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 exercises 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