

Emergency Operations and Response Plan (EORP)



Compiled By:

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RECORD of REVISIONS and CHANGES

Initial Document

May 2021

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PROMULGATION LETTER

It is essential that Northern Arizona University is prepared to address the safety of our university community as well as the protection of university property in the event of a disaster.

As such, the Northern Arizona University Emergency Response and Recovery Plan is to be used to guide planning efforts and to provide an organized and coordinated response effort by university personnel and the use of university resources in order to minimize the impact of any disaster.

The execution of the plan will commence upon an emergency declaration by the Governor of Arizona, the Chair of the Coconino County Board of Supervisors, the Mayor of Flagstaff, the President of Northern Arizona University, or by another authorized designee.

All NAU employees shall consult this plan during emergencies and comply with all Federal, State, local and Northern Arizona University policies, rules, regulations and/or orders regarding this Emergency Operations and Response Plan.

This plan will be review and updated on an annual bases and when necessary.

Thank you,

A handwritten signature in black ink, reading "Rita Cheng", is positioned above the printed name.

Rita Hartung Cheng
President
Northern Arizona University

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Northern Arizona University

Emergency Operations and Response Plan

Plan Administration

Maintenance

The Emergency Management Advisory Group (EMAG) and the Enterprise Risk Management Oversight Committee (ERMOC), in conjunction with the Director of Emergency Management shall as needed or on an annual basis at minimum, review and update this plan as appropriate, which shall be documented in the *Record of Revisions and Changes*.

Plan Organization

| | |
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| Basic Plan | <ul style="list-style-type: none">• A base plan that describes the overarching structure and processes comprising an integrated departmental approach to emergency response and incident management.• The Basic Plan includes planning assumptions, roles and responsibilities, concept of operations, incident management actions, and plan maintenance instructions. |
| Threats, Hazards and Identified Risks Analysis (THRIA) | <ul style="list-style-type: none">• Identify potential threats, hazards, and risks (THR) to the operational area.• Identify conditions in which the THRs may occur.• Establish desired mitigation, response or recovery outcomes for each THR.• Identify current capabilities and desired future capabilities needed for successfully handling each THR. |
| Training and Exercise | <ul style="list-style-type: none">• Identify training and exercise needs• Develop Multi-Year Training and Exercise Plan (MYTEP) |
| Threat, Hazard and Incident Specific Annexes | <ul style="list-style-type: none">• Address emergency response or hazard situations requiring specialized application of the Emergency Operations and Response Plan.• Describe the missions, policies, responsibilities, and coordination processes that govern emergency response operations across a spectrum of potential hazards.• These Annexes are also augmented by a variety of supporting appendices, plans and operational attachments or supplements. |
| Support Annexes | <ul style="list-style-type: none">• Provide guidance and describe the functional processes and administrative requirements necessary to ensure efficient and |

| | |
|---------------------------|--|
| | effective implementation of the Annex. |
| Functional Annexes | <ul style="list-style-type: none"> • Details the missions, policies, structures, and responsibilities of campus operational areas. • These Annexes are typically augmented by a variety of supporting appendices, plans and operational attachments or supplements. • The introduction to the Annexes summarizes the functions, references applicable policy. |
| Appendices | <ul style="list-style-type: none"> • Acronyms, definitions, authorities and references. |

Introduction

Mission

To help facilitate a response to, management of, and expeditious recovery from an emergency that may cause hazardous conditions to life and property at Northern Arizona University (NAU).

Purpose

The Northern Arizona University Emergency Operations and Response Plan (NAU EORP) uses an All-Hazards and Whole-Community approach to help facilitate responses related to issues regarding the health, welfare, and safety of its faculty, employees, students, and visitors in the event of a natural disaster, man-made or technological emergency. Its purpose is to help facilitate emergency functions using the existing organization response plans and resources to the maximum extent possible.

This plan seeks to mitigate the effects of a hazard by; preparing measures that will preserve life and minimize damage; assist response by activating necessary and appropriate emergency support functions; and by establishing a recovery system that will return the campus' operations to its normal operating state.

Existing NAU resources, response plans, and standard operating procedures (SOP) will handle and resolve most events locally. The NAU EORP will be activated only when an emergency exceeds available response capabilities and resources.

Format

The NAU EORP and supporting documents provide a framework for interagency collaboration and support during the response and recovery phases of an emergency.

The NAU EORP is informed by Federal guidelines, State of Arizona Statutes, Policies and Directives and NAU Presidential Instructions, Policies and Procedures; to include:

- National Preparedness Goal All planning, preparedness, response and recovery efforts shall be in alignment with the mission areas of Prevention, Protection, Mitigation, Response and Recovery as well as the Core Capabilities as outlined in the National Preparedness Goal.
- National Incident Management System (NIMS) A command and control system that provides a consistent nationwide approach for private and public sector organizations to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. It provides for interoperability and compatibility among private and public sector capabilities, and includes a core set of concepts, principles, terminology, and technologies.
- Incident Command System (ICS) for incident management; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.
- Arizona Revised Statutes, Title 26, Chapter 2, and Article 1 Emergency Management requires for the preparing, responding to, and recovering from emergencies and/or disasters with the primary objectives to save lives and protect public health, property and the environment.
- The State of Arizona Emergency Response and Recovery Plan (AZ SERRP) incorporates the National Incident Management System concepts and principles, thus ensuring coordination for incidents involving multiple jurisdictions or agencies at all levels of government and for which there is a need for state resources.
- The State of Arizona emergency management enterprise follows the 2016 Emergency Management Accreditation Program Standard to ensure quality and consistency in all State agencies' emergency planning programs.

Scope

The scope of the NAU EORP is restricted to emergency operations in response to an emergency that directly or indirectly affects NAU and its campus, faculty, staff, students, and visitors.

Objectives

1. Facilitate to the extent possible and reasonable efforts to protect the lives and property of faculty, staff, students, visitors, and the public by establishing functional guidance that provides the procedures necessary for immediate response of NAU operational areas and departments to an emergency.

2. Establish a mutual understanding of authorities, functions, and responsibilities.
3. Provide instructions and guidance to NAU personnel for emergency response.
4. Identify the university's role for mutual aid to and from local, state, and federal agencies.
5. Provide for the orderly restoration of business operations, academic and residential programs, etc. Commonly referred to as Essential Services or Community Lifelines.

Community Lifelines

Lifelines enable crisis action planning efforts at all levels.

6

Community Lifelines Defined

A CONSTRUCT FOR OUTCOME-BASED STABILIZATION EFFORTS

A lifeline enables the continuous operation of **government functions and critical business**, and is **essential to human health and safety or economic security**.



- Lifelines are designed to highlight priority areas and interdependencies, focus attention on actions being taken, communicate coordination efforts towards stabilization, and integrate information
 - Each lifeline is comprised of multiple components and essential elements of information needed to stabilize the incident

Version 1.0

Figure 1 – Community Lifelines

Crisis Planning Levels

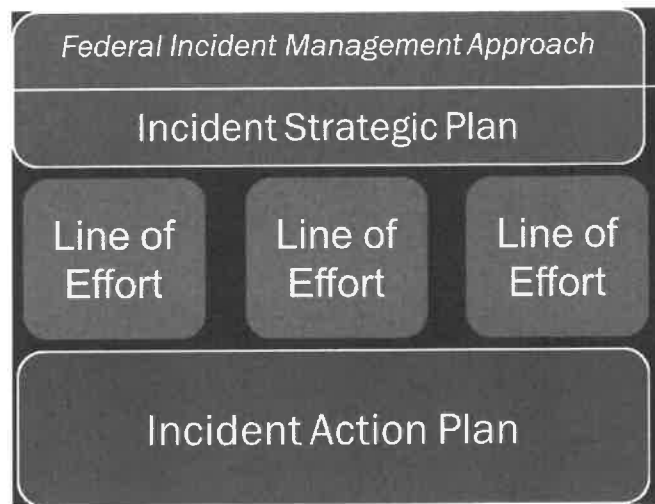


Figure 2 – Crisis Planning Levels

Strategic Level

Strategic planning defines lifeline stabilization targets and the specific lines of effort and logistics requirements that will assist communities in stabilizing each lifeline.

Operational Level

Operational planning spans multiple operational periods and provides greater detail to the analysis and execution of each line of effort.

Tactical Level

Tactical planning directs the employment of resources for the next operational period across all lines of effort.

Situations and Planning Assumption

Situations

1. The campus may be vulnerable to the adverse effects of natural, man-made or technological disasters that may result in loss of life, property and infrastructure damage and disruption to its academic and business function.
2. Its proximity to major transportation routes makes it particularly vulnerable to transportation-based accidents including aircraft, railway, trucks, and buses which could

develop into a hazardous materials or mass casualty incident.

3. Localized weather patterns such as winter snowstorms; monsoon rains; straight-line winds in conjunction with monsoon thunderstorms (micro-bursts); wildfires; localized flooding and earthquakes all represent significant natural hazards.

4. With large numbers of facilities with varied uses (e.g., residence halls, science facilities, sport arenas, etc.) there is the potential for building fires or a hazardous materials incident.

5. Acts of violence to include workplace or active shooter incidents perpetrated by faculty, staff, students, or visitors is a potential threat to the campus.

6. The use of NAU facilities for high profile events (e.g., political debates, collegiate sporting events, etc.) raises the potential for an emergency due to civil disturbances or acts of terrorism.

7. The threat of a terrorism incident such as a Weapons of Mass Destruction (WMD) attack via the use of a nuclear, biological, chemical agent; improvised explosive device or other non-conventional attack is also a concern.

8. All other situations not identified.

Assumptions

1. NAU may be subject to a variety of natural, man-made or technological disasters in the future and has the primary responsibility for emergency actions within each campus. It will commit to the extent possible and reasonable any available resources to save lives, minimize injury to persons and minimize damage to NAU property and infrastructure as well as the environment.

2. Emergencies may occur at any time with little or no warning. In some instances, increased readiness actions and warning may allow tasks to be completed in advance.

3. It is possible that state and federal assistance may not be available for up to **72** hours following the occurrence of a major emergency. NAU and local emergency response services will initiate response and short-term recovery operations as soon as practical and on an independent basis until other assistance arrives, if required and requested.

4. NAU may not be physically capable of handling all requests for assistance immediately due to the nature of the emergency. Residents of the campus and NAU staff must be self-sufficient for at least **24** hours of a major emergency; **72** hours or more is recommended.

5. In the event an emergency occurs before or after regular university hours, on a holiday or weekend when most departments are closed, the structure of the plan remains the same; however, its implementation may vary depending upon available resources and staffing. Until the time that authorized officials can be notified, the highest-ranking individuals who are available at the time of the disaster will assume responsibility.

