Emergency Response Framework

Base Plan

Evanston – Chicago - Qatar
FOREWORD

Northwestern University has established this Emergency Response Framework (ERF) as a guideline for managing threats, incidents, disasters, and associated events that threaten our community and viability. When crisis conditions require the activation of emergency policies, procedures, and operations, the ERF provides the University with the pre-designated authorization, assigned roles, and responsibilities for immediate emergency management and operational direction.

The function-based ERF outlines tasks supporting emergency response missions at Northwestern and provides a framework for coordinating response objectives in a decentralized environment. The ERF must remain a dynamic and flexible document, changing and maturing with each update. In order for it to be effective, it must be tested and revised through real-life operations. It must reflect the knowledge gained from experiences and lessons learned during disasters and emergency situations.

The ERF serves as one mechanism to satisfy compliance with provisions of the Illinois Campus Security Enhancement Act. As a best practice, the ERF is also consistent with applicable provisions of the National Response Framework (NRF) and the National Incident Management System (NIMS). As such, the ERF will serve as a tool to improve coordination and strengthen relationships between the University and local, State, and Federal entities which operate under the NRF and NIMS provisions.
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   Fire Incident
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PLAN APPROVAL

Dear Students, Faculty, and Staff:

In accordance with applicable federal and state laws, the attached Northwestern University Emergency Response Framework (ERF) is approved and effective this date. It supersedes all previous campus wide emergency plans. The ERF is an all-discipline, all-hazard framework that establishes a single comprehensive approach for the management of incidents. The ERF has been developed through a collaborative planning process undertaken with participation of a broad and diverse representation from the community working together to develop and integrate the procedures contained herein. The ERF in its written form serves to document the anticipated response and recovery efforts of the University to protect the safety and welfare of our community.

By signing this letter of agreement, I am directing Deans, Directors, and Department Heads to:

- Support the ERF concepts, process, and structure by carrying out their assigned functional responsibilities to ensure effective and efficient incident management, including designating representatives to staff the Crisis Management Team (CMT) structure.

- Develop, exercise, and refine capabilities to ensure sustained operational readiness in support of the ERF.

I urge each member of our community to become familiar with this plan and to incorporate these concepts into school, department and unit level planning.

_________________________________    ____________________
Morton Schapiro             Date
President
Northwestern University
# RECORD OF CHANGES

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1.0 BASE PLAN

1.1 Introduction

Northwestern University is a major private research university located on a 240-acre lakefront campus in Evanston, Illinois, a 25-acre campus in the Streeterville area of downtown Chicago, and a branch campus at Education City in Doha, Qatar. Approximately 8,829 faculty and staff and 16,475 full-time students, 8,367 of whom are undergraduates, make up the University community. Approximately 6,000 students reside on campus during the academic year.

The University’s real property (leased and owned) on the Evanston, Chicago, and Qatar campuses has an insured value in excess of $3.082 billion. Northwestern has approximately 215 structures on its campuses, with a net assignable square footage of approximately 8.5 million square feet. These figures do not include lease interests in approximately 47 structures.

Complex and unforeseen 21st century threats and hazards demand a unified and coordinated approach to incident and emergency management. Northwestern is vulnerable to numerous natural and human caused events and hazards including; severe weather, hazardous material release, public health crises such as pandemic influenza, cyber threats, fire, utility interruption, major criminal acts, violence, and civil disorder. It can manage many disaster situations with internal resources, but there are incidents that may overwhelm its assets and capabilities. The ERF structures response organizations functionally: grouping capabilities, skills, resources, and authorities across the University into specific functional areas. Using this functional framework, the ERF outlines how resources will be leveraged and implemented and, when necessary, how local, State, and Federal entities will be engaged to support the response and recovery mission.

Emergencies occurring at or affecting Northwestern also occur within the jurisdictions of Evanston and Chicago, Illinois or Doha, Qatar. Therefore, emergency response operations and management oversight need to be integrated, coordinated, and unified with the response of other jurisdictions. The framework unifies the University response operations with local, State, and Federal emergency management agencies to produce a comprehensive unified effort to reduce the effects of any emergency or disaster.

The ERF is organized into the following sections:

The Base Plan outlines how Northwestern University will respond to, recover from, and mitigate the impact of a disaster. It describes policies, planning assumptions, concept of operations, function / responsibilities, communications procedures, training and maintenance of the framework. In addition appendices contain pertinent information, such as a Qatar Crisis Contingency Plan Annex, glossary of terms, acronyms, fixed hazard maps, and mutual aid agreements / memorandum of understanding (MOUs).
As a supplement to the Base Plan, Emergency Support Function Annexes organize University departments into emergency support functions (ESFs). Northwestern has identified 12 ESFs, a structure patterned after the National Response Framework (NRF) and Illinois State Emergency Operations Plan. Each of the 12 ESFs outlines the purpose, scope of functions, operating policies, planning assumptions, concept of operations, triggers and responsibilities for primary and support departments.

The 12 ESFs are:

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<td>ESF #6 Resource Management</td>
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<td>ESF #7 Health/Counseling Services</td>
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<td>• Evacuation/Shelter-in-Place/Lock-Down</td>
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<td>• Firefighting</td>
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<td>• Search and Rescue</td>
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<td>• Mortuary Services</td>
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<tr>
<td>ESF #9 Hazardous Material Response</td>
<td>Facilities Mgmt. / Research Safety</td>
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<td>ESF #10 Animal Care</td>
<td>Center for Comparative Medicine</td>
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<td>ESF #11 Business Continuity/Recovery</td>
<td>Financial Operations</td>
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<td>ESF #12 External Affairs</td>
<td>University Relations</td>
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As a supplement to the Base Plan and Emergency Support Function Annexes, the Incident Specific Annexes address hazard situations identified in Northwestern University’s Hazard Identification and Vulnerability Assessment requiring specialized application of the Emergency Response Framework.

1.2 Mission Statement

The mission of this Emergency Response Framework is to provide a plan outlining how Northwestern University will mitigate/prevent, prepare for, respond to, and recover from the impact of an emergency incident or disaster situation. This plan emphasizes advance preparation and teamwork by internal and external stakeholders, to establish effective and efficient communication, unified response strategies, and recovery strategies while providing effective leadership to prepare for and respond to all emergency incidents.
1.3 Purpose

The purpose of the Northwestern University Emergency Response Framework is to establish the University’s emergency management process relating to mitigation/prevention, preparedness for, response and recovery to any crises, emergency incident or disaster that threatens the University’s populations, programs, property, reputation, and viability.

The ERF guides the emergency response of Northwestern University personnel and resources during a major emergency or disaster. These procedures apply to the two campuses, which are located in Evanston and Chicago, Illinois. The ERF contains overall organizational and operational concepts outlining primary responsibilities of University departments, offices and schools. The ERF identifies departmental staff having response responsibilities and designated leadership staff with emergency response assignments.

This ERF is the primary and official Emergency Response Framework for Northwestern University and supersedes previous plans. This ERF precludes employee actions not in concert with the intent of this framework or the emergency organization and processes created by it.

The ultimate goal is to respond in a methodical and efficient manner to University emergencies that threaten life, property, public safety, and the environment at Northwestern.

To meet this goal, the ERF

- Establishes concepts and policies under which all of or elements of Northwestern will operate during an emergency.
- Sets forth lines of authority and organizational relationships that focus on measures essential for protection of students, faculty, staff and visitors.
- Establishes the structure through which Northwestern will implement notification, activation, and response and initiate recovery from emergencies.
- Describes the roles and responsibilities of the Northwestern departments in performing each of the Emergency Support Functions (ESF).
- Provides the process for the integration of ESF resources in a unified and coordinated response effort.
- Provides a framework for Northwestern to coordinate with local, State, and Federal, entities.
- Addresses roles and relationships between Northwestern and external agencies during a disaster or impending event.

1.4 Scope

The ERF concepts apply to potential or actual emergency, disaster, and catastrophe, situations where the health, safety, or welfare of the Northwestern community are threatened by imminent or actual consequences, such as:
Emergency Response Framework  

- Threats to life safety
- Threats to the maintenance of life support
- Sabotage, hostile actions, or terrorist attack
- Restoration of general campus operations
- Severe and unanticipated resource shortages
- Fire, flood, earthquake, or natural disaster
- Serious civil disorder
- Any serious infectious hazards, transportation, or hazardous material accident that threatens or causes damage to life, health, or property.

The structure outlined in the ERF is responsive to the full range of requirements that might accompany any emergency at Northwestern. It is designed to focus initial response efforts on saving lives, protecting property, and meeting basic human needs at the onset, during, and in the recovery following an emergency. In addition, the ERF is structured to aid recovery planning by enhancing mitigation and reducing the vulnerability to future emergencies, while remaining sensitive to the unique aspects of the Northwestern community.

The ERF applies to all departments and schools as well as to local, State, and Federal agencies which may be requested, utilized, or tasked to provide assistance in an emergency. It is structured so Northwestern departments can respond under individual authority and capabilities, as appropriate or as part of functional teams in a unified effort.

The ERF takes an all-hazard approach to disaster response, which means that the framework does not address specific scenarios but can be used in any emergency situation. According to the University’s vulnerability assessment, there are six major categories of hazards that may pose a threat to Northwestern:

- Natural hazards: Severe weather, flooding, blizzards, ice storms, earthquakes, tornadoes, and seiches.
- Health hazards: Pandemic (bird flu or other forms) or other public health threats.
- Infrastructure disruption: Utility and power failures, water supply and sewer failures, critical resource shortages (heat, environmental, and process cooling).
- Human-caused events and hazards: Major criminal acts, active shooter, campus fires, special events, and civil disorders and demonstrations.
- Hazardous materials: Industrial materials, radiological, chemical, and biological substances.
- Terrorist incidents: Bomb threats, sabotage, breaches in operation security in which biological, chemical, and radiological agents can be employed, stolen, or released.

Regardless of the threat, the ERF structure enhances Northwestern University’s ability to collaborate with local, State, and Federal emergency plans.
1.5 Planning Assumptions

The Northwestern University ERF is based on planning assumptions and considerations which provide a basic foundation for operating procedures and checklists. Planning assumptions must cover a wide range of potential and actual natural and human caused incidents, emergencies and disasters. Planning assumptions include:

- An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
- Northwestern will be required to respond on short notice to provide timely and effective assistance through the ERF structure. Planning for these efforts will be based on pre-identification of resource contingencies, needs and requirements.
- An emergency may cause injuries, fatalities, property loss, and disruption of normal support systems. A large number of causalities, heavy damage to buildings and basic infrastructure, and disruption of essential University services may overwhelm the resource capabilities of Northwestern.
- Due to the nature, size, scope and seriousness of the emergency, a unified, cooperative and coordinated effort of internal and external departments, organizations, and agencies to include Northwestern, local, State, and Federal agencies may be required.
- Regional disasters may affect an emergency response team’s ability to respond, so City of Evanston, City of Chicago, Cook County, State and Federal emergency services may not be immediately available.
- Any serious incident will result in media coverage.
- Since the succession of events in an emergency is not predictable, published support and operational plans provide only a concept of operations. These may require field modification in order to meet the requirements of the emergency.
- Northwestern University departments and personnel tasked with responsibilities within the ERF are knowledgeable and trained in the plan and emergency situations.
- Each Northwestern department will participate in the development of ESF annexes, procedures, training, and exercises in order to achieve and maintain a high state of readiness.
- Annual review and exercising of the ERF and ESF response requirements is conducted since this is critical to ensure operational readiness and effectiveness of the plan.
- Achieving and maintaining effective student, staff, and faculty readiness and Northwestern emergency preparedness reduces the immediate demand on response operations. University awareness and emergency management outreach programs are operated to ensure appropriate actions are taken to reduce vulnerability.
- The ERF relies on communication, cooperation and coordination among Northwestern University’s internal and external partners to increase operational efficiency and effectiveness.
The Emergency Operations Center (EOC) will be staffed by emergency personnel pre-designated to manage operations. If there is a terrorism incident at Northwestern, the Associate Vice President for Public Safety/Chief of Police and designees will coordinate directly with the Department of Homeland Security, Illinois Emergency Management Agency, and Federal Bureau of Investigation field office and other Federal and State agencies in establishing a unified response under the authority of the Federal Bureau of Investigation.

### 1.6 Line of Succession

The matrix provides a line of succession by title and emergency management position as to the authority to activate, direct and coordinate emergency response/recovery activities.

