

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.

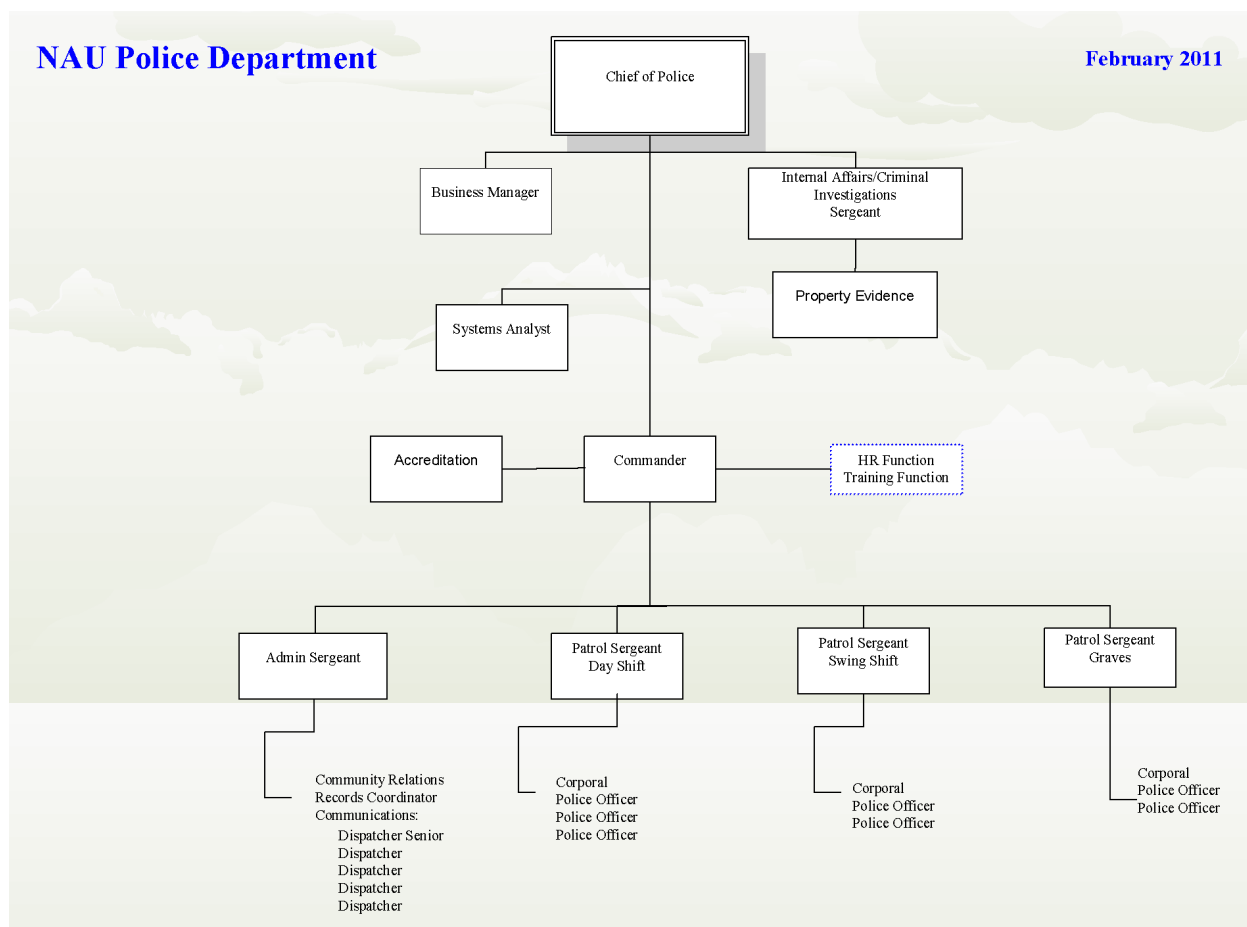
Long-term recovery may involve some of the same activities, but it may continue for a number of months, depending on the severity and extent of the damage sustained. For example, it may include complete redevelopment of damaged areas. The goal is for the university to return not only to its pre-emergency 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 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.

