

Emergency Response Framework *Base Plan*

EVANSTON, CHICAGO, AND QATAR

Northwestern

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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LETTER OF AGREEMENT

Dear Colleagues:

The Northwestern University Emergency Response Framework (ERF) is an all-discipline, all-hazard framework that establishes a single comprehensive approach for the management of incidents. The true value of the ERF is the planning process undertaken with participation of a broad and diverse representation from the community working together to develop and integrate the procedures; participate in training on plan implementation; and test the plans in simulated disaster exercises and drills. The ERF in its written form serves to document the anticipated response and recovery efforts of the University to protect the safety of our community.

A continuous effort is required to update and enhance the ERF based on lessons learned from exercises and actual response and recovery operations. Periodic updates to the ERF will include changes due to organizational change, new technology, and new methods of response or additional capabilities.

By signing this letter of agreement, I am committing the University's departments, schools, and related entities 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.

Morton Schapiro
President
Northwestern University

RECORD OF CHANGES

| CHANGE NUMBER | DATE OF | REASON FOR CHANGE | DATE ENTE |
|----------------------|----------------|--|------------------|
| 2012-0001 | 03/15/12 | Issuance in compliance with 110 ILCS 12/ Campus Security Enhancement Act and Title 29 Illinois Administrative Code Part 305 | 03/15/12 |
| 2013-0001 | 10/01/2013 | Annual update to emergency response framework and emergency support function documents – detail of changes on file with Emergency Services Division. Addition of MOU’s in Appendices VII.4 and VII.5 of the base plan. | 10/01/2013 |
| 2014-0001 | 12/15/2014 | Annual update to emergency response framework and emergency support function documents – detail of changes on file with Emergency Services Division. Update of MOU’s in Appendices VII.2. Updates to Succession Matrix in 1.6. Title changes Senior VP to Executive VP | 02/08/2015 |
| 2015-0001 | 12/14/2015 | Annual update to emergency response framework and emergency support functions documents. Details of changes on file with Office of Emergency Management. Updates for department name changes, personnel changes, department structures and reporting procedures, updates and additions of MOU’s. | 05/16/2016 |
| 2016-0001 | 12/14/2016 | Annual update to emergency response framework and emergency support functions documents. Details of changes on file with Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and reporting procedures, updates and additions of MOU’s. | 05/22/2017 |
| 2017-0001 | 12/19/2017 | Annual update to emergency response framework and emergency support functions documents. Details of changes on file with Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and reporting procedures, updates and additions of MOU’s. | 05/18/2018 |
| 2018-0001 | 12/17/18 | Annual update to Emergency Response Framework and Emergency Support Functions documents. Details of changes on file with Dept. of Safety & Security, Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and reporting procedures, updates and additions of MOU’s. | 03/14/2019 |
| 2019-0001 | 12/16/19 | Annual update to Emergency Response Framework and Emergency Support Functions documents. Details of changes on file with Dept. of Safety & Security, Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and reporting procedures, updates and additions of MOU’s. | 07/20/2020 |
| 2020-0001 | 12/18/20 | Annual update to Emergency Response Framework and Emergency Support Functions documents. Details of changes on file with Dept. of Safety & Security, Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and, maps, reporting procedures, updates and additions of MOU’s. | 02/19/2021 |
| 2021-0001 | 12-17-21 | Annual update to Emergency Response Framework and Emergency Support Functions documents. Details of changes on file with Dept. of Safety & Security, Office of Emergency Management. Numerous updates for department name changes, personnel changes, department structures and, maps, reporting procedures, updates and additions of MOU’s. | 03-23-22 |

PLAN DISTRIBUTION

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| Office of the President |
| Provost |
| Senior Vice President Business & Finance |
| V.P. and General Counsel |
| V.P. for Global Marketing & Communications |
| V.P. for Administration and Planning |
| V.P. for Alumni Relations and Development |
| V.P. for Information Technology and Chief Information Officer |
| V.P. for Student Affairs |
| V.P. for Research |
| V.P. for Financial Operations and Treasurer |
| V.P. for Facilities Management |
| V.P. for Human Resources |
| V.P. for Athletics and Recreation |
| V.P. for Operations |
| Dean, Kellogg School of Management |
| Dean, Northwestern University in Qatar |
| Dean, School of Continuing Studies |
| Dean, Medill School of Journalism |
| Dean, Weinberg College of Arts and Sciences |
| Dean, The Graduate School |
| Dean, Henry and Leigh Bienen School of Music |
| Dean, Feinberg School of Medicine |
| Dean, School of Communication |
| Dean, McCormick School of Engineering and Applied Science |
| Dean, School of Education and Social Policy |
| Dean, Libraries |
| Dean, Pritzker School of Law |
| Senior Associate V.P. and Chief of Police, Department of Safety and Security |
| Associate V.P. for the Office of Audit and Advisory Services |
| Crisis Management Team Primary, Secondary and Tertiary Members |
| Threat Assessment Group Members |
| Behavioral Consultation Team Core Members |
| Office of Emergency Management |
| Illinois Emergency Management Agency – Region 4 Coordinator (confidential items redacted) |
| Illinois Board of Higher Education (confidential items redacted) |
| City of Chicago – Office of Emergency Management and Communications (confidential items redacted) |
| City of Evanston - Office of Emergency Preparedness (confidential items redacted) |