*Figure 1: Succession Matrix*

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<th>ERF Position</th>
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<td>University President</td>
<td>Principal Coordinator</td>
<td>Provost</td>
<td>SVP Business/Finance</td>
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<td>VP University Relations</td>
<td>Public Information Officer</td>
<td>Associate Director of Media Relations &amp; Social Sciences Editor</td>
<td>Director of Web Communications</td>
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<td>AVP for Public Safety and Chief of Police</td>
<td>Incident Coordinator</td>
<td>Deputy Chief of Police</td>
<td>Police Commander Field Services</td>
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<td>AVP for Financial Operations and Treasurer</td>
<td>Business Continuity Coordinator</td>
<td>NUIT Disaster Recovery and Business Continuity Coordinator</td>
<td>Director Emergency Management</td>
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<td>Director Facilities Management Operations</td>
<td>Crisis Management Team</td>
<td>Associate Director Facilities Management Operations</td>
<td>Assistant Director Facilities Mgt Operations</td>
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<td>NUIT Director Information Security Systems/Compliance</td>
<td>Crisis Management Team</td>
<td>NUIT Disaster Recovery/ Business Continuity Coordinator</td>
<td>NUIT Director of Operation Services</td>
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<tr>
<td>Undergraduate Dean of Students</td>
<td>Crisis Management Team</td>
<td>Asst VP for Student Auxiliary Services</td>
<td>Director Bus/Fin Student Affairs</td>
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<tr>
<td>Executive Director Health Services</td>
<td>Crisis Management Team</td>
<td>Dir IT &amp; Admin, Health Services</td>
<td>Clinical Practical Nurse</td>
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<td>Mgr Facilities &amp; Procurement, CCM</td>
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<td>EOC Manager</td>
<td>Facilities Management User Support/Sys Specialist Sr</td>
<td>Office of Emergency Management Planner</td>
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1.7 Concept of Operations

The Concept of Operations for the plan will define the overall approach to preparing for and responding to an emergency incident or disaster situation and implementing the concepts and procedures of the National Incident Management System (NIMS). NIMS incidents typically are managed on the lowest possible geographic, organizational, and jurisdictional level.

The top priorities for incident management are to:
- Save lives and protect the health and safety of Northwestern students, staff, faculty, responders, and recovery workers.
- Ensure the security and continuity of operations of the University.
- Prevent an imminent incident, including acts of terrorism.
- Protect and restore critical infrastructure and key resources.
- Conduct law enforcement operations to resolve threatening incidents, apprehend offenders, and collect and preserve evidence.

As the magnitude of the emergency increases, so will the requirements for nontraditional support from within the University. In the event that Northwestern University’s resources and capabilities are exceeded, the University may call upon the City of Evanston, City of Chicago, Cook County, State of Illinois, and Federal partners to provide additional public safety and emergency services.

The ERF adopts the principles of NIMS and the Incident Command System (ICS) that are used nationally, regionally, and locally by all government agencies, fire, rescue, and police agencies, including University Police. The Incident Command System can be used in any size or type of emergency to control response personnel, facilities, and equipment.

ICS principles include:
- Common terminology
- Modular organization
- Unified command structure
- Action planning
- Manageable span of control
- Pre-designated facilities
- Comprehensive resources management

Northwestern University has adopted the principles of the National Incident Management System for management of an emergency incident or disaster situation. NIMS provides the template for the management of incidents and works in coordination with the Northwestern University ERF. NIMS includes the Incident Command System which provides a standardized, on-scene, all-hazard incident and resource management concept. NIMS provides a systematic, proactive, comprehensive, national approach to incident management.
NIMS is applicable across all jurisdictional levels regardless of size and across functional disciplines. NIMS allows multi-agency response to multi-jurisdictional incidents helping to prevent/mitigate, prepare for, respond to and recover from the effects of an emergency incident or disaster situation regardless of the size, scope, nature or type of incident.

1.7.1 NIMS Incident Life Cycle

Northwestern departments and schools are prepared to take a variety of actions to respond to, and recover from, campus emergencies. These actions — ranging from initial notification of an emergency to preparation of a final after-action report — are summarized below. They are not necessarily in sequential order, and some may be undertaken concurrently.

Initial Actions

Upon indication of an imminent or actual campus emergency, University Police (UP) or the Office of Emergency Management (UP/OEM) notifies key personnel and departments and schools. Appropriate personnel are given essential information outlining the scope of the incident based on its type and seriousness.

- UP/OEM contacts Crisis Management Team (CMT) members based on the severity of the event and the potential for the incident to create an impact on Northwestern operations.
- Following an alert, UP/OEM may convene a conference call with the Threat Assessment Group to discuss the situation and evaluate Northwestern’s operation level.
- Crisis Management Team members may be notified to convene at the Emergency Operations Center (EOC) for an initial meeting, depending on the nature of the event. CMT members or alternates remain on call to meet at any time during the response.
- Policy Group members also may be notified about an initial meeting, depending on the nature of the emergency. Members or alternates remain on call to meet at any time during the response.

Activation

When there is an increase in the operation level to Level 2 or 3, UP/OEM informs Emergency Support Function (ESF) primary departments and schools of the CMT activation and provides time for each activated ESF to report to the EOC, as part of the CMT.

- Primary departments are responsible for activation of their support agencies, if required.
- Departments and schools may activate staff in their departments to provide coordination and direction to their response elements in the field.
- The CMT assembles at the EOC to assist in assessing the impact of the situation, collecting damage information, and determining requirements.
- The CMT briefs the president or designated liaison on the assessment of the situation. This information is evaluated to determine if a University state of emergency needs to be declared.
- An emergency coordination center is established, as required, to provide a central point for coordinating emergency public information activities.
- The CMT coordinates damage assessment and selection of locations for field facilities. It also coordinates mission assignments for direct assistance and procurement of goods and services.
- Emergency Support Functions act to determine the impact of a University emergency on their own capabilities as well as to identify, mobilize, and deploy resources to support response activities.

**Continuing Action - Operational Cycle**

The decision-making process of the CMT is enhanced through an operational cycle of planning and execution that ensures Incident Action Plans (IAP) are developed and that their execution is well managed. The operational cycle may begin with the scheduling of a planning event, the identification of a credible threat, or the initial response to an actual or impending event.

Whatever the cause, the operational cycle starts with guidance from the Policy Group that provides clear strategic direction to the command staff. That direction is developed into a plan listing comprehensive tactical objectives with a detailed analysis of the resources and support needed for the Crisis Management Team to accomplish them. The IAP is revised during each cycle of planning and execution. Typically, the operational cycle will follow the duty cycle of people (8 or 12-hour shifts) so that the planning of one shift is executed by the operations section and revised by the planning section on the next shift.

**Incident Action Plan development follows five phases:**

- Develop situational awareness and an understanding of the emergency.
- Establish incident objectives based on situational awareness and the strategy that tie objectives into an executable plan.
- Develop the IAP.
- Document and disseminate the IAP.
- Evaluate and revise the IAP.

To accomplish this, the planning section conducts a planning meeting with the CMT Incident Coordinator, CMT members, and appropriate technical specialists.
During this meeting control objectives are determined; policy, legal, and fiscal constraints identified; and emerging issues developed based on strategic direction from the Policy Group. The planning section uses information to prepare the IAP and coordinate tasks for interdisciplinary task groups used to solve problems interfering with an objective. Task group assignments are given to ESF field personnel or technical experts, depending on the complexity of the issue and availability of ESF technical experts.

The IAP is used in directing CMT response operations by establishing priorities for ESF actions and providing task group solutions to execution issues.

**Response Operations**

The EOC supports the CMT to full operations with the addition of staff, including ESF representatives from specific departments and schools.

- The CMT is located at the EOC and assumes operational responsibility for coordinating University emergency assistance by identifying needs and priorities.
- The CMT and Policy Group convene as needed to address policy issues such as allocation of scarce resources.
- Once immediate response missions and lifesaving activities conclude, emergency teams are demobilized and the emphasis shifts from response to recovery operations. During response operations the planning section develops a demobilization planning for the CMT.

**Recovery Operations**

The CMT operations section is the central coordination point for delivering recovery assistance. At the outset of an emergency the operations section assess Northwestern’s recovery needs and relevant timeframes for providing recovery assistance.

**Demobilization**

When a centralized emergency management coordination presence is no longer required, the CMT implements demobilization planning. Responsibilities for recovery oversight and monitoring are transferred back to individual departments and schools.

**1.7.2 Emergency Operation Levels**

A Northwestern University emergency is defined as a threat of, or warning of, an impending incident, or an actual incident that imperils persons, property, programs, and/or the University’s reputation, in which immediate decisions, actions, operations, and the procurement and allocation of resources are critical to
the protection of lives, property, operations, and reputation of the University. The potential or actual emergency incidents or disaster situations have been categorized by their severity and potential impact to assist in determining emergency operations.

The Incident Coordinator (Associate Vice President for Public Safety/Chief of Police) or designee will recommend an Emergency Operation Level to the University President. The final designation of an emergency incident or disaster situation emergency level is made by the University President, or designee with notification to the Policy Group, Crisis Management Team, Office of Emergency Management, and EOC. A designated emergency operation level may change as conditions change. The suspension of campus operations or closure of campus operations will be directed by the University President or designee.

**Level 0: Normal Operations**

**Level 1: Minor Emergency**

Any potential or actual, which creates an emergency situation on campus which can be managed by the University without significant interruption to other campus operations and activities. A Level 1 emergency or incident is usually managed by the University and local first responders and does not necessarily require activation of the Emergency Operations Center (EOC). The local jurisdictions are usually notified. An incident report is made to the Associate Vice President for Public Safety/Chief of Police.

**Level 2: Major Emergency**

An incident, or threat of incident, with life safety issues and/or the possibility of causing or actually causing significant disruption of the operations and programs of the University, and which cannot be managed solely by University and local first responders. The Associate Vice President for Public Safety/Chief of Police and Office of Emergency Management shall be notified. The CMT Incident Coordinator shall determine if partial or full activation of the EOC is necessary to respond to the incident. Local jurisdictions will be notified of any situation involving security threats, health hazards, and major safety issues where emergency response operations may involve unified command emergency operations at the incident command post and EOC-to-EOC coordination.

**Level 3: Regional Disaster**

A serious and/or catastrophic threat, emergency incident or disaster situation that interrupts Northwestern University’s operations and poses a threat to life safety, health, operations, facilities, and business. Most disaster-level emergencies are regional and affect the entire community or a widespread area. The Northwestern University EOC is activated to take command and control of emergency
operations on campus and to coordinate with local authorities. Emergency authorities are enabled to protect the entire community. Local, county, State, and Federal, agencies may be involved in disaster management. The entire campus will be managed using the ERF and the authorities of the President and CMT until the emergency conditions subside.

Special Events

Special events are not emergencies, but a limited Incident Command System management structure may be activated to plan, control, manage, and recover from special events on campus. While they are not mandated under emergency authority, the EOC may be activated as a precaution against any security or other major emergency threat or potential threat during special events.

1.8 Legal Authority

Several authorities provide the legal basis for Northwestern emergency management efforts that include the ERF. Northwestern has the authority to respond and manage emergencies, and the University chief of police and University police officers enforce local and State laws and regulations under the provisions of the State of Illinois Private College Campus Police Act (110 ILCS 1020/) and mutual aid agreements. Additionally, through the duties of the University President and delegated senior staff, and in conformance with the fiduciary responsibilities of the officers of the University, the University must act responsibly during an emergency to protect people, property, assets, programs, and viability.

The government jurisdictions over Northwestern University are:

- City of Evanston
- City of Chicago
- Cook County
- State of Illinois
- U.S. government

Depending on the type and level of emergency, one or more of these jurisdictions may have authority and deploy resources to emergencies at Northwestern. This framework provides for liaison, joint command, and emergency management coordination with these authorities. The emergency management system is based on local control and management with higher-level government resources in support of local response, although State and Federal authorities may override in case of health, homeland security, terrorism, and national security incidents. The University manages its own response at first and may continue to do so with support from the local jurisdictions or until a higher authority assume command over the incident. Even so, the University will continue to manage its support and continuity of operations of its programs and services.
Figure 2: Jurisdictional relationship between Northwestern and local, County, State, and Federal agencies.

Northwestern University
- ERF provides the basis for the structure, command, control, and direction of Northwestern’s emergency management efforts.