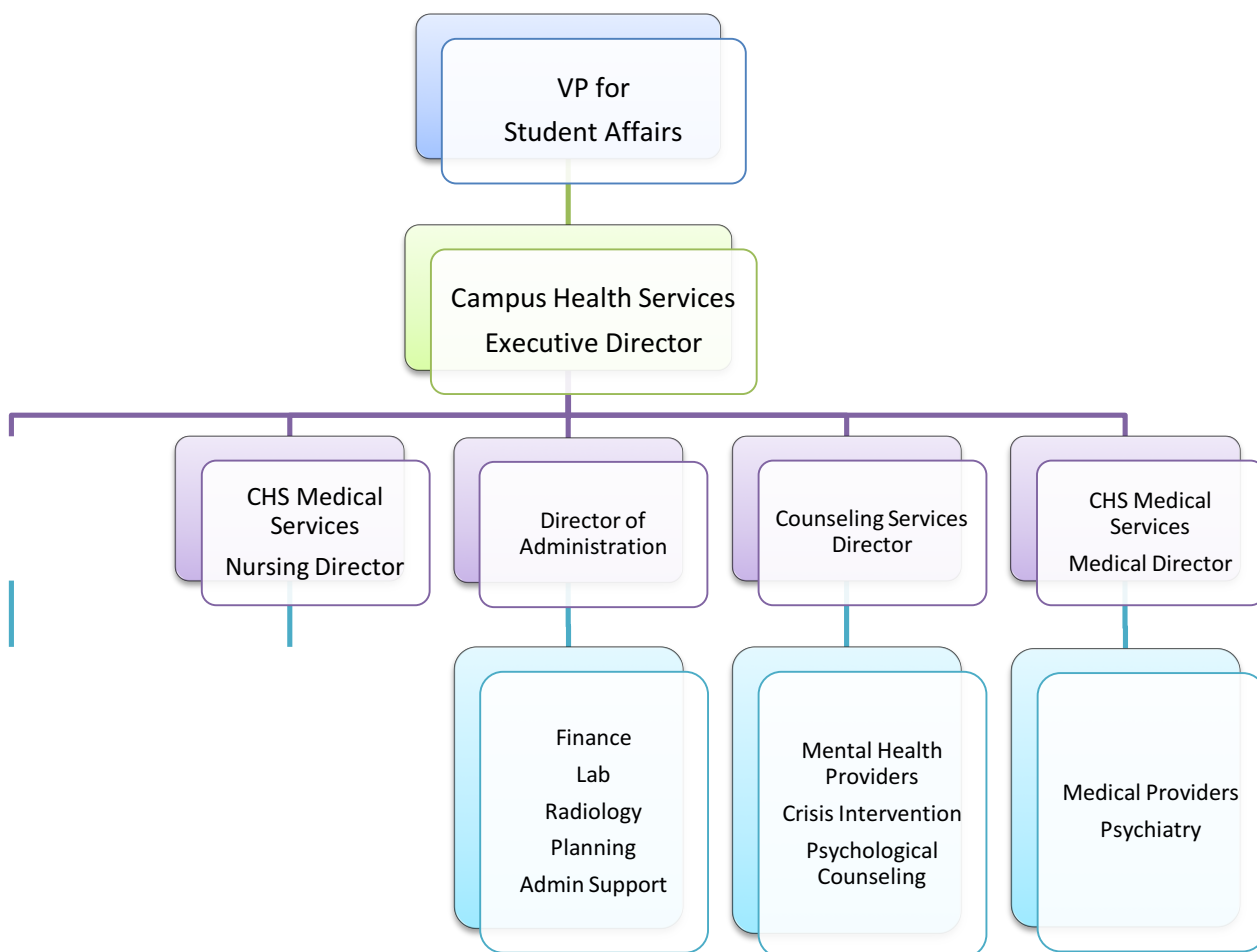
3. Campus Health Services: Medical Services, Disability Resources, Counseling Services

Updated 4/16

Mission:

Campus Health Services (CHS) Medical Services is committed to providing students, staff, faculty, and other eligible NAU community members accessible, quality, convenient, cost-effective primary health care, mental health care, preventative care and public health services.

Counseling Services: CHS Counseling Services works to enhance the psychological growth, emotional well-being, and learning potential of Northern Arizona University students. This aim is accomplished by providing short-term [psychological counseling](#), mental-health and substance-abuse educational programming, and consultation.



Organization: Campus Health Services participates in emergency management in several ways. The Executive Director, Nursing Director, and Counseling Services Director serve as members of the Emergency Management Advisory Group who is responsible for emergency and incident preparedness. In addition, the Executive Director, Counseling Services Director, Medical Director, Nursing Director, and Director of Administrative Services serve on the Emergency Operations Center's team. Campus Health Services staff is responsible for identifying possible health and mental health hazards and vulnerabilities affecting NAU and to recommend policy to the Director of Emergency Management and university leadership. Campus Health Services 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 Director of Emergency Management.