6. NAU officials recognize their responsibility for providing for the safety and well-being of

all university personnel, students and visitors and will assume their functions in the implementation of the NAU EORP. Proper implementation of this plan is intended to help reduce or prevent emergency related losses.

Mutual Aid

A.R.S. 26-309 establishes provision for mutual aid:

- Facilitate the rendering of aid to persons or property in areas within the state stricken by an emergency and to make unnecessary the execution of written agreements in times of emergency. Any emergency plans duly adopted and approved satisfy the requirement for mutual aid agreements.
- During an emergency, if the need arises for outside aid in any county, city or town, such aid may be rendered in accordance with approved emergency plans.
- The Governor may, on behalf of this state, enter into reciprocal aid agreements or compacts, mutual aid plans or other interstate arrangement for the protection of life and property with other states and the federal government. Such mutual aid arrangements may include the furnishing of supplies, equipment, facilities, personnel and services.
- Arizona is signatory to the Emergency Management Assistance Compact (EMAC) and will respond in accordance with the directives outlined in A.R.S. 26-402.
- Develop Mutual Aid Agreements (MAA's) Memorandum of Understanding (MOU's) from local jurisdictions and neighboring cities to satisfy emergency assistance needs in the event of a catastrophic incident are encouraged.

Phases of Emergency Management

This plan follows the Federal Emergency Management Agency's (FEMA) National Incident Management System (NIMS) which uses a command and control system that provides a consistent nationwide approach for private and public sector organizations to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. The plan uses a functional and hazard specific approach that includes the appropriate Emergency functions within each hazard annex.

The plan seeks to account for activities before, after, and during incident operations; and deals with the four major phases of Emergency Management:

Preparedness

Consists of programs, systems or activities that exist prior to an incident that enhance response and readiness. Planning, training, and exercising (disaster drills) are examples of activities under this phase.

Mitigation

Activities designed to prevent occurrence of an incident, reduce vulnerability to a hazard, or lessen the severity of adverse impact upon the population. Mitigation efforts may often take the form of risk analysis, education, engineering, and enforcement.

Response

Response actions taken immediately before, during, or directly after a disaster occur, to save lives, minimize damage to property, and to enhance the effectiveness of recovery. This phase encompasses all aspects of the actual response during an incident including warning, evacuation, rescue, direction and control, plus other similar operations.

Recovery

Recovery is both a short-term and a long-term process. Short-term operations seek to restore vital services to the campus and provide for the basic needs of the students, staff, faculty, and visitors by seeking restoration of vital services, such as food supply, temporary shelter, and utilities. Recovery planning should include a review of ways to avoid future emergencies and to improve preparedness and response.

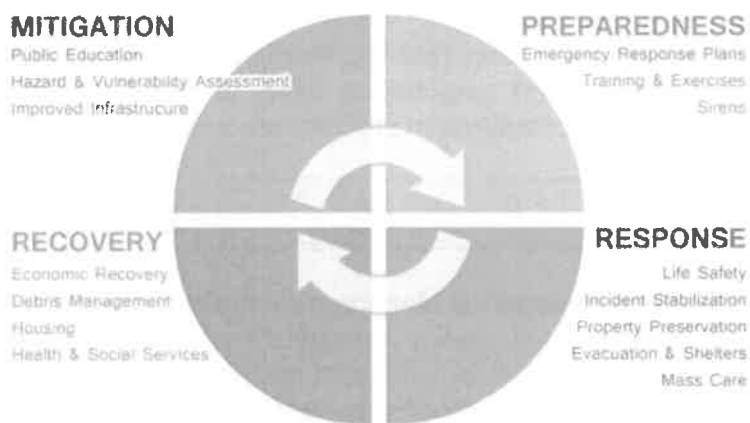


Figure 3 – Phases of Emergency Management

Threats, Hazards, and Identified Risks Analysis (THIRA)

Included is NAU's Threats, Hazards, and Identified Risks Analysis (THIRA) of identified threats, hazards, and risks to the NAU mountain campus and is the basis upon which the Emergency Operations and Response Plan is built.

The THIRA is reviewed annually by the Emergency Management Advisory Group (EMAG), the Enterprise Risk Management Oversight Committee (ERMOC) and updated as appropriate, the results of which are used for inclusion for updating the Coconino County Multi-Jurisdictional Hazard Mitigation Plan.

| Hazard | Probability | | | | Magnitude/Severity | | | | Warning Time | | | | Duration | | | | CPRI Score |
|-------------------------------|-------------|----------|--------|---------------|--------------------|---------|----------|--------------|--------------|------------|-------------|------------|-----------|------------|----------|----------|------------|
| | Unlikely | Possibly | Likely | Highly Likely | Negligible | Limited | Critical | Catastrophic | < 6 hours | 6-12 hours | 12-24 hours | > 24 hours | < 6 hours | < 24 hours | < 1 week | > 1 week | |
| NATURAL | | | | | | | | | | | | | | | | | |
| Winter (Snow) Storms | | | x | x | | | x | | | | x | | | | x | | 3.3 |
| Extreme Cold | | | x | | | x | | | | | x | | | | | x | 2.7 |
| Extreme Heat | x | | | | | x | | | | | x | | | x | | | 1.4 |
| Flooding/Flash Flooding | | | | x | | | x | | x | | | | | | x | | 3.6 |
| Earthquake | | | x | | | x | | | x | | | | x | | | | 2.65 |
| Wildfires | | | | x | | | | x | x | | | | | | x | | 3.0 |
| Thunderstorm | | | | x | | x | | | x | | | | x | | | | 3.1 |
| Volcanic Eruption | x | | | | | | | x | x | | | | | | | x | 2.65 |
| High Winds | | x | | | | x | | | | x | | | x | | | | 2.05 |
| Drought | | | | x | | | x | | | | | x | | | | x | 3.25 |
| HUMAN CAUSED | | | | | | | | | | | | | | | | | |
| Active Assailant | | x | | | | | x | | x | | | | x | | | | 1.4 |
| Civil Unrest | | x | | | | x | | | x | | | | | x | | | 2.3 |
| CBRN-Terrorism | x | | | | | | | x | x | | | | | x | | | 2.45 |
| CBRN Incident - Release | | x | | | | | x | | x | | | | | x | | | 2.6 |
| Food Safety | | x | | | | x | | | x | | | | | | | x | 2.2 |
| Haz-Mat Incident | | | x | | | x | | | x | | | | | x | | | 2.75 |
| Pandemic | | x | | | | | x | | | x | | | | | | x | 2.65 |
| Water Contamination | | x | | | | | x | | x | | | | | | | x | 2.3 |
| Cyber Attack - Data | | x | | | | | x | | x | | | | | | | | 2.3 |
| Cyber Attack - Infrastructure | | x | | | | | x | | x | | | | | | x | | 2.3 |
| Transportation Accidents | | | | x | | | x | | x | | | | | | | | 3.3 |
| Explosives Attack | x | | | | | | x | | x | | | | | x | | | 2.15 |
| TECHNOLOGICAL | | | | | | | | | | | | | | | | | |
| Dam Failure | x | | | | x | | | | x | | | | x | | | | 1.45 |
| Pipeline Explosion | | x | | | | | x | | x | | | | | | x | | 2.7 |
| Utility Disruption | | | x | | | x | | | x | | | | | | x | | 2.85 |
| Train Derailment | | | x | | | | x | | x | | | | | x | | | 3.05 |

Figure 4 – NAU Threats, Hazards, and Identified Risks Analysis (THIRA)

Training and Exercise Plan

All Training and Exercises conducted by NAU will be consistent with the Federal Emergency Management Agency's (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.

HSEEP uses a common methodology for planning and conducting training and exercises. This methodology applies to exercises in support of all national preparedness mission areas. A common methodology ensures a consistent and interoperable approach to exercise design and development, conduct, evaluation, and improvement planning.

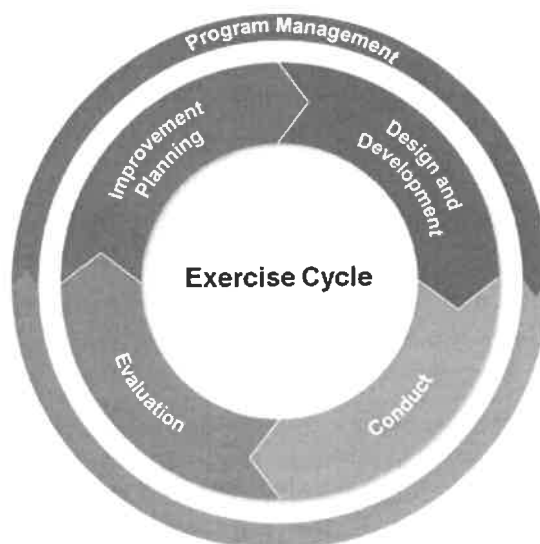


Figure 5 – HSEEP Exercise Cycle

The Director of Emergency Management shall provide advisory and technical assistance on exercise development and execution as requested and manage the Multi-Year Training and Exercise Plan (MYTEP).

Multi-Year Training and Exercise Plan (MYTEP)

A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Regardless of exercise type, each exercise within the progressive series is linked to a set of common program priorities and designed to test associated capabilities.

Designing

In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics. At key points in this process, the exercise planning team engages elected and appointed officials to ensure their intent is captured and that the officials are prepared to support the exercise as necessary.

| SMART Guidelines for Exercise Objectives | |
|--|---|
| Specific | Objectives should address the five Ws- who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion. |
| Measurable | Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes. |
| Achievable | Objectives should be within the control, influence, and resources of exercise play and participant actions. |
| Relevant | Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent. |
| Time-bound | A specified and reasonable timeframe should be incorporated into all objectives. |

Figure 6 –Exercise SMART Objectives

Conducting

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities. Simulations are completed annually, based on a wide variety of emergency scenarios and the risk assessment.

Evaluating

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives and identifies and documents strengths and areas for improvement relative to core capabilities.

Improvement Planning

During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. An effective corrective action program develops IPs that are dynamic documents, which are continually monitored and implemented as part of the larger system of improving preparedness.

Concept of Operations

General

The University President or their designee is responsible for supporting campus wide emergency operations. The University President may designate an alternate Emergency Policy Executive at any time prior to or during an emergency.

The President's Senior Leadership Team in conjunction with the NAU President and their senior leadership team, has ultimate responsibility for making strategic, emergency-related policy decisions.

The University Emergency Operations Center Command position will be filled by the Vice President of Capital Planning and Campus Operations, or by a similar level of executive such as another Vice President, the Chief of Police or similar designee. The UEOC Command will work in unified command if there is more than one agency with incident jurisdiction or when incidents cross political jurisdiction.