City of Evanston
- City of Evanston Resolution 6-R -00: Agreement for Mutual Cooperation between the Evanston Police Department and Northwestern University Police.
- City of Evanston Ordinance 27-0-99: Authority to the Northwestern University Police to enforce laws outside of Northwestern University for the protection of students and University property and programs.
- City of Evanston Ordinance 41-0-03: Authority for Northwestern University Police to provide mutual aid to the city of Evanston per signed agreement.
- Northwestern University and City of Evanston Outdoor Siren Warning System Agreement.

City of Chicago
- City of Chicago Municipal Ordinance Chapter 4 Section 340: Authority for special police officers in the City of Chicago.

State of Illinois
- Campus Security Enhancement Act (110 ILCS 12/): Mandates all Illinois institutions of higher education to develop National Incident Management System compliant emergency response plans, a behavioral and threat assessment teams, a policy/plan on violence prevention, and program management cycles that include training and exercising.
- State of Illinois Private College Campus Police Act (P.A. 86-1324): Authority for Northwestern University to appoint a police chief and establish a police department with authority to enforce local and State laws.
- Mutual Aid Agreement between the Illinois Law Enforcement Alarm System and the Northwestern University Police Department.
U.S. Government
- Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (Public Law 100-707), amended October 30, 2000 (Public Law 106-390)
- Higher Education Opportunity Act of 2008 (Public Law 110-315)

1.9 Implementation with Other Emergency Plans

Based on the circumstances of the emergency, the ERF may be implemented as the only response plan, or it may be implemented in concert with other emergency plans. The following scenarios describe how the ERF could be implemented.

**ERF only:** The structure of the ERF is always in place and available for implementation. When an emergency occurs, the structure of the ERF is used to facilitate response of one or more ESFs as dictated by the requirements of the incident. The EOC may be activated and staffed with a partial or full CMT (Associate Vice President for Public Safety, Emergency Management, Facilities Management, Risk Management, and University Police) at the direction of the incident commander. Individual ESFs and/or support departments and schools may be employed in the response as needed.

**Northwestern ERF and other local/State/Federal plans:** The ERF may be implemented in conjunction with other local and State agency plans with or without a Gubernatorial proclamation of disaster. In certain circumstances Federal agencies have statutory responsibility and authority to respond directly to incidents without a formal request for assistance from the State. In all cases, however, those agencies should immediately establish contact with Northwestern and the local agency EOC’s and incident commanders to coordinate the Federal response with the University and local responses.

1.10 Request for Outside Assistance

A Gubernatorial proclamation of disaster shall activate the State Emergency Operations Plan, and political subdivision emergency operations plans applicable to the political subdivision or area in question and be authority for the deployment and use of any forces that the plan or plans apply and for use or distribution of any supplies, equipment, and materials and facilities assembled, stockpiled or arranged to be made available under the Illinois Emergency Management Act or any other provision of law relating to disasters (20 ILCS 3305/7). When the Northwestern Incident Coordinator in conjunction with local government authorities determines that available resources are not adequate to respond to an emergency, they may request assistance through IEMA. Requests for State assistance come through the State Emergency Operations Center 24 hour-a-day emergency telephone number in Springfield (217-782-7860 in Illinois or 1-800-782-7860 for out-of-
Requests may also come through the IEMA Regional Coordinators and State Unified Area Commands when activated under a disaster proclamation. All authorities and direction for mutual aid systems in Illinois are derived from the Illinois Emergency Management Agency Act, Mobile Support Teams (20 ILCS 3305/8). With the exception of instances where University Police have mutual aid agreements in place, requests for State or Federal resources by Northwestern must be made via the local emergency management authority.

The following are some of the State capabilities that the State may deploy under a disaster proclamation.

**Mutual Aid Box Alarm System (MABAS)**
The mission of MABAS - Illinois (Mutual Aid Box Alarm System) is to meet the needs of the fire service throughout the State of Illinois in matters of mutual aid, emergency response and the combining of fire resources for effective use during emergencies or periods of extraordinary circumstances. MABAS can, in a response, provide specialized services and teams when authorized by local governmental entities for local assistance or by the State for regional and State assistance. MABAS resources will respond to state assistance when activated by the State Fire Marshal (or designee) in collaboration with the Illinois Emergency Management Agency.

**Illinois Emergency Management Mutual Aid System (IEMMAS)**
The Illinois Emergency Management Mutual Aid System (IEMMAS) is a system that enables local units of government to furnish equipment, personnel, and/or services to an affected unit of government due to an emergency or disaster. IEMMAS has a definite and prearranged plan whereby response and assistance is provided in accordance with the system established and maintained by the IEMMAS member units.

**Illinois Law Enforcement Alarm System (ILEAS)**
The mission of ILEAS is to meet the needs of law enforcement throughout the State of Illinois in matters of mutual aid, emergency response, and the combining of resources for their effective use during emergencies or periods of extraordinary circumstances.

**Illinois Public Health Mutual Aid System (IPHMAS)**
The Illinois Public Health Mutual Aid System is a state-wide mutual aid and assistance system in which all IDPH certified local health departments are eligible to participate. This agreement allows local health departments in Illinois to share resources in the event of a public health emergency which could include outbreaks; a bioterrorism release of contagious or infectious diseases, infectious agents or toxins; natural disasters; technological hazards; man-made disasters; civil emergencies; and community disorders. The request and response process to activate mutual aid among local health department member entities was developed with IDPH and the IPHMAS Executive Board to assure consistent and timely staging of the system.
Illinois Water & Wastewater Agency Response Network (IL-WARN)
The Illinois Water & Wastewater Agency Response Network (IL WARN) is established to provide a method where water agencies (public and private), and wastewater agencies (public and private) in need of assistance in both disaster and non-emergency situations may request aid and assistance in the form of personnel, equipment, materials and/or other associated services as necessary from other public and private water/wastewater agencies.

Illinois Public Works Mutual Aid Network (IL-PWMAN)
The Illinois Public Works Mutual Aid Network (IPWMAN) is established to provide a method where public works related agencies, including, but not limited to, local municipal public works departments, townships, road districts and county highway departments in need of assistance in both disaster and non-emergency situations may request aid and assistance in the form of personnel, equipment, materials and/or other associated services as necessary from other public works agencies.

Mutual Aid Response Network (MARN)
Illinois has formed the Mutual Aid Response Network (MARN) where critical components of government unite with the private sector for a deployment clearinghouse of resources needed during emergency response and recovery. MARN is designed to act as a force multiplier between the private sector and law enforcement/public safety to mitigate the impact of critical incidents, including natural disasters and acts of terrorism. The clearinghouse will contain resources available from the private sector through Memorandums of Understanding (MOUs) and include reimbursement and terms of use for equipment. The government will bring to bear those resources such as state responders, police powers, and certain types of sensitive information to strike a balance of equal yet contrasting roles in this partnership. The MARN program will emphasize proactive preparedness, safety, and security through this clearinghouse of existing resources for statewide response.

Illinois Medical Emergency Response Team (IMERT)
The Illinois Medical Emergency Response Team (IMERT) will respond to and assist with emergency medical treatment at mass casualty incidents, including, but not limited to, chemical, biological, and radiological incidents. The team will respond when activated by the Director of Public Health or designee in collaboration with the Illinois Emergency Management Agency. Basic Plan In addition, members of IMERT will coordinate and participate in educational programs throughout Illinois.

2.0 FUNCTIONS AND RESPONSIBILITIES

Northwestern University and senior leadership of the University have a responsibility to students, faculty, staff, and visitors to prepare for potential and actual hazards, emergency incidents or disaster situations which may impact Northwestern University. Among those responsibilities is the activation and execution of the ERF and ESF when necessary.
Designated Northwestern University departments have clearly identified roles, responsibilities, functions, and missions in the ERF and ESF. These departments have been grouped into ESFs by job functions, job responsibilities, and nature of assistance they normally provide. When Crisis Management Team representatives of the ESFs are co-located in the EOC, they are further grouped into sections (operations, logistics, planning, and finance/administration) which group similar functions for the purpose of coordinating the overall University response. When the Crisis Management Team representatives from each ESF are active in the EOC, their response activities are coordinated with the Incident Coordinator. The CMT principal coordinator is the University President or designee. (See Figure 3: CMT Structure)

2.1 Crisis Management Structure

The CMT is made up of executive and senior leaders (associate vice presidents, directors, and department administrators) throughout Northwestern University who play key roles in maintaining the continuity of services. The CMT shall utilize the ICS organizational structure to ensure unified command and enable effective and efficient incident management. Although centrally controlled, the actions of emergency responders are decentralized, executed through Northwestern University’s departments and schools. The CMT Incident Coordinator and CMT members have the responsibility to all members of the Northwestern University community to prepare for potential or actual threats, emergency incidents, and disaster situations affecting normal operations.

Figure 3: Crisis Management Team Structure
2.2 Policy Group

The Policy Group establishes policy objectives and provides strategic direction throughout the emergency incident or disaster situation. The Policy Group is made up of the following positions:

- President
- Provost
- Senior Vice President for Business and Finance
- Public Information Officer (VP University Relations)
- Other senior staff as needed

The Policy Group is responsible for determining:

- campus evacuations
- campus closures
- campus restrictions
- class postponements and resumptions
- special-circumstance personnel policies

President (or designee: Provost or Senior Vice President for Business and Finance)

The Northwestern University President or designee is the principal coordinator and is responsible for the overall strategic direction of Northwestern University’s emergency prevention/mitigation, preparedness, response, and recovery efforts. The President works with the Policy Group in assessing the emergency incident or disaster situation and may make a decision to activate the EOC. The Northwestern University President may declare and/or end a campus state of emergency and coordinate with local, State, and Federal elected officials.

Vice President University Relations / Public Information Officer (PIO)

The Vice President for University Relations is the public information officer to the media and provides news releases and other information in coordination and support of the Incident Coordinator, assuring official statements are issued only by authorized administrators. The Vice President of University Relations provides information to develop the response to inquiries from the public and authorized members of the news media to operate on campus. The Vice President of University Relations also directs University Relations resources to coordinate with any appropriate governmental multiagency information center activated for regional emergencies.

Other Policy Group Members

Group members collaborate with the Policy Group principal coordinator to develop overarching response strategies and provide specialty guidance and strategic direction during all incident stages. During response and recovery missions, they receive situational reports permitting the Policy Group’s leadership to have centralized control over Crisis Management Team activities. The Policy Group stays informed of the actions of the EOC staff through the Incident Coordinator or designee.
2.3 Crisis Management Team

The Crisis Management Team is responsible for threat assessment and the overall management and operational response for the emergency, incident or disaster situation. The CMT is responsible for the incident action plan (IAP), situational reports, providing assessment reports and managing policy objectives, strategic direction and requests from the Policy Group. Directors, program managers, technical subject experts, and other liaison personnel augment the CMT and Threat Assessment Group (TAG). The Associate Vice President for Public Safety, the Office of Emergency Management, or any CMT member may convene the TAG based on an assessment of the severity of the incident or impending event.

The CMT will consist of ESF’s and ICS sections activated as determined and designated by the Incident Coordinator based on the nature and type of incident.

**Associate Vice President for Public Safety/Chief of Police**

The AVP for Public Safety / Chief of Police is the responsible for direct coordination of CMT members. The Associate Vice President for Public Safety/Chief of Police utilizes ERF authorities, expertise, and capabilities to aid in management and response for the emergency incident or disaster situation. The Associate Vice President for Public Safety/Chief of Police will serve as the Incident Coordinator and has the overall statutory responsibility for incident management and response activities. The Associate Vice President for Public Safety/Chief of Police will provide briefing to the Policy Group.

**Office of Emergency Management**

The Office of the Office of Emergency Management is supported by the Emergency Operations Center (EOC) facilities manager and has overall responsibility for the functioning status of the EOC. The Office of Emergency Management is part of the CMT and assists the Incident Coordinator in coordinating emergency activities, including development, implementation, and review of incident action plans, and after-action reports, debriefing and assessments. The Office of Emergency Management coordinates activities with the CMT and Policy Group at the direction of the Incident Coordinator.