Command, Control and Coordination (C3): Through the Campus Health Services (CHS) staff's participation on the EOC, the provision of medical and mental health services during an emergency will be coordinated. For management of large public health issues, the Campus Health Services planning is coordinated with, and is an integral part of, the community plan for northern Arizona, including 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:

1. Identify medical and mental health issues that are threats to the campus community.
2. Review and update plans continually.
3. Broadly distribute prevention materials in the areas of infectious disease spread prevention, alcohol and other drug abuse, and sexual assault.
4. Through case management monitor and intervene with students at high risk for suicide, violence, and harm to others.
5. Through educational outreaches to staff, faculty, administrators, students, and families, help community members identify signs of mental health crises and appropriate responses and resources.

Preparedness:

1. Identify roles and responsibilities of CHS Medical Services, Counseling Services and Disability Resources.
2. Lead the campus planning effort for health and mental health emergencies. Work with the necessary departments to implement the needed planning efforts and policy implementation.
3. Participate in the NAU Incident Command Team and appropriate drills. Provide incident management training to appropriate medical and mental health staff.
4. Identify essential staff and provide communication and training in the planning process.

5. Identify the appropriate prophylaxis for the most likely medical emergencies and purchase and maintain a level of inventory deemed appropriate by the NAU administration.
6. Serve on the Coconino County Health Department Emergency Preparedness Committees like the Pandemic Planning Committee.
7. Identify and prioritize staff roles in providing health care and/or mental health care and oversight.
8. Identify a volunteer base for health and mental health-related services.
9. Prepare educational materials for the most likely incidents.

Response:

1. In the case of a public health emergency Coconino County Health will be contacted and will possibly serve on the Incident Command Team. A unified command might be activated.
2. Work with Office of Public Affairs to produce and distribute information releases to the NAU community.
3. Identify the risk exposure of essential staff.
4. Provide health advisories to the public including vulnerable populations.
5. Implement immunization program if appropriate or other prophylaxis.
6. Work with Residence Life for housing of sick individuals. If isolation is necessary determine location and whether oversight is necessary.
7. Prepare to provide food service to the ill.
8. Prepare to triage individuals possibly from an alternate location.
9. Do an in-service for health providers on Personal Protective Equipment use and possibly oxygen use.
10. Begin training volunteers if the emergency is of the magnitude that additional staff will be needed.
11. Implement residence hall reporting mechanism of sick individuals in residence halls.
12. Prepare to staff an isolation unit if it becomes necessary. If an isolation unit is necessary reduce the CHS Medical Services hours of operation and provide urgent care services only.
13. Implement a phone bank to answer phone inquiries.
14. Provide educational materials, phone consultation, information through cable, and contact through web and cellular technology for students on campus. Assist with issues of isolation, loss, grief, and fear if needed.
15. If the situation warrants, implement a crisis line that is staffed with our counselors and/or community counselors brought in to assist.
16. Use mental health clinicians to call families in distress if the situation warrants.

Recovery:

1. Participate in the After Action review process.
2. If necessary, provide assistance to those who have been helping others during the emergency. Use our community mental health volunteers to help the Office of Employee Assistance and Wellness and Counseling Services staff provide one on one assistance and group/department assistance and follow up.
3. Sanitize and clean affected areas for reoccupation if needed.
4. Work with Office of Public Affairs to prepare and distribute information as individuals return to campus.
5. Maintain phone bank as long as is necessary to answer inquiries from our constituents.