The UEOC Manager position shall be filled by the NAU Director of Emergency Management, a representative from the police command staff, or other appropriate designee based on the nature of the emergency. The UEOC Manager is responsible for supporting UEOC activities in response to an emergency and reports directly to the UEOC Command.

The Emergency Management Advisory Group (EMAG) 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, an NAU campus.

The EMAG is comprised of university vice presidents, directors and department heads.

Members will fill the various Command and General Staff positions to include but may not be limited to: Safety Officer Liaison Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance / Administration Section Chief.

The EMAG membership is composed of representatives from but not limited to:

- Office of Emergency Management
- Police Department
- Campus Health Services
- Facility Services
- Fire Marshall
- Contracting and Purchasing Services
- Provost's Office
- Research Division
- Human Resources
- Office of the Dean of Students
- Residence Life
- Housing
- Information Technology Services
- Communications
- Counseling Center
- Office of General Counsel
- University Athletics

Enterprise Risk Management Oversight Committee (ERMOC) is a standing committee appointed by the University President to advise the President and the President's Executive Team on risks concerning the University's operations, strategies, mission, vision, values, competitiveness, and reputation.

Existing NAU departments will perform emergency functions closely related to those they perform routinely. The efforts that would normally be required for those functions will be expanded to accomplish all necessary emergency functions to respond and recover from an emergency.

When the University Emergency Operations Center is activated, UEOC Command supported by the UEOC Manager is responsible for supporting emergency functions to maintain and restore campus operations during and after a disaster.

Additional Incident Command System positions such as: Cost Unit Leader, Situation Unit Leader, Documentation Unit Leader, or Facilities Unit Leader may be activated depending on the nature and scale of the emergency. The UEOC Manager or NAU Director of Emergency Management will assist the UEOC Command in implementing and staffing additional positions as required.

Office of Emergency Management (OEM)

The OEM 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 an NAU campus will be the responsibility of either the Director

of Emergency Management or an assigned individual representing a specialized discipline, such as facilities, campus health and safety, fire protection, or law enforcement.

Incident Complexity

The most common incident complexity types are Type 5 and 4 incidents. These are normally handled in a short amount of time and with available local resources. A Type 3 or higher would most likely necessitate opening the NAU Emergency Operations Center (UEOC) to provide support to the on-scene Incident / Unified Command who are managing the tactical operations of incident response.

| | |
|--------|--|
| Type 1 | <ul style="list-style-type: none">• This type of incident is the most complex, requiring national resources for safe and effective management and operation.• All command and general staff positions are filled.• Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.• Branches need to be established.• A written incident action plan (IAP) is required for each operational period.• The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.• Use of resource advisors at the incident base is recommended.• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. |
| Type 2 | <ul style="list-style-type: none">• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.• Most or all of the command and general staff positions are filled.• A written IAP is required for each operational period.• Many of the functional units are needed and staffed.• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).• The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority. |

| | |
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| Type 3 | <ul style="list-style-type: none"> When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. The incident may extend into multiple operational periods. A written IAP may be required for each operational period. |
| Type 4 | <ul style="list-style-type: none"> Command staff and general staff functions are activated only if needed. Several resources are required to mitigate the incident, including a task force or strike team. The incident is usually limited to one operational period in the control phase. The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. No written IAP is required but a documented operational briefing will be completed for all incoming resources. The role of the agency administrator includes operational plans including objectives and priorities. |
| Type 5 | <ul style="list-style-type: none"> The incident can be handled with one or two single resources with up to six personnel. Command and general staff positions (other than the incident commander) are not activated. No written IAP is required. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. Examples include a vehicle fire, an injured person, or a police traffic stop. |

Figure 7 – Incident Complexity Typing

University Emergency Operations Center (UEOC)

The primary UEOC – located in the training room of building 98A at NAUPD – is activated when an emergency triggers one of the below “Condition Levels” that mandates a closely coordinated effort on the part of the Emergency Management Advisory Group (EMAG).

Most emergencies follow some recognizable build-up period during which actions can be taken to achieve a state of maximum readiness. With that in mind, increased readiness action levels have been defined to permit the Emergency Management Advisory Group (EMAG) to take timely actions to achieve a state of maximum readiness.

University Emergency Operations Center (UEOC) State of Readiness

There are three UEOC readiness action levels within this Plan and include the following:

Condition 1 / Type 5 & 4 Incidents: Used to denote the use of routine emergency procedures and response. The UEOC is in its non-operating state. All materials are in their boxes ready for deployment.

Condition 2 / Type 3 Incident: Used to refer to a situation that presents a greater threat than “Condition 1” and requires major involvement by several agencies or campus departments. The NAU President may authorize activation of the UEOC. The NAU Director of Emergency Management and Emergency Management Advisory Group (EMAG) personnel will support the response by opening the UEOC and bringing in

resources to bring the UEOC to a ready state. Personnel will be notified to prepare to or respond to the UEOC; communications connectivity will be established; an incident in WebEOC may be established; equipment and personnel may be staged to support response and recovery efforts. There is also an MS Teams site available for use of those supporting the UEOC's operations.

Condition 3 / Type 2 or 1 Incident: Used to signify that a major emergency has occurred or is imminent and requires a coordinated response from the Emergency Management Advisory Group (EMAG) and outside agencies. The EMAG and UEOC will be activated and brought online to full activation status. Efforts will be coordinated by the UEOC Commander and supported by UEOC Manager or NAU Director of Emergency Management.

Organization

The incident response, guided by the Incident Command System, is primarily made up of campus departments and surrounding agencies.

All NAU faculty and staff may be impacted by a large incident. Individual departments will conduct operations under the control of their respective directors or supervisors.

Annexes to this plan have been prepared which outline the Emergency functions performed by the campus departments, divisions, and agencies in controlling the various emergencies that might occur within the campus.

Departments that are incident-oriented in their normal operations will be involved in all emergencies and will be responsible for developing and maintaining their own standing operating procedures (SOPs). Other departments may be required to assist by furnishing personnel and/or logistics support.

Incident Response

On-Scene Command

Incident / Unified Command (IC/UC) – On Scene

Incident command is responsible for the overall management of the incident. A single Incident Commander or Unified Command conducts the command function on an incident. Command and General Staff support the incident command to meet the incident's needs.

When an incident occurs within a single jurisdiction and without jurisdictional or functional agency overlap, the appropriate authority designates a single Incident Commander who has overall incident management responsibility.

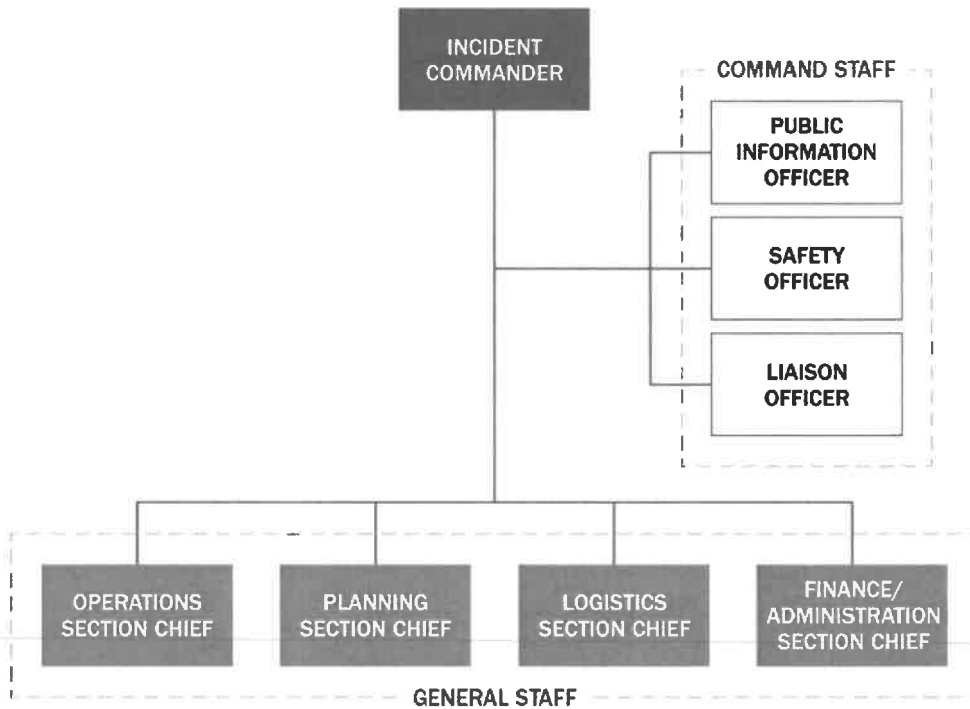


Figure 8 - Single Incident Command ICS Structure

Unified Command improves unity of effort in multijurisdictional or multiagency incident management. The use of Unified Command enables jurisdictions and those with authority or functional responsibility for the incident to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single Incident Action Plan (IAP). However, each participating partner maintains authority, responsibility, and accountability for its personnel and other resources, and each member of Unified Command is responsible for keeping other members of Unified Command informed.

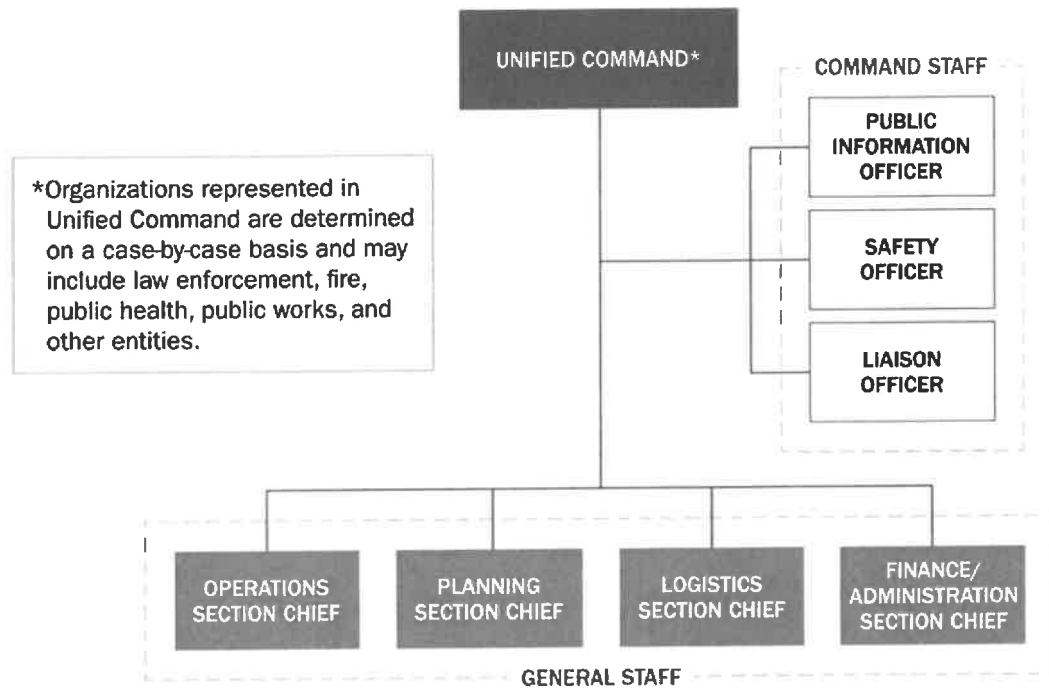


Figure 9 - Unified Command ICS Structure

UEOC Command

The NAU President or designee may authorize the activation of the University Emergency Operations Center (UEOC) to support incident response and recovery activities.