**Deputy Incident Coordinator**

A Deputy Incident Coordinator may be appointed to assist the Incident Coordinator during the emergency incident or disaster situation or to provide leadership expertise due to the particular nature or impacts of the emergency. In the absence of the Incident Coordinator, the Deputy Incident Coordinator will assume interim command. The Deputy Incident Coordinator will be responsible for verifying the execution of the Incident Coordinator directives and compliance with all Incident Action Plans. The Deputy Incident Coordinator will be responsible for assuring a smooth flow of information to all Crisis Management Team members and that all CMT members are functioning in their specific role.
Safety Officer
The Safety Officer reports to the Incident Coordinator and is responsible for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, implementation of measures to promote emergency responder safety, and the general safety of incident response operations. The Safety Officer will coordinate with the Threat Assessment Group (TAG) to monitor and assess unsafe and hazardous situations and develop procedures to assure safety to all emergency response personnel. The Safety Officer will review all Incident Action Plans and incident operations to assure emergency response personnel safety during response operations. The Safety Officer will correct any unsafe situations through the Incident Coordinator though may exercise direct emergency authority in situations where immediate action is required.

Public Information Officer
The Public Information Officer is responsible for the formulation and release of information regarding the emergency incident or disaster situation to the news media, appropriate agencies and personnel and the public as requested by the Incident Coordinator. The Public Information Officer will lead University Relations in compiling appropriate information and coordination of press releases.

Liaison Officer
A liaison officer may be appointed to serve as the coordinator with representatives of public or private agencies.

Agency Representatives
A representative from each Northwestern University department or school and from each outside agency involved in the incident may be assigned to the EOC. The agency representative must be able to determine decisions on all matters affecting the activities of the department, school or agency represented.

Emergency Operations Center Manager
The EOC manager reports to the Office of Emergency Management and is responsible for managing the EOC facilities.

Director of University Security Systems (University Police)
The Director of Security Systems provides technical support to the emergency operations center and assists the EOC manager, as necessary.

2.3.1 Threat Assessment Team (TAG)
The Northwestern University Threat Assessment Team (TAG) is an incident response team made up of leadership, operational, and Crisis Management Team personnel who assess impending or actual incidents affecting Northwestern University’s students, faculty, staff, visitors, facilities and operations.

TAG members are responsible for emergency assessment and ongoing emergency threat evaluation. They assist in determining the emergency operations level, recommend the initial activation of the EOC when applicable. They assist in
developing immediate strategies for the IAP. The Office of Emergency Management will report TAG recommendations to the Incident Coordinator. When the EOC is activated, the members of TAG assume their assignments at the EOC and follow the EOC management structure.

TAG members include:

- Vice President of University Relations
- Associate Vice President for Public Safety/Chief of Police
- Associate Vice President of Human Resources
- Undergraduate Dean of Students
- Deputy Chief of Police
- Office of Emergency Management
- Executive Director Research Safety
- Director of Facilities Management Operations
- Director of Housing and Food Services
- Director of Risk Management
- Director of University Services
- Director of Information and System Security/Compliance
- Assistant Athletic Director, Facilities
- Ad hoc members as required

2.3.2 Behavioral Consultation Team (BCT)

The Northwestern University Behavioral Consultation Team supports the comprehensive violence prevention strategies of Northwestern University by:

- serving as the central point of contact for receiving community concerns regarding persons who may be at risk of harming themselves or others;
- conducting multi-disciplinary, collaborative, coordinated and objective assessments of faculty, staff, and students or other third parties whose behavior may reasonably present a threat to themselves or others in the university community;
- developing and implementing appropriate interventions and assistance with such individuals;
- recommending actions to appropriate university officials to resolve potential threats;
- monitoring the effectiveness of a threat management plan; and
- collaborating with the Violence Prevention Committee in outreach efforts aimed to provide guidance to faculty, staff, and students about how to recognize, address and report threatening behavior.
BCT Core Members:

- Associate Vice President for Public Safety/Chief of Police (or designate):
  Chair
- Deputy Chief of Police
- Executive Director of Counseling & Psychological Services (or designate)
- Dean of Students for Evanston Campus
- Assistant Dean of Students/Director of Student Conduct & Conflict Resolution (formerly Judicial Affairs)
- Assistant Dean of Students
- Associate Vice President for Human Resources (or designate)
- Academic Affairs/Provost representative

BCT Team Consultants: Team consultants are available to advise the team on various issues but generally do not attend regular meetings of the NU Behavioral Consultation Team, with the exception of Office of General Counsel (OGC) representative who should attend all meetings.

- Office of General Counsel representative
- Office of Equal Opportunity and Access representative
- Office of Services for Students with Disabilities (SSD) representative
- Director of Risk Management
- Vice President of Student Affairs
- Vice President for University Relations
- Senior Vice President for Business and Finance

BCT Ad Hoc Members: Ad Hoc members may be called upon by the Team for situations involving individuals who may be of concern in their specific areas. This is not an exhaustive list, but rather, a representation of some of the major constituencies.

- Dean of Students, School of Law
- Dean of Students, Kellogg School of Management
- Associate Dean of Student Services, The Graduate School
- Associate Dean for Student Programs and Career Services, Feinberg School of Medicine
- Associate Dean for Student Services, School of Continuing Studies
- Director of University Residential Life
- International Student Office representative
- Study Abroad Office representative
- Women’s Center representative
- Athletic Department representative
- University Health Services representative
- Off-campus law enforcement and other off-campus officials
- Other specific school representative, as appropriate
• Other campus department representative, as appropriate

2.4 Crisis Management Team Organizational Sections

The CMT members are responsible for all activities focused on reduction of immediate hazards, protecting and saving lives and property, situational awareness control, response efforts, and restoring normal operations. Northwestern University has adopted the Incident Command System (ICS) “organizational section” management structure.

The four sections are:
• Operations Section
• Logistics Section
• Planning Section
• Finance/Administration Section

2.4.1 Operations Section
The operations section is made up of Northwestern University departments and schools which deploy and manage the actual on-scene emergency responders and services supporting on-scene operations and incident command. Operations section personnel are responsible for assisting in the development of the IAP with specific responsibility for formulating the tactical objectives and strategies for bringing about incident resolution. The representatives of ESFs are located in the EOC. They may be further grouped into additional functional branches (law enforcement operations, search and rescue operations, damage assessment operations, etc…) to coordinate the overall University response. Northwestern University departments and schools work together in the operations section to implement the overall field IAP and maintain the real-time Common Operating Picture (COP) maintained by the planning section.

2.4.2 Planning Section
The planning section is responsible for receiving, evaluating, analyzing and dissemination of all disaster information. The planning section also provides information on the Common Operating Picture (COP) and maintains an EOC log of significant events. It assists, with the development, implementation and updating of IAP for the current operating period and plans for the next operating period and/or the transition to recovery. The planning section also identifies technical specialists to assist in planning incident resolution, leads building and facility inspection, damage assessment, emergency repairs, and related status information.

2.4.3 Logistics Section
The logistics section is responsible for resource management, including the procurement of supplies, personnel, and material support necessary to conduct the emergency response (e.g., personnel callout, equipment acquisition, lodging, transportation, food, etc.) and approve procurement card purchases.
2.4.4 Finance/Administration Section

The finance/administration section is responsible for all financial and cost analysis aspects of the incident. The finance/administration section provides oversight on the financial impacts of the emergency response. It is responsible for assurance of available credit and cash resources to support procurement functions during the emergency, appropriate financial accounting and reporting for all expenditures, and supports any claims management and reporting functions necessary for insurance recovery or other governmental or regulatory recovery processes.

- Identify and ensure recovery of critical assets.
- Maintain the continuity of central financial and administrative services – including payroll processing and distribution.
- Ensure that emergency funds are available for expenditures as University priorities change during periods of crisis.
- Collect information needed to secure reimbursement from insurance coverage or Federal/State Disaster Declarations (through Office of Risk Management).

2.5 Emergency Operations Centers

During an emergency incident or disaster situation, the Emergency Operations Center (EOC) will serve as the focal point and command center for management of information, decision making, resource support and allocation, operational response oversight, and recovery operations.

The EOC primary functions are:

- Provide support to field level Incident Command.
- Determine policy directions as needed.
- Provide direction to field activities.
- Provide resources needed.
- Address issues and problems beyond the ability of field operations to resolve.
- Collect, analyze, synthesize, and disseminate critical information to all relevant strategic, operational.
- Responsible for coordinating with the Public Information Officer on emergency information to the Northwestern community and general public ensuring a single official line of communication.

EOC Activation

When an emergency incident or disaster situation occurs, the Associate Vice President for Public Safety/Chief of Police or designee will determine if the EOC will be activated. If the EOC is activated, the Associate Vice President for Public Safety/Chief of Police or
designee will also determine which EOC and ESF positions will be staffed for the emergency response.

Emergency Operations Center Facilities and Staff

Evanston Redacted

Chicago Redacted

University Police Commander – University Police Emergency Services Division
Shaun J. Johnson
sj@northwestern.edu

Director of Emergency Management
Clement O. Stokes
c-stokes@northwestern.edu

EOC Facilities Manager
Todd Voigt
t-voight@northwestern.edu
Facilities Management
2020 Ridge Avenue, Evanston, Illinois 60208

Emergency Operation Facilities

In support of the Emergency Operations Center (EOC), Northwestern University has designated Emergency Operations facilities in support of the EOC function. These facilities are:

- University Police Communications Center
- Department designated ESF coordinating offices

University Police Communications Center
The University Police Communications Center is the central emergency call center for the University. The center operates as a designated secondary public safety answering point for the City of Evanston 911 Center.
3.0 COMMUNICATIONS

3.1 Mass Notification

In the event of an emergency incident or disaster situation, information will be gathered and disseminated as quickly as possible. Northwestern University may utilize a multi-layered mass notification approach to include any or all of the methods below:

- **Phone** - In times of an emergency on campus, a recorded message may be sent to each of the numbers that faculty, students, and staff have designated to be used for emergency notification. Northwestern University requires students to confirm or update this information at least once every year.
- **Text** – Provided the cell phone has text messaging capabilities, a text message providing emergency information may be sent to all registered cell phone numbers.
- **E-mail** – Security alerts or emergency information can be sent to any or all members of either the Evanston or Chicago Campuses.
- **Emergency voice-mail system** – In the event of emergency, information may be provided and sent to the University voice-mailbox system.
- **Northwestern University Web Site Breaking News** – Breaking News can be accessed from any computer with the appropriate password. Breaking News website is [www.northwestern.edu](http://www.northwestern.edu). Emergency information and updates will be posted on the Northwestern University Breaking News page by University Relations.
- **Outdoor siren system** – The emergency outdoor siren alert system consists of roof-mounted speakers at several locations on the main Evanston campus and at the Evanston campus athletic complex at Central and Ashland. The alert system can make the traditional siren sound used by municipalities to warn of severe weather, as well as other sounds. It also can produce voice messages.
- **Blackboard Connect-Ed system** – This is an emergency notification system provided by an outside vendor. The system can call, send a text message and/or email all students, faculty and staff within one hour. Any or all of the combinations may be utilized depending on the emergency incident.
- **External media contacts** – Northwestern may utilize external media contacts in the form of a news release or news conference to provide emergency information and updates.

4.0 FRAMEWORK MAINTENANCE

The ERF will be maintained, reviewed, and updated on an annual basis. The Office of Emergency Management will be responsible for update, evaluation and facilitation of the administrative review of the ERF in coordination with the emergency planning group, ESF primary departments, and incident annex coordinating departments. Each member will be responsible for internal department review to coincide with emergency support function maintenance, update and exercise. The emergency planning group ensures that the ERF reflects...
the current policies, organizational structures, methodologies and resources used by Northwestern’s response organization.

5.0 TRAINING

All Northwestern University departments identified as a primary lead for an ESF will conduct annual training to ensure their designated primary and alternate staff are trained in the Northwestern University Emergency Response Framework, Emergency Support Functions, and Incident Annexes. This training may be accomplished through organized training sessions, staff meetings, computer-based training, or other means designated and deemed appropriate by the department. The Office of Emergency Management or designee will assist with the awareness training as needed or requested.

5.1 Emergency Preparedness / NIMS Awareness Training

In adopting the principles of NIMS to manage an emergency incident or disaster situation, Northwestern University realizes training is one of the most important activities to ensure full compliance with NIMS guidelines.