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 10,000 faculty and staff and 19,000 full-time students, 8,400 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 \$5.83 billion. Northwestern has approximately 232 structures on its campuses, with a net assignable square footage of over 16.64 million square feet. These figures do not include lease interests in approximately 47 structures. The University also has smaller operations with physical locations in New York, Florida, Washington D.C. and San Francisco.

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:

| Emergency Support Function | Primary Department(s) |
|---|---------------------------------------|
| ESF #1 Transportation | Department of Safety and Security |
| ESF #2 Communications & Data Networking | Information Technology |
| ESF #3 Facilities and Utilities | Facilities Management |
| ESF #4 Emergency Management | Department of Safety and Security |
| ESF #5 Mass Care | Student Affairs |
| ESF #6 Resource Management | Procurement and Payment Services |
| ESF #7 Health/Counseling Services | Health Service/Counseling Services |
| ESF #8 Law Enforcement and Public Safety | Department of Safety and Security |
| <ul style="list-style-type: none"> • Evacuation/Shelter-in-Place/Lock-Down • Firefighting • Search and Rescue • Mortuary Services | |
| ESF #9 Hazardous Material Response | Research Safety/Facilities Management |
| ESF#10 Animal Care | Center for Comparative Medicine |
| ESF#11 Business Continuity/Recovery | Risk Management |
| ESF#12 External Affairs | Global Marketing & Communications |

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 three campuses, which are located in Evanston and Chicago, Illinois and Doha, Qatar. 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:

- 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 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 violence, 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 casualties, 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 Senior Associate Vice President and Chief of Police, Department of Safety and Security 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

| Title | ERF Position | Alternate 1 | Alternate 2 |
|---|---------------------------------|---|---|
| University President | Principal Coordinator | Provost | Senior Vice President Business & Finance |
| VP Global Marketing & Communications | Public Information Officer | Director of Media Relations | Associate Director of Media Relations |
| SAVP and Chief of Police | Incident Commander | Deputy Chief of Police | Commander Police Services |
| VP Operations | Crisis Management Team | Director EH&S | Assistant Director of Risk Management |
| Director Facilities Management Operations | Crisis Management Team | Associate Director Facilities Management Operations | Assistant Director Facilities Mgmt. Operations |
| AVP Northwestern IT Cyber | Crisis Management Team | Director, Northwestern IT | Associate Director, Northwestern IT Telecommunications & Network Services |
| Undergraduate Dean of Students | Crisis Management Team | AVP for Student Auxiliary Services | Director Bus/Fin Student Affairs |
| Executive Director Health Services | Crisis Management Team | Medical Director Operations | Director of Sports Medicine Services |
| Business Continuity Manager | Business Continuity Coordinator | Business Continuity Assistant | VP for Finance Operations and Treasurer |
| Executive Director Research Safety | Crisis Management Team | Assistant Director of Operations, Research Safety | Assistant Director Research Safety |
| VP Human Resources | Crisis Management Team | AVP Human Resources | Director Human Resources Consulting and Employee Relations |
| Executive Director, CCM | Crisis Management Team | Assistant Director, CCM | Mgr. Facilities & Procurement, CCM |
| Emergency Preparedness Senior Manager | Crisis Management Team Support | Director of Security Systems/Technical Services | Police Department designee |
| Emergency Preparedness Senior Manager | EOC Manager | Director of Security Systems/Technical Services | DSS Security Systems/Technical Services designee |

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) used nationally, regionally, and locally by all government agencies, fire, rescue, and police agencies, including University Police. The Incident Command System can be utilized 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 to 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 National Incident Management System 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 Office of Emergency Management (EM) notifies key personnel, departments, and schools. Appropriate personnel are given essential information outlining the scope of the incident based on its type and seriousness.

- UP/EM 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/EM 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 a major emergency or regional disaster, UPD/EM 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 quickly 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 that 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 Commander, 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 assesses 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 Commander (Senior Associate Vice President and 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, 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.

