management and response. NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. The intent of NIMS is to:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

A key component of NIMS is the Incident Command System (ICS). The ICS is recognized as the foundation for an effective, “all hazard” emergency planning, and response and recovery capability. It is based on the following concepts and principles: common terminology; modular organization; management by objectives; incident actions plans; manageable span of control; pre-designated incident facilities; comprehensive resource management; integrated communications, command, and control; unified command; accountability; deployment; and information and intelligence management. NIMS and ICS standardized procedures for managing personnel, communications, facilities, and resources will enhance our readiness, maintain first responder safety, and streamline the incident management processes. NIMS and ICS shall be the university standards for incident management.

It is a directive to Northern Arizona University departments to plan for, and upon order, execute emergency tasks to ensure the safety and survival of the university population and protection of university property in the event of a disaster.

Date Adopted

AUTHENTICATION

The Northern Arizona University Emergency Operations Plan has been reviewed and approved for implementation by the following individuals:



C. Andrew Griffin
Director, Office of Emergency Management



John D. Haeger
President

THE BASIC PLAN

I. PURPOSE The purpose of the Northern Arizona University (NAU) Emergency Operations Plan (EOP) is to establish policies, procedures, and an organizational structure for response to major emergencies occurring on or near the campus. This plan incorporates operating procedures from the Incident Command System (ICS) and the National Incident Management System (NIMS) for handling major emergencies which disrupt normal campus operations such as, but not limited to: fires, floods, storms, earthquakes, hazardous materials incidents, terrorist threats, and other potential disasters.

This EOP outlines a strategy to cope with hazards that threaten the campus, as well as the concept of operations and management of critical resources in response to potential emergencies. It defines the role and responsibilities of departments, divisions, and agencies on and off campus that are vital to help protect life and property.

II. SCOPE This EOP is a campus level plan that guides the response of appropriate personnel and resources during an emergency. It is the official EOP and supersedes previous plans and precludes employee actions not in concert with the intent of this plan or the emergency organization it creates. 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 or any annexes and appendices hereto. The plan and organization shall be subordinate to state or federal plans during a disaster declaration by those authorities.

III. MISSION It shall be the mission of the university to respond to an emergency situation in a safe, effective, and timely manner. University personnel and equipment will be utilized to accomplish the following priorities:

Priority I: Protection of life and property;

Priority II: Maintenance of life support and assessment of damages; and

Priority III: Restoration of general campus operations

It is anticipated that, as operations progress from Priority I through Priority II and III responses, the administrative control of the campus will transition from the NIMS/ICS structure back to the normal organizational structure. To the greatest extent possible, regulations regarding the protection of the environment will be complied with during disaster response activities.

When an emergency occurs, this plan is invoked for the emergency and a multiple-tier, graded approach is utilized for response. Incident Command (IC) will be based on the situation or emergency. When required, the Emergency Operations Center (EOC) may be activated to support the ongoing response. The EOP and associated building plans/procedures have been developed, and personnel have been trained and assigned to the EOC, to promote integration for a multi-organizational response, if required.

IV. PHASES OF EMERGENCY MANAGEMENT follow the Federal Emergency Management Agency's "Comprehensive Emergency Management Program Model," which addresses four phases of emergency management:

- Mitigation/Prevention
- Preparedness
- Response
- Recovery

A. PREVENTION AND MITIGATION The university will conduct prevention/mitigation activities as an integral part of the emergency management program. Prevention/mitigation is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing an emergency situation, or lessen the consequences of unavoidable hazards and vulnerabilities. Prevention/mitigation should be a pre-disaster activity, although mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the prevention/mitigation activities included in the emergency operations program are strengthening facilities and the campus against potential hazards through ongoing activities and actions to eliminate or reduce the chance of occurrence or the effects of a disaster. Capital Assets and Services staff works closely with the university's insurance carrier to provide mitigation to facilities.

B. PREPAREDNESS activities will be conducted to develop the response capabilities needed in the event of an emergency. Anticipating what can go wrong, determining effective responses, and developing preparation of resources are critical steps in preparing for the unexpected. Among the preparedness activities included in the emergency operations program are:

- Providing emergency equipment and facilities
- Emergency planning, including maintaining this plan and its annexes and appendices
- Maintaining/revising the Emergency Procedures Handbook, Emergency Operations Center Handbook, and the Building Emergency Action Template
- Involving emergency responders, emergency management personnel, other local officials, and volunteer groups who assist Northern Arizona University during emergencies in training opportunities
- Conducting periodic exercises to test emergency plans and training
- Completing an after-action review after exercises and actual emergencies to provide the basis for continuous improvement of the EOP
- Revising the EOP as necessary

C. RESPONSE The university will respond to emergency situations effectively and efficiently. The focus of this plan and its annexes and appendices is on planning for the response to emergencies. Response operations are intended to resolve an emergency situation quickly, while minimizing casualties and property damage. Response departments, such as the NAU Police Department (NAUPD) or the Flagstaff Fire Department, will develop and maintain standard operating procedures (SOP) to effectively react to emergencies. Department SOP are not maintained in the EOP.

D. RECOVERY If a disaster occurs, the university will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital

services to the university and provide for the basic needs of the students and employees. Long-term recovery focuses on restoring the university to normal operations. While the federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance, the university must be prepared to provide quick recovery to normal business operations. The recovery process includes assistance to students, families, and employees.

V. GOVERNANCE, COMMAND, AND CONTROL The manner in which the university conducts emergency operations on campus is governed by state and federal legislation. The university president has authority for decision making within the campus and individual schools, colleges, and units. Activation of the campus emergency plans and the EOC is described in this plan.

A. AUTHORITY This plan is promulgated under the authority of the university president. The EOP fulfills the university's responsibilities to adhere to the:

- **Incident Command System (ICS)**, which facilitates the flow of information and coordination between responding agencies. The ICS provides an organizational structure capable of responding to various levels of emergencies varying in complexity. It also provides the flexibility needed to respond to an incident as it escalates in severity. After each major emergency, the plan calls for an analysis of actions taken during the emergency incident and suggestions for corrective actions, if any.
- **National Incident Management System (NIMS)**, as described by Homeland Security Presidential Directive 5 – Management of Domestic Incidents. NIMS establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. It also utilizes the ICS, as described above, to coordinate response activities on a national level.

B. DELEGATION OF AUTHORITY The university president has the option of delegating authority for the execution of the plan. The order of delegation will be to the executive vice president, vice president for Finance and Administration, and senior vice president for Enrollment Management and Student Affairs.

C. ACTIVATION OF THE PLAN The decision to activate the EOP and/or the EOC will be made by the university president or delegated authority. The campus leadership may convene members of the President's Cabinet and/or the campus Emergency Management Advisory Group (EMAG) to assist with a determination of how best to respond to an incident, situation or emergency, to include a declaration of a state of emergency.

D. MANAGEMENT AND ORGANIZATION The management of emergency operations on the campus will be governed by the people and organizations listed below. Communication flows both up and down within this structure. The EOP framework consists of five major elements:

- The Leadership and Policy Group, which is comprised of the president and the President's Cabinet.
- The Office of Emergency Management
- The Emergency Management Advisory Group
- The Emergency Operations Center

- The Incident Commander

The Leadership and Policy Group has ultimate responsibility for making strategic, emergency-related policy decisions. The group also provides campus leadership for the mitigation of, preparation for, response to, and recovery from emergencies on campus.

The Emergency Manager is responsible for the development and maintenance of the emergency management program, including the performance of those periodic activities prescribed by this plan, such as equipment inventories, plan/procedure reviews and updates, training, exercises, and drills. Planning interface with external organizations providing support to an emergency response at our campus will be the responsibility of either the emergency manager or an assigned individual representing a specialized discipline, such as environment, health and safety, fire protection, or law enforcement.

The Emergency Management Advisory Group is the university's organization responsible for emergency and incident preparedness; specifically, the coordination of the university's efforts to mitigate, prepare for, respond to, and recover from disasters and emergencies that occur on, or impact, the campus. Its primary goal is to protect lives and property on the Flagstaff campus of the university.

The EMAG membership is composed of representatives from:

- The Office of Emergency Management
- NAU Police Department
- Campus Health Services
- Capital Assets and Services
- Fire Life Safety
- Provost's Office
- Research Division
- Extended Campuses
- Human Resources
- Parking and Shuttle Services
- Student Affairs
- Campus Dining
- Residence Life
- Information Technology Services
- Office of Public Affairs
- Counseling Center
- Legal Affairs
- University Athletics
- Others as needed, both on and off campus

The Emergency Operations Center serves as the centralized facility in which the EMAG staff will gather, check in, and assume emergency response roles. Tactical and short-term response activities and work assignments in support of the on-scene field command will be planned, coordinated, and delegated from the EOC. There are three levels of EOC activation that have

been identified, relative to the magnitude of the emergency. The decision to activate the EOC takes into account the level emergency the campus is experiencing:

- **Level 1 (Standby/Alert):** The emergency involves incidents that can be managed using normal response operations. The EOC is not activated, but appropriate EOC personnel are informed and placed on alert status.
- **Level 2 (Partial Activation):** The emergency cannot be managed using normal procedures. The EOC is partially activated, i.e. some, but not all positions are filled, to coordinate and support the response to the incident. EOC staffing decisions are made by the person fulfilling the role of EOC director, and depend on the circumstances surrounding the event.
- **Level 3 (Full Activation):** The emergency is a major incident, such as a major winter storm or significant law enforcement event. The EOC is activated in either its primary or secondary location. All or most EOC positions are activated. A campus proclamation, in the form of a formal announcement of emergency, is declared during a Level 3 emergency.

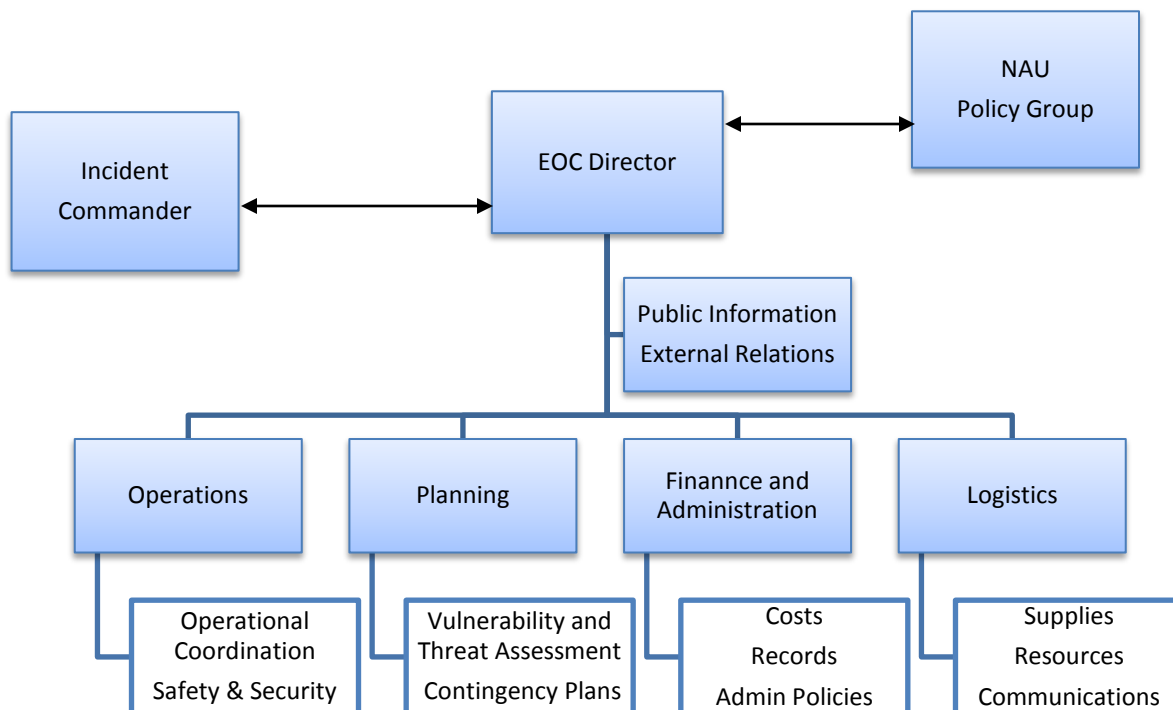
Each designated EOC position optimally has at least three trained personnel ready for response. Many of these positions are cross-trained to understand the functions of the other EOC positions.

The EOC's scope and function are determined by the incident, its impact on the campus, and the current situation. As the primary goals of an initial response (saving lives and property) are accomplished, the priorities shift into re-entry and recovery of operations. As response moves into the recovery phase of an incident, the EOC demobilizes and, if appropriate, turns over continuity of business operations to the recovery organization as the campus transitions back to its normal form of governance and delegation of authority.

The primary EOC location is in the NAUPD Training Room; (building 98). Supplies and equipment required for EOC activation are stored in North Hall (building 5), room 115. In the event that the primary EOC cannot be used, the secondary EOC location is in the University Union (building 30), Havasupai Room A and B.

The Incident Commander (IC) has overall command and control of the on-scene activities, operations, and reporting. An incident command post will be established as close as safely possible to the incident. The IC will be selected based on the type of incident, such as fire, health, or criminal activity. The succession of command will be based on the developing situation and response and based on ICS doctrine. The establishment of the EOC will also be based on ICS doctrine and in support of the IC.

Emergency Operations Center



VI. REVIEW, UPDATE, AND DISTRIBUTION This plan is a living document and, as such, will be continuously reviewed. University departments and colleges are encouraged to submit recommended changes and updates. In June of each year, the plan will be formally updated, with the support of and in collaboration with the EMAG, by the Office of Emergency Management. Once approved by the university president, campus distribution will take place at the beginning of the fall academic term.

VII. POINT OF CONTACT The point of contact for this plan and the coordination and collaboration of emergency management is Andrew Griffin, Director of the Office of Emergency Management. The contact information is Andrew.Griffin@nau.edu and 928-523-8555 (office) and 928-607-3961 (cell).

Annexes

A. Lead Agencies

- 1. Office of Emergency Management**
- 2. NAU Police Department**
- 3. Campus Health Services**
- 4. Information Technology Services**
- 5. Office of Public Affairs**
- 6. Capital Assets and Services with Fire Life Safety**

B. General Evacuation Plan

C. Fire Evacuation Plan

D. Emergency Information and Communications Plan

E. Winter Storm Plan

F. Hazards Assessment

G. Emergency Operations Center Standard Operating Procedures

ANNEX A: LEAD AGENCIES

The following annex highlights the university's primary or 'lead' agencies for emergency management. Each lead agency is identified by

- Mission
- Organization
- Command, control and communications;
- Emergency management cycle
 - prevention/mitigation
 - preparation
 - response, and
 - recovery

The lead agencies are:

- Office of Emergency Management
- Northern Arizona University Police Department
- Campus Health Services
- Information Technology Services
- Office of Public Affairs
- Capital Assets and Services

Many additional departments on campus play important roles in the prevention/mitigation of, preparation for, response to, and recovery from emergencies. Each department and college is encouraged to use the format provided in this annex to develop and train its personnel to ensure their safety and protection of its buildings and facilities, and to be prepared to coordinate and collaborate with the greater campus response to a declared emergency.