4. INFORMATION TECHNOLOGY SERVICES (ITS)

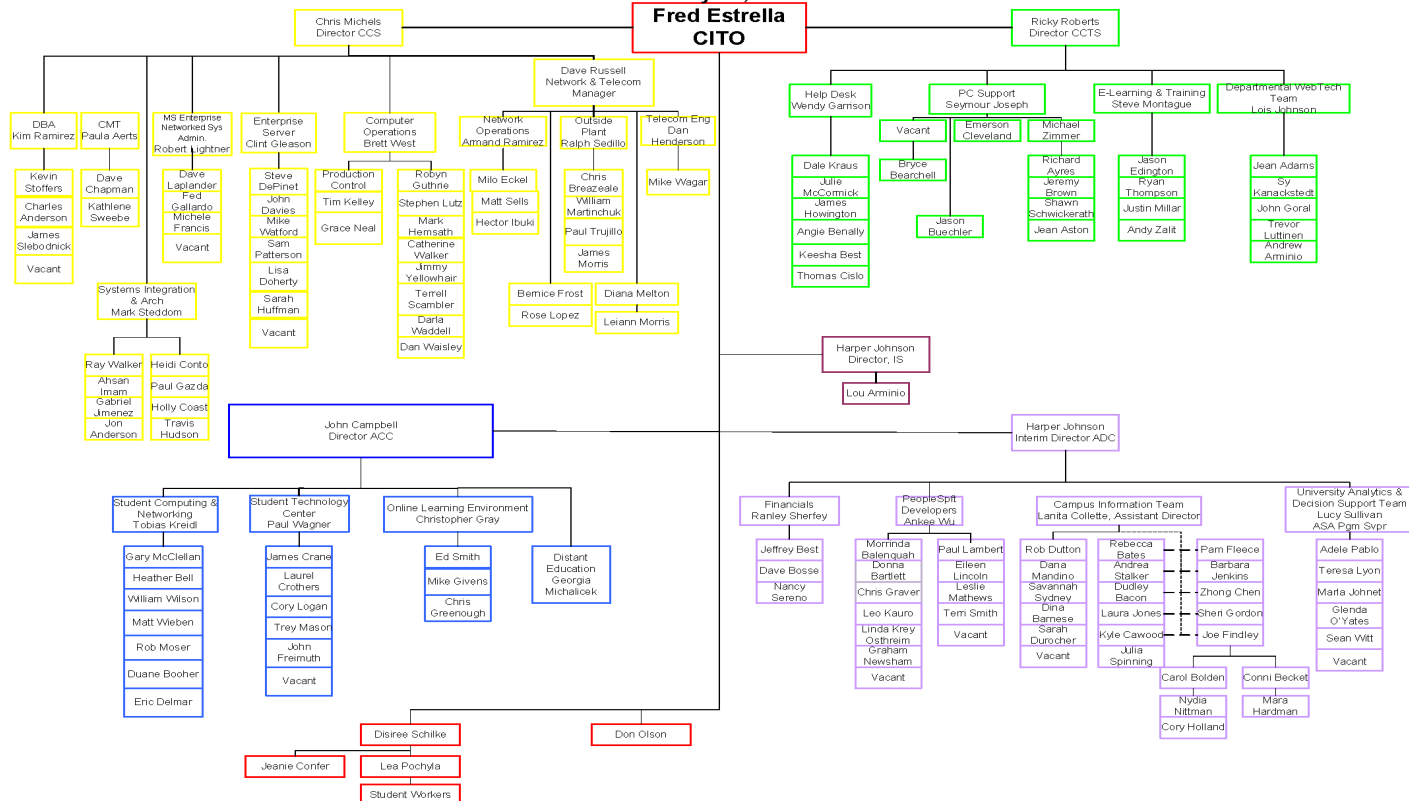
Mission: ITS provides the highest quality technology-based services and systems, in a cost-effective manner, to support the university's mission and goals as they apply to student learning, academic research, and community service.

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.