Normal Operations

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 Minor 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 Senior Associate Vice President and Chief of Police.

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 Senior Associate Vice President and Chief of Police and Office of Emergency Management shall be notified. The CMT Incident Commander 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.

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 Authority

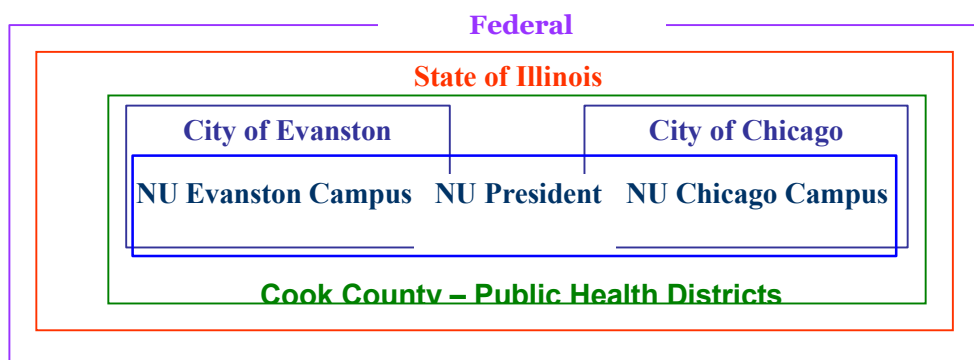
Several authorities provide the legal basis for Northwestern emergency management efforts that include the ERF. Northwestern has the authority to respond and manage emergencies, and the Senior Associate Vice President & Chief of Police and University police officers enforce local and State laws and regulations 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:

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.
- State of Illinois Emergency Management Act, amended in June 2002 by P.A. 92-597
- 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), as amended (Public Law 144-326) and enacted December 16, 2016
- Higher Education Opportunity Act of 2008 (Public Law 110-315)
- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f)) as amended by Public Law 110-315
- Homeland Security Presidential Directive-5 (HSPD-5) Management of Domestic Incidents
- Homeland Security Presidential Directives-8 (HSPD-8) National Preparedness

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 (Senior Associate Vice President and Chief of Police, Office of 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 Requesting 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 Commander 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-state or cellular calls). 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 statewide 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, chemical 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, township 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.

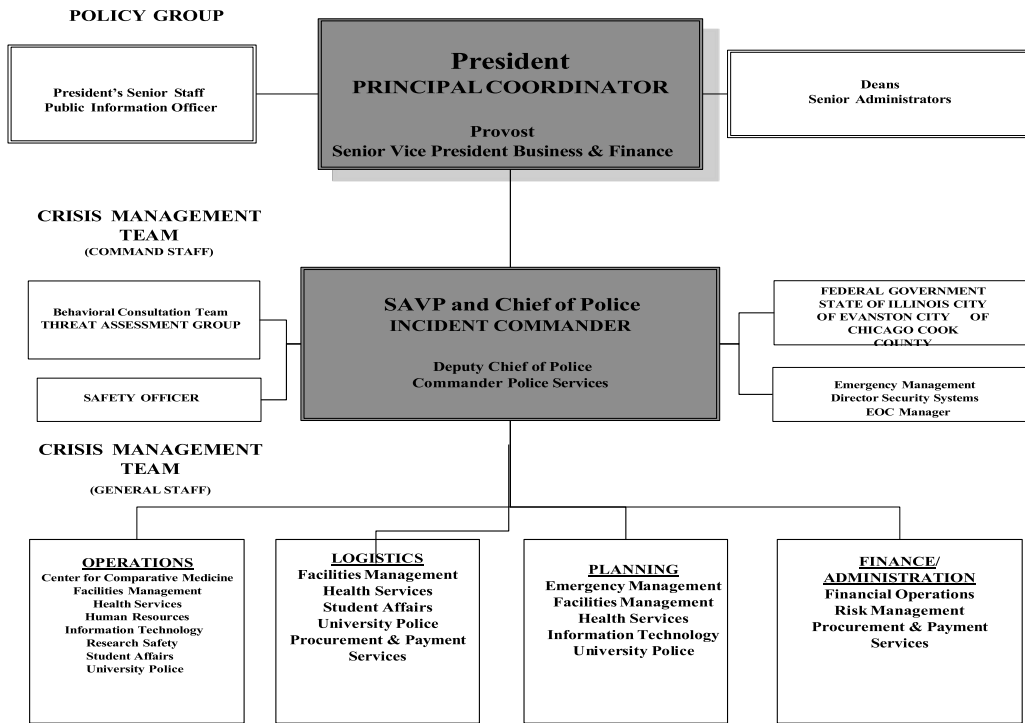
Designated Northwestern University departments have clearly identified roles, responsibilities, functions, and missions in the ERF and ESF. These departments have been grouped into ESFs by job functions, job responsibilities and nature of assistance they normally provide. When Crisis Management Team 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 Commander. The CMT principal coordinator is the University President or designee. (See Figure 3: CMT Structure)