1. OFFICE OF EMERGENCY MANAGEMENT

Mission: The emergency manager serves as the lead campus representative with various public and private agencies and officials as well as with campus departments and colleges for comprehensive emergency and disaster preparedness. The emergency manager provides overall management of the university's emergency management program. This includes managing, coordinating, planning, developing, analyzing, organizing, implementing, assessing, testing, training, and continually improving the comprehensive emergency management program that is based on the framework of the National Incident Management System (NIMS). The emergency manager also coordinates public safety education and information on the Flagstaff campus. Additionally, the emergency manager provides a seamless integration of emergency management actions, based on the major areas of mitigation, preparedness, response, and recovery, into existing campus organizations and activities as well as local, state, and national organizations and agencies.

Organization: The emergency manager reports directly to the senior vice president for Enrollment Management and Student Affairs and serves as the chair of the Emergency Management Advisory Group (EMAG). The mission of the EMAG is to mitigate, prepare for, respond to, and recover from disasters and emergencies that occur on campus, as well as those that occur off campus and may impact the university. Specifically, the EMAG shall

- identify potential hazards and vulnerabilities affecting the university;
- recommend policy to university leadership;
- prepare, keep current, and distribute campus emergency response information and plans;
- coordinate resources before, during, and after an emergency;
- coordinate emergency management with university departments, and with local, state, and federal agencies with focus on warnings, communication, planning, training, education, and disaster exercising.

In addition, the EMAG is responsible for providing the command, coordination, and control of incident response and emergency operations as may be deemed necessary by the university president.

Command, Control, and Coordination: The emergency manager is responsible for coordinating the plans and activities of the various components of the campus emergency management system on the Flagstaff campus—fire and police, emergency medical services, public works, volunteers, and other groups contributing to the university's management of emergencies. During an incident, the emergency manager helps manage the application of resources that the incident commander controls. The fire chief, police chief, public works director, or medical services coordinator are all emergency response managers who control resources. The emergency manager does not replace them or usurp their responsibilities, but assists these other managers in applying their resources wisely and in a coordinated way. This is accomplished by serving as the director of the Emergency Operations Center (EOC).

The Emergency Management Cycle: Disasters do not just appear one day and go away the next; rather, they have what can be called an "occurrence cycle." This cycle entails a series of management phases that include strategies to mitigate hazards and prepare for, respond to, and

recover from emergencies and their effects. Each phase links to the others. Activities in one phase may overlap those in the previous or following phase. Preparedness moves swiftly into response when disaster strikes. Response yields to recovery at different times, depending on the extent and type of damage. Similarly, recovery should help trigger mitigation, motivating attempts to prevent or reduce the potential for a future disaster, and recognition of a threat can motivate mitigation efforts as well as an actual emergency can. The emergency manager coordinates and supports each of these phases as follows.

Prevention/Mitigation: Mitigation efforts seek to eliminate or reduce the threat to life and property from the hazards potentially affecting the community. Most mitigation efforts are the primary responsibility of other departments on campus and not the direct responsibility of the emergency manager. However, that does not mean that the emergency manager lacks a role in mitigation. On the contrary, the emergency manager has crucial roles in mitigation—that of motivator, coordinator, and monitor. It is the responsibility of the emergency manager to monitor how other departments are carrying out their mitigation functions that affect the safety of the university, to motivate others to practice mitigation through hazard awareness, and to coordinate efforts of agencies that have the responsibilities for mitigation. The seven primary measures campus departments should use in the mitigation of hazards are as follows:

- Conduct a hazards threat assessment.
- Prioritize the threats.
- Prevent the creation of the hazard in the first place.
- Change the nature or size of the hazard.
- Separate the hazard from what it may impact.
- Modify the basic characteristics of the hazard.
- Research what others do to mitigate the hazard.

Preparedness: While mitigation can make the campus safer, it does not eliminate risk or vulnerability for all hazards. The university must be prepared to respond to emergencies that have not been mitigated. Since emergencies often evolve rapidly and can become very complex, we cannot afford to improvise as we respond. Ensuring that the university takes effective action beforehand is the preparedness mission of emergency management. For the emergency manager, preparedness involves creating a campus-wide organizational structure with the personnel, authority, training, facilities, resources, and responsibility to successfully execute the university emergency management program.

A key element of preparedness is the development of plans that link the various departments and agencies, both on and off campus, in a comprehensive coordinated team approach to the phases of emergency management. The Emergency Operations Plan (EOP) is at the center of comprehensive emergency planning. This plan spells out the scope of activities required for university and local response. It is a living document that accurately describes what we can realistically do. This EOP is flexible enough that it will be of value in any emergency, even those we may not have fully foreseen. In a sense, this all-hazards plan provides the community an emergency management “bottom line” that offers confidence in the university’s ability to handle an event. Once the EOP is written and approved by the university president, the plan will be published. Each member of the EMAG and key members of the university leadership group will receive a hard copy of the full EOP. The portion of the EOP known as the basic plan will be

placed on the university's safety website for educational purposes. The more detailed sections will be available on a need-to-know basis on a secure website.

A key element in preparedness is training. Training and exercises will be coordinated and placed on short-term (6-8 months) and long-term (12-18 months) training calendars. Training will be conducted in accordance with the Incident Command system (ICS) and National Incident Management System (NIMS). Two authoritative resources for training are the Federal Emergency Management Agency Emergency Management Institute and the Arizona Department of Emergency Management.

The most effective way to test the plan is by exercising it. There are *five different types of exercises*. Each is progressively more realistic, more stressful, more complex, and more difficult to conduct:

1. The first type of exercise is a *preparatory training exercise* that helps orient staff to plans or procedures. It is very low-key and serves as a building block to other, more difficult exercises.
2. Second is the *table-top exercise*. The focus of this exercise is participants' familiarization with their roles, procedures, and responsibilities in the emergency management system.
3. A *functional exercise* takes place in a classroom setting arranged to look like an EOC or in an actual EOC. It involves complex simulation using written, telephone, and radio messaging. The messages describe realistic events and occurrences to which the participants respond as if it were a real emergency.
4. A *field drill* is when personnel of one emergency service organization actively participate. A drill can also involve all the players in one specific function. Too often, jurisdictions feel confident that they have tested their plan after running such a drill. However, unless the EOC activates and full interagency coordination takes place, there is no complete system test.
5. The ultimate goal of the exercise program should be to conduct a *full-scale exercise with EOC activation*. The full-scale exercise combines a functional exercise with a field drill. During a full-scale exercise, all personnel respond to an emergency by moving equipment and personnel as in a real situation. There may even be civilian participants who simulate injuries. While there is not the urgency and stress of a real-life situation, there is enough pressure to test the emergency management plan and the ability of the personnel to follow it.

Another key element of preparedness is damage assessment. There are two types of assessment—rapid assessment, and preliminary damage assessment. Rapid assessment takes place within hours after an incident and focuses on lifesaving needs, imminent hazards, and critical lifelines. Preliminary damage assessment details the types of damage and affixes a dollar amount to damage. The accurate and detailed assessment of damage is the key in moving to the last major phase of an emergency, recovery. The emergency manager will coordinate with agencies on and off campus for thorough assessments of damage.

Response: The true test of the EOP is how the university community actually responds to an emergency. There are five stages of response to an emergency or disaster: alert and notification; warning; protecting people and property; providing for the public welfare; and restoration.

One of the first tasks in any emergency is to quickly assess the situation to determine if its size or severity warrants activating the EOC. (Please refer to the EOC Standard Operating Procedures (SOP), annex C, for activation criteria and operations.)

Routine emergencies are those that local emergency services personnel handle on a day-to-day basis, such as traffic accidents. Under certain conditions, such as a large winter storm, other departments, such as Capital Assets and Services, may also respond, however, the university EOC is not likely to be activated for this level of emergency.

A limited emergency is more serious than a routine emergency and involves a limited staff, based on the principle of flexible response, in the EOC. Only functions of the EOC essential for coping with the limited emergency will be made operational. Limited emergency situations fall into two categories. The first is an advance readiness for what may become a full-scale emergency later. For example, during a snow or blizzard watch or warning, the plan may call for the activation of a limited staff at the EOC to monitor conditions. The second category is when a routine emergency goes beyond the capability of the jurisdiction's day-to-day operations. For example, suppose a small woodland fire suddenly spreads out of control and becomes a major problem. The plan may call for the activation of the EOC on a limited basis to help with potential evacuation, mass care, and sheltering.

A full-scale emergency requires total mobilization of the entire EOC staff. (Return to the snow and blizzard example). By the time the leading edge of the wind and snow is beginning to be felt in the community, the EOC should be on full emergency status with all staff present and all systems ready to function.

Recovery: Recovery includes activities necessary to restore the university to normal operations and is classified as short-term and long-term.

Short-term recovery is immediate and tends to overlap with response. During response, the university takes emergency action to restore vital functions while instituting protective measures against further damage or injury. The campus restores interrupted utility services, re-establishes transportation routes, and shores up or demolishes severely damaged buildings. Additionally, there may be a need to provide food and shelter for those displaced by the disaster. Although called short-term, some of these activities may continue for weeks.

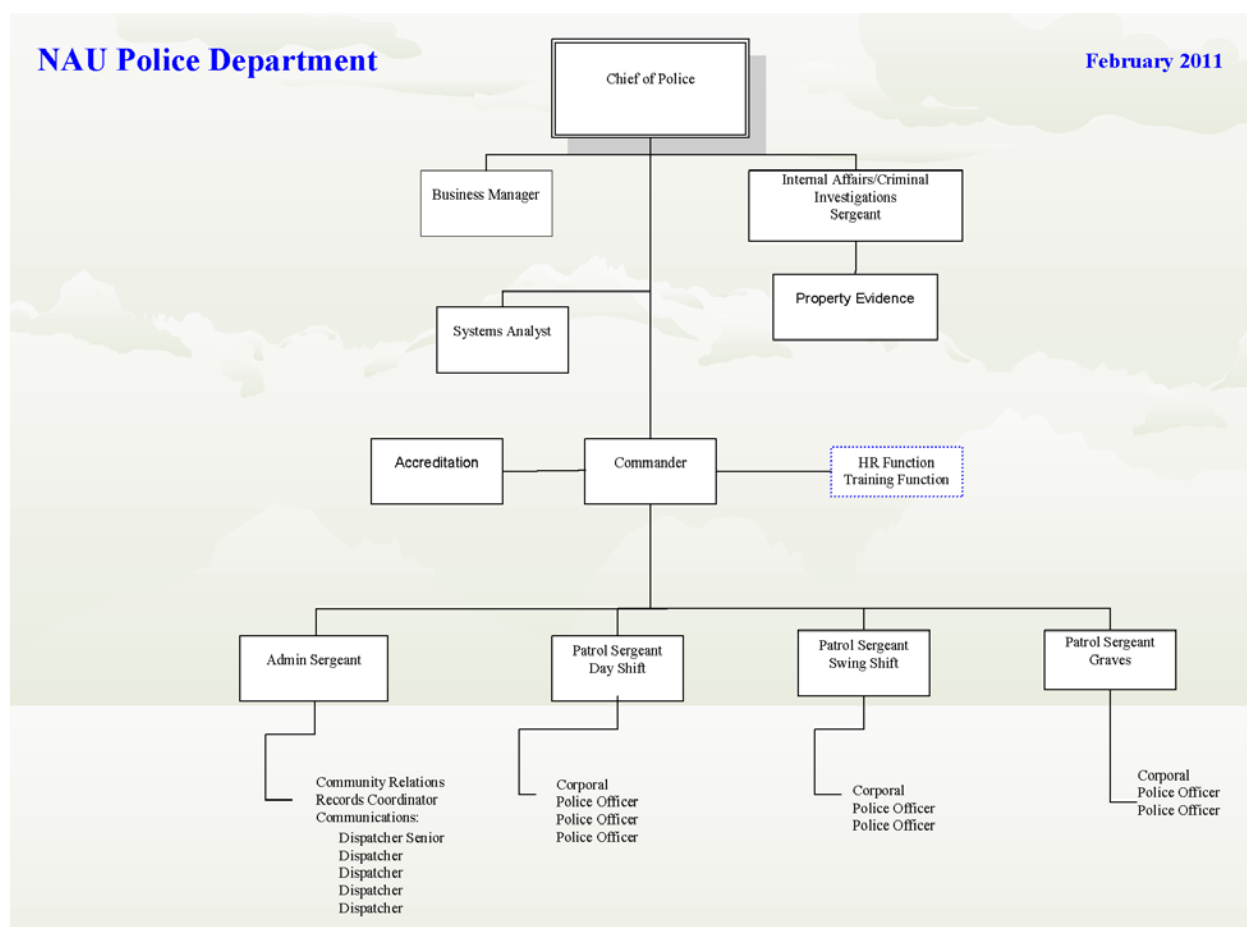
Long-term recovery may involve some of the same activities, but it may continue for a number of months, depending on the severity and extent of the damage sustained. For example, it may include complete redevelopment of damaged areas. The goal is for the university to return not only to its pre-emergency condition, but to an improved state. This is an ideal time to implement new mitigation measures so that the university is better prepared to deal with future threats and does not leave itself vulnerable to the same setbacks as before.

Helping the university to take new mitigation steps is one of the most important roles of the emergency manager during the recovery phase. The emergency manager will also be the university's liaison with state and federal assistance program officials.

2. NORTHERN ARIZONA UNIVERSITY POLICE DEPARTMENT (NAUPD)

Mission: The mission of NAUPD is to further the university's vision of providing an outstanding undergraduate residential education by fostering a safe and healthy environment through quality law enforcement services and community problem solving partnerships. The guiding principles of our mission are open and honest communication, continual training and education for all involved, and appreciation of the diverse nature of our community. These principles do not abandon traditional police practice. Instead, they affirm them with modern police techniques and a comprehensive campus-wide approach to resolving crime related issues.

Organization: The chief of police for NAUPD reports directly to the vice president for Finance and Administration and serves as a member of the Leadership and Policy Group.



Comprehensive Emergency Management: Through all phases of the emergency management cycle: mitigation, preparation, response, and recovery, NAUPD performs the function of law enforcement and providing for public safety.

Concept of Operations: NAUPD has primary jurisdictional responsibility for all law enforcement matters occurring within the university campus boundaries and other properties utilized by the university within the City of Flagstaff. University police officers are certified by

the Arizona Peace Officer Standards and Training Board and have the authority to enforce state and federal laws within the limits imposed by the state and federal constitutions and judicial rulings. While every law enforcement agency has a primary jurisdiction, mutual aid between agencies is a common occurrence. The university police department maintains Interagency Governmental Agreements with many law enforcement agencies in northern Arizona for the purpose of obtaining maximum efficiency in cooperative law enforcement operations through mutual aid and assistance within each party's jurisdiction. NAUPD also maintains its own 24-hour Communications/Dispatch Center.

Public safety and security requirements during emergencies will vary greatly depending on the event, but may include:

- providing traffic and crowd control;
- controlling access to operational scenes and evacuated areas;
- preventing and investigating crimes;
- providing security for critical facilities and supplies.

Command, Control, and Communications: In the event an incident or emergency situation occurs that could impact the safety of the university, the chief of police or a designated representative will coordinate the command, control, and communications with regard to law enforcement and public safety. Depending on the situation this may include coordinating first responders as required, serving as an incident commander, or coordinating the establishment of an incident command and Emergency Operations Center (EOC). On a case-by-case basis the chief of police may also provide personnel to help establish and operate the EOC.

Information Management and Communications: Through the Emergency Management Advisory Group (EMAG) the university police chief will work closely with the campus community as well as off campus stakeholders to ensure emergency and public safety information management and communications plans are established and tested.

The Emergency Management Cycle: The university police department supports the mitigation of hazards and risks on campus by supporting the identification of hazards and by taking part in the hazards and risk assessment process.