The Department of Homeland Security recommends all “key personnel” tasked with involvement of emergency management and response complete the NIMS, ICS and NRF training courses and support the implementation of NIMS. The minimum training standard for Crisis Management Team members is:

- IS-100.HE
  Introduction to the Incident Command System for Higher Education

- IS-700
  NIMS, An Introduction

As a first responder agency, Northwestern University Police Department has adopted the policy of compliance with the training standards contained in the State of Illinois NIMS Implementation Plan published by the Illinois Terrorism Task Force. Dependent on a member’s position and authority within the department, the following training standards are adhered to:

- IS-100.LEb
  Introduction to the Incident Command System for Law Enforcement

- IS-200b
  ICS for Single Resources and Initial Action Incidents

- IS-300
  Intermediate Incident Command System for Expanding Incidents
5.2 Exercise

Northwestern University recognizes the importance of exercises and drills as a vital part of emergency prevention/mitigation, preparedness, response and recovery. The Office of Emergency Management will conduct a minimum of one table top exercise annually. Exercise development support will also be offered to Northwestern University departments, schools and senior leadership as requested. Local response agencies included in the plan will also be included in the table top and drill exercises when feasible.

Northwestern University recognizes the importance of participation in local jurisdiction and departmental exercises to build strong partnerships throughout the Northwestern University community and local, county, State, and Federal agencies. The Office of Emergency Management will participate in requests for participation in these exercises when possible.

After incident resolution and the conclusion of an emergency incident or disaster situation, the Office of Emergency Management shall be responsible to obtain after-action reports from all personnel, departments, and schools involved in the incident. These after-action reports will be forwarded to the Associate Vice President of Public Safety/Chief of Police, Crises Management Team members, and Policy Group members.

5.2.1 After-Action Reporting

The Associate Vice President of Public Safety/Chief of Police, CMT members, and Policy Group members will conduct a debrief meeting to assess the overall effectiveness and efficiency in the Northwestern University response to the emergency incident or disaster situation. Northwestern University departments, schools and ESF coordinators will be present to provide information and input on problems encountered and key issues affecting the Northwestern University response. The debrief meeting will identify “lessons learned” to assist in future prevention/mitigation and preparation analysis and revisions and updates to ERF, ESF, and emergency operation plans. Three important questions must be asked:

- What happened?
- What was the response?
- What do we need to do better or differently next time?
A final report encompassing all aspects of the emergency incident or disaster situation is prepared and approved by the Associate Vice President for Public Safety/Chief of Police and Office of General Counsel.
APPENDIX I. QATAR CRISIS CONTINGENCY PLAN ANNEX AND EMERGENCY CONTACT LIST

The following annex content is an abridged version of the independent Qatar Crisis Contingency Plan.

I. Purpose

The Northwestern University in Qatar (NU-Q) Crisis Contingency Plan outlines the crisis response organization and provides guidance on how NU-Q will respond to medical, public health, infrastructure, safety, and security situations as well as other incidents affecting employees and operations. The primary purposes of this plan is to:

A. Establish a response protocol and procedures that address situations that NU-Q employees, dependents, students and official visitors may face during their deployment to Qatar, including travel to and from areas other than their countries of origin.

B. Provide for the continuity of NU-Q operations in the event that incidents or threats affect the operation of the University. The Crisis Contingency Plan is a dynamic document and is regularly reviewed and, as appropriate, amended. The Plan is regularly exercised through table-top and other simulations of crises during which key participants in crisis response have an opportunity to work together in addressing various scenarios.

II. Scope

The NU-Q Crisis Contingency Plan:

A. Provides guidance for planning and conducting response activities, up to and including evacuation, which may be required at times of escalating security threats.

B. Provides guidance and planning for the management of medical emergencies, pandemics and natural disasters.

C. Applies to any Northwestern University (NU) person who is operating in Qatar on official NU-Q business including students, employees who are sponsored by NU-Q, their spouses and dependents, and official visitors. Response activities, particularly those dealing with evacuation, may vary depending upon the support structure available to the individual and whether or not the State of Qatar is the country of origin for the individual(s) in question or whether or not NU-Q is in control of the exit visa for the individual(s) in question.

D. Is independent of the Qatar Foundation (QF) Crisis Plan; however, QF will be consulted on contingency matters.

E. Is independent of crisis plans of the other universities at Education City; however,
NU-Q will work with the other universities to develop agreements regarding mutual aid so as to share resources as necessary.

F. Provides a framework for making necessary decisions rather than specifying incident-specific actions.

III. Situation and Assumptions

A. Situation

1. NU-Q is located within Education City in a suburb of Doha, Qatar. Qatar’s location in the Middle East is such that western interests in Qatar could be a potential terrorist target. However, there is no significant history of terrorism in Qatar.

2. The U.S. Military actively operates two military bases (Camp As Sayliyah and Al Udeid Air Base) in Qatar that are in close proximity to Doha. These bases serve as both potential targets and possible assets in time of crisis.

3. Access to Doha, Qatar is primarily by air and, to a limited degree, by sea and surface transportation. Evacuation by sea or surface transportation should be considered only as a last resort. Any surface evacuation would necessitate transiting through Saudi Arabia.

4. Threat conditions that could affect NU-Q operations include failure of infrastructure (e.g., power or water supply), military action, political changes in Qatar or the region, civil unrest, medical emergencies, pandemics and natural disaster.

5. NU-Q predicts continual growth and expansion, including moving to its own building. The anticipated expansion necessitates that the plan be flexible and constantly updated in response to growth and be exercised regularly to ensure adequacy.

B. Assumptions

SECURITY

1. An evacuation is only one of many options in managing a security crisis. Other options include: (a) conducting business as usual; (b) remaining at home; or, (c) relocating to local safe havens. Evacuating under hostile conditions can be very dangerous. Waiting for the situation to stabilize gene rally is far less risky than attempting to hastily implement an evacuation. It is anticipated that there will be sufficient warning of heightened threat conditions to allow for a planned orderly evacuation.
2. Evacuation will most likely utilize scheduled airlines and the Doha International airport but NU-Q also holds a security evacuation agreement with ISOS.

3. NU-Q employees, spouses, dependents, official visitors and visiting students and international students will require evacuation assistance.

4. Qatari National students and staff and Non-Qatari Students who live in Qatar with their families will have a sufficient support structure and will not require evacuation while in Qatar.

5. In a time of crisis, NU, primarily through the Qatar Support Office in Evanston (QSO) will be available to provide support.

6. In the event of a complete evacuation, QF will provide adequate security for any NU-Q assets that remain.

MEDICAL

1. A medical evacuation will be arranged if the patient has a serious medical condition and local facilities are inadequate.

2. Repatriation for medical purposes will be considered under the plan if the patient requires follow-up medical care in a city or country with better facilities and will need medical assistance for the trip to such a facility.

3. Medical Evacuation/Repatriation will be considered after ISOS consults with the treating doctor to determine the patient’s medical condition and required treatment.

4. NU-Q employees, dependents, official visitors and visiting/traveling students may require medical evacuation/repatriation assistance.

5. Qatari National students and staff and Non-Qatari students whose families live in Qatar with their families will have a sufficient support structure and will not normally require medical assistance while in Qatar.

6. In a time of crisis, NU-Evanston, primarily through the QSO, will be available to provide support.

IV. Concept of Operations

SECURITY

A. NU-Q Crisis Management Team Qatar (CMT)

1. Security Function
a. The NU-Q Crisis Management Team (CMT) serves to guide response activities during periods of heightened threat and crisis and is activated at the direction of the CMT Chair.

b. The CMT is responsible for:
   i. Monitoring Threat Information
   As assigned by the chair, designated members of the CMT will establish and regularly maintain contact with established sources of threat information such as: U.S. Embassy Warden System and OSAC, QF and the NU-Q contracted security support services.

   ii. Assessing Threats
   In consultation with contracted security support services and other resources, the CMT will assess all threats having the potential of impacting NU-Q.

   iii. Determining Response Actions
   Based on the nature and severity of the assessed threat, the CMT will determine the appropriate response phase and the specific actions to be executed by the employees and student body of NU-Q. As possible and at his or her discretion, the CMT Chair will act in consultation with the Provost of NU and others at NU. In the event that communication cannot be established with the Provost of NU or that consultation with the Provost is unnecessary or would impede timely response to the threat, the CMT Chair is authorized to institute necessary actions.

   iv. Notifying the NU-Q Community and Visitors
   The CMT will provide information and instruction to the NU-Q community for their safety and security. This notification will occur as outlined in the NU-Q Emergency Communication Plan (see below).

   v. Notifying NU
   The CMT will keep NU apprised regarding the emergency situation and status of response actions.

   vi. Directing Response
   The CMT will direct the response ensuring that appropriate plans are activated and necessary actions conducted.

2. Team Membership
The CMT is chaired by the Dean of NU-Q. In the absence of the Dean, the
CMT is chaired by the Assistant to the Dean for Operations or another person designated by the Dean to have authority to act on behalf of the Dean in his/her absence.

- Other members include:
  i. Director, Business/Finance
  ii. Director, Information Technology
  iii. Director, Human Resources
  iv. Manager, Qatar Support Office (Evanston)
  v. Assistant to the Dean for Operations
  vi. Others designated by the NU-Q dean

B. Qatar Implementation Team (QIT)

1. The Implementation Team is responsible, in case of an emergency, for executing the decisions of the NU-Q dean and the CMT. It provides status updates during a situation, communicates as directed with external parties, and provides advice to the CMT. Following an incident, the QIT prepares a report summarizing actions taken during the incident and lessons learned.

2. The QIT meets on at least a semi-annual basis to discuss security awareness, security measures and crisis management and to exercise specific preparedness protocols.

3. Team Membership
   - The QIT is chaired by the NU-Q Risk Assessment Specialist
   - The Dean of NU-Q shall serve as an ex-officio member of the committee.
   - Other committee members include:
     o Manager of IT Infrastructure Operations
     o Director, Marking and Public Relations
     o Manager of Human Resources
     o Director of Facilities
     o Associate Dean for Student Affairs
     o Manager of Business/Finance
     o Others designated by the NU-Q Dean

C. Qatar Planning Team (QPT)

1. The members of the Planning Team are appointed by the NU-Q dean and, in most cases, are also members of the CMT and QIT. The QPT meets at least three times a year and is responsible for a) establishing and maintaining plans of action that provide for coordinated response and ensuring the availability of resources to respond to emergency situations;
b) reviewing post-incidents reports prepared by the QIT; c) making recommendations based on lessons learned during incidents; and d) working with the Qatar Implementation Team in conducting periodic training and exercises to test emergency plans.

D. Support from the Main Campus

1. Support will be provided by the main campus as needed and within the capability of the individuals and resources available at the time.

E. Response Phases

Crisis response activity will be in phased stages in relation to the threat level as determined by the CMT Chair. The levels (including a final stand-down level) are as follows:

1. Level 0: Preparation & Normal Operations
   NU-Q operates in Level 0 for regular day-to-day operations. The security situation is monitored through established contacts at the U.S. Embassy, the OSAC, QF and other sources. Preparedness plans and resources are in place. **Typical Action:** Continual maintenance and updating of the plan and appendices occur. Training of employees and exercise of the plan and components take place.

2. Level 1: Minor Emergency
   Any incident, potential or actual, that creates an emergency situation affecting the campus or members of the NU-Q community that can be managed by the University without significant interruption to other campus operations and activities. **Typical Action:** A Level 1 emergency or incident is usually managed by the University and local first responders and does not require activation of the EOC. An incident report is made to the NU-Q dean.

3. Level 2: Major Emergency
   An incident, or threat of incident, with life safety issues affecting or potentially affecting multiple members of the NU-Q community or the possibility of significant disruption of the operations and programs of the University, and which cannot be managed normally. **Typical Action:** An activation of the EOC with convening of the full CMT Qatar. The QIT is mobilized and acts at the direction of the CMT. Major stakeholders, including NU Evanston/Chicago, are notified.

4. Level 3: Regional Disaster
   **Typical Action:** Same as Level 2. Preparations are made for evacuation, if deemed necessary.

5. Level 4: Shutdown of Operations
Threat condition determined to be an immediate direct threat to NU-Q employees and operations. **Typical Action:** Suspend operations for an undetermined period of time, and evacuate employees to a place that has been identified at the time as an international safe haven or an employee’s point of origin.

6. Level 4a: Recall of Employees and/or Dependents (Redeployment)
At the determination of the CMT Chair, evacuated employees and dependents are to return to Qatar and resume operations.

