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
- 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. Please refer to Annex H, Levels of Emergency Incidents for more detail:

- **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 may be placed on alert status.

- **Level 2 (Partial Activation):** The emergency cannot be managed using normal procedures. The EOC may be 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.
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).