The Emergency Management Advisory Group (EMAG) will take the necessary actions to control and limit an emergency occurring in at NAU main campus or any of its satellite locations and can request assistance from surrounding agencies. When conditions of a major emergency are present or imminent and a need for outside assistance can be anticipated, UEOC management can request assistance to the appropriate City or County entity. When the emergency exceeds that City's or County's capabilities to respond, assistance from the State of Arizona will be requested by the County. The Federal Government will provide assistance to the State as needed relative to the nature and scale of the emergency.

There are several operational structures NAU could consider for the incident response and recovery management.

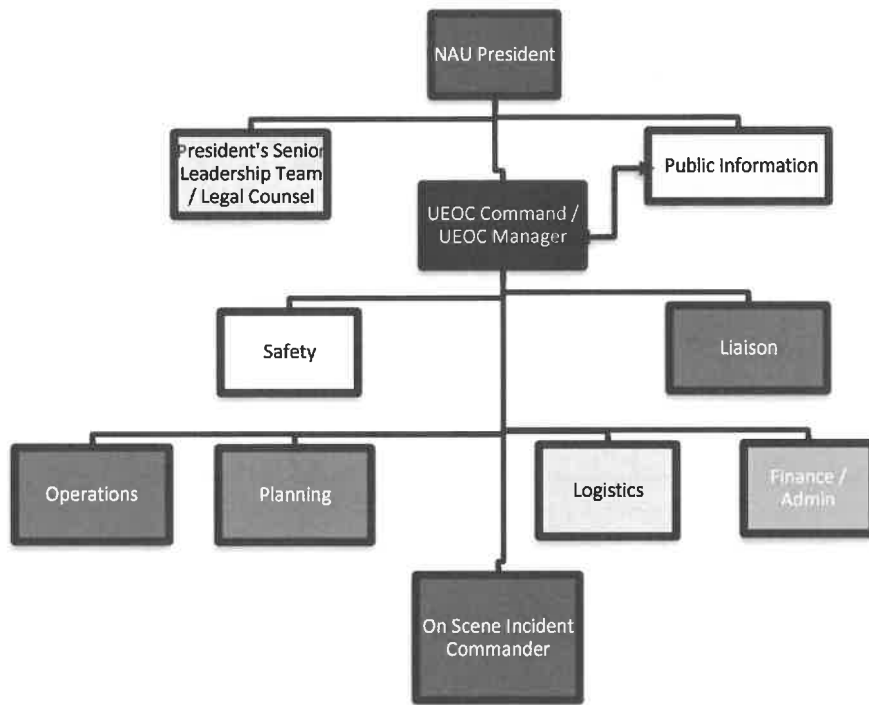


Figure 10 – NAU UEOC Emergency Operations using the Incident Command System Structure

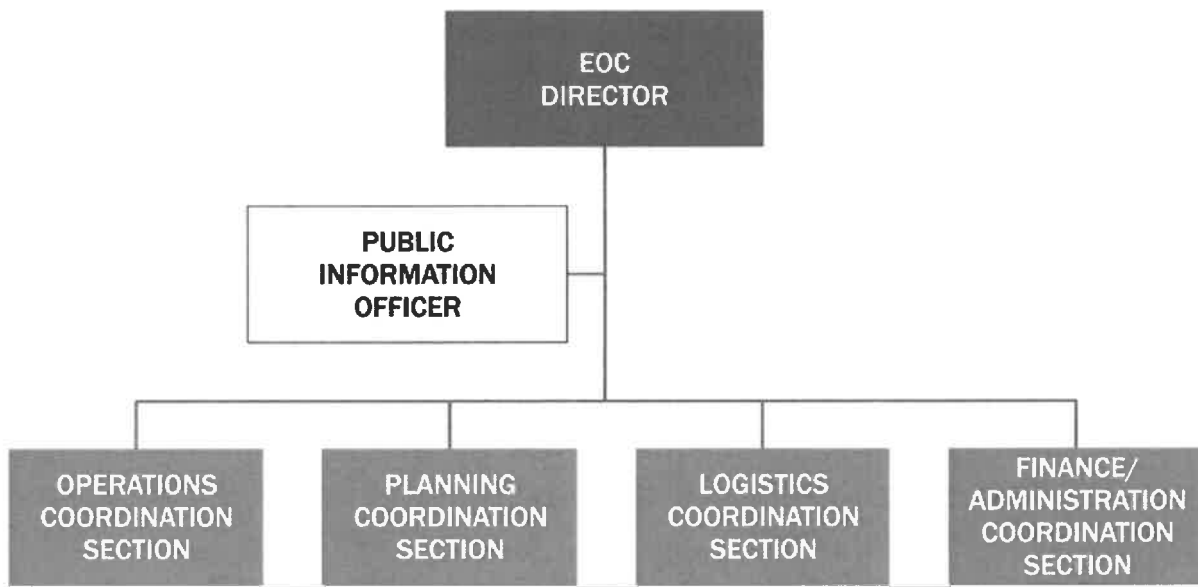


Figure 11 – NAU UEOC Emergency Operations using the ICS-like EOC Structure

Many jurisdictions/organizations configure their EOCs using the standard ICS organizational structure. The structure is familiar to many people, and it aligns with the on-scene incident organization. Some jurisdictions/organizations use the standard ICS organizational structure but modify certain titles to create an ICS-like organization that distinguishes EOC functions from their field counterparts.



Figure 12 – NAU UEOC Emergency Operations using the Department EOC Structure

Jurisdictions/organizations may opt instead to use their day-to-day departmental/agency structure and relationships in their EOC. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation or startup time.

In this configuration, the organization's emergency manager or a senior official typically coordinates EOC efforts among the departments and agencies.

The Incident Action Plan will be used to direct the overall incident objectives and specific action plans for a specified operational period during an emergency. The Command and General Staff will develop the Incident Action Plan. Refer to Forms section for the Incident Objectives and Incident Action Plan templates.

As appropriate, Memorandum of Understanding (MOUs) and Automatic Aid Agreements (AAA) as well as other agreements, will be utilized when effective response to the disaster is beyond the capabilities of campus resources requiring outside agencies and private sector organizations to respond.

The UEOC Manager or designee will hold an After-Action Review to evaluate the performance of the Emergency Management Advisory Group (EMAG) in response to the emergency including the situation, response, and overall effectiveness.

The Basic Plan and Annexes provide guidance for handling all types of emergencies, while the remaining annexes deal with specific types of emergencies and related topics. This plan will be reviewed annually by the Emergency Management Advisory Group (EMAG), led by the NAU Director of Emergency Management, and updated as required.

Planning "P"

The Planning P is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the incident planning cycle during extended operational period events upon activation of the UEOC.

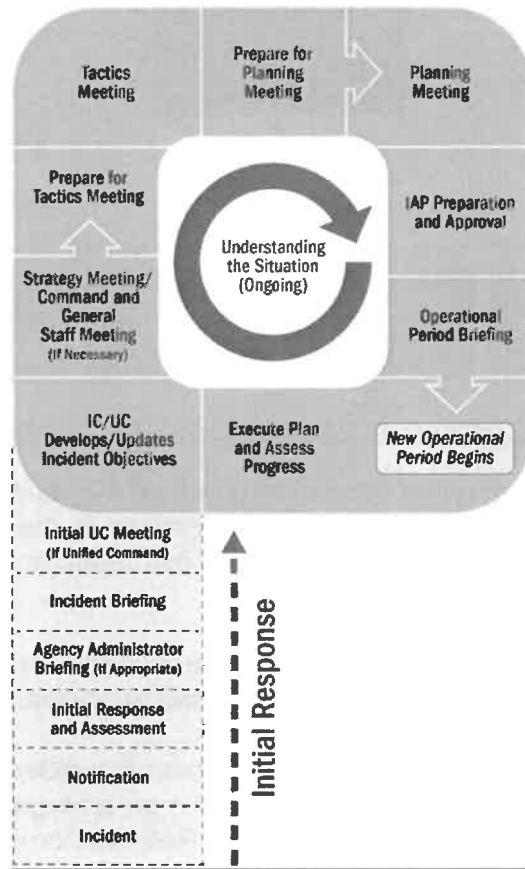


Figure 13 – Planning “P”

Tasks and Responsibilities

President: As permitted by applicable law and policy, the NAU President or designee has primary authority and responsibility to implement communication and coordination with appropriate jurisdictional authorities related to any emergency affecting any NAU campus or related sites. Items associated with such implementation may include but are not limited to:

- Suspending regular academic programs and activities.
- Restricting access to buildings, streets, or other public areas.
- Requesting supplemental aid and procuring mitigation funds.

Emergency Policy Executive: The University President or their designee serves as the highest level of campus authority during an emergency. The Emergency Policy Executive as appropriate will conduct tasks such as:

- Act on behalf of the President in their absence.

- Act as a Liaison between the Incident Management Team, UEOC Group, Emergency Management Advisory Group, or the President's Senior Leadership Team.
- Provide direction and guidance to the UEOC Manager.

UEOC Manager: oversees the following functions in collaboration with various functional areas:

- Activation of the NAU EERP, Emergency Management Advisory Group (EMAG) and UEOC when incident conditions warrant a coordinated response.
- Implementation of policies and decisions of the Emergency Policy Executive.
- Coordinate and development of objectives with the Incident Management Team in order to create an Incident Action Plan.
- Coordination the development of an Incident Action Plan for the University Emergency Operation Center.
- Requesting outside agency assistance when requested.
- Coordination of public information dissemination on a regular basis.
- Coordination of evacuation orders and support making rules for ingress and egress to affected areas.
- Management of the enterprise recovery effort.
- Compliance of guidelines for the preservation of vital campus records.
- Coordination of an After-Action Review of the situation, response and overall effectiveness.

Post Incident Recovery

Recovery Continuum

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward its planned recovery outcomes. Decisions made and priorities set by a community pre-disaster and early in the recovery process have a cascading effect on the nature, speed, and inclusiveness of recovery. Figure 12 depicts the interconnectedness of recovery activities from pre-incident through the long term.