F. Evacuation Policy

1. Evacuation Authorization and Funding
When either Response Level 3 or 4 is declared by the CMT Chair, NU-Q will fund evacuation expenses. Those who are either evacuated at NU-Q expense or employees who choose to self-evacuate, must obtain NU-Q Human Resources Department authorization prior to any return travel to Qatar.

2. Non-Emergency Evacuation
In most cases, it is expected that an evacuation will occur under nonemergency circumstances. In such situations, evacuation of all employees, spouses, dependents, NU-Q official visitors, and study abroad students/exchange students studying at NU-Q should be an orderly process where individuals will utilize regularly scheduled flights out of the Doha International Airport for transportation to prearranged safe havens or points of origin. Travel assistance and funding for hotel accommodations at a temporary safe haven will be provided by NU-Q. Prior to departure, the evacuee is required to notify NU-Q of his/her travel itinerary as well as submit contact information outside of Qatar to be utilized by NU-Q officials who will need to contact the individual after evacuation. Upon arrival at traveler’s destination, it is the responsibility of the evacuee to provide any additional contact information and location to the Qatar Support Office. Evacuees will return to Qatar only after authorization has been obtained from the NU-Q Human Resources Department, acting at the instruction of the CMT.

3. Emergency Evacuation
When an emergency evacuation is announced by NU-Q, all employees, spouses, dependents, NU-Q official visitors, and study abroad students/exchange students studying at NU-Q will be evacuated in groups from Qatar in the most expeditious and safe manner available. It is recognized that international students under the sponsorship of Qatar Foundation opposed to NU-Q will be given as much aid as possible up to and including emergency evacuation if an exit visa is obtained by the Qatar Foundation. Emergency evacuation of all covered individuals will be
coordinated through evacuation contracts in place with NU-Q through third parties. While monitoring a threatening emergency situation in a country or region, the contractor may initiate contact with the Authorized Person(s) to advise them and inquire about information or an activity of which the contractor has been made aware. To the maximum possible extent, facilitation of a contractor-managed evacuation will be made by the Authorized Person(s) in consultation with the contractor and following the direction of the dean. In extreme situations where lives of U.S. citizens are under direct threat, a U.S. Embassy non-combatant emergency evacuation (NEO) may be initiated. In this instance the U.S. Embassy may provide evacuation assistance and instructions to NU-Q personnel who are American citizens. NU-Q will assist all American employees and students to follow the instructions provided by the U.S. Embassy. In this instance, ISOS and NU-Q will aid employees who are citizens of other countries and international students in contacting and working with their respective embassies for advice and direction and in providing for their safety. NU-Q will endeavor to help employees or students whose nationality is Qatari as well as Non-Qatari students whose families live in Qatar should they be at risk and be eligible for entry to an international safe haven.

G. Emergency Operations Center (EOC)

The EOC is a centralized communication and coordination facility activated during periods of heightened threat and during an emergency situation. The primary or alternate EOCs are activated at the direction of the CMT chair.

1. Functions

The EOC will serve as the meeting location/operations center for CMT and QIT and will provide the communications capability through internet, landline telephones, mobile telephones, and satellite phones to enable the teams to:

i. Maintain situational awareness
ii. Direct and monitor response activity
iii. Maintain contact with the U.S. Embassy, QF, ISOS, and others for continual updates
iv. Provide notice and direction to NU-Q employees, students and NU

2. Location of primary and alternate EOC

i. Primary EOC – NU-Q Dean’s Conference Room will be used by the CMT.
ii. Alternate EOC – Residence of the NU-Q dean.
iii. Required EOC equipment and resources will be stored and maintained by the Risk Assessment Specialist and transported to the alternate EOC as necessary. Copies of essential NU-Q
records and documents needed to manage an emergency situation will be available at the EOC and will likewise be transported to the alternate EOC as necessary.

3. Staffing
   i. CMT members
   ii. Additional staff as designated by the CMT Chair
   iii. Support personnel as designated by CMT to perform tasks such as record keeping, communications, etc.

H. Staging Areas

1. Employees, spouses, dependents, official visitors, and international students may be directed to a staging area in an effort to facilitate transportation.

2. Residential compounds will serve as staging areas. In extreme circumstances and with QF cooperation, the Carnegie Mellon in Qatar building may be used as a staging area.

3. The CMT will determine if a staging area(s) other than the residential compounds is necessary. If so, the CMT will determine the location of the staging area (e.g., a local shopping mall) and communicate the necessary information to those who need it.

I. Local Safe Havens

1. In a Level 2 or higher situation, the Chair of the CMT may decide that all NUQ employees, spouses, dependents and international students should position themselves at local safe havens, whose locations will be determined and announced based upon emerging circumstances.

2. Personal residences are the first option as local safe havens. If deemed necessary by the CMT, employees, dependents, official visitors, and international students will be directed to alternate safe havens.

J. International Safe Havens

1. Given the extensive airline route system from Doha, a number of air transportation hubs exist that can serve as international safe havens. The determination of which safe haven(s) will be utilized will be made by the CMT in consultation with the relevant parties.

V. MEDICAL EMERGENCY

A. NU-Q Crisis Management Team Qatar (CMT)

The CMT in conjunction with NU-Q Authorized Persons will guide response
activities for covered members in need of emergency medical assistance.

**B. Insurance Plans and Applicable Coverage**

Individuals will be covered under a specific plan as outlined below:

1. NU Cigna coverage: Covered individuals: NU-Q employees with expatriate contracts (and their spouses and dependents if so indicated upon enrollment)
2. QF AXA coverage: Covered Individuals: NU-Q employees with local contracts (and spouses and dependents if so indicated upon enrollment)
3. NU-Q Student Care coverage: Covered Individuals: NU-Q students for the duration of their enrollment at NU-Q
4. NU International SOS Plan for medical and security assistance. Covered Individuals: All NU-Q students and all NU-Q employees, including accompanying spouses and dependents, in Qatar or while abroad on University sponsored programs or business.

**C. Activation Procedures**

a. If a covered individual requires emergency medical or security evacuation, the individual or his/her designee or an NU-Q Authorized Person will contact ISOS to arrange for care and assistance.

b. International SOS numbers: Philadelphia: Redacted; London: Redacted; Singapore: Redacted
   i. Membership number for Cigna insured individuals: Redacted
   ii. Membership number for non-Cigna insured individuals: Redacted

**D. Approval**

The Authorized Person(s) will be contacted by International SOS contact for all services requiring financial authorization by the university. The Authorized Person(s) reviews the recommendations and authorizes ISOS to proceed. If an Authorized Person(s) cannot be contacted, ISOS will perform a patient transportation without prior authorization if the condition of the patient warrants immediate evacuation to sustain life.

**E. Plan Maintenance, Training, and Exercise**

1. **Plan Maintenance**
   i) Phone lists of NU-Q faculty and staff are updated in real time through the NUQ SharePoint system.
   ii) The plan will be reviewed periodically by the CMT. It will be certified as complete and current on an annual basis.
iii) The plan will be distributed to all members of the NU-Q community, including those who have responsibilities as identified in the plan and others as designated by the NU-Q dean.

a. Training
   i. The crisis plan will be presented to employees at the start of their employment with awareness training presented periodically as needed. Students will be advised as to the outlines of the plan.

b. Exercise
   i. NU-Q will conduct, at a minimum, one tabletop exercise annually to test the effectiveness of the Crisis Contingency Plan.
   ii. NU-Q will conduct full-scale exercises at least once every two years in lieu of a tabletop exercise.
   iii. NU-Q will test the notification network at a minimum of two times per calendar year
   iv. In conjunction with the building management of Carnegie Mellon in Qatar, NU-Q will test evacuation of the building in which it is located. Buildings on Education City have notification systems for emergency evacuation. In most buildings this is a fire alarm system. Some systems sound only an alarm while others give voice evacuation directions or announcements. Whenever the alarm system sounds and/or voice command for evacuation is sounded, everyone must leave the building and move to a safe location.

The following is a list of contact information for key Qatar Campus Personnel.

Redacted

If key Qatar Personnel cannot be reached via the numbers provided above, emergency communications can be attempted via the three Qatar Satellite Phones as follows.

Phone 1:
Redacted
From most other countries: dial Redacted

Phone 2:
From North America: Redacted
From most other countries: dial Redacted
Phone 3:
From North America: dial Redacted
From most other countries: dial Redacted

Phone 4:
From North America: dial Redacted
From most other countries: dial Redacted

Callers can use two-stage dialing as an alternative. First they will dial Redacted and then they will be prompted to input the 12-digit satellite phone number.
APPENDIX II. NU EMERGENCY WARNING SYSTEMS USE GUIDELINES

These guidelines were established by a sub-committee of the Emergency Operations Planning Group chaired by the Vice President for University Relations.

Introduction
The Northwestern University Emergency Notification System and Outdoor Alert System are designed to provide communications channels that may be used in the event of an emergency affecting the Northwestern University campuses. The systems augment other methods of disseminating information used by the University, including but not limited to, postings on the University’s web site, posting fliers in public areas, voicemail, and faxes.

Usage Policy
The Emergency Notification System and/or Outdoor Alert System may be activated, along with other communications channels, in the event of a serious or continuing threat to students, faculty, staff or visitors.

Authorization to Direct System Activation
The following individuals or their designees are authorized to direct that the Emergency Notification System and/or Outdoor Alert System be activated:
- President
- Provost
- Senior Vice President for Business and Finance
- Vice President for University Relations
- University Police Chief
- Director of Emergency Management

Procedures
The Director of Emergency Management or the University Police Chief is responsible for consulting with the appropriate University offices, including but not limited to the Departments of University Relations, Student Affairs, Facilities Management, other law enforcement and emergency response agencies in making the determination when the Emergency Notification System and/or Outdoor Alert System should be activated. When the Emergency Notification System is used, it should be determined whether the message should be sent to the entire campus community or only certain groups on Northwestern’s campuses.

The following individuals or their designees may activate the systems:
- Vice President for University Relations
- University Police Chief
- Director of Emergency Management
- Vice President for Information Technology – Network Operations Center

Alerts issued via the Emergency Notification System should include information about the emergency or threat occurring on campus and directions on what steps, if any, members of the
Community should take in response to the emergency. The message should include the date and time that it is issued.

Alerts issued via the Outdoor Alert System should include information about the emergency or threat occurring on campus and directions on what steps, if any, members of the community should take in response to the emergency.

**Guidelines Distribution**

These guidelines should be incorporated as an appendix in Northwestern University’s emergency operations plan. The guidelines, and subsequent updates, shall be distributed to the President, Provost, Senior Vice President for Business and Finance, Vice President and General Counsel, Vice President for Student Affairs, the Vice President for University Relations, Vice President for Information Technology, and the University Police Chief.
APPENDIX III. GLOSSARY OF TERMS

Assumptions (Management): Statements of conditions accepted as true and that have influence over the development of a system. In emergency management, assumptions provide context, requirements, and situational realities that must be addressed in system planning and development and/or system operations. When these assumptions are extended to specific operations, they may require re-validation for the specific incident.

Assumptions (Preparedness): Operationally relevant parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. For example, the unannounced arrival of patients to a healthcare facility occurs in many mass casualty incidents. This may be listed as a preparedness assumption in designing initial response procedures. Similarly, listing the assumption that funds will be available to train personnel on a new procedure may be important to note.

Assumptions (Response): Operationally relevant parameters for which, if not valid for a specific incident’s circumstances, the EOP-provided guidance may not be adequate to assure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the response assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Coordinator. They may have an assistant or assistants, as needed.

Common Operating Picture: The Common Operating Picture (COP) is a map or visual-based status, kept current in real time, showing deployed resources and operations. It is understood by all entities involved in the emergency response. The COP is built by the operations section of the EOC, verified by the planning section, and used by the executive management section to track tactical operations and strategize for overall incident management.

Damage Assessment: The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., residences, hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks) resulting from a man-made or natural disaster.

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

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can
Emergency Response Framework Base Plan

Emergency Operations Center (EOC): The physical location at which 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 may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

Emergency Response Framework: A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Support Functions: Emergency Support Functions (ESFs) provide structure for coordinating support for incidents requiring a campus emergency response. The ESF structure creates mechanisms for interdepartmental coordination during all phases of incident management. The ESFs are numbered according to the National Response Framework (NRF), are consistent with current federal and state requirements, and are designed to be compatible with city, state, and/or federal emergency response plans.