1. The university police department supports the preparation process by assisting with the establishment of emergency management plans and policies, as well as the execution of training and exercises to continually test and update the plans and policies.
2. In the event of an incident threatening the campus community, property, or infrastructure, the university police department will respond with available resources and also determine additional resource requirements to effectively manage the incident.
3. The university police department assists and supports recovery by ensuring the safety of responding agencies, community, property, and resources during the recovery phase of the incident.
4. Maintenance of law and order and protection of lives and property is the objective of the university police department.

Prevention/Mitigation:

- a) Participate in the hazard identification process and identify and correct vulnerabilities in public safety and security.
- b) Develop plans, procedures, and organizational structures needed to ensure the continuation of police services during an incident.
- c) Identify, coordinate, and train with outside law enforcement agencies that may provide assistance during an incident.
- d) Provide, coordinate, and present awareness and prevention programs to the campus community.

Preparedness:

- a) Create and plan for potential response options to identified threats.
- b) Participate in emergency management training and exercises and support the annual review of the campus Emergency Operations Plan, providing recommendations as appropriate.
- c) Ensure the availability of necessary equipment to support law enforcement activities.
- d) Ensure mutual that aid agreements with surrounding jurisdictions are current.
- e) Ensure that administrative and accounting procedures are in place to document actions taken and costs incurred during emergency operations.
- f) Identify, coordinate, and train with additional law enforcement agencies that may provide assistance in an incident.
- g) Provide, coordinate, and present awareness and prevention programs to the campus community.

Response:

- a) In the event an incident or emergency situation occurs that could impact the safety of the university, the university police will respond as required on a priority basis.
- b) The university police department will activate mutual aid if needed and coordinate activities with other responding agencies.
- c) Based on the nature and dynamics of the incident, the university police department will either issue, or assist in the issuance of, a timely warning to the campus community as appropriate for the situation and will also assist with the notification of the emergency manager and select members of the EMAG.
- d) The university police department will provide communication resources in support of emergency operation needs.
- e) Dependent upon the situation and as necessary, assist with the activation of the EOC and/or coordinate law enforcement activities once the EOC is operational.

Recovery:

- a) Continue law enforcement activities in coordination with the EOC based on the requirements of the incident.
- b) If required, conduct follow-up criminal investigation and prosecution based on the type of incident.
- c) Maintain logs of activities, resources, messages, etc. for use in applying for disaster relief and for use in the after-action review process.

- d) Review plans and procedures with key personnel and make revisions and changes as necessary.
- e) Participate in the after-action briefing and develop after-action reports to improve future operations.
- f) Make necessary changes in this annex and supporting plans and procedures.

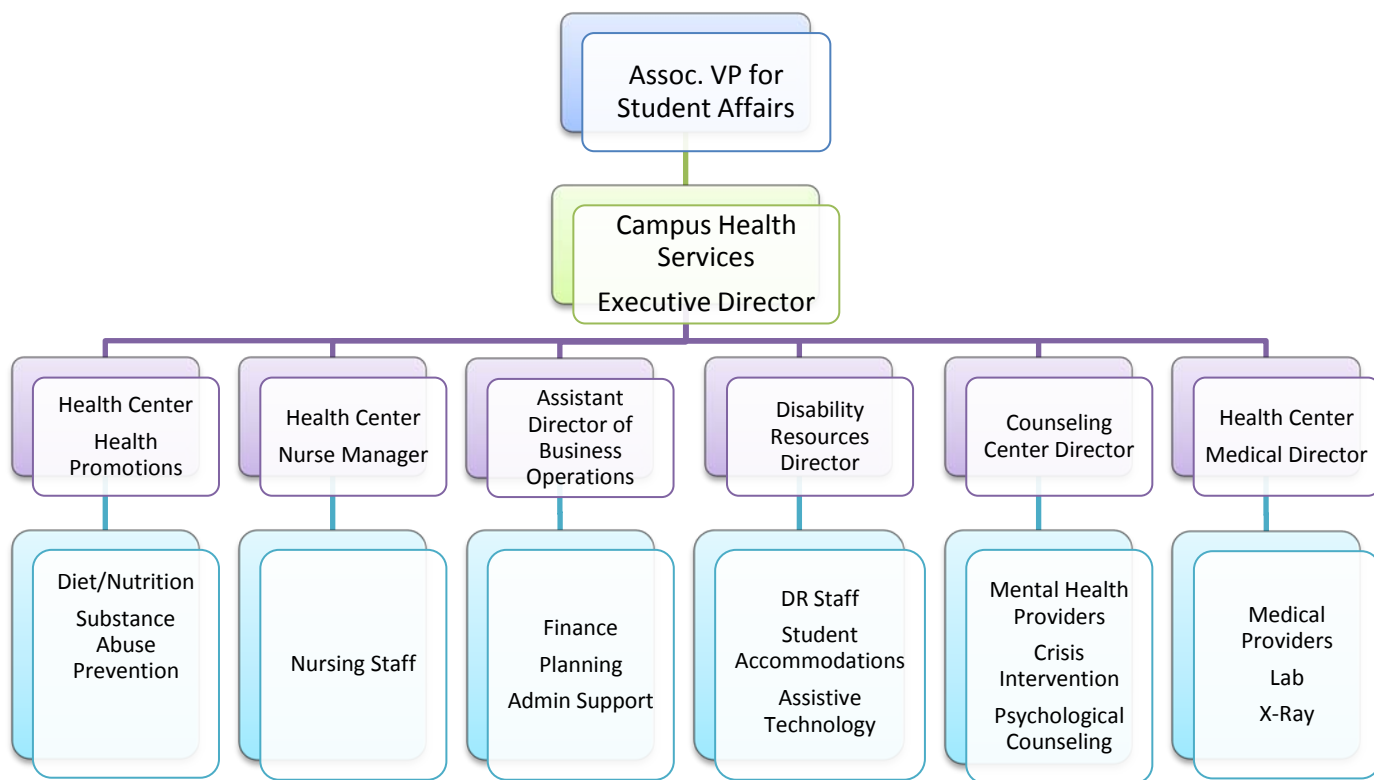
3. CAMPUS HEALTH SERVICES (CHS)

Mission:

Fronске Health Center: Fronске Health Center (FHC) is committed to providing students, employees and other eligible community members accessible, quality, convenient, cost-effective primary health care, mental health care, preventative care, and public health services.

Counseling Center: The Counseling Center (CC) works to enhance the psychological growth, emotional well-being, and learning potential of university students. This aim is accomplished by providing short-term psychological counseling; mental-health and substance abuse educational programming; and consultation.

Disability Resources: Disability Resources (DR) promotes the full inclusion of persons with disabilities in the university community. The department’s mission is to work in cooperation with students and employees to promote a universally designed environment and ensure all university opportunities are fully accessible.



Organization: CHS participates in emergency management in several ways. The executive director and CC director serve as members of the Emergency Management Advisory Group (EMAG). In addition, the executive director, CC director, medical director, nurse manager, and assistant director of business operations serve on the Emergency Operations Centers (EOC) team. CHS staff is responsible for identifying possible health and mental health hazards and vulnerabilities, and for recommending policy to the emergency manager and university leadership. CHS is the contact for the Coconino County Health Department when infectious disease is a concern on the campus. When notified by the County of a possible hazard, the executive director or designee will notify the emergency manager.

Command, Control, and Coordination: CHS staff will participate in the EOC, to coordinate medical and mental health services during an emergency. For management of large public health issues, CHS planning is coordinated with, and is an integral part of, the community plan for northern Arizona, which includes the efforts of the Flagstaff Medical Center, North Country Community Health Center, Coconino County Health Department, and other city agencies and local businesses.

The Emergency Management Cycle: Action plans for management of health and mental health emergencies follow the cycle of prevention/mitigation, preparedness, response, maintenance, and recovery. The involvement of community agencies depends upon the significance and magnitude of the event.

Prevention/Mitigation:

- a) Identify medical and mental health issues that are threats to the campus community.
- b) Review and update plans continually.
- c) Broadly distribute prevention materials in the areas of contagious disease spread avoidance, alcohol and other drug abuse, and sexual assault.
- d) Through case management, monitor and intervene with students at high risk for suicide, violence, and harm to others.

Preparedness:

- a) Identify the role and responsibilities of the FHC, CC, and DR.
- b) Lead the campus planning effort for health and mental health emergencies.
- c) Work with appropriate departments to implement the necessary planning efforts and policy implementation.
- d) Participate in the EOC and appropriate drills.
- e) Provide incident management training to appropriate medical and mental health staff.
- f) Identify essential staff and provide communication and training in the planning process.
- g) Identify the appropriate prophylaxis for the most likely medical emergencies and purchase and maintain a level of inventory deemed appropriate by the university administration.
- h) Serve on the Coconino County Health Department Emergency Preparedness Committees such as the Pandemic Planning Committee.
- i) Identify and prioritize staff roles in providing health care and/or mental health care and oversight.
- j) Identify a volunteer base for health and mental health-related services.

- k) Prepare educational materials for the most likely incidents.

Response:

- a) In the case of a public health emergency, contact the Coconino County Health Department, whose staff will serve in the EOC if a unified command is activated.
- b) Work with Office of Public Affairs to produce information releases to the university community.
- c) Identify the risk exposure of essential staff.
- d) Provide health advisories to the public, including vulnerable populations.
- e) Implement an immunization program or other prevention methods, if appropriate
- f) Work with Residence Life for housing sick individuals; if isolation is necessary, determine a location and whether oversight is necessary.
- g) Work with Campus Dining to prepare and provide food service to the ill.
- h) Prepare to triage individuals, possibly from an alternate location.
- i) Perform in-service training for health providers on personal protective equipment use and possible oxygen use.
- j) Begin training volunteers if the emergency is of the magnitude that additional staff will be needed.
- k) Implement a reporting mechanism to track sick individuals in residence halls.
- l) Prepare to staff an isolation unit if it becomes necessary; if an isolation unit is necessary, reduce the FHC hours of operation and provide urgent care services only.
- m) Implement a phone bank to answer phone inquiries.
- n) Provide educational materials, phone consultation, information through cable networks, and contact through web and cellular technology for students on campus.
- o) Assist with issues of isolation, loss, grief, and fear, if needed; if the situation warrants, implement a crisis line that is staffed with counselors and/or community counselors brought in to assist.
- p) Have mental health clinicians to call families in distress, if the situation warrants.

Recovery:

- a) Participate in the after-action review process.
- b) If necessary, provide assistance to those who have been helping others during the emergency; using community mental health volunteers to help the Employee Assistance and Wellness Office and CC staffs provide one on one assistance and group/department assistance and follow up.
- c) In coordination with Capital Assets and Services, sanitize and clean affected areas for reoccupation, if needed.
- d) Work with the Office of Public Affairs to prepare information as individuals return to campus.
- e) Maintain phone bank as long as is necessary to answer inquiries from university constituents.

4. INFORMATION TECHNOLOGY SERVICES (ITS)

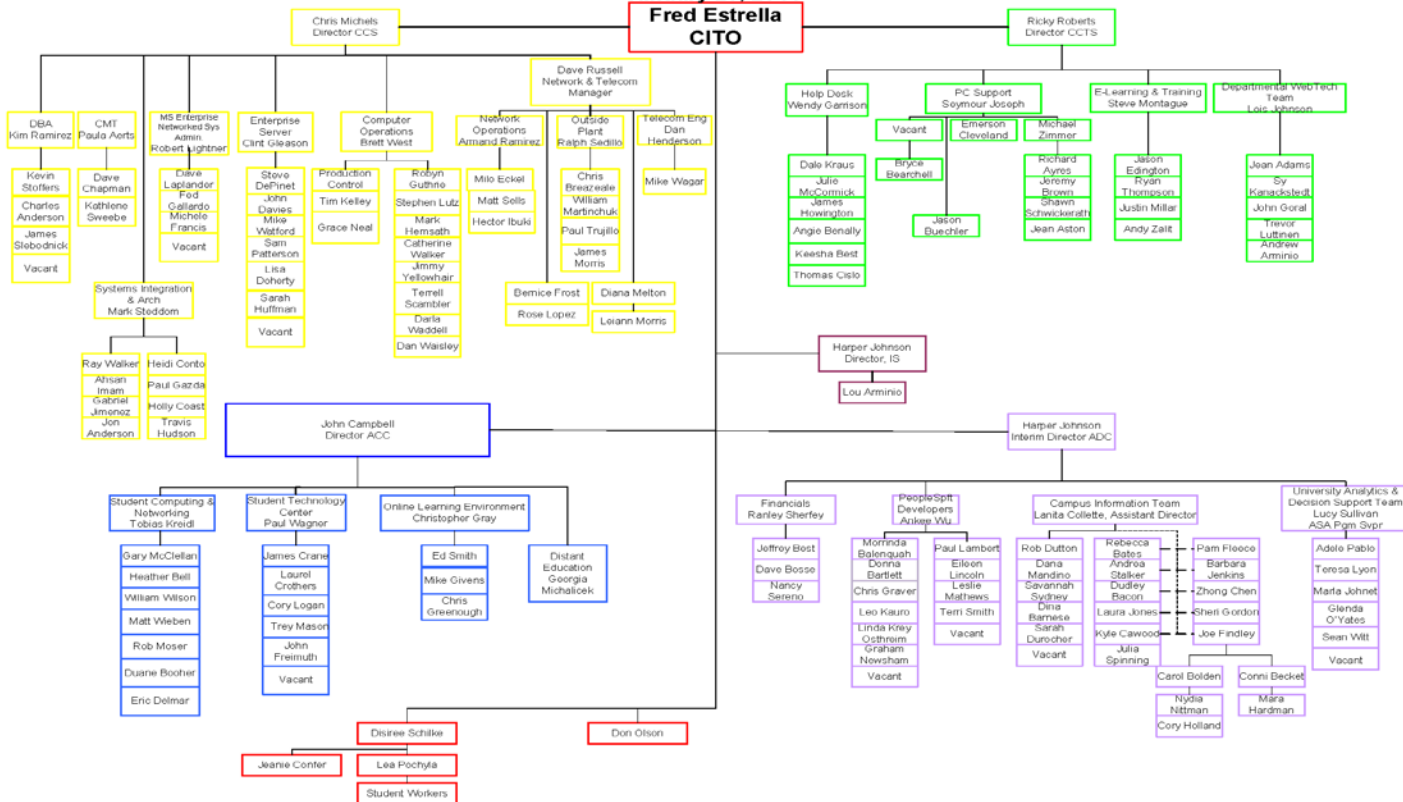
Mission: ITS provides the highest quality technology-based services and systems, in a cost-effective manner, to support the university's mission and goals as they apply to student learning, academic research, and community service.

Organization: The chief information technology officer reports directly to the president and serves as a member of the Leadership and Policy Group for matters relating to emergency management.

Information Technology Services

January 20, 2011

Fred Estrella
CITO



Command, Control, and Communications: ITS will participate in the Emergency Operations Center (EOC) as requested and will be coordinated through the logistics branch of the EOC.

Information Management and Communications: ITS will provide support to the Emergency Management Advisory Group (EMAG) to provide networking and communications in support of the university Emergency Alert System.

Comprehensive Emergency Management: Through all phases of the emergency management cycle: mitigation, preparation, response, and recovery, ITS plays a support role to the campus as needed.