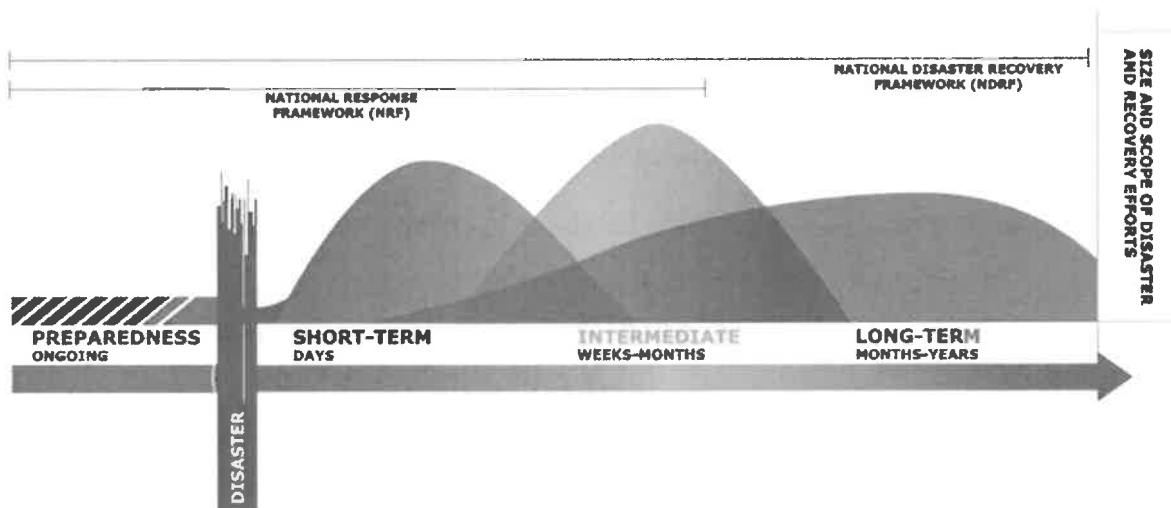


Figure 14– Recovery Continuum

Successful recovery depends on all recovery stakeholders having a clear understanding of pre- and post-disaster roles and responsibilities. In keeping with the NDRF principles, clearly defined roles and responsibilities are a foundation for unity of effort among all recovery partners to jointly identify opportunities, foster partnerships, and optimize resources.

A successful recovery effort is inclusive of the whole community. Understanding legal obligations and sharing best practices when planning and implementing recovery strategies to avoid excluding groups is critical. Actions, both intentional and unintentional, that exclude groups of people based on race, color, ethnicity, national origin (including limited English proficiency), religion, sex, sexual orientation, gender identity, age, or accessibility limitations can have long-term negative consequences on entire communities and may violate the law. Those who are engaging in recovery activities are covered by specific legal obligations that prohibit discrimination. Statutory and Executive order obligations also include accessibility in architecture, transportation, housing, effective communications, employment, social services and public benefits, education, and policies and programs including those receiving Federal funding.

Critical Tasks

- Convene the core of an inclusive whole community planning team, identified pre-disaster, which will oversee disaster recovery planning process and activities to reduce recovery risk and increase resilience.
- Develop a unified approach to making investments in resilient infrastructure to enable communities to withstand the effects of a disaster, respond effectively, recover quickly, adapt to changing conditions, and manage future disaster risk.
- Complete an initial recovery planning process that provides an overall strategy for recovery, including operational and tactical level approaches.
- Address all Recovery core capabilities and integrate socioeconomic, demographic, accessibility, and risk assessment considerations in recovery planning processes and strategies.

- Identify achievable, tangible community-based recovery actions and activities that support the community's identified recovery goals.
- Coordinate planning efforts across jurisdictional boundaries.
- Develop communications strategy to ensure stakeholders have a clear understanding of the available assistance and their own roles and responsibilities throughout the recovery process.
- Manage expectations through clarity, accuracy, and transparency.
- Ensure information is in accessible formats for the whole community, including individuals with disabilities and others with access and functional needs, and owners and their animals (including household pets and service and assistance animals).
- Provide achievable, tangible recovery goals to local and other audiences; follow up with progress reports, as appropriate.
- Lead, coordinate, and drive the recovery process.
- Coordinate and leverage Recovery core capability resources.
- Integrate the interests of the whole community into ongoing recovery efforts and future initiatives.
- Ensure cross-mission and cross-capability integration through information sharing and coordination.
- Establish mechanisms to engage whole community partners more effectively.
- Improve future operational coordination through continual process improvements.
- Facilitate the restoration of and sustain essential services (public and private) to maintain community functionality.
- Coordinate planning for infrastructure redevelopment at the regional, system-wide level.
- Develop a plan with a specified timeline for developing, redeveloping, and enhancing community infrastructures to contribute to resilience, accessibility, and sustainability.
- Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.

Success Factors

Although no single definition fits all situations, successful recoveries do share commonalities. A community that can demonstrate a capability to be prepared, responsive and resilient in the face of future disasters is poised for success. Specifically, experience has shown that the presence of the following factors can help ensure a more effective recovery process:

- **Comprehensive Scope**, which may include the need to plan and operate recovery programs and organizations with the understanding that efforts serve people, their culture, and their place. Recovery efforts must address a continuum that includes individual survivor needs as well as the needs of the community and surrounding environment.
- **Effective Decision-Making and Coordination**, which includes characteristics such as defining stakeholder roles and responsibilities; coordinating response

activities with corresponding recovery functions; examining recovery alternatives, addressing conflicts, and making informed and timely decisions; and establishing ways to measure and track progress, ensure accountability, make adjustments, and reinforce realistic expectations.

- **Integration of Community Recovery Planning Processes**, which include characteristics such as linking recovery planning to other planning efforts and developing processes and criteria for identifying and prioritizing key recovery actions and projects.
- **Well-Managed Recovery**, which includes characteristics such as developing pre-disaster partnerships at all levels of government, with the private sector, and with NGOs; effectively leveraging resources; seeking out and successfully using outside resources; establishing guidance for the transition from response to recovery; and planning for surging personnel demands post-disaster.
- **Proactive Community Engagement, Public Participation, and Public Awareness**, which includes characteristics such as stakeholders working together to maximize the use of available resources; creating post-disaster recovery plans that can be implemented quickly; and making sure public information is actionable, effective, and accessible to keep everyone informed throughout the recovery process.
- **Effective Financial and Program Management**, which includes characteristics such as understanding which funding sources could finance recovery; knowing how to administer external funding programs; having a system of internal financial and procurement controls and external audits; and maximizing the use of local businesses to aid recovery of the local economy.
- **Organizational Flexibility**, which includes characteristics such as having recovery structures at all government levels that evolve, adapt, and develop new skills and capacities to address changing recovery needs; facilitating compliance with laws, regulations, and policies; and ensuring flexible staffing and management structures.
- **Resilient Rebuilding**, which includes characteristics such as considering ecological, environmental, and local capacity; adopting sustainable and inclusive building techniques, building codes, and land use ordinances; and incorporating risk reduction strategies into local governance and decision making.
- **Health Integration**, which includes characteristics such as including health considerations and implications in recovery decision making.

Annexes

Annex Structure

Annexes will include the following major components as guidance in attaining mission objectives:

Annex Title

- Introduction
- University Objectives
- Situation and Planning Assumptions
- **Concept of Operations**
 - Mission
 - Actions to be Taken
 - Phases of Operations
- **Roles and Responsibilities**
 - Plan Activation
 - Tasks
- **Administration and Plan Maintenance**
 - Signature Page
- **Attachments / Checklists**
- **Appendices**

Threat, Hazard and Risk Specific Incident Annexes

These **Threat, Hazard and Risk Annexes** address contingency or hazard specific incident management and emergency response situations requiring specialized application of the NAU EERP Plan. These Annexes describe the missions, policies, operations across a spectrum of potential hazards. The annexes are typically augmented by a variety of responsibilities, and coordination processes that govern supporting plans and operational supplements. **These will be fully developed, as appropriate, after authorization of the initial EORP.**

| Annex Title | Related Policies | Status |
|------------------------------|--|-------------------------|
| Active Assailant | NAUPD Emergency Management and Critical Incident Response Manual (EM&CIRM) | To Develop |
| Campus Evacuation | | To Develop |
| CBRN Incident | (EM&CIRM) | To Develop |
| Civil Unrest | (EM&CIRM) | To Develop |
| Cyber Incident | | To Develop |
| Death | | To Develop |
| Energy Disruption | | To Develop |
| Family Assistance Center | | To Develop |
| Flash Flooding | | To Develop |
| Hazardous Materials | | To Develop |
| Mass Arrest | (EM&CIRM) | To Develop |
| Mass Casualty | | To Develop |
| Public Health Emergency | | Updated February 2020 |
| Reunification | | To Develop |
| Train Derailment | | To Develop |
| Wildfire | | To Develop |
| Winter Storm & Snow Incident | | Update 2021 in Progress |
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Support Annexes

The **Support Annexes** provide guidance and describe administrative requirements necessary to ensure efficient and effective implementation of EORP incident management objectives. **These will be fully developed, as appropriate, after authorization of the initial EORP.**

| Title | Status |
|--|---|
| Memorandums of Understanding | City of Flagstaff – In process Coconino County Health and Human Services – In process |
| UEOC Teams Link | https://teams.microsoft.com/l/team/19%3a9ece260fb7ff40b4b7e88a734365a227%40thread.tacv2/con:1841-4e00-ba1a-982508769fd9&tenantId=27d49e9f-89e1-4aa0-99a3-d35b57b2ba03 |
| EMAG Teams Link | https://teams.microsoft.com/l/team/19%3ab947267dbfe24cbfb595c0a11a882b86%40thread.skype/cor:93b5-4535-a23c-82bac05d0c05&tenantId=27d49e9f-89e1-4aa0-99a3-d35b57b2ba03 |
| Severe Weather Group Teams Link | https://teams.microsoft.com/l/team/19%3af7c84853f2db4263b91bbb15724c3d80%40thread.skype/cor:8892-4576-b5fc-f65129e1c7e6&tenantId=27d49e9f-89e1-4aa0-99a3-d35b57b2ba03 |
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Functional Annexes

The **Functional Annexes** provide guidance and describe the functional processes necessary to ensure efficient and effective implementation of EORP incident management objectives. **These will be fully developed, as appropriate, after authorization of the initial EORP.**

| Title | Status |
|------------------------------|---|
| Point of Dispensing | NAU Closed / Open POD – In progress County Warehouse Prophylactic Dispensing – In progress |
| COVID Teams Test Site | https://teams.microsoft.com/l/team/19%3ae0bb9583fc4445888fd9a053637de4ae%40thread.tacv2/conversation/3b8b-49fc-8a3f-5e4cbb99fc9b&tenantId=27d49e9f-89e1-4aa0-99a3-d35b57b2ba03 |
| Community Lifelines | Safety and Security – In progress |
| | Food, Water, Sheltering – In progress |
| | Health and Medical – In progress |
| | Energy – In progress |
| | Communications – In progress |
| | Transportation – In progress |
| | Hazardous Materials – In progress |
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Appendices

The **Appendices** provide resource document references.

| Title | Status |
|-----------------------------------|---------------|
| Terms and Definitions | Included |
| Acronyms and Abbreviations | Included |
| Resources and References | Included |
| Authorities | Included |
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Terms and Definitions

Access and Functional Needs: Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to act in an emergency.