Each ESF identifies the ESF coordinator, the primary and support department and the ESFs are formatted into functional capabilities for reference during emergency response:

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Coordinator. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Incident Action Plan: The Incident Action Plan (IAP) is the EOC’s oral or written operational/field-level plan for managing an incident. It is based on objectives, tasks,
assignments, times, and resources needed. The IAP is tracked for financial information as well. An IAP is prepared during every operational period, or for a specific timeframe, until the next update.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Objectives:** Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Initial Actions:** The actions taken by those responders first to arrive at an incident site.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

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

**Management by Objectives:** A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

**National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Response Framework (NRF):** Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private
sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

**Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

**Planning Meeting:** A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**Planning Section:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

**Resource Management:** Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

**Situation Report:** Document that often contains confirmed or verified information regarding the specific details relating to an incident.

**Staging Area:** Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.
**State Coordinating Officer:** The person appointed by the Governor to coordinate State, Commonwealth, or Territorial response and recovery activities with NRF-related activities of the Federal Government, in cooperation with the Federal Coordinating Officer.

**State Liaison:** A Federal Emergency Management Agency official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Unified Command:** Unified Command is an Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and a single Incident Action Plan.
### APPENDIX IV. ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>BCT</td>
<td>Behavioral Consultation Team</td>
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<tr>
<td>CMT</td>
<td>Crisis Management Team</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
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<td>ERF</td>
<td>Emergency Response Framework</td>
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<td>ESF</td>
<td>Emergency Support Function</td>
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<td>IAP</td>
<td>Incident Action Plan</td>
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<td>ICS</td>
<td>Incident Command System</td>
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<td>IEMA</td>
<td>Illinois Emergency Management Agency</td>
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<td>JIC</td>
<td>Joint Information Center</td>
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<tr>
<td>JOC</td>
<td>Joint Operations Center</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<td>National Response Framework</td>
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APPENDIX V. FIXED HAZARD MAPS
Evanston Campus

Confidential
Evanston Campus

Confidential
Chicago Campus

Confidential
APPENDIX VI. OUTDOOR SIREN MAP
APPENDIX VII. MUTUAL AID AGREEMENTS AND MEMORANDUM OF UNDERSTANDING

See Attachments
VII.1 Agreement for Mutual Cooperation between the Evanston Police Department and Northwestern University Police

An Agreement
For Mutual Cooperation
Between The
EVANSTON POLICE DEPARTMENT

And The
NORTHWESTERN UNIVERSITY POLICE DEPARTMENT
AGREEMENT FOR MUTUAL COOPERATION BETWEEN THE EVANSTON
POLICE DEPARTMENT AND NORTHWESTERN UNIVERSITY POLICE

On January 1, 1986, private colleges and universities through Public Act 84-459 were authorized to create their own police departments within or outside the jurisdiction of a municipality. The Act requires that university police be trained in accordance with the Police Training Act.

The empowering Act states in part:

Members of the campus police department shall have the powers of municipal peace officers and county sheriffs, including the power to make arrests under the circumstances prescribed in Section 107-2 of the code of Criminal Procedure of 1963 as amended for violation of state statutes, municipal or county ordinances provided, however, that such powers may be exercised only on college or university property, for the protection of the students, employees, visitors and their property, and the property of the college or university, unless otherwise authorized by a county or municipality. Campus police shall have no authority to serve civil process.

The Evanston Police Department/Northwestern University Police jurisdictional agreement concluded on September 14, 1992, provides that Northwestern University Police “shall have authority on all streets adjacent to University properties and on all streets used in the course of their regular duties and on any location in Evanston when assisting the Evanston Police Department.”

Effective October 1, 1994, University Police shall utilize this authority under the following reasons and conditions: to effect arrests for criminal violations observed on the street that endanger persons or property (off street violations will be referred to EPD and Northwestern University Police will provide back-up as requested and approved); to apprehend motorists that are in violation of the Illinois Vehicle Code; to respond to requests for assistance in Evanston other than on streets adjacent to University property or on streets used in the course of regular
duties which shall be made by an EPD supervisor and approved by a Northwestern University Police supervisor including assistance as needed with on-going criminal investigations from the Investigation Sergeant and/or Evidence Technician, to handle injuries and traffic direction at the scene of an accident until EPD arrives and assumes control, to handle traffic direction on streets adjacent to University property for special University events, except athletic events which will continue to be handled by EPD, University Police shall respond to formal requests from the Evanston Police Chief to the University Police Chief for assistance in mass for civil disturbance or crowd control. Northwestern University Police shall not close off any public way unless authorized by the Evanston Police Department except in emergency situations.

Northwestern University Police will work independently of the Evanston Police Department in nearly all cases. However, they will require assistance in certain criminal investigations, in the handling of prisoners, and in major incidents. The Evanston Police Department will also provide assistance with in-progress crimes in the same manner that aid is provided to other adjoining law enforcement agencies.

The Evanston Police Department maintains primary investigative responsibility for death investigations and child sexual/physical abuse investigations that occur on Northwestern University property. This includes attempts related to these offenses. The Evanston Police Department will respond to conduct both the initial and follow-up investigations of these incidents with Northwestern University Police assisting. Northwestern University Police will be responsible for all other criminal investigations. Northwestern University Police will use their own evidence technician services for criminal investigation.

In reference to sexual assault investigations, Northwestern University Police will handle the investigation unless the incident is of such magnitude that it would
jeopardize the safety of the citizens of Evanston. In these cases, a joint investigation will be conducted. The Northwestern University Police Chief and the EPD Chief will make this determination.

This agreement in no way precludes the Evanston Police Department from investigating any criminal activity on campus.

Joint investigations of other serious felonies shall be conducted when requested by the Northwestern University Police Chief, and approved by the EPD Chief. Evanston Police will investigate and report traffic accidents on public roadway and traffic accidents on campus property that result in or are likely to result in death.

Northwestern University Police will inform the Evanston Police Department via a copy of the Northwestern University Police Report of the following incident which occur on their property: sexual assaults, arson, firearms crimes, armed robberies, kidnapping, gang-related or any attempts of these offences. A copy of the report of these incidents will be delivered to the Chief of Police the next business day. The Chief will appoint a liaison person with Northwestern University Police.

During the course of a criminal investigation if Northwestern University Police need to effect an arrest or execute a search warrant in Evanston beyond the geographic limits of the campus as agreed upon, the Evanston Police Department will be contacted to assist in this activity.

Northwestern University Police will process prisoners and prepare EPD lockup card for EPD at the Northwestern University Police facility. Prisoners will be photographed by Northwestern University Police and then transported to EPD, where Northwestern University Police will fingerprint the prisoner. Delivery to the intake area (sally port) will be required and the paperwork brought to the EPD desk.
The EPD desk officers will accept the prisoner and his/her personal property; process bail; and monitor the prisoner. Northwestern University Police will be responsible for monitoring prisoners at EPD if necessary, due to overcrowding. The EPD responsibility for prisoners does not extend to the transportation of prisoners to bond hearings or to other detention facilities. (In the event transportation is required, desk officers will advise Northwestern University Police.)

Northwestern University Police officers taking a juvenile into custody shall immediately make a reasonable attempt to notify the parent or other person legally responsible for the minor’s care or the person with whom the minor resides that the minor has been taken into custody. Northwestern University Police will then notify EPD Juvenile Division for disposition. If the crime committed is a forcible felony, drug related or involved violence, Northwestern University Police shall take the minor to EPD for follow-action and relinquish custody. The Evanston Juvenile Officer will process the youth and will confirm parental notification. Northwestern University Police will prepare an EPD juvenile arrest report and a University Police incident report on each juvenile taken into custody, and present these to the Evanston Police Officer receiving custody of the juvenile.

Minor dispositions handled by Northwestern University Police, at the direction of EPD Juvenile Division, require a copy of the Northwestern University Arrest Report to be forwarded to the Juvenile Division. Northwestern University Police officers will be responsible for appearing in Juvenile Court in those cases where a juvenile has been held in custody at the Audy Home and in the prosecution of cases in Juvenile Court as needed. Evanston Police personnel will transport juveniles to the Audy Home.

In the event a prisoner complains about actions of Northwestern University Police, the information will be documented on interdepartmental memorandum and
forwarded through channels to the Chief of Police. Desk officers will also advise his/her immediate supervisor to make contact with a Northwestern University Police supervisor to provide a copy of the information on the complaint.

If a prisoner requires medical attention before delivery to the Evanston jail, Northwestern University Police will transport their prisoner to Evanston Hospital. If a prisoner requires medical attention while in the EPD jail, in an emergency, paramedic services will be called and the prisoner transported, if necessary. In non-emergency circumstances, Desk/Detention personnel will contact Northwestern University Police for transportation to the hospital. Northwestern University Police are responsible for the custody and security of their prisoners at hospitals. Northwestern University Police will be notified of all difficulties, such as medical emergencies and complaints, that EPD has with Northwestern University Police prisoners, and both the incident and the advisement will be documented.

In cases where a mittimus is needed to remove a Northwestern University Police prisoner from the Evanston jail, it is the responsibility of Northwestern University Police to initiate and complete the process. The process includes going to the designated clerk’s home, picking up the mittimus, and accommodating transportation to the Cook County Jail. An EPD desk officer will act as liaison with on-call judges to facilitate prisoner transfers.

In the event of demonstrations or mass disorders, Northwestern University Police may request the assistance of the Evanston Police Department. Under these circumstances, the request must be made by the Chief of Police or the Assistant Chief of Police and be directed to the Chief of the Evanston Police Department. Even if assistance is ordered, arrest decisions on Northwestern University property will be made by Northwestern University Police, unless offenses are committed against EPD officers.
The Evanston Police Department’s Victim Services Bureau will assist Northwestern University Police during sexual assault, sexual abuse, and domestic violence investigations as needed. Northwestern University Police will be billed for these services outside of normal business hours when victim/witness personnel are not on duty at a rate of time and one-half, with a four-hour minimum. During normal business hours, requests for Victim Services Bureau personnel will be directed to on-duty members. Prior to responding, supervisory approval will be given. During on-call status, requests for Victim Services Bureau members will be directed to the EPD Communications Center. The on-duty supervisor will approve any call-out of Victim Services Bureau members. The on-duty supervisor will inform Northwestern University Police whether a Victim Service Bureau member is responding.

During the course of an EPD off-campus investigation of a serious nature (i.e., death or serious injury or any crime of violence), the initial investigating supervisor may learn from the on-scene officers/investigators that the victim is a student at Northwestern University, Evanston campus. If this information is brought to the attention of the on-duty supervisor, a courtesy notification will be made to the on-duty Northwestern University Police supervisor. The notification will be completed as soon as reasonably possible, and, after the family/next-of-kin have been notified.

Off-duty Evanston Police Officers may work special events at Northwestern University provided the request comes from the Northwestern University Police Chief and the request is approved by the Evanston Department Chief.

Northwestern University Police will respond and provide assistance to Party Calls on property adjacent to Northwestern University that involve Northwestern students.
ADDITIONS AND ENHANCEMENTS
TO ACTIVITIES OF
THE NORTHWESTERN UNIVERSITY POLICE
SUPPLEMENTING THE EVANSTON POLICE SERVICES

NUPD will devise a program where officers assigned to its south patrol area would commit at 20 minutes every two hours to foot patrol along the Clark Street business area during the evening hours, (4-12 p.m. weekdays, 8 p.m. – 2 a.m. weekends).

NUPD bike officers will enforce no bike riding on city sidewalks in the downtown area.

NUPD will assign an officer to conduct selective traffic enforcement at intersections in the immediate vicinity of the campus determined by EPD (or traffic Engineer if appropriate) to be a risk for pedestrian and vehicular traffic and cite moving violators as warranted.

NU will continue to support and participate with EPD in DUI enforcement initiatives.

NUPD will relieve EPD officers of handling parking violations in public alleys immediately adjacent to NU property including the towing of vehicles in their area west to Sherman. NUPD will patrol for boot eligible vehicles in their designated area.

NUPD will serve as EPD’s backup to EPD officers, and when requested, as the first responder to any call when EPD’s officers are committed to a serious incident in another area of the city.
NUPD will assist EPD by providing traffic direction on city streets for vehicular accidents, fire and EMS responses, in the vicinity of the Evanston campus.

NUPD will respond with EPD officers to off-campus parties hosted by university students, and assist the EPD in initiating strategies to help off-campus students adhere to their responsibilities as good neighbors.