Emergency Management Cycle: ITS will maintain the responsibilities, actions, and procedures to recover computer, communication, and network environment(s) in the event of an unexpected and unscheduled interruption. The plan is structured to attain the following objectives:

1. Recover the physical network as quickly as possible.
2. Recover identified applications and services as quickly as possible.
3. Minimize the impact on the business with respect to dollar losses and operational interference.

Prevention/Mitigation:

- a) Identify systems and applications currently in use.
- b) Identify threats to network and communication systems.
- c) Determine recovery strategy.
- d) Document recovery team organization.
- e) Document recovery team responsibilities.
- f) Develop and document emergency procedures.
- g) Document training and maintenance procedures.
- h) Support the annual review of the campus emergency operations plans and provide recommendations for its update.

Preparedness:

- a) Develop and update plans, procedures, and organizational structures needed to ensure the continuation of network, communication, and computing services during an incident.
- b) Create and plan for potential response options to identified risks.
- c) Identify and secure equipment required to address an incident.
- d) Provide relevant equipment and scenario based training to officers of the department, as well as campus emergency management personnel
- e) Identify, coordinate, and train with additional law enforcement agencies that may provide assistance in an incident
- f) Support the planning, preparation, and execution of emergency management training and exercises.

Response:

- a) Assess the extent of damage to network and data center.
- b) Assess need for physical security with assistance from university police department.
- c) Estimate time to recover based upon damage assessment.
- d) Identify salvageable hardware and communication equipment.
- e) Apprise the management team on the extent of damages, estimated recovery time, physical security required, and salvageable equipment.
- f) Maintain log of salvageable hardware and equipment
- g) Coordinate with vendors and suppliers to restore, repair, or replace salvageable hardware and equipment.
- h) Provide support in the cleanup of the data center following the disaster

Recovery: Upon completion of the response and assessment ITS will complete the following actions as needed.

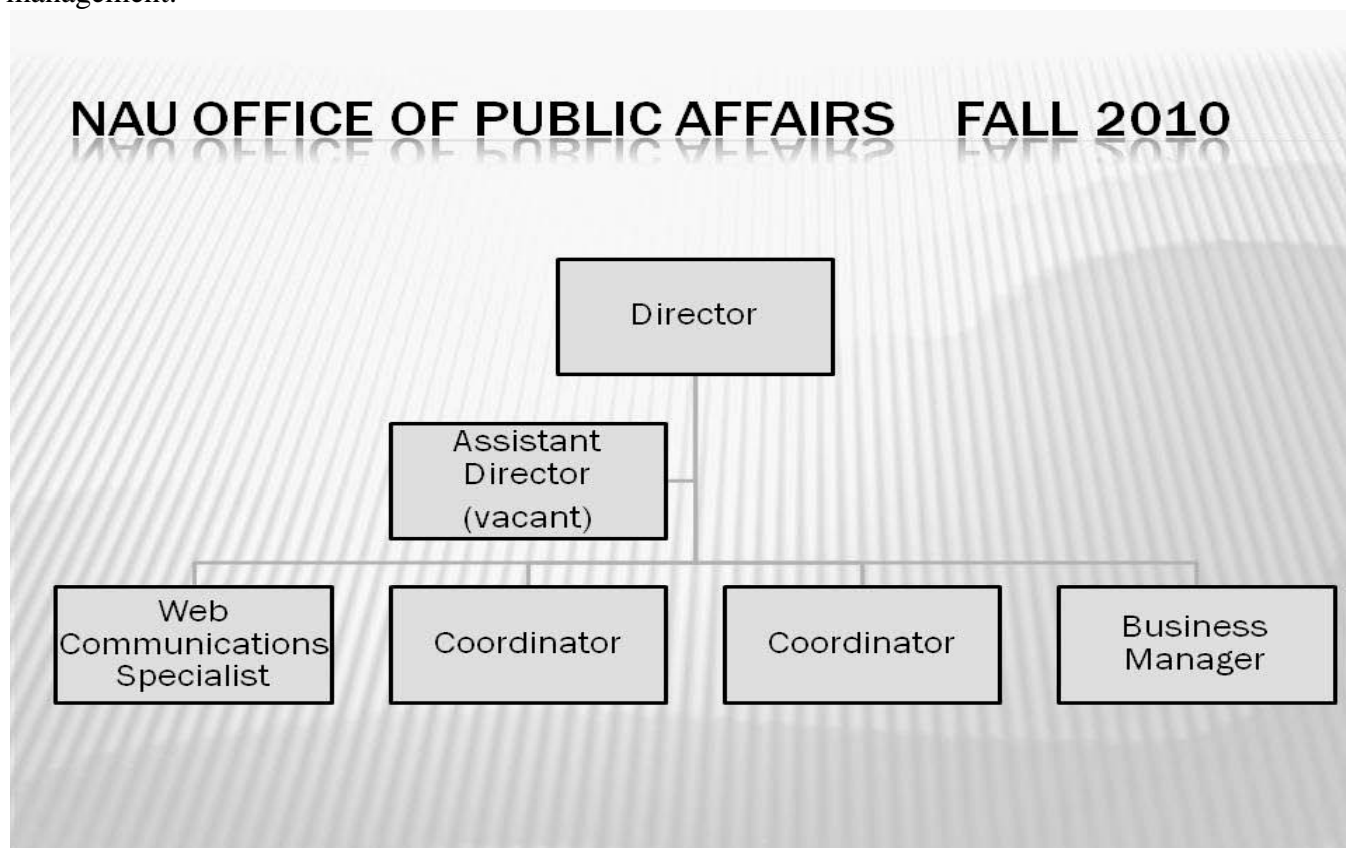
- a) Install hardware at the alternative site.
- b) Coordinate transportation and installation of new hardware at permanent site, when available.
- c) Restore operating system, applications, and network software from backup medium.
- d) Test and verify operating system, applications, and network software.
- e) Modify network configuration to meet alternative site configuration.
- f) Coordinate and installs communication equipment at alternative site.
- g) Coordinate and installs network cabling at alternative site.
- h) Participate in the after-action review process.

5. OFFICE OF PUBLIC AFFAIRS (OPA)

Mission: OPA works to advance the mission and vision of the university to promote the accomplishments of students and employees. We work with the media and departments to issue press releases, participate in crisis communication, provide public information, answer questions, arrange press conferences, find and provide experts, and many other functions related to mass communication.

In emergency situations, OPA will generate timely public information to avoid or minimize loss of life and property if a disaster is imminent or has occurred. Before, during, and after emergency operations, the public will be apprised through reports to the news media, the Internet, the university's Emergency Alert System (EAS), and in various alternative media, including Twitter and Facebook.

Organization: The director reports directly to the vice president for University Advancement and serves as a member of the Leadership and Policy Group for matters relating to emergency management.



Command, Control, and Communications: In the event an incident or emergency situation occurs that could impact the safety of the university, the university chief of police or designated representative will notify the OPA Director.

Information Management and Communications: Through the Emergency Management Advisory Group (EMAG), OPA will work closely with campus departments and agencies, as well as with off-campus first responders, to ensure public safety information management and communications plans are established and tested.

Comprehensive Emergency Management: Through all phases of the emergency management cycle: mitigation, preparation, response, and recovery, OPA plays an important role in planning and communication.

Emergency Management Cycle:

1. Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of EMAG during periods of activation.
2. Support the preparation process by assisting with the establishment of emergency management plans and policies, determining location of possible media and information rooms, as well as the execution of training and exercises to continually test and update the plans and policies.
3. Develop pre-scripted EAS messages and news releases for all identified hazards.
4. Develop criteria for appropriate use of various components of the EAS.
5. Identify internal and external constituents for notification in an emergency situation.
6. Identify most effective medium or media of communication for various populations for disseminating emergency messages and establish medium or media as credible and reliable source with given populations prior to emergency.
7. Develop a public information program to create awareness of how internal and external constituents will receive communication from the university in the event of an emergency.
8. Develop plans to coordinate with the news media for emergency operations before, during, and after an emergency.
9. Respond to incidents threatening the campus community, property, or infrastructure with available resources.
10. Coordinate with local, city, and county public information officers on the dissemination of news releases and other public information materials.
11. Participate in after-action review process.

Prevention/Mitigation:

- a) Review and update plans, procedures, and capabilities as required.
- b) Identify threats to the campus community and university.
- c) Review and update plans, procedures, and organizational structures needed to ensure appropriate parties respond as needed.
- d) Identify, coordinate, and plan with outside community and government agencies that may provide assistance in an incident.
- e) Designate and train spokespersons, which are likely to be called upon to communicate during an incident.
- f) Maintain an incident media list and background press materials.
- g) Support the annual review of the campus emergency operations plans and provide recommendations for update.

Preparedness:

- a) Develop plans and programs to educate news media that the OPA is the primary information center during emergency situations, unless otherwise directed by the EMAG.
- b) Develop plans to conduct a multi-agency/jurisdiction coordinated public information program during emergencies and disasters.
- c) Develop procedures to organize and operate the EMAG media briefing area and/or a joint information center.
- d) Develop plans to coordinate with local, regional, and state news media for emergency operations before, during, and after emergency situations.
- e) Develop and maintain multi-lingual, pre-scripted EAS messages, news releases, and public service announcements for all identified potential hazards.
- f) Provide evacuation information to the affected populations.
- g) Participate in campus, city, county, and regional exercises as scheduled to validate policies and practices for effectiveness.
- h) Update public information responder listing as necessary.
- i) Identify spokespersons and develop training for communication during emergency situations.

Response:

- a) Provide timely and accurate EAS messages and news releases in common terminology to inform the public. Coordinate with established hotline systems.
- b) Provide emergency public information to special needs populations, as well as non-English speaking individuals.
- c) Organize and operate an EMAG press briefing area and joint information center, as appropriate.
- d) Provide mass notification to public and provide periodic media updates.
- e) As necessary, execute a multi-agency/jurisdiction coordinated public information program.
- f) Supplement local emergency management public information operations as necessary and when resources are available.

Recovery:

- a) Continue public information activities including updating the public on recovery efforts and ensure all public notices are available in alternative formats.
- b) Anticipate and plan for arrival of and coordination with city, county, regional, state, and federal emergency response organizations, such as the Federal Emergency Management Agency, if applicable.
- c) Process and disseminate family reunification information.
- d) Ensure related emergency information can be provided to the public using available communication channels concerning safety and resources required for disaster recovery.
- e) Coordinate community relations functions with other agencies' staff as needed.
- f) Participate in the after-action review process.

Command, Control, and Communications: In the event an incident or emergency situation occurs that could impact the safety of the university, the CFO or a designated representative will coordinate with the university police department, as well as other lead agencies to determine assistance requirements.

Information Management and Communications: Through the CAS representative in the Emergency Management Advisory Group (EMAG), the CFO will work closely with the campus community as well as off-campus stakeholders to ensure emergency and public safety information management and communications plans are established and tested.

Comprehensive Emergency Management: Through all phases of the emergency management cycle; prevention/mitigation, preparation, response, and recovery, CAS has the potential to play a key role in providing support in the areas of public safety and health.

Emergency Management Cycle:

1. CAS will identify, train and assign personnel to maintain contact with and prepare to execute missions in support of EMAG during periods of activation.
2. CAS supports the mitigation of hazards and risks on campus by supporting the identification of hazards and then by taking part in the hazards and risk analysis process.
3. CAS supports the preparation process by assisting with the establishment of emergency management plans and policies, as well as the execution of training and exercises to continually test and update the plans and policies.
4. In the event of an incident threatening the campus community, property, or infrastructure, CAS will respond with available resources and also determine additional resource requirements to effectively manage the incident.
5. CAS assists and supports recovery by ensuring the safety of responding agencies, community, property, and resources during recovery phase of the incident.
6. CAS will participate in the after-action review process.

Prevention/Mitigation:

- a) Participate in the hazard identification process and identify mitigation possibilities.
- b) Develop plans, procedures, and organizational structures needed to ensure the continuation of CAS services during an incident.
- c) Review and update plans, procedures, and capabilities as required.
- d) Review and update plans, procedures, and organizational structures needed to ensure appropriate parties respond as needed.
- e) Identify, coordinate, and plan with outside community and government agencies that may provide assistance in an incident.
- f) Support the annual review of the campus Emergency Operations Plans, providing recommendations as appropriate.

Preparedness:

- a) Create and plan for potential response options to identified threats.
- b) Ensure the availability of necessary resources and equipment to support response activities.
- c) Ensure mutual aid agreements with surrounding jurisdictions are current.

- d) Identify, coordinate, and train with other agencies that may provide assistance in an incident.
- e) Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
- f) Participate in emergency management training, drills, and exercises.
- g) Participate in campus, city, county, and regional exercises as scheduled to validate policies and practices for effectiveness.

Response:

- a) In the event of an incident on or off campus that may impact the university, CAS will respond as required on a priority basis.
- b) CAS will activate mutual aid as needed and coordinate activities with other responding agencies.
- c) Based on the nature of the incident, CAS will assist other agencies/departments with resources and equipment as appropriate for the situation.
- d) Provide communication resources in support of emergency operational needs.
- e) Dependent upon the situation and as necessary, assist with the activation of the Emergency Operations Center (EOC).

Recovery:

- a) Continue CAS services/activities in coordination with the EOC based on the requirements of the incident.
- b) Anticipate and plan for arrival of and coordination with city, county, regional, state, and federal emergency response organizations, if applicable.
- c) Maintain logs of activities, resources, messages, etc. for use in applying for disaster relief and for use in the after-action review process.
- d) Review plans and procedures with key personnel and make revisions and changes.
- e) Participate in the after-action briefing and develop after-action reports to improve future operations.
- f) Make necessary changes to supporting plans and procedures.

ANNEX B: GENERAL EVACUATION PLAN

INTRODUCTION: This plan deals with the safe and orderly evacuation of people due to a hazard (i.e., wild land fire, hazardous material spill, terrorist act, etc.) that threatens the university or a portion of the university. This plan describes the organization, assigns responsibilities, and specifies actions required to conduct a full or partial evacuation of the university.

EXECUTIVE SUMMARY: Upon the confirmation of a significant emergency or dangerous situation occurring on campus involving an immediate threat to the health or safety of students or employees, the Office of Public Affairs (OPA) will immediately notify the campus community using a systemized emergency communication procedure (the campus Emergency Alert System (EAS)). The university has developed an integrated and comprehensive procedure which may include the following: cell phone text messages using the NAUAlert system; priority e-mails; indoor notifications utilizing campus electronic bulletin boards; Internet notifications at the university's home page, the university emergency information website <http://www5.nau.edu/emergencyinformation>, MyNAU portal, Facebook, and Twitter; broadcast using university police department patrol cars, campus phone trees, and university radio and television stations.

In addition to the notification to the on-campus community, the university will also report any significant emergency or dangerous situation to the local community. The initial report will be executed by Northern Arizona University Police Department (NAUPD) or OPA as appropriate. All follow-up reports and all communications to local and regional media will be managed by OPA. This will ensure that consistent information is provided to those off campus.

The university will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the EAS, unless the notification will, in the professional judgment of responsible authorities, compromise efforts to assist victims or to contain, respond to, or otherwise mitigate the emergency.

The emergency notification process involves the receipt of information, the verification of this information, and the evaluation of the information, which then sets into motion the following actions:

- Determination of whether the entire campus community, or just an affected portion, will receive the emergency alert notification.
- Compilation of the content of the emergency alert message.
- Activation of the campus EAS redundant communications listed above.
- Potential activation of the campus Emergency Operations Center (EOC).