Aerosol: Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

Agency: A government element with a specific function offering a particular kind of assistance.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction.

Agency Representative: A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

Amateur Radio: A service of radio communications, performed by persons interested in the radio art solely for personal gain and without pecuniary interest. Operates in the public interest, convenience or necessity, therefore is available for use in emergency situations.

Area Command: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See *Unified Area Command*.

Assigned Resource: A resource that has been checked in and assigned work tasks on an incident.

Assignment: A task given to a person or team to perform based on operational objectives defined in the IAP.

Assistant: A title for subordinates of principal Command Staff and EOC director's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Authority Having Jurisdiction: An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police,

fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

Available Resource: A resource assigned to an incident, checked in, and available for assignment.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See *Credentialing*.

Base: See *Incident Base*.

Biological Agents: Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by Roman numerals or by functional area.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Catastrophic Disaster: For the purposes of this plan, a catastrophic disaster is defined as an event that results in large numbers of deaths and injuries; causes extensive damage or destruction to facilities that provide and sustain human needs; produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long term effect on general economic activity; and severely affects State, local, and private sector capabilities to begin and sustain response activities.

CERCLA Hazardous Substance: A Superfund Hazardous Substance listed in Table 302.4 of 40 CFR Part 302.4, which mandates facilities to comply with specific release notification requirements under CERCLA and Title III. (Reportable Quantity Chemicals).

Certification: The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

Chain of Command: The orderly line of authority within the ranks of incident management organizations.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures.

Chemical Agent: A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Generally separated by severity of effect: lethal, blister, and incapacitating.

Chemical Transportation Emergency Center (CHEMTREC): A chemical information center provided by the Federal Government as a source of first response advice in substance/chemical spills. CHEMTREC can usually put those on scene at an emergency in touch with the product shippers.

Chief: The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Civil Air Patrol (CAP): A civilian auxiliary of the United States Air Force. The CAP provides volunteer pilots, aircraft, communications, and ground personnel for emergency use in search and rescue, messenger service, light transport flights, airborne communications, ground search and reconnaissance support.

Civil Disturbance: The degeneration of a law-abiding group into an unruly, unmanageable and law challenging mob.

Civil Preparedness Guide (CPG): A FEMA Publication which provides guidance to State and Local Emergency Preparedness Directors and others with emergency responsibilities.

Clear Text: Communication that does not use codes. See *Plain Language*.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants, as necessary. Additional positions may be needed, depending on the incident.

Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA): Legislation (PL 96-510) covering hazardous substance releases into the environment and the cleanup of inactive hazardous waste disposal sites. CERCLA established the "Superfund" to provide resources for these cleanups. Amended and extended by SARA. (See CERCLA).

Consequence Management: Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism (Source: Federal Response Plan [FRP] Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the lead agency for consequence management to ensure that the FRP is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.

Continuity of Government (COG): Efforts to maintain the governmental body and identify emergency delegation of authority in accordance with applicable laws, during emergencies or disasters. COG planning ensures continued line of governmental authority and responsibility.

Continuity of Operations (COOP): Efforts in which individual departments and agencies ensure the continuance of essential functions/services during emergencies or disasters. COOP also includes activities involved with relocation to alternate facilities.

Continuity of Operations (COOP) Plan: A contingency plan that provides for the deliberate and planned deployment of pre-identified and trained personnel, equipment and supplies to a specific emergency relocation site and/or the transfer of essential functions to another department, agency or organization.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To exchange information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Core Capability: An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Credentialing: Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See *Badging*.

Crisis Management: This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism. The FBI is the lead agency for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA (Source: Federal Response Plan Terrorism Incident Annex, April 1999.)

Critical Incident Stress Debriefing Team (CISD): CISD is a counseling and educational group process designed specifically for emergency response workers to mitigate the impact of a critical incident on personnel and to accelerate recovery in normal people experiencing normal reactions to totally abnormal events.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber-terrorism: Malicious conduct in cyberspace to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures, such as energy, transportation, or government operations in order to intimidate or coerce a government or civilian population, or any sequence thereof, in furtherance of political or social objectives.

Dam Failure: Full or partial collapse of a dam constructed to hold back large volumes of water.

Damage Assessment (DA): The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident and chemical explosion.

Decontamination: The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the hazardous material.

Delegation of Authority: A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Departmental Operations Center: An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, EOC director, General Staff, and branch directors.

Director: The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC.

Disaster: An event that creates an inability to provide critical functions/services for a significant period of time. Normally this is a widespread event causing destruction and distress; however, while this may include a large-scale event, as in a “natural disaster”, a localized event may present sufficient impact to a jurisdiction to be classified as a disaster.

Disaster Field Office (DFO): The office established in or near the designated area to support Federal and State response operations.

Disaster Medical Assistance Team (DMAT): Team from The Office of the Assistant Secretary for U.S. Health/Office of Emergency Preparedness - National Disaster Medical Assistance (OASH/OEP-NDMS), that assists in providing care for the ill and injured victims at the site of a disaster or emergency.

Disaster Mortuary Operational Response Team (DMORT): Is a federalized team of private citizens associated with the National Foundation for Mortuary Care, that respond under ESF-8, Health and Medical Services through FEMA. The DMORT is responsible

for maintaining temporary morgues, victim identification and processing, preparing, and disposing of remains. DMORT also provides technical assistance and personnel to recover, identify, and process deceased victims.

Disaster Recovery Center (DRC): A center established in or near a disaster area to provide information and/or deliver assistance to disaster victims. DRCs are established when a Presidential Disaster Declaration is issued. Local, State, and Federal agencies will staff the DRC (i.e., social services, State public health, and the IRS).

Disaster Welfare Inquiry (DWI) System: System set up by the American Red Cross to collect, receive, and report information about the status of victims and assist the family with reunification within the disaster area.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Distribution Centers: Facilities operated by local governments, local churches, community-based organizations, and voluntary agencies for providing donated goods directly to disaster victims.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See *Group*.

Donations Coordination Center: An area designated for the coordination of goods, services, and volunteers. The Donations Manager/Coordinator, the Volunteer Coordinator, State Donations/Volunteer Coordinator and representatives of participating volunteer agencies will operate from this center. In the event of a declared disaster, the FEMA Donations/Volunteer Coordinator may also operate from this center.

Donations Coordinator/Manager: The person designated by the Director of Emergency Management who will coordinate the donations effort. This person will oversee the phone bank, Donations Coordination Center and coordinate efforts of the reception and distribution center(s).

Emergency: Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

Emergency Alert System (EAS): A voluntary network of broadcast stations and Inter-connecting facilities, which have been authorized by the Federal Communications Commission (FCC) to disseminate information during an emergency, as provided by the Emergency Alert System plan. EAS is made up of AM, FM, and TV Broadcast Stations and non-governmental electronic communications operating in a voluntary organized manner during natural/man-made emergencies or disasters at National, State or local levels.

Emergency Management (EM): – A system of organized analysis, planning, decision-making, assignment, and coordination of available resources for the mitigation of preparedness for, response to or recovery from major community-wide emergencies. Refer to local and State emergency legislation.

Emergency Management Assistance Compact: A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management Director/Coordinator: The individual who is directly responsible on a day-to-day basis for the jurisdiction's effort to develop a capability for coordinated response and recovery from the effects of disaster.

Emergency Medical Services (EMS): Local medical response teams, usually rescue squads or local ambulance services, which provide medical services during a disaster.

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan (EOP): An all-hazards document, which briefly, clearly, and concisely specifies actions to be taken or instructions to be given in the event of natural disasters, technological accidents, or nuclear attack. The plan identifies authorities, relationships, and the coordinated actions to be taken based on predetermined assumptions, objectives, and existing capabilities.

Emergency Public Information (EPI): Information disseminated to the public primarily in anticipation of an emergency, or at the actual time of an emergency as a means of warning the public of impending danger and/or to provide instruction as to emergency preparedness action to be taken.

Emergency Response Team (ERT): FEMA group, composed of a headquarters element and a regional element that is deployed by the Director, FEMA, to the scene of an extraordinary situation to coordinate the overall Federal response.

Emergency Support Function (ESF): A functional area of response activity established to facilitate the delivery of State or Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety.

Environment: Water, air, and land, and the interrelationship, which exists among and between them and all living things.

Essential Elements of Information: Important and standard information items, which support timely and informed decisions.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Exercise: Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of emergency plan (EOP).

Facility: As defined by section 101 of CERCLA, means any building, structure, installation, equipment pipe or pipeline (including any pipe into a sewer or publicly-owned treatment works), well, pit, pond, lagoon, impoundment, ditch, landfill, storage container, motor vehicle, rolling stock, or aircraft, or any site or area where a hazardous substance has been deposited, stored, disposed of, or placed, or otherwise come to be located; but does not include any consumer product in consumer use or any vessel. For the purpose of the emergency release notification, the term includes motor vehicles, rolling stock, and aircraft.

Federal: Of or pertaining to the Federal Government of the United States.

Federal Coordinating Officer (FCO): The senior Federal official appointed in accordance with P.L. 93-288, to coordinate the overall Federal response and recovery activities.

Federal Response Plan (FRP): The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management (Source: FRP Terrorism Incident Annex, April 1999).

Finance/Administration Section: The ICS Section responsible for an incident's administrative and financial considerations.

Fixed Nuclear Facility (FNF): Nuclear power plants, reactor fuel fabrication or processing plants, test and research reactors or any other facility using or producing large quantities of radioactive material.

Functional Areas of Responsibility: Numerous ESFs are tasked with the responsibility of providing a variety of essential services/functions during emergencies/disaster in support of local response operations. Each of the ESFs should identify those areas of responsibility within their portion of the **State/Local EOP**. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services), and the department/agency responsible for providing those services/functions, and the primary tasks/activities associated with the particular service/function (e.g., coordinate the provision of temporary housing assistance). If an ESF/Functional Area or Group has developed a team structure to provide those services, the team(s) should be identified. However, the composition and specific of the team(s) should be addressed in an SOP/SOG for each essential service/function identified. Any specialized teams (i.e., Search and Rescue teams, EOD, etc.) are to be addressed in the section of the ESF/Functional Area or Group component labeled Specialized Units/Teams.