NUPD will provide a monthly and annual report to the EPD Chief of Police to include off-campus activities, arrest/crimes statistics, and disposition of citizen complaints.

Bruce A. Lewis  
Chief of Police  
Northwestern University

Date: 12/01/08

Richard Eddington  
Chief of Police  
City of Evanston

Date: 11-26-08
VII.2 Mutual Aid Agreement between the Illinois Law Enforcement Alarm System and Northwestern University Police Department

ILLINOIS LAW ENFORCEMENT ALARM SYSTEM

Mutual Aid Agreement

The undersigned law enforcement agencies agree pursuant to the Constitution of the State of Illinois (Ill. Const. Art. VII, sec. 10), the Illinois Intergovernmental Cooperation Act (55 ILCS 220/1 et seq.), the Local Governmental and Governmental Employees' Tort Immunity Act (745 ILCS 10/7-101 et seq.) and the Illinois Municipal Code (65 ILCS 5/1-1-2.1), as follows:

Section 1
Purpose of Agreement

This Agreement is made in recognition of the fact that natural or man-made occurrences may result in emergencies that exceed the resources, equipment and/or law enforcement personnel of a law enforcement agency. Each law enforcement agency who signs a copy of this Agreement has and does express its intent to aid and assist the other participating law enforcement agencies during an emergency by assigning some of their resources, equipment and/or law enforcement personnel to the affected law enforcement agency as circumstances permit and in accordance with the terms of this Agreement. The specific intent of this Agreement is to safeguard the lives, persons and property of citizens during an emergency by enabling other law enforcement agencies to provide additional resources, equipment and/or law enforcement personnel as needed.

Section 2
Definitions

For the purpose of this Agreement, the following terms are defined as follows:

Aiding law enforcement agency: A participating law enforcement agency that provides resources, equipment and/or law enforcement personnel to a suffering law enforcement agency during an emergency.

Disaster: An occurrence or threat of widespread or severe damage, injury or loss of life or property resulting from any natural or technological cause, including but not limited to fire, flood, earthquake, wind, storm, hazardous materials spill or other water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, biotic, extended periods of severe and inclement weather, drought infestation, critical shortages of essential fuels and energy, explosion, riot, hostile military or paramilitary action, or acts of domestic terrorism.

Emergency: A natural or man-made situation that threatens or causes loss of life and property and exceeds the physical and organizational capabilities of a unit of local, state or federal government.

Law enforcement personnel: An employee of a participating law enforcement agency who is a peace officer (as defined by state law and the Illinois Law Enforcement Training and Standards
Board or federal law) and by virtue of his office or public employment, is vested by the state or federal law with the primary duty of maintaining public order and making arrests for violations of state or federal law.

**Mutual aid**: A definite and prearranged written agreement and plan whereby regular response and assistance is provided in the event of a natural or man-made emergency.

**Participating law enforcement agencies**: A law enforcement agency that commits itself to this mutual aid agreement by having an authorized representative sign this Agreement.

**State**: The term state refers exclusively to the State of Illinois.

**Stricken law enforcement agency**: A participating law enforcement agency who has primary jurisdiction over the site of the emergency but due to insufficient resources, equipment and/or law enforcement personnel is unable to provide an adequate response to an emergency without the assistance of others.

**Section 3**

**Agreement to Effectuate the Mutual Aid Plan**

Each undersigned party agrees that in the event of an emergency, they will respond to requests for assistance by a stricken law enforcement agency with such law enforcement personnel, equipment, facilities, or services as is, in the opinion of the aiding law enforcement agency, available. Provided, however, that each party reserves the right to refuse to render assistance or to recall any or all rendered assistance, whenever it believes that such refusal or recall is necessary to ensure adequate protection of its own jurisdiction or personnel.

It is expected that requests for mutual aid under this Agreement will be initiated only when the needs of the stricken agency exceed its resources. Aiding agencies will be released and returned to their own jurisdictions as soon as the situation is restored to the point where the stricken agency is able to satisfactorily handle the situation with its own resources or when an aiding agency decides to recall its assistance.

Whenever an emergency is of such magnitude and consequence that it is deemed advisable by the senior officer present, of the stricken law enforcement agency, to request assistance from an aiding law enforcement agency, he is hereby authorized to do so, under the terms of this mutual aid agreement. The senior officer present of the aiding law enforcement agency is authorized to and shall forthwith take the following actions:

- Immediately determine what type of assistance is being requested.
- Immediately determine if the requested resources, equipment and/or law enforcement personnel can be committed to the stricken law enforcement agency.
- Immediately dispatch the resources, equipment and/or law enforcement personnel that are available to the stricken law enforcement agency.
At the emergency site, the most senior officer of the stricken law enforcement agency who is present shall assume full responsibility and command for operations at the scene. Law enforcement personnel from the assisting agencies shall report to and shall work under the direction and supervision of the stricken agency. Provided, however, that at all times, the personnel of the assisting agencies shall remain employees of their own agency and shall adhere to the policies and procedures of their own employer. While working under the direction of the assisting agency, law enforcement personnel shall only be required to respond to lawful orders.

All services performed under this Agreement shall be rendered without reimbursement, regardless of the possibility of reimbursement from the requesting agency or other sources. Each participating law enforcement agency shall assume sole responsibility for indemnifying their own employees, as provided by state or federal law and/or local ordinance, and for providing personnel benefits, including benefits that arise due to injury or death, to their own employees as required by state or federal law. Each participating agency shall also be responsible, regardless of fault, for repairing or replacing any damage to their own vehicles or equipment that occurs while providing assistance under this Agreement.

The participating agencies agree that this Agreement shall not give rise to any liability or responsibility for the failure to respond to any request for assistance made pursuant to this Agreement. This Agreement shall not be construed as or deemed to be an Agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action whatsoever hereunder for any cause whatsoever.

The participating agencies further agree that each agency will be responsible for defending their own respective entity in any action or dispute that arises in connection with or as the result of this Agreement and that each agency will be responsible for bearing their own costs, damages, losses, expenses, and attorney fees.

The chief law enforcement officers of the participating agencies will maintain a governing board and establish an operational plan for giving and receiving aid under this Agreement. Said plan will be reviewed, updated and tested at regular intervals.

Section 4
Adoption

This mutual aid agreement shall be in full force and effect when approved and executed by a representative of a participating law enforcement agency who has the legal authority to sign and enter into this Agreement on behalf of his law enforcement agency.

Section 5
Termination

Any participating law enforcement agency may withdraw from this Agreement upon giving ninety (90) days written notice addressed to each of the other participating agencies.
# ILLINOIS LAW ENFORCEMENT ALARM SYSTEM

## MEMBERSHIP APPLICATION

<table>
<thead>
<tr>
<th>Agency</th>
<th>Northwestern University Police Department</th>
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<tbody>
<tr>
<td>Address</td>
<td>1819 Hinman Ave. Evanston, Illinois 60208</td>
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<tr>
<td>Contact Person</td>
<td>Daniel McAlear</td>
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<tr>
<td>Population</td>
<td>18,000</td>
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<tr>
<td>Area</td>
<td>2 campuses 5 sq.miles</td>
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### Presence
- [ ] 40 persons
- [ ] 36 persons
- [ ] 16 persons

### Equipment
- [ ] 40 persons
- [ ] 36 persons
- [ ] 16 persons

### Within 24 Hours
- [ ] 0
- [ ] 2
- [ ] 0

### Within 1 Hour
- [ ] 0
- [ ] 1
- [ ] 0

### Within 2 Hours
- [ ] 0
- [ ] 1
- [ ] 0

### Greater than 2 Hours
- [ ] 0
- [ ] 2
- [ ] 0

### Other Mutual Aid Contact or Agreement
- [ ] Yes
- [ ] No

### Special Hazards
- [ ] Yes
- [ ] No

### Special Equipment
- [ ] Yes
- [ ] No

### Emergency Services Disaster Agency (ESDA) or Civil Defense
- [ ] Yes
- [ ] No

### Emergency Plans
- [ ] Yes
- [ ] No
Section 6
Signatory Page

This signatory certifies that this mutual aid agreement, for the Illinois Law Enforcement Alarm System (ILEAS), has been adopted and approved by ordinance, resolution, memorandum of understanding or other manner approved by law, a copy of which document is attached hereto.

Northwestern University
Political Entity or Agency

[Signature]
President, Mayor, Chairman or other Chief Executive Officer (if applicable)

[Signature]

Date

Senior V.P. for Business & Finance
Title

[Signature]

Date

Attest:

[Signature]

Title

[Signature]

Date

October 22, 2002
VII.3 The Outdoor Public Warning Tone and Voice Siren System Installation and Maintenance Agreement

**AGREEMENT**

This Agreement is entered into between the City of Evanston, Illinois, hereinafter referred to as "The City" and Northwestern University, hereinafter referred to as "Northwestern".

The signing of this Agreement by a person properly authorized by Northwestern and the City shall constitute complete acceptance of the terms and conditions set forth in this Agreement.

1. **PURPOSE AND GENERAL USAGE.** Northwestern independently operates an outdoor public warning tone and voice siren system for notification of persons on the Evanston campus in the event of a serious incident or major emergency. The City independently operates an outdoor public warning tone siren system for notification of persons within the city of a serious incident or major emergency. Northwestern and the City agree that outdoor warning siren systems are a vital channel for the dissemination of warnings to populations to direct them to seek shelter during severe weather emergencies. Northwestern and the City agree that in order to provide consistent and non-conflicting warnings to the populations of Northwestern and the City it is desirable to have coordinated activation of each parties' independent outdoor warning siren systems for severe weather emergencies.

This Agreement between Northwestern and the City is intended to formalize the operating agreement for the coordinated activation of each parties' outdoor public warning siren systems in the event of severe weather emergencies.

2. **THE CITY'S RESPONSIBILITIES.** The City will:

2.1. Allow installation by Northwestern of equipment in the City 911 Center and the City Emergency Operation Center that will provide a tone whenever Northwestern's outdoor public warning siren system is activated; and

2.2. Notify Northwestern if maintenance of the above equipment is needed; and

2.3. Assign duties to city staff to continuously monitor 24/7 the equipment described in 2.1; and

2.4. Indemnify and hold harmless Northwestern from the payment of any sum or sums of money, to any persons, whosoever on account of all claims, actions or suits growing out of injuries to persons or property arising out of the operation and maintenance of the outdoor warning siren system and the Northwestern-installed notification system and equipment described in this Agreement, including but not limited to issues that arise from failure of the systems to function properly, except for injuries to persons or property arising out of the willful misconduct of Northwestern.

3. **NORTHEASTERN'S RESPONSIBILITIES.** Northwestern will:

3.1. Purchase, install, service and maintain equipment in the University Police Communications Center and alternate siren activation point (2020 Ridge Avenue,
Evansston, Illinois) that will provide a tone when the City’s outdoor public warning siren system is activated; and

3.2. Purchase, install, service and maintain equipment in the City 911 Center and the City Emergency Operations Center that will provide a tone when Northwestern’s outdoor public warning siren system is activated; and

3.3. Assign duties to Northwestern staff to continuously monitor 24/7 the equipment described in 3.1; and

3.4 Contact the City 911 Center when a tone is received indicating an activation of the City’s outdoor public warning siren system and determine the reason for the activation; and

3.5. If the City 911 Center advises Northwestern that an activation of the City’s outdoor public warning siren system is due to a severe weather emergency, Northwestern will activate Northwestern’s outdoor public warning siren system severe weather emergency protocol.

3.6 Conduct testing of Northwestern’s outdoor public warning siren system on the first Tuesday of each month at 10:00 am; and

4. NORTHWESTERN’S USE OF ITS SYSTEM. Nothing in this Agreement prevents Northwestern from activating its siren independently on campus during an emergency. When this occurs, Northwestern will contact the City 911 Center to inform them of the reason(s) the siren was activated.

5. TERMINATION OF AGREEMENT. The City or Northwestern may terminate this Agreement by providing sixty (60) days written notice to the other Party. This Agreement may be amended at any time by mutual agreement of the City and Northwestern by the issuance of a written modification, signed and dated by all Parties, prior to any changes being performed.

6. ACCEPTANCE.

Agreed to this 13th day of November, 2009

By: Eugene S. Sunshine, for Northwestern University

Name: Eugene S. Sunshine,
Title: Senior Vice President for Business and Finance

By: Rolanda B. Russell, for the City of Evanston

Name: Rolanda B. Russell
Title: Interim City Manager