The following individuals, at a minimum, will routinely be involved in making these determinations/decisions:

- The university police chief or designee
- The emergency manager
- The director of the Office of Public Affairs or designee

The campus EAS equipment is tested at least twice annually to ensure it is working properly. At least once per calendar year the university will conduct a full activation of the campus EAS, which will be advertised to the university and local communities beforehand. The evacuation plan is tested at least once per year as a tabletop exercise. In addition, the individual building fire and emergency evacuation plans are tested at least once per year.

PURPOSE: The purpose of this plan is to make provisions for the extraordinary arrangements and measures that may need to be taken to protect the health, safety, welfare, and property of the students, employees, and visitors of Northern Arizona University when faced with an emergency.

PRIORITIES: Priority consideration is given to the following activities when conducting emergency operations:

- *Protect life (highest priority)*
- Provide for the immediate emergency needs of students, employees, and guests. This may include rescue services, medical care, and food and shelter requirements
- Protect the environment
- Protect property
- Temporarily restore facilities that are essential to the health, safety, and welfare of our campus population. This may include support functions such as sanitation, water, and electricity
- Mitigate hazards posing threats to life, the environment, and property.
- Protect critical business functions to allow the university to resume its operations as quickly as possible

ASSUMPTIONS:

- Some emergency events can develop slowly, while others may occur with little warning, therefore, an evacuation may need to be conducted with minimal preparation time.
- The campus could be subjected to more than one disaster at a time.
- Spontaneous evacuation will occur when there is sufficient warning of the threat.
- Some people will refuse to leave, regardless of the threat.
- The primary means for evacuation will be by private vehicle. Individuals who do not have private vehicles may require transportation, although some may seek rides with classmates or co-workers.
- Students requiring special transportation assistance can register with Disability Resources.
- Approximately 2,000 students at risk could require shelter (i.e., out-of-state students, international students, lack of reliable transportation, etc.).
- Some people may attempt to reenter evacuated buildings and sites requiring the implementation of security measures for these buildings/sites.
- There may be a need for medical care both in and outside the affected area for evacuees.
- Some individuals may have serious personal or psychological problems requiring specialized social services.
- University-owned research flora and fauna could be affected and require care.
- Research data and academic life works could be affected and will need to be addressed.

- Safes and money deposit points will need to be secured.
- Sufficient capabilities exist to handle most natural or man-made incidents locally. However, added regional, state, and national resources may be required if an incident overwhelms local capabilities.
- Events that affect portions of the city and county, but not the university may require involvement of university staff, personnel and equipment.

ORGANIZATIONAL ROLES AND RESPONSIBILITIES

Office of the President and the Leadership and Policy Group The decision to initiate an evacuation of the campus or a part of the campus will be made by the university president, or a designated representative, and based on a recommendation from the university emergency manager and the Emergency Management Advisory Group (EMAG).

Emergency Manager and EMAG

- Provide recommendations to the university president or designated representative regarding options for response to a specific emergency that may require a partial or full evacuation of the campus.
- As the situation dictates and in accordance with the Incident Command System (ICS), establish the EOC and Incident Command Post (ICP) and manage the campus evacuation and overall response to the emergency.
- Communicate, coordinate, and collaborate with the City of Flagstaff, Coconino County, and the State of Arizona as appropriate for joint response to the emergency.

Emergency Operations Center The EOC may be activated, in whole or part, to support the Incident Commander (IC) and the ICP in the response to the emergency and the management of the evacuation. The role of the EOC is to provide centralized policy recommendations, communication, coordination, and overall support to the IC and ICP.

Incident Commander The IC will lead and manage the tactical situation. The IC will execute these duties from an ICP that is located as near the emergency as safely possible. The size and command of the ICP will be based on the specific nature of the emergency.

Office of Public Affairs (OPA) In the event of a planned full or partial evacuation of the campus, the public information objectives of OPA would be:

- To be the single point of contact for all information being disseminated related to the emergency and evacuation.
- To serve as the point of contact for media relations.
- To keep evacuees and the general public informed on evacuation activities and specific actions they should take.
- To help maintain a sense of calm and order during the crisis.
- To instill a feeling of confidence in campus departments and community agencies dealing with the incident.

- To establish and staff a specific telephone number that parents and relatives of students and employees can call for information. The community at large would be able to call (928) 523-0007 or go to nau.edu/mynau for additional information.

Students and Employees

- Become familiar with all areas they may occupy; review posted emergency evacuation floor plans, which show exit routes (primary and secondary means of evacuation), fire alarm-pull stations, and location of fire extinguishers and other emergency equipment.
- Evacuate the building upon hearing the fire alarm, or listen for and follow voice instructions.
- Close all doors upon evacuation.

CONCEPT OF OPERATIONS The operational aspects of this plan are highly dependent on the hazard the university faces. The magnitude, intensity, speed of onset, duration, and impact on the local community are all significant elements to be considered. They will determine the number of people to be evacuated, time available in which to perform the evacuation, and the time and distance of travel necessary to ensure safety. In general, the following actions need to occur:

- Determine the vulnerable zone. Project the hazard magnitude, intensity, speed of onset, duration, and impact on the university.
- Activate the EOC as determined by the hazard.
- Clearly define the area to be evacuated.
- Contact the National Weather Service to acquire up to the second weather information such as wind speed, wind direction, and forecasts. This information will assist in the determining the size of the affected area.
- Before an emergency, define the needs of special populations (i.e., people with disabilities, summer program participants, people without transportation, etc.).
- Identify the travel routes and travel distances/destinations needed to ensure safety.
- Describe the mode of transportation that will be used to move evacuees. Unless the hazard is disrupting normal transportation, most evacuees will use private transportation to leave the area.
- Identify assembly areas for picking up people who do not have transportation.
- Implement a public relations/communications plan to keep evacuees and the public informed of evacuation activities and the specific actions they should take.
- Develop plans to control access and provide security to the evacuated area.
- Develop plans to allow for the return of people to the evacuated area.

For a general evacuation checklist please refer to the last page of this plan/annex.

EVACUATION SUPPORT FUNCTIONS

OPERATIONS

Evacuation/Traffic Control/Security:

Primary: Northern Arizona University Police Department

Evacuation by Zones: The evacuation of the affected area will be accomplished in a systematic manner by using clearly identified evacuation zones. Depending on the size of the area to be evacuated, the on-scene law enforcement incident commander could decide to use one or more zones. For example, if a hazard threatened north campus only, the campus could be divided into two zones using University Drive as the midpoint. North campus or the north zone would be the evacuation area. South campus or the south zone would be the safe area. In this case, law enforcement would systematically evacuate people south to University Drive and evacuees would be sent to pre-identified collection points on south campus. With this approach:

- As many zones as necessary can be used to make the evacuation as manageable as possible. A single evacuation team can work within each zone.
- Each team is responsible for evacuating, securing, and clearly marking each building in its designated zone as having been checked and cleared.
- Each team will provide approved instructions to the evacuees as dictated by the IC.
- Building managers and Residence Life staff will identify people who refuse to leave and provide that information to the EOC. The EOC will provide that information to the IC to take appropriate action.
- Each team will coordinate transportation for evacuees without means to quickly leave the affected area to a collection point.
- Each team will coordinate medical assistance to evacuees as needed.

Traffic Control: In addition to good planning, an effective evacuation requires effective traffic control to respond to changing conditions and ensure that evacuees follow designated routes. The safe and expedient movement of traffic during an evacuation requires operational consideration be given to:

- assigning routes;
- establish perimeter security, including controlling traffic on inbound routes and outbound routes;
- implementing access-pass system for authorized entry into the evacuated area;
- providing reports of traffic movement and other related problems to IC/EOC;
- providing necessary traffic control devices.

Security: Once a building and/or area has been evacuated law enforcement will:

- limit access to the evacuated area. Unless approved by the IC, only those individuals directly involved in the mitigation of the incident will be permitted inside an evacuated building and/or area;
- protect buildings and property in the evacuated area. As needed, university buildings will be re-keyed to prevent re-entry using lock shop assistance or access will be limited via the keyless entry system;
- re-entry to the evacuated area will only be permitted when the appropriate officials (IC, police chief, fire chief, Capital Assets and Services, Environmental Health and Services, etc.) have declared the area safe.

Re-entry: Once the building and/or area has been approved by the IC and EOC for safe re-entry:

- the university public shall be informed of re-entry status (and if necessary, why re-entry is not possible at a given time) through the same media channels as the evacuation was announced;
- return of evacuees to the evacuated area(s) will be according to the same considerations, coordination, and control as the original evacuation.

Specific re-entry considerations include:

- The threat causing the evacuation is completely over.
- Only a safe level or no contamination level exists.
- Buildings have been inspected to determine safety.
- The number of persons who require special accommodations to return is calculated.
- Arrangement to coordinate traffic control and movement are complete.

Medical Issues:

Primary: Fronske Health Center

- Ensures transport and medical care are provided for patients being evacuated.
- Ensures continued medical care is provided for patients who cannot be moved.
- Coordinates with other medical authorities to determine the need for a mass care center.

Mental Health:

Primary: Counseling Center, Employee Assistance and Wellness Office, Fronske Health Center

- Provide services to individuals who may be experiencing serious personal or psychological problems because of the evacuation.

Student/Employee Processing:

Primary: Human Resources, Residence Life, Student Life

All evacuees will be requested to report to specific assembly points for the purpose of:

- identifying evacuees and their disposition,
- providing evacuees with specific instructions,
- if needed, provide for the personal needs of evacuees (i.e., communication needs, medical assistance, transportation, shelter, and food and water).

The assembly points are:

- South Campus
 - Primary Area – Skydome and Parking Lot 66
 - Secondary Area – Parking Lot 62 (Pine Knoll and McConnell)
- North Campus
 - Primary Area – Lot 13 (Riordan and Riordan Ranch Roads) and Audrey Auditorium
 - Secondary Area – Prochnow Auditorium
- Off Campus – In coordination with Coconino County Department of Emergency Management
 - Flagstaff Unified School District Schools
 - Coconino County Community College

LOGISTICS

Animals:

Primary: Biological Sciences Annex, Avian Cognition Laboratory

- The Biological Sciences Annex is responsible for animals belonging to the university. The Biological Sciences Annex will follow policies and procedures outlined in the *Northern Arizona University Animal Facility Emergency Guide*.
- Residence Life staff and building managers will work with the Flagstaff Police Department and Second Chance Center for Animals to assist owners of companion animals in arranging for care and housing of animals that cannot be evacuated.

Building Safety:

Primary: All Departments

- Make provisions to protect and secure facilities and equipment that will remain in the area being evacuated.
- Identify and make provisions to relocate the equipment and supplies that will be removed from the evacuation area.
- Terminate any hazardous experiments or other hazardous operations prior to evacuation as time and safety permit:
 - Close, cover, or otherwise contain and secure the material(s) being used.
 - If using exterior fume hood in bio-safety areas, close the sash as soon as possible, even if the hood appears to be working.
 - Secure cabinet doors and flammable storage cabinets.

Temporary Shelter:

Primary: Residence Life

- Residence Life staff will work with the American Red Cross Grand Canyon Chapter in finding temporary shelter for displaced students.

Transportation Resources:

Primary: Parking and Shuttle Services, Transportation Service Center

- The primary mode of transportation for evacuees will normally be privately owned vehicles; however, additional transportation resources may be needed for people without transportation, people with disabilities, etc.
- A list of students requiring special accommodations will be maintained by Disability Resources.
- Arrange for maintenance or towing support for vehicles with mechanical problems if it is necessary to evacuate such vehicles.

Food/Water/Supplies:

Primary: Capital Assets and Services

- It will be necessary to obtain essential supplies and equipment items that are needed to sustain operations and to meet the needs of evacuees. Typical items include:
 - Food
 - Water
 - Medical supplies

- Food, carriers, leashes, etc. for animals
- Sanitation devices
- Gas and diesel fuel
- Heavy machinery

University Funds and Securities:

Primary: Student and Departmental Account Services (SDAS)

- The SDAS will be responsible for securing safes and deposit points by following its policy and procedures in the event of an evacuation. NAUPD (in conjunction with the lock shop) will be responsible for ongoing security of these sites.

TRAINING/REVIEW

The university emergency manager, with support from the EMAG, will review and update this plan annually. In addition, at least once annually, a campus evacuation exercise will be conducted. All appropriate off-campus agencies will also be invited and encouraged to participate.

A General Evacuation Checklist follows.

✓	<i>Action Item (General Evacuation Checklist)</i>	<i>Assigned</i>
	<ul style="list-style-type: none"> • PLANNING: 	
	<ul style="list-style-type: none"> • Determine area/population at risk. Identify any special needs facilities and populations in risk area(s). 	
	<ul style="list-style-type: none"> • Determine evacuation routes for risk area(s) and check the status of these routes. 	
	<ul style="list-style-type: none"> • Determine traffic control requirements for evacuation routes. 	
	<ul style="list-style-type: none"> • Estimate public transportation requirements and determine pickup points. 	
	<ul style="list-style-type: none"> • Determine temporary shelter requirements and select preferred designated assembly area(s). 	
	<ul style="list-style-type: none"> • ADVANCE WARNING: 	
	<ul style="list-style-type: none"> • Provide advance warning to Disability Resources to accommodate evacuation, transportation, and reception of students/employees with special needs. Determine if requirements exist for additional support from local government. 	
	<ul style="list-style-type: none"> • Provide advance warning of possible need for evacuation to the university population, clearly identifying area(s) at risk. 	
	<ul style="list-style-type: none"> • Develop traffic control plans and stage traffic control resources at required locations. 	
	<ul style="list-style-type: none"> • Prepare temporary shelters/designated assembly area(s) selected for use. 	
	<ul style="list-style-type: none"> • Coordinate with Parking and Shuttle Services to ensure vehicles and drivers will be available when and where needed. 	
	<ul style="list-style-type: none"> • Advise neighboring jurisdictions that may be affected by possible evacuation plans. 	
	<ul style="list-style-type: none"> • EVACUATION: 	
	<ul style="list-style-type: none"> • Advise neighboring jurisdictions that evacuation recommendation or order has been issued. 	
	<ul style="list-style-type: none"> • Disseminate evacuation recommendation or order to functional needs individuals. Contact Parking and Shuttle Services to provide additional assistance in evacuation, if needed. 	
	<ul style="list-style-type: none"> • Disseminate evacuation recommendation or order to the university population through available warning systems, clearly identifying areas to be evacuated and assembly areas. Emergency public information should address: <ul style="list-style-type: none"> ○ What is the risk or hazard? ○ What should be done to secure buildings being evacuated? ○ What evacuees should take with them? ○ Where evacuees should go and how should they get there. ○ Provisions for functional needs population and those without transportation. 	