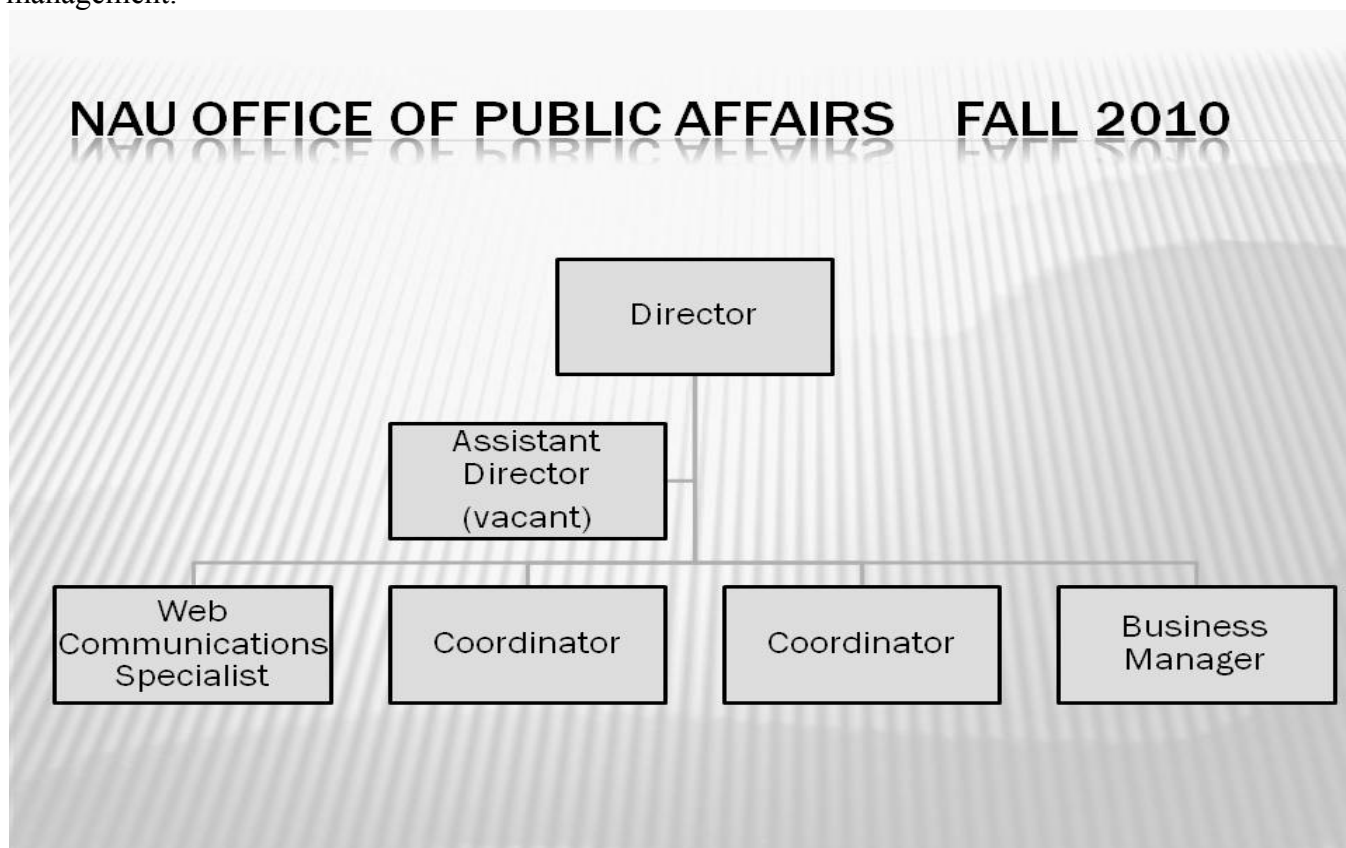
- a) Install hardware at the alternative site.
- b) Coordinate transportation and installation of new hardware at permanent site, when available.
- c) Restore operating system, applications, and network software from backup medium.
- d) Test and verify operating system, applications, and network software.
- 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.

6. CAPITAL ASSETS AND SERVICES (CAS)

Mission: The mission of CAS is to sustain the integrity and appearance of the campus environment while supporting the educational process, research activities, and public involvement by effectively utilizing human, physical, and financial capital. CAS also works to further the university's vision of providing an outstanding undergraduate residential education by fostering a safe and healthy environment through quality facility services and community 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. CAS consists of the following organizations: Planning and Development, Maintenance, Operations, Utilities and Infrastructure, Transportation Service Center and Administrative Services.

Organization: The chief facilities officer (CFO) reports directly to the senior vice president for Enrollment Management and Student Affairs and serves as a member of the Leadership and Policy Group for matters relating to emergency management.

		Chief Facilities Officer			
	Fiscal Operations				
Planning and Design	Construction, Inspection, and Engineering	Utilities and Infrastructure	Maintenance	Operations	Administrative Services
Project Planning	Lead Inspector	Utilities Management	Carpentry Shop	NAU Fire Marshal	Work Control / Work Orders / Chargeable Work
Campus Planning	Infrastructure Projects	Long Range Utility Planning	Electrical Shop	Fire Life Safety Shop	Capital Procurement
Interiors and Furniture	Project Construction	Central Plants	General Maintenance Shop	Transportation Services	Construction Contracts
	Engineering	Sustainability - Energy Management	Lock Shop	Custodial (Academic / Auxiliary)	Campus Space Inventory
	Code Review	NAU Blue Stake	Paint Shop	Grounds / Snow Removal	ABOR Capital Reporting
	Plan Review	Project Management - Utility Infrastructure	HVAC / Plumbing Shop	Recycling	Small Projects Coordination
	Sustainability - LEED	Maintenance - Utility Infrastructure	Trade Project Management	Event Coordination	Historic Preservation
			CAS Emergency Response		Emergency Response Coordination
					Computer Support & Service
					Personnel
					Payroll

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.