General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief.

Governor's Authorized Representative (GAR): The representative (usually the Director of Emergency Management) of the Governor who coordinates the State response and recovery activities with those of the Federal Government.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See *Division*.

Hazard: Something potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Analysis: A process used by emergency managers to identify and analyze crisis potential and consequences.

Hazardous Material (HazMat): A substance or material, which may pose an unreasonable risk to safety, health, or property.

Hazardous Waste: Materials declared by the U.S. Environmental Protection Agency (EPA) to be toxic, corrosive, ignitable or chemically reactive.

Incident: An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word "incident" includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Action Plan (IAP): An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Base: A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term *Base*.) The ICP may be co-located with the Incident Base.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy

within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Commander: The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

Incident Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

Incident Management: The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Assistance Team: A team of ICS-qualified personnel, configured according to ICS, that deploy in support of affected jurisdictions and/or on-scene personnel.

Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Objective: A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Infrastructure Protection: Proactive risk management actions intended to prevent a threat from attempting to or succeeding at destroying or incapacitating critical infrastructures. For instance, threat deterrence and vulnerability defense.

In-kind Donations: Donations of goods or materials, such as food, clothing, equipment, and building materials instead of money.

Intelligence/Investigations Function: Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Section, Operations Section,

Command Staff, as a separate General Staff section, or in some combination of these locations.

Interoperability: The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Job Aid (JA): A document or checklist designed to provide the user with help in completing a specific task.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

Joint Information Center (JIC): A combined public information office that serves two or more levels of government or Federal, State, local agencies. A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Joint Operations Center (JOC): A centralized operations center established by the FBI Field Office during terrorism-related incidents to provide a single point of direction, control, and coordination for emergency response operations. The JOC resolves conflicts in prioritization of resource allocations involving Federal assets.

Jurisdiction: Jurisdiction has two definitions depending on the context:

A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).

A political subdivision (e.g., municipality, county, parish, state, Federal) with responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Lead Agency: The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management, and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

Lead Federal Agency (LFA): The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and

distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

Leader: The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

Liaison Officer: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Emergency Management Director/Coordinator: The local government official responsible for the emergency management program at the local level, county or municipal.

Local Emergency Planning Committee (LEPC): A committee appointed by the State Emergency Response Commission (SERC), as required by SARA Title III, to formulate a comprehensive emergency plan to deal with hazardous materials within its jurisdiction.

Local Government: A political subdivision of the State that is usually at the County or municipal levels.

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The ICS Section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under P.L. 93-288, any natural catastrophe, (including any hurricane, tornado, storm, flood, high water, wind-driven water tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objectives: A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved;(2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

Manager: The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mass Care: Efforts to provide shelter, feeding, water, first aid and distribution of relief supplies following a catastrophic or significant natural disaster or other event to disaster victims.

Memorandum of Agreement/Understanding (MOA/MOU): A document negotiated between organizations or legal jurisdictions for mutual aid and assistance in times of need. A MOA/MOU must contain such information as who pays for expense of operations (financial considerations), the party that will be liable for personal or property injury or destruction during response operations (liability considerations), and appropriate statements of non-competition of government resources with private enterprise (commercial considerations).

Mission Area: One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities.

Mitigation: The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

Mobilization: The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

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Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency Coordination System: An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

Multi-Hazard: A functional approach to planning, which treats the numerous emergency management requirements that are present in any disaster situation as common functions. This reveals a broad base foundation of recurring disaster tasks that are common to most disasters. In this manner, planning which concerns an application of the recurring tasks can be used in response to any emergency.

Mutual Aid Agreement or Assistance Agreement: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

National Contingency Plan (NCP): Term referring to the National Oil and Hazardous Substances Pollution Contingency Plan. Regulations prepared by the Environmental Protection Agency implement the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and the response systems of the Clean Water Act (sec. 311); refer to 40 CFR Part 300.

National Disaster Medical System (NDMS): A nation-wide medical mutual aid network between the Federal and non-Federal sectors that include medical response, patient evacuation, and definitive medical care.

National Emergency Operations Center (NEOC): The EOC for DHS/FEMA, which provides a centralized point of direction and control for Federal response operations. (Formerly the National Interagency Emergency Operations Center (NIEOC)).

National Flood Insurance Program (NFIP): A Federal program to provide flood insurance coverage in those communities, which enact and enforce floodplain management regulations.

National Hurricane Center (NHC): A Federal tracking center that forecasts and plots the formation and movement of tropical storms. It also alerts appropriate areas of the danger.

National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

National Oceanic and Atmospheric Administration (NOAA): A Federal agency within the U.S. Department of Commerce, which deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency Management relies heavily on the coastal hazards office of NOAA for storm surge modeling.

National Planning Frameworks: Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation.

National Preparedness: The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

National Preparedness Goal: Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate,

respond to, and recover from the threats and hazards that pose the greatest risk.”
(FEMA. National Preparedness Goal 2nd ed. September 2015)

National Preparedness System: An organized process to achieve the National Preparedness Goal of a secure and resilient Nation.

National Response Coordination Center: A multiagency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation.

National Response Team (NRT): Organization of representatives from 14 Federal agencies with responsibility for national planning and coordination (interagency and inter-jurisdictional) of CERCLA objectives.

National Security: Measures taken to protect the Nation from the direct or indirect acts of war, sabotage, or terrorism directed at the United States. These acts include but are not limited to, conventional and unconventional war, chemical, biological, and nuclear war or terrorism.

National Warning System (NAWAS): The Federal warning system, used to disseminate warnings of imminent natural disaster or enemy attack to a regional warning system, which passes to the State warning points for action.

National Weather Service (NWS): A Federal agency tasked with forecasting weather and providing appropriate warning of imminent natural disaster such as hurricanes, tornadoes, tropical storms, etc.

Nongovernmental Organization: A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

Normal Operations/Steady State: The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated).

Non-persistent Agent: An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

Nuclear Regulatory Commission (NRC): The Federal agency tasked with oversight and regulation for all domestic nuclear devices, plant processes and construction.

Officer: The ICS title for a member of the Command Staff authorized to make decisions and act related to his/her area of responsibility.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths but are typically 12 to 24 hours.

Operational Security: The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, countersurveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants.

Operations Section: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

Persistent Agent: An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent usually has a low evaporation rate, and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plain Language: Communication that the intended audience can understand and that meets the communicator's purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

Planned Event (Event): An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

Planning Meeting: A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Planning Section: The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Plume: Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

Position Qualifications: The minimum criteria necessary for individuals to fill a specific position.

Preliminary Damage Assessment (PDA): An assessment of damage taken immediately following a disaster or potential disaster. Emphasis is on high-level infrastructure such as roads and power production.

Preparedness: Preparedness activities develop emergency response capabilities. Planning, exercising, training, mitigation, developing public information programs and alerting and warning are among the activities conducted under this phase of emergency management to ensure the most effective and efficient response in a disaster. Preparedness seeks to establish capabilities to protect people from the effects of disasters in order to save the maximum number of lives, minimize injuries, reduce damage, and protect property. Procedures and agreements to obtain emergency supplies, material, equipment, and people are developed.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term “prevention” refers to preventing imminent threats.

Primary Agency: An agency, organization or group designated as an ESF/Functional Area or Group primary agency serves as the executive agent under the **State/Local EOP** to accomplish the assigned ESF/Functional Area or Group Mission. Such a designation is based on that agency having performed that function on a day-to-day basis or by direction of a statutory mandate and/or regulatory requirements. Certain ESFs may have more than one agency designated in which cases they would be identified as “co-primary” agencies.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Promulgate: To promulgate, as it relates to the Local Emergency Operation Plan (EOP), is the act of the jurisdiction officially proclaiming, declaring and/or adopting, via local ordinance, Executive Order (EO), or etc., the **State/Local EOP** as the emergency operations plan for the jurisdiction.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protocol: A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Health: A common function in multi-hazard planning, which focuses on general health and medical concerns, under emergency conditions, including provisions for accomplishing those necessary actions related to disease and vector control activities. Concerns extend to sanitation and preventing contamination of food and water.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

Radiation: High-energy particles or gamma rays that are emitted by an atom, as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Radio system: A combination of electrical and electronic equipment, including but not limited to radios, consoles, mobile units, towers, antennas, generators, etc., which together enable communications between desired points.

Reception Center: A donations management facility to receive specific, undesignated or unsolicited goods such as food, water, clothes, and building supplies.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively. Recovery is both a short-term and a long-term process to restore the jurisdiction to normal conditions in the aftermath of any emergency or disaster involving extensive damage. Short-term operations assess damages, restore vital services to the community, and provide for basic needs to the public. Long-term recovery focuses on restoring the community to its normal or to an improved state of affairs

Recovery Plan: A plan to restore an incident-affected area or community.

Recovery Support Function: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

Release: Any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing into the environment (including abandonment or discarding barrels, containers, and other closed receptacles) of any Hazardous Chemical, Extremely Hazardous Substance, or CERCLA Hazardous Substance.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Agencies, Organizations or Groups: Other agencies, organizations, groups, and individuals, not assigned as primary or support to an ESF/Functional Area or Group may have authorities, expertise, capabilities, or resources required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF/Functional Area or Group, and/or provide services and resources.

Resource Management: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Team: See Strike Team.

Resource Tracking: The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

Resources: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section: The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration).

Shelter: A facility to house, feed, and care for persons evacuated from a risk area for periods of one or more days. For the risk areas the primary shelter and the reception center are usually located in the same facility.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

Staging Area: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Standard Operating Guide (SOG): A SOG is a complete reference document focused on the collection of actions and activities established to accomplish one or more functions. The document user is afforded varying degrees of latitude in accomplishing functional actions or activities. As necessary, SOGs can be supported by one or more standard operation procedures (SOPs).

Standard Operating Procedures (SOP): A SOP is an instructional document constituting a directive that provides prescriptive steps towards accomplishing a specified action or task. SOPs can supplement SOGs by detailing and specifying how assigned tasks are to be carried out.

State Coordinating Officer (SCO): The representative of the Governor (usually the Director/Coordinator of Emergency Management) who coordinates the State response and recovery activities with those of the Federal Government. See GAR Governor's Authorized Representative.

State Emergency Response Commission (SERC): Designated by the Governor, the SERC is responsible for establishing HazMat planning districts and appointing/overseeing Local Emergency Planning Committees (LEPC).