✓	<i>Action Item (General Evacuation Checklist)</i>	<i>Assigned</i>
	<ul style="list-style-type: none"> • Open and staff temporary shelter(s)/designated assembly area(s). 	
	<ul style="list-style-type: none"> • Provide traffic control along evacuation routes. 	
	<ul style="list-style-type: none"> • Provide transportation assistance to those who require it. 	
	<ul style="list-style-type: none"> • Provide security in or control access to evacuated area(s). 	
	<ul style="list-style-type: none"> • Provide situation reports on evacuation to the EOC. 	
	<ul style="list-style-type: none"> • RETURN OF EVACUEES 	
	<ul style="list-style-type: none"> • Determine if evacuated area(s) have been damaged, significant health and safety hazards eliminated, and conduct damage assessments. 	
	<ul style="list-style-type: none"> • Determine traffic control requirements for return of evacuees. 	
	<ul style="list-style-type: none"> • Determine and coordinate requirements for transportation for return of evacuees. 	
	<ul style="list-style-type: none"> • Advise neighboring jurisdictions that return of evacuees will begin. 	
	<ul style="list-style-type: none"> • Advise evacuees through the media that they can return to their residence halls and offices; indicate preferred travel routes and other entry requirements such as personal identification. Include safety measures for damaged areas. 	
	<ul style="list-style-type: none"> • Provide traffic control for return of evacuees. Control access to evacuated areas. 	
	<ul style="list-style-type: none"> • Coordinate temporary housing for evacuees that are unable to return to their residences. 	
	<ul style="list-style-type: none"> • Coordinate with Disability Resources regarding return of special needs individuals. 	
	<ul style="list-style-type: none"> • If evacuated area(s) have sustained damage, provide returning evacuees with necessary information regarding safety measures. 	
	<ul style="list-style-type: none"> • Terminate temporary shelter and mass care operations. 	
	<ul style="list-style-type: none"> • Maintain access controls for area(s) that cannot be safely reoccupied. 	

APPENDIX C: FIRE EVACUATION PLAN

Purpose: The university has facilities of various occupancies including academic, assembly, business, health care, office, and residential. Each facility must have a plan to evacuate the structure in case of an emergency. This plan must not only be effective for the facility in question, but also must coincide with the campus evacuation plan in the event that the campus needs to be evacuated.

The following guideline has been prepared for university students and employees who generally populate the campus facilities on a daily basis. The primary objective is to have a plan for safe evacuation and accountability of all occupants from facilities. Depending on the facility and occupancy, once an emergency evacuation plan has been established, training of staff and practice drills must be regularly conducted.

General Requirements: If a facility needs to be evacuated because of a fire, bomb threat, earthquake, or any life-threatening situation, there must be an established meeting place or a safe haven for ensuring occupant accountability. Occupants of each facility should have a working knowledge of notification capabilities of the facility. Not all building fire alarm systems on the campus automatically notify the university police department dispatch of any building alarms or troubles. It is important to call **3-3000** or **9-1-1** to notify the university police department that a life threatening condition does exist to minimize any delays in appropriate emergency response.

All facilities should have a written emergency evacuation plan. The following are minimum topics that must be addressed:

- duties and responsibilities
- specific information and procedure on activating the facility's fire alarm system, notification of occupants, as well as activating the **3-3000** or **9-1-1** system
- the facility floor plan layout (the exit system layout, location of fire protection systems and fire extinguishers, safe areas of refuge in the facility, special conditions or pertinent information related to emergency evacuation)
- issues related to persons with disabilities
- pertinent contact information and emergency telephone numbers
- accountability (meeting place after exiting the facility to account for everyone)
- a representative to provide the emergency responders with vital information related to the emergency and any person(s) that may still be inside the facility
- a checklist to follow to ensure a safe and efficient evacuation

A fire may include visible flames, smoke, or strong odors of burning. The appropriate emergency action is for persons to evacuate the building quickly and safely and notify the fire department by dialing NAUPD Dispatch **3-3000** or **9-1-1**. If possible the building manager should be contacted. The building manager shall work with emergency responders to provide information about the location of the fire, the cause of the fire, and to assist in a safe and orderly evacuation of the building.

If you discover a fire outside a building:

- If you are on campus, contact NAUPD **3-3000**. Off campus, call **9-1-1**.
- DO NOT activate the building fire alarm system.

If you discover a fire inside a building:

Immediately implement **R.A.C.E.**:

Rescue Rescue anyone in danger from the fire if it does not jeopardize your own life.

Alarm Activate a pull station to set off the building fire alarm. Call NAUPD **3-3000** or **911**

Confine Try to confine the fire by closing all doors and windows to trap the fire and slow its progress.

Evacuate Evacuate the building.

If the fire alarm sounds:

- Feel the door or doorknob to the hallway with the back of your hand. If it feels hot, do not open it – the fire may be on the other side of the door.
- If the door is not hot, open it slowly. If the hallway is clear of smoke, walk to the nearest fire exit and exit the building.
- DO NOT USE ELEVATORS
- Close doors behind you; do not lock them.
- Notify arriving fire or police personnel if you suspect someone is trapped inside the building, and where the person may be located.
- Gather outside at the designated assembly area. Do not attempt to re-enter the building until instructed to do so by NAUPD or the fire department.

If you are trapped in a room, or otherwise unable to leave:

- Wet and place cloth material around and under the door to prevent smoke from entering the room.
- Close as many doors as possible between you and the fire.
- Be prepared to signal someone outside, but DO NOT BREAK GLASS until absolutely necessary (outside smoke may be drawn into the room).

If you are caught in smoke:

- Drop to hands and knees and crawl toward exit.
- Stay low, as smoke will rise to ceiling level.
- Breathe shallowly through nose and use a filter such as a shirt or towel.

If you are forced to advance through flames (which should be a last resort):

- Hold your breath.
- Move quickly.
- Cover your head and hair with a blanket or large coat.
- Keep your head down and your eyes closed as much as possible.

Using a fire extinguisher:

Building occupants are not required to fight fires. Individuals who have been trained in the proper use of a fire extinguisher and are confident in their ability to cope with the hazards of a fire may use a portable fire extinguisher to fight small fires (no larger than a waste paper basket). Firefighting efforts must be terminated within 15 seconds, or when it becomes obvious that there is risk of harm from smoke, heat, or flames, whichever comes FIRST.

The P.A.S.S. method:

- Pull** the safety pin from the handle.
- Aim** the extinguisher at the base of the fire.
- Squeeze** the trigger handle.
- Sweep** from side to side to side at the base of the fire.

Responsibility: The responding fire official and the university police department have the primary responsibility for managing fire emergencies.

Decision: The responding fire department incident commander will control and make decisions at the scene of the fire. The fire department will decide when to turn control of the scene back to the university. The university police department will decide when to turn control of the scene back to the facility tenant(s).

Subsequent Procedures/Information: Depending on the nature and degree of the fire incident, other support agencies and university resource units may be brought in for service or assistance. For more information on fire safety and evacuation procedures for a university building, consult the Fire Life Safety area of Capital Assets and Services.

ANNEX D: EMERGENCY INFORMATION AND COMMUNICATIONS PLAN

Purpose: The purpose of this plan is threefold:

1. Outline the multiple communication mechanisms in place to inform university employees, tenants, students, and families, as well as agencies and organizations off campus, of campus emergencies, and to provide information about how to become and remain informed during an emergency.
2. Identify the incident alert communications procedures to be employed by university first responders for Emergency Management Advisory Group (EMAG) notification, Leadership and Policy Group (LPG) notification, and potential activation of the Emergency Operations Center (EOC).
3. Emphasize that during an incident or emergency on campus the Office of Public Affairs (OPA) is the only organization authorized to release information to local media and the general public. The university will speak with one voice and OPA will be the clearinghouse for all incident and emergency information.

Communication with the General University Population:

General Overview: The university's approach to emergency communications to the general population is to use a broad array of communications tools, with redundancy, to get the word out as quickly as possible and to as many individuals as possible. Text messaging using the Emergency Alert System (EAS) is the primary means the university has implemented. This mechanism will be used to steer students and other members of the university population to the university home page and emergency information website for additional information. The university will also utilize campus priority e-mail, campus electronic messaging boards, Twitter, Facebook, and the MYNAU portal, as well as local media, to communicate emergency information. These modes of communication will be managed and supervised by the OPA, which will serve as the single source and clearinghouse for all incident and emergency related information.

Alert Text Messaging: The university has developed a system by which to send text messages to cell phones of the general university population in the event of a campus emergency or university closure. An alert will be sent to everyone who has registered his or her text-enabled cell phone. Messages will contain brief safety instructions and/or brief details as to where to get more information about the alert. Students must register for this service online through the nau.edu/naualert. Employees are encouraged to enroll their cell phone numbers. Employees with university-sponsored cell phones or who receive a cell phone allowance are required to register that number. Once registered, the contact number will be active until the alert system is notified that the number has changed or the student or employee is no longer affiliated with the university. This service is not intended for family member primary registration; however, students are allowed to enroll a total of three numbers into the alert system, two of which can be for family members. Please see below for the primary means for parents to be kept informed during an emergency.

Comprehensive Communication: Upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students and employees occurring on the campus, the university will immediately notify the campus community using a systemized emergency communication procedure (EAS). The university has developed an integrated and comprehensive procedure which includes all of the following emergency alert systems: cell phone text messages; priority e-mails; indoor notifications utilizing campus electronic bulletin boards; Internet notifications at the university home page, the university emergency information web site, MYNAU portal, Facebook and Twitter; broadcast using university police department patrol cars, campus phone trees, and local radio and television stations.

In addition to the notification of the on-campus community, the university will also report any significant emergency or dangerous situation to the local community. The initial report will be executed by university police department. The OPA will manage all follow-up reports and all communications to local and regional media. This will ensure the university sends consistent information to those off campus.

The university will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless the notification will, in the professional judgment of responsible authorities, compromise efforts to assist victims or to contain, respond to, or otherwise mitigate the emergency.

The emergency notification process involves the receipt of information, the verification of this information, and the evaluation of the information, which then sets into motion the following actions:

- Determination if the entire Flagstaff community or just the campus community will receive the emergency alert notification.
- Compilation of the content of the emergency alert message.
- Activation of the campus EAS and the redundant communications capabilities listed above.
- Potential activation of the campus EOC.

The following individuals, at a minimum, will routinely be involved in making these determinations/decisions:

- The emergency manager
- The university police chief or designee
- The public information officer or designee

The EAS equipment is tested at least twice annually (typically, more frequently) to ensure it is working properly. At least once per calendar year the university will conduct a full activation of the EAS, which will be advertised to the university and local communities beforehand.

How NAU Communicates with Parents/Families During an Emergency:

Families may obtain information about campus emergencies by going to <http://www5.nau.edu/emergencyinformation>. Additionally, the Office of Student Life works to keep students' families informed about important university information. In the event of a crisis,

the office will send updates on any changes to university operations (class schedules, housing, dining, etc.) via the following means.

- E-announcements to the Parent and Family Services e-mail list. Families must be registered to receive *The Backpack*.
- Recorded messages and staff assistance available on the Parents' Helpline.

We do need to emphasize that parents/guardians **should not** contact the main emergency number, which is staffed by the university police department, to check on the status of a crisis situation. This can overload phone lines and hamper emergency personnel's ability to manage the situation.

Alert Communication within Emergency Management Advisory Group, Leadership and Policy Group, and off-campus first-responders: The EMAG and university leadership have been established as alert 'groups' and will be notified via a simultaneous page/text message through the EAS by one of three entities: university police department, the emergency manager or OPA. If the situation demands, off-campus first responders will also be notified via the university police department dispatch. After the initial notification has been made, OPA will be the clearinghouse for all future communication intended to keep the general population and media informed.

Proactive Measures to Prepare for/Prevent Emergencies: Safety is a shared responsibility. There are many resources and strategies students should use to help prevent a personal or campus emergency. These include, but are not limited to, the following:

- All students should register for campus emergency text messaging (EAS),
- Read e-mail announcements about campus crime updates.
- Blue-Light Phones are strategically placed around campus, such that anyone can reach the NAUPD with the touch of a button in an emergency.
- Emergency Plan for Students with Special Needs– Students with disabilities, such as a hearing impairment, should work with the Disability Resources and Residence Life to make arrangements for emergency plans suitable for their needs.
- Report suspicious activity. Students should be vigilant about ensuring the safety of themselves and the community. If they see or are aware of dangerous activity, they should contact NAUPD immediately at **3-3000** or **9-1-1**.

More information about the university's emergency preparedness and communication plans are available on line <http://www5.nau.edu/emergencyinformation>.

ANNEX E: WINTER STORM PLAN

Overview: The Winter Storm Plan represents the university's coordinated and comprehensive guide for how the campus will work together to mitigate, prepare for, respond to, and recover from a significant snow incident. This is defined as a snowfall, series of storm fronts, or other hazardous weather conditions that could significantly affect the well-being of university community members, the university's image, or operations; pose a significant economic or legal liability; or result in significant environmental damage.

The university community is reminded that additional caution is advised when using university facilities during the winter season because of the potential for hazardous conditions caused by snow, ice, wind, and freezing temperatures. Individuals should dress with safety in mind, walk only in areas cleared of snow and ice, and vehicles should be properly equipped for winter driving. Motorists are encouraged to carry a shovel in the car as an added precaution during the winter months.

This plan is directive in nature and represents a coordinated and collaborative effort by all agencies and departments on campus to ensure the safety of everyone on campus. *Incidents that do not meet the "significance" criteria stated above will not be managed with the incident management process, but will be handled in the routine course of business.*

University Goals: The four primary university goals with regard to winter storm planning, response, and recovery include:

1. Protecting the human, physical, and financial assets of the university;
2. Conducting all operations in a safe manner;
3. Communicating openly, honestly, and proactively;
4. Executing this plan in a coordinated and collaborative manner.

Planning Assumptions: It is a planning assumption that the following probabilities could occur in a major winter storm event:

- succession of storm fronts with significant accumulation in each front;
- rain or wet snow into a standing snow pack creating excessive loads on roofs;
- snow and/or ice build-up creating dangerous driving conditions;
- downed trees or limbs resulting in blocked roads and pedways;
- flooding as a result of rapid snow melt;
- utility loss (electrical, plumbing, heat);
- building damage or closures;
- property damage (road loss, culvert blockage, hillside slides, etc.), all of which could cause campus closures.

Most snow incidents occurring at the university will take on a Class I or Class II classification or less and will be managed through the usual departmental snow removal plans, policies, procedures, and associated personnel. In the event of a Class III winter storm, or at the direction of the university president or his/her designee, this winter storm plan may be activated. In addition, activation of the campus Emergency Operations Center (EOC) to support winter storm operations will be at the discretion of the university president or his/her designee.

Emergency Incident Classifications:

- **Class I Incident:** A storm incident that impacts the campus and/or outside community or an incident with regional implications. Local university resources should not need to be supplemented with third-party resources to manage the incident. Public and media interest will be low and primarily at the local and regional level.
Example: Snow accumulations less than 12 inches received over the period of up to 24-hours. The winter storm does not occur on successive days. Snow removal can be accomplished through regular resources and personnel, class cancellations are unlikely. It is anticipated the campus will operate under normal hours.
- **Class II Incident:** A storm incident with significant local and regional implications. Local university resources should not have to be supplemented with third-party resources to manage the incident. Public and media interest will be moderately high.
Example: Snow accumulations greater than 12 inches received over the period of up to 24-hours. The winter storm does not occur on successive days. Campus closures, class delay or cancellation may occur; closure of interstate highways and other services is possible.
- **Class III Incident:** An emergency incident involving the entire campus and surrounding community, or a major incident with potential state and national implications. All available university and third-party resources may be used to control and correct the problem. Media interest may be intense.
Example: Major snow accumulation or winter conditions, possibly over several days, complicated by winter storm conditions that present a potentially hazardous situation for essential personnel involved in the snow management process. Class cancellation may extend over multiple days, Interstate and regional highways may be closed or severely limited, all but essential services (fire, police, emergency medical services, hospital) are closed.

The Emergency Management Cycle: The task and goal of all colleges and departments, as well as individuals, is to identify ways to mitigate the effects of a snow incident, prepare for the likelihood of a snow incident, and then respond to, and recover from the snow incident.

Prevention/Mitigation: In advance of a potential snow incident, all agencies and departments will take action to identify all likely snow hazards and work to eliminate or reduce them.

Preparedness: Identify, within your areas of responsibility, and coordinate with Capital Assets and Services (CAS) if required, all university streets, parking lots, sidewalks, pedestrian crossings, disabled accessible areas, building entrances, and stairwells that must be kept cleared of snow and ice to provide safe access for pedestrians and vehicles during and after each snow incident. As the situation requires, colleges and departments must be prepared for any incident by developing and testing plans and procedures. Essential personnel will also be identified.

Response: In the event of a Class III snow incident or at the direction of the university president or his/her designee, the emergency manager and the Emergency Management Advisory Group (EMAG) may be called upon to support incident response in accordance with this plan. Which EMAG members are notified and whether or not the Emergency Operations Center (EOC) is activated will depend on the situation.

Recovery: In the event of a Class III snow incident, or at the discretion of the university president or his/her designee, the EMAG may be called upon to support incident response to help coordinate, within the university as well as with outside agencies as required, to ensure complete recovery from the snow incident.

Concept of Operations:

Phases of Winter Storm Operations

Severe winter storm response operations will be carried out in three phases:

- Pre-storm warning and preparation
- Storm response operations
- Storm recovery operations

Pre-storm Warning and Preparation Phase: This phase begins when a winter storm or weather event is identified and predicted to impact the campus. Depending on the storm classification, select members of the EMAG may meet during this phase to assess the situation and review preparations for the storm. This phase also includes actions taken to prepare the campus and its population for the expected winter storm. These actions could include but are not limited to:

- campus and departmental plan reviews,
- providing safety information related to preparedness,
- coordination with local and state governmental agencies,
- reviewing essential personnel lists,
- reviewing equipment and supply lists and capabilities,
- potential stock piling of supplies and
- requisition of additional snow removal equipment shortages,
- warning notification to the Leadership and Policy Group and storm reaction personnel.

The EMAG may recommend to the university president or designated representative a storm incident classification level and action to be taken in the response phase. This phase ends when the storm arrives over the campus or the danger has passed.

Storm Response Phase: This phase begins when the winter storm or weather event impacts the campus. CAS is the lead department in the execution of this plan. However, depending on the situation, select members of the EMAG and CAS representative(s), may meet to coordinate the response and provide updates to the campus and the university president or designated representative. This relationship is in accordance with the national incident command structure where CAS is the Incident Commander (IC) for a winter storm and the EMAG provides support as required. The campus will then respond based on guidance provided below in Campus Response and Recovery Prioritization.

Storm Recovery Phase: Recovery actions consist primarily of two parts overlapping in time. Part One is the restoration and return to normal service and operations of facilities, services, and utilities. Part Two is the implementation of a process to accurately collect and document after-action reports and potential damage impact assessments. This process is very important

to future efforts to learn from past actions and to potentially recover costs associated with the emergency or disaster.

Plan Activation: Activation of the plan may be preceded by select members of the EMAG and CAS representatives coming together prior to or during a storm to assess the severity of the current or impending winter storm incident. Under predicted emergency or forecast of extreme winter weather conditions, the university EOC may be activated and this plan made operational prior to the actual weather event in order to manage and coordinate the planning, response, and recovery operations. Snow removal during all snow incidents will continue to be managed through usual departmental snow removal plans, policies, procedures, and associated personnel.

Campus Response and Recovery Management:

Capital Assets and Services is the lead department for snow removal operations in collaboration with designated departments (Residence Life, Unions and Student Activities, Campus Recreation Services) providing supplemental work forces. CAS is responsible for clearing and maintaining roadways, parking lots, sidewalks, and building entrances. The priorities are provided below and will be in coordination with the campus emergency manager, EMAG, and the EOC when activated. CAS retains total autonomy for its internal work force organization, training, and operations in support of this plan.

The Athletic Department is encouraged to coordinate with CAS and the EMAG, if the situation dictates, for snow incident preparation, response, and recovery. This will include the development and coordination of internal departmental plans and procedures for winter sporting events that may be adversely impacted by winter storms. The Athletic Department will ensure its personnel support this winter storm plan. The department will establish and maintain a current “essential personnel” list. In the case of university closure, only essential personnel (or personnel specially designated to provide an essential service) will be allowed on campus.

All other colleges and departments are encouraged to coordinate with CAS and the EMAG, if the situation dictates, for snow incident preparation, response, and recovery. All departments and colleges will ensure their personnel support this winter storm plan. In addition, departments and colleges will establish and maintain a current “essential personnel” list. In the case of university closure, only essential personnel (or personnel specially designated to provide an essential service) will be allowed on campus.

Campus Response and Recovery Prioritization: Given the extensive campus infrastructure, the university must properly prioritize its limited staff and resources during and after every snow incident. Snow clearing operations are divided into two phases, each focusing on collective public safety as the highest priority. The first phase, **during a snow incident**, focuses on clearing main roadways, parking lot entrances, and disabled access. The second phase, **after the snow incident** when major accumulations have ceased, includes clearing snow from secondary roadways, parking lots, sidewalks, and other areas.

DURING A SNOW INCIDENT: Clearing Priority

- University entrances

- All major roadways
- All interior roadways
- Disabled access areas
- Fire lanes
- University police department compound and parking area
- Capital Assets and Services parking area
- Building entrances
- Campus Health Services
- Bus stops/pullouts
- Employee and commuter parking lots
- Residence hall parking lots

AFTER A SNOW INCIDENT (major accumulations have ceased): Clearing Priority

- Disabled access areas
- Clean up and widening of residence hall parking lots
- Fire lanes
- Building entrances
- Employee and commuter parking lots
- Clean up of curbs, storm drains, and gutters
- Clean up of bus stops/pullouts

Campus Closure during Response and Recovery Operations Under certain conditions, including weather-related conditions, it may become necessary to cancel classes or close the Flagstaff campus. See the **Northern Arizona University Emergency Closure Policy and Procedures** for details see nau.edu/hr. When the university president or designee declares a university wide closure, employees who are not identified as **essential personnel** shall not report to work or shall leave the university upon notice by a supervisor, dean, director, or department head that the university is closing. Only departments and employees who provide essential functions shall be open and perform duties. **Employees shall not choose to work** during a campus closure unless specifically directed to do so by their supervisor, dean, director, or department head. One of the reasons for closing campus is to aid in snow removal by minimizing the number of vehicles and people on campus.

Essential Personnel include some or all of the employees who work in the essential service units defined by the university's Emergency Closure Manual reference above. In order to sustain specific business activities, other units or personnel may be designated as essential for the purposes of a specific closure. The vice presidents and provost are responsible for determining which units are deemed essential at the time of closure. Supervisors and managers shall notify the employees in affected units as soon as possible if they are needed as essential personnel for a specific closure. Employees performing certain job functions in certain units may regularly be part of the essential workforce in the case of an emergency closure.

Parking for Essential Personnel: The following four parking lots will be cleared by CAS for use by essential personnel during periods of campus closure due to a severe snow incident:

- P16 for the University Union and north campus

- P60 for Babbitt Administrative Center and south campus
- P64 for south campus including CAS
- P96A (Knoles Garage) for central campus

Residence Life Parking Please review Appendices 1 - 3 for specific guidance regarding parking in Residence Life parking lots during periods of campus closure and over the Thanksgiving, winter, and spring breaks.

General Campus Parking During Response and Recovery Operations

The following paragraph is taken directly from the University Parking Policy:

If the university is closed due to snow, only essential personnel are permitted to park in designated employee parking lots. In order to efficiently remove snow from employee and commuter lots, any vehicle parked in a closed lot may be towed at the owner's expense. Residence hall lots may also be closed to remove snow. Any vehicle remaining in a closed lot may be towed at the owner's expense.

Appendices:

1. Residence Hall Parking: Thanksgiving Break
2. Residence Hall Parking: Winter Break
3. Residence Hall Parking: Spring Break

Appendix 1 to the Winter Storm Plan

Residence Hall Parking: Thanksgiving Break

In preparation for the possibility of snow during the break, Parking and Shuttle Services, Grounds Department, NAUPD, and Residence Life have collaborated to implement a parking lot snow removal plan to allow the Grounds Department to safely and efficiently remove snow from as many parking lots *as time will permit*.

- **If you plan to leave campus for break and are taking your vehicle with you through Sunday after Thanksgiving at 5 p.m., no further action is necessary.**
- **If you plan to leave campus for the break but are leaving your vehicle on campus, you must park your vehicle in a consolidation lot as listed below.**
- **Once you are ready to leave campus, any time after Tuesday and ending Sunday after Thanksgiving, you will be required to park your registered vehicle in a consolidation lot. Parking and Shuttle Services will not be ticketing registered vehicles in these lots.**
- **If you plan to remain on campus for the break, you may park your car in any residence hall lot allowed by your permit until such time as weather necessitates the need to initiate lot consolidation. You will receive an e-mail notification to move your vehicle to a consolidation lot within 24 hours prior to clearing.**

The closed parking lots will re-open on Sunday after Thanksgiving at noon. Below is a list of parking lots which will be closed and a *recommendation* for each residence hall parking zone regarding the preferred consolidation lot. Vehicles left in closed lots may be relocated at the owner's expense in the event of snow.

Residential Zone	Closed Lot	Consolidation Lots
R1	P3, P3A, P5, P13A	P2B
R2	P28C (upper level)	P28C (lower level)
P18A	P18A	Any other consolidation lot
R3	P11, P18, P23, P24, P25	P28, P26, P27
R4	P16, P30	P16A
R5	P32A, P33, P36	P32, P32B, P34
R6	P40, P41, P44, P63	P66A
Family	P32C, P52	P32B, P50, P51, P53, P54
PG	PG (3 rd floor)	PG (1 st floor & 2 nd floor)

Thank you for your cooperation in assisting us with our snow removal efforts. If you have any questions, please contact the Residence Life at 928-523-7616.

To view a map of all the campus parking lots, go to home.nau.edu/maps/parking_map_2010.pdf.

Appendix 2 to the Winter Storm Plan

Residence Hall Parking: Winter Break

In preparation for the possibility of snow during the break, Parking and Shuttle Services, Grounds Department, NAUPD, and Residence Life have collaborated to implement a parking lot snow removal plan to allow the Grounds Department to safely and efficiently remove snow from as many parking lots *as time will permit*.

- **If you plan to leave campus for break and are taking your vehicle with you through the Saturday that residence halls reopen, no further action is necessary.**
- **If you plan to leave campus for the break but are leaving your vehicle on campus, you must park your vehicle in a consolidation lot as listed below.**
- **Once you are ready to leave campus, any time after the Sunday prior to finals week and ending Saturday that residence halls reopen, you will be required to park your vehicle in a consolidation lot. Parking and Shuttle Services will not be ticketing registered vehicles in these lots.**
- **If you plan to remain on campus for the break, you may park your car in any residence hall lot allowed by your permit until such time as weather necessitates the need to initiate lot consolidation. You will receive an e-mail notification to move your vehicle to a consolidation lot within 24 hours prior to clearing.**

The closed parking lots will re-open on the Saturday at noon. Below is a list of parking lots which will be closed and a *recommendation* for each residence hall parking zone regarding the preferred consolidation lot. In addition to your designated consolidation lots, you may also utilize the second level of the parking garage (P96A), located on the corner of Knoles Dr. and Riordan Rd. Vehicles left in closed lots may be relocated at the owner's expense in the event of snow.

Residential Zone	Closed Lot	Consolidation Lots
R1	P3, P3A, P5, P13A	P2B
R2	P28C (upper level)	P28C (lower level)
P18A	P18A	Any other consolidation lot
R3	P11, P18, P23, P24, P25	P28, P26, P27
R4	P16, P30	P16A
R5	P32A, P33, P36	P32, P32B, P34
R6	P40, P41, P44, P63	P66A
Family	P32C, P52	P32B, P50, P51, P53, P54
PG	PG (3 rd floor)	PG (1 st floor & 2 nd floor)

Thank you for your cooperation in assisting us with our snow removal efforts. If you have any questions, please contact the Residence Life at 928-523-7616.

To view a map of all the campus parking lots, go to home.nau.edu/maps/parking_map_2010.pdf.

Appendix 3 to the Winter Storm Plan

Residence Hall Parking: Spring Break

In preparation for the possibility of snow during the break, Parking and Shuttle Services, Grounds Department, NAUPD, and Residence Life have collaborated to implement a parking lot snow removal plan to allow the Grounds Department to safely and efficiently remove snow from as many parking lots *as time will permit*.

- **If you plan to leave campus for break and are taking your vehicle with you through the Sunday after spring break, no further action is necessary.**
- **If you plan to leave campus for the break but are leaving your vehicle on campus, you must park your vehicle in a consolidation lot as listed below.**
- **Before you leave campus for spring break without your vehicle, you will be required to park in a consolidation lot. Parking and Shuttle Services will not be ticketing registered vehicles in these lots.**
- **If you plan to remain on campus any time during spring break, you may park your car in any residence hall lot allowed by your permit until such time as weather necessitates the need to initiate lot consolidation. You will receive an e-mail notification to move your vehicle to a consolidation lot within 24 hours prior to clearing.**

The closed parking lots will re-open on the Saturday at noon. Below is a list of parking lots which will be closed and a *recommendation* for each residence hall parking zone regarding the preferred consolidation lot. In addition to your designated consolidation lots, you may also utilize the second level of the parking garage (P96A), located on the corner of Knoles Dr. and Riordan Rd. Vehicles left in closed lots may be relocated at the owner's expense in the event of snow.

Residential Zone	Closed Lot	Consolidation Lots
R1	P3, P3A, P5, P13A	P2B
R2	P28C (upper level)	P28C (lower level)
P18A	P18A	Any other consolidation lot
R3	P11, P18, P23, P24, P25	P28, P26, P27
R4	P16, P30	P16A
R5	P32A, P33, P36	P32, P32B, P34
R6	P40, P41, P44, P63	P66A
Family	P32C, P52	P32B, P50, P51, P53, P54
PG	PG (3 rd floor)	PG (1 st floor & 2 nd floor)

Thank you for your cooperation in assisting us with our snow removal efforts. If you have any questions, please contact the Residence Life at 928-523-7616.

To view a map of all the campus parking lots, go to home.nau.edu/maps/parking_map_2010.pdf.

ANNEX F: HAZARDS ASSESMENT

The potential exists on and around the campus of Northern Arizona University for many types of disasters and emergency situations to occur which could require the activation of the Emergency Operations Center (EOC). The campus, along with the surrounding area, has experienced floods, severe weather, and wildfires over the past few decades that have taken human and financial tolls on the region. The university is also vulnerable to many man-made disasters including hazardous material incidents/accidents, terrorism, and civil disorder. A list of hazards dealt with in this plan and general likelihood of each occurring in or around NAU is as follows:

Hazard (Risk)	Summary of Hazard Profile
Release of Hazardous Materials (Medium to High)	The university sits just north of the intersection of Interstates 40 and 17. This means that, along with a large amount of local traffic passing through, there is a large volume of interstate traffic bearing hazardous materials passing less than a quarter of a mile from campus. Additional hazards include the BNSF Railway passing just north of campus and the Keim Lab located on campus.
Terrorism (Low)	There have been no major events or alerts that would indicate the possibility of terrorism within the boundaries of the university. The NAU Police Department (NAUPD) also reports no past or current credible threats, or the existence of any group that would give rise to concerns of possible terrorist activities.
Floods and Flash Floods (Medium)	Because the ground is impermeable in many areas of campus, floods can occur in response to excessive rainfall and snowmelt. Flash floods can occur throughout the surrounding area, especially during the summer Monsoon season. The university lies in the flood plain of the Rio de Flag, where serious flooding has been experienced in the past.
Severe Weather (Medium-High)	The university, in addition to the surrounding area, frequently experiences winter weather conditions that are outside the expectations of the residents and employees of the university. The power and transportation sectors remain the most likely victims of winter storms. Transmission lines and related support structures can and will fail during periods where build-up of ice increases the weight and internal stresses on steel structures and high voltage cables, especially if combined with wind loading. Interruption of power to other sections of the university remains a medium potential risk.
Wildfire (High)	Wildfires are a high threat to the areas surrounding the university. Historic data presented in the Federal Emergency Management Agency disaster declarations and the Coconino County risk assessment indicated that wildfires are a danger and that each occurrence can quickly turn into a countywide disaster, encompassing the university.