State Emergency Response Team (SERT): A team of senior representatives of State agencies, State level volunteer organizations, and State level corporate associations who have knowledge of their organization resources and have the authority to commit those resources to emergency response. SERT operates from the State EOC and the Director/Coordinator of EM serves as the SERT leader.

State Warning Point (SWP): The Arizona Department of Public Safety receives warnings and other emergency information over the AZDPS Alert System and relays this information in accordance with current directives.

Status Report: Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

Strategy: The general course of action or direction to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are referred to as resource teams.

Subject Matter Experts (SMEs): Other agencies, organizations, groups, and individuals, have authorities, technical expertise, and/or capabilities required for disaster operations. Those agencies, organizations, groups or SMEs may be requested to participate in planning and operations activities, designate staff to serve as representatives to the ESF/Functional Area or Group, and/or provide services.

Superfund: Trust fund established under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and extended under the 1986 Superfund Amendments and Reauthorization Act (SARA) to provide money for cleanups associated with inactive hazardous waste disposal sites. (See CERCLA) Superfund Amendments and Reauthorization Act of 1986 (PL99-499) SARA. Extends and revises Superfund authority (in Title I & II). Title III of SARA includes detailed provisions for community planning and Right-To-Know systems.

Supervisor: The ICS title for an individual responsible for a division or group.

Support Agency: An agency, organization or group that provides an essential function or service critical to the ESF/Functional Area or Group and has a requirement in the decision process for the conduct of the operation using its authorities and determines priorities in providing cognizant expertise, capabilities, and resources.

System: Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives.

Task Force: Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

Terrorism: Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

Title III (of SARA): The "Emergency Planning and Community Right-to Know Act of 1986." Specifies requirements for organizing the planning process at the State and local levels for specified extremely hazardous substances; minimum plan content; requirements for fixed facility owners and operators to inform officials about extremely hazardous substances present at the facilities; and mechanisms for making information about extremely hazardous substances available to citizens. (42 USC annotated, sec. 1101, et. seq.-1986) **Trans-species Infection** - An infection that can be passed between two or more animal species. This may include human hosts.

Tools: Instruments and capabilities that allow the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Toxicity – A measure of the harmful effects produced by a given amount of a toxin on a living organism.

Type: A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

Ultra-high frequency (UHF): Ranges from 300 MHz to 3000 MHz. For public safety use, defines the frequency sub bands of 450-512 MHz and 800-900 MHz. Also includes 960 MHz and 2 GHz microwave sub bands.

Undesignated/Unsolicited donation: Unsolicited/undesignated goods are those donations that arrive in the State but have not been requested by an agency.

Unified Area Command: A version of command established when incidents under an Area Command are multijurisdictional. See *Area Command*.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

Unit: The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

Unit Leader: The individual in charge of a unit in ICS.

United States National Grid: A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

Unity of Command: A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

Unity of Effort: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

Very-high frequency (VHF): Ranges from 30 MHz to 300 MHz. For public safety use, defines the frequency sub bands of 30-50 MHz and 150-174 MHz.

Vital Records: Records or documents, for legal, regulatory, or operational reasons, cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business or provide essential services.

Vulnerability: Susceptibility to a physical injury or attack. Vulnerability refers to the susceptibility to hazards.

Vulnerability Analysis: A determination of possible hazards that may cause harm. Should be a systemic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, emergency services, security, and safety systems at a particular facility or within a jurisdiction.

Warning Point: A facility that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.

Weapons-Grade Material: Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

Weapon of Mass Destruction: Any destructive device as defined in 18 USC 921; any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, or their precursors; any weapon involving a disease organism; or any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a). In 18 USC 921, a destructive device is defined, with certain exceptions, to mean any explosive, incendiary, or poison gas, bomb, grenade, or rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or a mine, or a device similar to the above; any type of weapon by whatever name known that will, or that may be readily converted to, expel a projectile by the action of an explosive or other propellant, and that has any barrel with a bore of more 0.5 inch in diameter; any combination of parts either designed or intended for use

in converting any device into any destructive device described above and from which a destructive device may be readily assembled.

Whole Community: A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships.

Resources and References

NIMS Supporting Documents

FEMA has developed, or is developing, a variety of documents and resources to support NIMS implementation. The hub for all information is

[National Incident Management System | FEMA.gov](#)

Guidelines for the Credentialing of Personnel

The NIMS Guideline for the Credentialing of Personnel describes the national credentialing standards and provides written guidance regarding the use of those standards. This document describes credentialing and typing processes and identifies tools that emergency management personnel at all levels of government use, both routinely and to facilitate multijurisdictional coordinated responses.

[NIMS Components - Guidance and Tools | FEMA.gov](#)

ICS Forms Booklet

The NIMS ICS Forms Booklet, FEMA 502-2, assists emergency response personnel in the use of ICS and corresponding documentation during incident operations.

[ICS Resource Center \(fema.gov\)](#)

NIMS Intelligence and Investigations Function Guidance and Field Operations Guide

This document includes guidance on how various disciplines can use and integrate the intelligence/investigations function while adhering to NIMS concepts and principles. It includes information intended for the NIMS practitioner (including the Incident Commander or Unified Command) that assists in the placement of the intelligence/investigations function within the command structure; provides guidance for implementing the intelligence/investigations function; and has an accompanying Intelligence and Investigations Function Guidance and Field Operations Guide.

[NIMS Components - Guidance and Tools | FEMA.gov](#)

NIMS Resource Center

The FEMA NIMS website contains links to a number of supporting guides and tools for NIMS implementation. As FEMA develops new items, they will be added to this website.

[National Incident Management System | FEMA.gov](#)

NIMS Training Program

Supersedes the previous training guidance, the Five-Year NIMS Training Program.

The NIMS Training Program specifies FEMA and stakeholder responsibilities and activities for developing, maintaining, and sustaining NIMS training. The NIMS Training Program outlines responsibilities and activities that are consistent with the National Training Program, as mandated by the Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006.

[Training and Education | FEMA.gov](#)

**Relevant Laws, listed throughout
and others to include but not
limited to:**

Homeland Security Act of 2002

The Homeland Security Act of 2002, Pub. L. 107-296, enacted November 25, 2002, establishes DHS.

[Homeland Security Act of 2002 | Homeland Security \(dhs.gov\)](#)

Pet Evacuation and Transportation Standards Act (PETS Act) of 2006

The PETS Act of 2006 amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to require the FEMA Administrator to ensure that state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency and authorizes Federal agencies to provide, as assistance essential to meeting threats to life and property resulting from a major disaster, rescue, care, shelter, and essential needs to individuals with household pets and service animals and to such pets and animals.

[E:\PUBLAW\PUBL308.109 \(govinfo.gov\)](#)

Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006

PKEMRA amends the Homeland Security Act of 2002 to make extensive revisions to emergency response provisions while keeping FEMA within DHS. PKEMRA significantly reorganizes FEMA, providing it substantial new authority to remedy gaps in response, and includes a more robust preparedness mission for FEMA.

[S.3721 - 109th Congress \(2005-2006\): Post-Katrina Emergency Management Reform Act of 2006 | Congress.gov | Library of Congress](#)

Robert T. Stafford Disaster Relief and Emergency Assistance Act

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law (Pub. L.) 100-707, signed into law November 23, 1988; amends the Disaster Relief Act of 1974, Pub. L. 93-288. This Act constitutes the statutory authority for most Federal disaster response activities, especially as they pertain to FEMA and FEMA programs.

[Stafford Act](#) | [FEMA.gov](#)

Sandy Recovery Improvement Act of 2013

The Sandy Recovery Improvement Act of 2013 became law on January 29, 2013, and amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act. This Act authorizes changes to the way FEMA delivers Federal disaster assistance with the goals of

- (1) reducing the costs to the Federal Government of providing such assistance;
- (2) increasing flexibility in the administration of assistance;
- (3) expediting the provision of assistance to a state, tribal, or local government, or owner or operator of a private nonprofit facility; and
- (4) providing financial incentives and disincentives for the timely and cost-effective completion of projects.

[E:\BILLS\H219.RDS](#) ([congress.gov](#))

Additional Supporting Materials

Link to [Arizona Emergency Management Publications](#)

State Emergency Response and Recovery Plan

The Arizona State Emergency Response and Recovery Plan (SERRP) is an all-hazards plan that identifies state agency roles and responsibilities during an emergency or disaster. The SERRP establishes the concept of operations for response and recovery as it applies to state agencies and partnering entities. This plan is implemented when any emergency or disaster reaches a level that overwhelms local, county, or tribal resources, or is determined by the Governor to constitute a state of emergency.

The SERRP integrates, supports, and is consistent with federal guidance, including the National Response Framework and the National Disaster Recovery Framework. The plan also utilizes the National Incident Management System, the Incident Command System, and Core Capabilities as a basis for the structure.

The Planning Branch assists local, county, and tribal partners with emergency operations plans and other related planning documents.

Hazard Mitigation Planning Program

The intent of hazard mitigation planning is to identify risks and vulnerabilities associated with disasters as well as long-term strategies to reduce or eliminate impacts from future hazard events.

Mitigation plans can help communities become more sustainable and disaster-resistant by focusing efforts on the hazards, disaster-prone areas, and identifying appropriate mitigation measures. Effective mitigation planning and efforts can break the cycle of disaster damage, reconstruction, and repeated damage.

The DEMA Hazard Mitigation Planning Program assists local, county, and tribal governments in their efforts to ensure they have a plan to protect their citizens, existing and future development as well as economic, cultural, and environmental assets. Mitigation plans may also assist in minimizing post-disaster downtime, accelerating recovery time, and reducing disaster response and recovery costs.

Continuity Planning Program

The mission of the Continuity Planning Program is to improve the State of Arizona agencies' preparedness, response, and recovery capabilities from all-hazard emergencies. This is achieved through continuity planning - an inwardly focused form of contingency planning that supports the agency's strategic plan and its continued delivery of essential services/functions. A proactive continuity program is considered a

best business practice in supporting the state's priorities of protecting our communities and fiscal responsibility by continuing to perform essential services/functions during any disruptive event.

Under Governor's Executive Order 2013-06, DEMA is responsible for developing a continuity program to help guide and assist state agencies in their continuity planning efforts, and each state agency is required to have a continuity of operations (COOP) plan. The Program document outlines continuity planning guidance. The Planning Branch also provides continuity of government planning assistance to local, county, and tribal governments.

Authorities

Homeland Security Presidential Directive 5

The purpose of this directive, which was issued on Feb. 28, 2003, is to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

Presidential Policy Directive 8

Presidential Policy Directive / PPD-8 is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.

Arizona Governor's Executive Orders

| | |
|---------|---|
| 2007-23 | Establishment in the use of the National Incident Management System |
| 2013-06 | Continuity of Operations Planning |
| 2017-06 | State Emergency Response and Recovery Plan |

Signatories

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