Seismic Activities (Moderate)	On a scale ranging from moderate, high, to very high hazard, the United States Geological Survey rates the State of Arizona as having a high risk of earthquakes. The chance of an earthquake of magnitude 6 or higher is about 50 percent in the next 30 years. Numerous geologic fault systems comprise the northern Arizona seismic belt, including the Cataract Creek, Mesa Butte, and Bright Angel systems. The Cataract Creek system underlies the Flagstaff region and includes the Lake Mary fault. In addition, cinder cones, such as Sunset Crater, are present within close proximity to NAU. Worst-case scenario for the university would be a magnitude 7.0 earthquake occurring in close proximity to campus or Flagstaff on the Cataract Creek fault system.
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Hazard Vulnerability Analysis (HVA) Scoring Guideline and System: Hazard Vulnerability Analysis is a way to focus attention on those hazards that are most likely to have an impact on our personnel, facilities and the surrounding community. Because risks and threats are fluid in nature, the HVA is a living document and will be reviewed at least annually.

There are four categories that are used to help place each hazard into perspective. These categories are:

1. Threat (the risk itself, natural, man-made, or technological)
2. Probability (that it might actually occur)
3. Impact (that it would have if it happened)
 - a. Impact on humans
 - b. Impact on property
 - c. Impact on business continuity
4. Preparedness (How ready we are now?)

Rating of each category is based on a point system, ranging from 0 to 5 for probability and 1 to 5 for risk and preparedness. A rating of 0 indicates the lowest probability that the hazard will occur; a rating of 5 indicates the highest probability. Likewise, rating the relative risk to humans, property and business continuity, a rating of 5 indicates maximum risk. However, in rating the level of internal or external preparedness, we use a rating of 5 to indicate the poorest level of preparedness and a 1 to indicate the maximum level.

To create a total for the hazard, we will multiply the scores across each row. The total values, in descending order, will represent the events most in need of attention for emergency planning. Events that indicate vulnerability above the (score yet to be determined) cut off will have a formalized emergency response plan. All events that show any probability of occurrence will be categorized into three emergency response levels and incorporated into the emergency operation plan.

Scoring Considerations:**Probability**

- Known risk
- Historical data
- General likelihood

Human Impact

- Potential for injury
- Potential for death
- Emotional distress

Property Impact

- Cost to replace
- Cost of temporary replacement (rental, purchase)
- Cost to repair
- Time to recover (stay in business, resume normal operations)

Business Impact

- Business interruption (how long?)
- Employees unable to report to work
- Students unable to reach campus
- Violation of any contractual agreements
- Potential for refunds
- Interruption of supply delivery
- Interruption of instruction
- Interruption of services to students
- Reputation and public image
- Financial impact/burden

Preparedness

- Status of current plans
- Frequency of drills
- Training status
- Insurance
- Availability of alternate sources for critical supplies/services
- Necessary supplies on hand
- Staff availability
- Internal resources' ability to withstand disasters/survivability
- Agreements with community agencies
- Coordination with local, county, state, and federal agencies
- Community resources

**ANNEX G: EMERGENCY OPERATIONS CENTER
STANDARD OPERATING PROCEDURES**

Mission: The Emergency Operations Center (EOC) mission is to serve as the single focal point and coordination center for the management of information, decision-making, and resource support and allocation in an emergency response and recovery process which may be taking place either on campus or off campus but affecting the campus.

Functions: The primary functions of the EOC are to:

- provide support to the Incident Commander (IC) and field activities;
- deal with issues that are beyond resolution in the field;
- provide resources needed by the campus;
- coordinate support and resources required from outside agencies;
- determine and/or recommend policy decisions as needed;
- keep the university leadership informed;
- provide communications and coordination with outside agencies;
- provide “one voice” in communicating emergency information to the public;
- conduct training and provide exercise support.

Activation Criteria: The EOC is activated during emergencies at the recommendation of the IC or emergency manager to the university president or senior leader on campus at the onset of the incident/emergency using the following criteria:

- Resources beyond university capabilities are required
- The emergency will be of long duration
- Major policy decisions will or may be required
- Local or state emergency is declared
- Activation of the EOC will be advantageous to the successful management of the incident or emergency
- Leadership and Policy Group directive
- Training and exercise

Location, Staffing Support, and Security: The location of the EOC is in Northern Arizona University Police Department (NAUPD), Training Room; (building 98). Parking will be in the Capital Assets and Services (CAS) parking lot, P64, just west of building 98A.

Light subsistence, in the form of a vending machine, and general sanitation, in the form of restrooms and showers, will be coordinated with the university police department. The Logistics and Planning section of the EOC will be responsible for providing additional beverages and meals. All personnel should arrive with their personal go-bag with personal items and change of clothing.

Access control and security will be coordinated with the university police department. All EOC personnel and authorized visitors will wear a NAUPD issued security badge at all times when inside building 98A. The security badge will be secured on each person and out of view when not inside Building 98A. The university police department and EOC director must be

immediately notified if a badge is lost or stolen. Any person found inside building 98A without an approved security badge will be immediately questioned, detained, and transferred to the university police department if necessary.

Organization: The EOC operates under the executive authority of the university president or designee, with operational command exercised by the EOC director in support of the IC. Using the National Incident Management System (NIMS) Incident Command System (ICS) as its management model, the EOC is organized into a five main sections—Operations; Logistics; Planning; Public Information; and Finance/Administration. The EOC organization is fashioned as a set of building blocks that, based on the situation can be easily assembled (mobilized) or disassembled (demobilized) as required in support of the IC.

EOC Communications and Interoperability: The EOC must consider communications and interoperability within the university as well as with agencies outside the university. The university must look at ways to build redundancy in its communication capabilities. The following communications mapping will serve as the primary means of communication.

- **EOC to Incident and Incident Commander:** The primary means of communication between the incident and IC will be hand-held radio. The backup will be cell phone.
- **EOC to On-Campus Departments and Agencies:** The EOC will employ phone, fax, and e-mail to communicate with the various on-campus departments and agencies. The backup will be cell phone and runner.
- **EOC to Off-Campus Departments and Agencies:** The EOC will employ phone, fax and e-mail to communicate with the various off-campus departments and agencies. The backup will be cell phone and the NAUPD radio dispatch.
- **EOC to Public and Media:** The EOC Public Information section (Office of Public Affairs) will manage the release of information to the public and media. Communication will be through such means as briefings and new releases.
- **Information Management:** Each section of the EOC will control the release and security of information entrusted to it and required for it to conduct its mission. Each section will maintain both a document log and a communication log. The document log will list all documents being maintained by the section. The communication log will track all incoming and outgoing communication for the section. In addition to document and communication logs, each section will maintain a directory of contact information for both on- and off-campus departments and agencies required for effective operations.
- **Incident Documentation:** It is important that the incident be historically documented from the beginning, through the response and recovery efforts, and continued until the EOC is deactivated. This will ensure all actions are properly captured for use during briefings, shift turnovers, and the after-action process and that all reimbursement measures, such as requests to state and federal agencies for recovery funding. The Operations section will maintain the EOC operational log that will capture the historical chronology of all operational actions related to the incident.

Staffing Roles and Responsibilities:

Director: The EOC director reports directly to the university president or designee, provides direct support to the IC, and is responsible for overseeing all EOC operational and support activities.

Supervisory responsibilities include:

- In coordination with IC and university president, determining the need to assemble the EOC and, if necessary, initiating the EOC alert process
- Managing the EOC as a physical facility, overseeing its activation, and ensuring it is staffed to support response organizations' needs
- Oversight of the planning and development of procedures to accomplish the emergency operations
- Ensuring a sufficient number of personnel are assigned to EOC staff sections commensurate with the magnitude of the emergency
- Directing the establishment and maintenance of staffing levels and shift schedules.
- Monitoring and assessing crisis status and impact
- Coordinating the resolution of difficulties that cannot be reconciled in the field.
- Ensuring support coordinated by each staff section is appropriate and makes the most efficient use of available resources
- Establishing liaison relationships with outside agencies to ensure communication, situational awareness, and resource management
- Coordinating with the public information officer to ensure that use of emergency public information is synchronized to deliver emergency instructions and status reports to the public in the optimum format at optimum times
- Transmitting required reports and documents to the county or state emergency management office or EOC to minimize the time required to receive state and federal assistance
- Ensuring there is close cooperation and coordination with neighboring jurisdictions' EOCs for sharing available resources and for exchanging essential information
- Keeping the IC and/or university president or designee briefed on the progress of EOC and field activities and on pressing concerns that require executive attention and/or action
- Designating one or more facilities to serve as the university's alternate EOC
- Ensuring that communications, warning, and other necessary operations support equipment is readily available for use in the alternate EOC

Operations Section: The chief of the Operations Section reports directly to the EOC director and will be selected based on the type of incident. For example, if the incident is law enforcement related, the chief of operations will be a representative from NAUPD; in a snow emergency, the chief of operations will be from either Capital Assets and Services or NAUPD. The Operations Section provides direct support to the Incident Commander, and is responsible for overseeing all EOC operational activities.

Duties include:

- Assembling the EOC and assuming control of the EOC until the EOC director arrives

- As necessary, activating law enforcement; public works; firefighting, mass care and sheltering, and/or health and medical services
- Determining the need to request liaison representatives from county, state, and/or federal agencies
- Analyzing and maintaining current situation maps, incident documentation logs, and reports collected from the IC and other field entities
- Controlling and coordinating EOC operational communications
- Coordinating with outside agencies for support and resources beyond the capability of the university
- Maintaining oversight of field activities
- Ensuring information requiring the attention and/or action of the university president or designee is promptly referred to the EOC director

Logistics Section: A representative from Capital Assets and Services will act as the chief of the Logistics Section and report directly to the EOC director. The Logistics Section provides direct support to the Incident Commander and is responsible for overseeing all EOC logistics activities.

Duties include:

- Managing all supply and resource staging/storage issues
- Obtaining resources, which may include the procurement of goods and services from private vendors and/or other governmental entities
- Coordinating supply and support resources, including facilities, communication, medical equipment, and food, for both responders and affected populations
- Maintaining logistics accountability
- Providing beverages and meals for the EOC staff
- Coordinating with Parking and Shuttle Services for EOC parking for staff, media, and other required personnel
- Coordinating activities of liaison agency representatives

Planning Section: The chief of the Planning Section reports directly to the EOC director and will be selected based on the type of incident. For example, if the incident is law enforcement related, the chief of planning will come from NAUPD; in a snow emergency, the chief of operations will be from either Capital Assets and Services or NAUPD. The Planning Section provides direct support to the Incident Commander and is responsible for overseeing all EOC Planning activities.

Duties include:

- Working closely with the Operations Section to develop both short range and long range planning
- Working closely with the Operations Section to develop a written Incident Action Plan (IAP) that will serve as the short term and long term strategy for dealing with the incident or emergency
- Working closely with all sections of the EOC for coordinated support and execution of the IAP.
- Distributing the IAP.

- Developing plans and coordinating resources for the potential disassembly of the primary EOC and relocation to an alternate EOC

Public Information Section: The director or designee of the Office of Public Affairs will act as chief of the Public Information Section and reports directly to the EOC Director. The Public Information Section provides direct support to the Incident Commander and is responsible for overseeing all EOC information and media activities.

Duties include:

- Advising the EOC director, IC, and university president or designee on matters of public safety information
- Establishing and maintaining a working relationship with local media
- Preparing a call-down list for disseminating public safety information to groups that do not have access to normal media (e.g., students)
- Preparing emergency information packets for release; distributing pertinent materials to local media prior to emergencies; and ensuring that information needs of visually impaired, hearing impaired, and non-English speaking audiences are met
- Coordinating public messaging with other agency and organizational public information personnel in a joint information center to ensure consistent messaging

Finance/Administration Section: The chief of the Finance/Administration Section reports directly to the EOC director and will be a representative from the Finance and Administrative division of the university. The Finance/Administration Section provides direct support to the Incident Commander and is responsible for overseeing all EOC Finance/Administration activities.

Duties include

- Maintaining EOC access and alert rosters
- Coordinating with the university police department for EOC access
- Monitoring the utilization of financial assets and overseeing the acquisition of necessary supplies and services
- Using proper university financial principles, policies, regulations, and management controls to ensure proper accountability of funds
- Providing advice on financial policy issues relative to the emergency and use of funds
- Expediting processing of all documented requests for reimbursement and reviewing of bills prior to processing payments to ensure that proper documentation supports the expenditures claimed
- Providing support for damage assessment activities
- Preparing appropriate reports on costs incurred during operations
- Submitting applications for reimbursement from state and federal emergency disaster relief funds

Equipment and Supply Requirements: The following equipment and supplies maintained and ready for EOC activation:

1. Communications:
 - ✓ Telephone
 - ✓ Fax machine
 - ✓ Dedicated telephone line for each section and fax machine (to be setup by ITS)
 - ✓ Cellular telephones with chargers
 - ✓ Radios (handheld) as required and chargers/spare batteries

2. Office Supplies:
 - ✓ Message slips
 - ✓ Lined pads
 - ✓ Pencils
 - ✓ Manual pencil sharpener
 - ✓ Markers and erasers for white boards
 - ✓ Forms and logs
 - ✓ Masking tape
 - ✓ Flashlights and spare batteries
 - ✓ Printer/copier paper (letter and legal size)
 - ✓ A-frame easels with white paper pads (to augment white boards)
 - ✓ File folders, paper clips, rubber bands, rulers, scissors, staplers and staples, highlighters, etc.

3. Office Equipment:
 - ✓ PC's (laptop computers) (5)
 - ✓ Printers (2)
 - ✓ Copiers (2)
 - ✓ Paper shredder
 - ✓ Three hole punch

4. Documents:
 - ✓ NAU EOP
 - ✓ EOC SOP
 - ✓ Payroll and Benefits SOPs
 - ✓ Building blueprints (All buildings)
 - ✓ Campus maps and aerial photos
 - ✓ Local street guide/map
 - ✓ University and local telephone directories

5. Forms and Logs:
 - ✓ Alert roster
 - ✓ Access roster
 - ✓ Access log
 - ✓ Operational log
 - ✓ Communication logs

- ✓ Finance forms
- ✓ Logistics Forms
- ✓ OPA logs
- ✓ General message forms

Area EOCs: - Coconino County/City of Flagstaff:

The Primary EOC is located at the Flagstaff Police Department, 911 E. Sawmill Ave., Flagstaff, AZ 86001

The First Alternate EOC is located at City Hall, 211 W. Aspen Ave., Flagstaff, AZ 86001

The Second Alternate EOC is located at the Coconino County Public Works Facility, 5600 E. Commerce Ave., Flagstaff, AZ 86004