2.1 Crisis Management Team 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 Commander 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 Business & Finance
- Public Information Officer (VP Global Marketing & Communications)
- 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 Business & 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 Global Marketing & Communications/Public Information Officer (PIO)

The Vice President for Global Marketing & Communications is the public information officer to the media and provides news releases and other information in coordination and support of the Incident Commander, assuring official statements are issued only by authorized administrators. The Vice President of Global Marketing & Communications provides information to develop the response to inquiries from the public and authorizes official members of the news media to operate on campus. The Vice President of Global Marketing & Communications also directs Global Marketing & Communications 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 Commander 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 Senior Associate Vice President & Chief of Police, 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 Commander based on the nature and type of incident.

Incident Commander

The Senior Associate Vice President and Chief of Police, Department of Safety and Security is responsible for direct coordination of CMT members. The Senior Associate Vice President and Chief of Police utilizes ERF authorities, expertise, and capabilities to aid in management and response for the emergency incident or disaster situation. The Senior Associate Vice President and Chief of Police will serve as the Incident Commander and

has the overall statutory responsibility for incident management and response activities. The Senior Associate Vice President and Chief of Police will provide briefing to the Policy Group.

Deputy Incident Commander

A Deputy Incident Commander may be appointed to assist the Incident Commander 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 Commander, the Deputy Incident Commander will assume interim command. The Deputy Incident Commander will be responsible for verifying the execution of the Incident Commander directives and compliance with all Incident Action Plans. The Deputy Incident Commander 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 Commander 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 Commander 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 Commander. The Public Information Officer will lead Global Marketing & Communications 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 Management

The Office of Emergency Management is supported by the Emergency Operations Center (EOC) manager who has overall responsibility for the functioning status of the EOC. Emergency Management is part of the CMT and assists the Incident Commander in

coordinating emergency activities, including development, implementation, and review of incident action plans, and after-action reports, debriefing and assessments. The Emergency Management department coordinates activities with the CMT and Policy Group at the direction of the Incident Commander.

Emergency Operations Center Manager

The EOC manager reports to the Incident Commander and is responsible for managing the EOC facilities.

Director of Security Systems/Technical Service (Department of Safety & Security)

The Director of Security Systems/Technical Services provides technical support to the emergency operations center and assists the EOC manager, as necessary.

2.3.1 Threat Assessment Group (TAG)

The Northwestern University Threat Assessment Group (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 Commander. When the EOC is activated, the members of TAG assume their assignments at the EOC and follow the EOC management structure.

TAG members include (or designees/alternates from their units):

- Vice President of Global Marketing & Communications
- Vice President Financial Operations & Treasurer
- Vice President of Human Resources
- Vice President Student Affairs
- Vice President Operations
- Associate Provost
- Senior Associate Vice President and Chief of Police, Department of Safety and Security
- Associate Vice President & Associate Provost of Academic Initiatives
- Associate Vice President for Student Auxiliary Services
- Deputy Chief of Police, Department of Safety and Security
- Executive Director of Procurement and Payment Services
- Executive Director Research Safety
- Executive Director of Residential Services
- Director of Facilities Management Operations
- Director of Information and System Security/Compliance
- Director of Health Services

- Associate Athletic Director, Event Management
- Representative from Center for Comparative Medicine
- Representation from Feinberg School of Medicine
- Representative from Pritzker School of Law
- Representative from NU-Q
- Kellogg Facility Operations
- Emergency Preparedness Senior Manager
- Business Continuity Manager
- Ad hoc members as required

2.3.2 Behavioral Consultation Team (BCT)

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

- Serving as the central point of contact for receiving community concerns regarding threatening or concerning behavior;
- Conducting threat assessment and implementing intervention actions;
- Assessing the type of threat and level of risk;
- Providing educational programming to the University community relative to identifying and reporting threatening and concerning behavior.

BCT Members:

The BCT is a multi-disciplinary team composed of individuals from various departments. The sections below outline the core members of the team, team consultants, and ad hoc members who may be called upon by the Team in specific situations.

Core Members:

Core members (or their designees) are encouraged to attend all meetings when possible.

- Deputy Chief of Police, Department of Safety & Security: (Facilitator)
- Executive Director of Counseling & Psychological Services (CAPS)
- Assistant Vice President & Dean of Students (DOS) for Evanston Campus
- Assistant Dean of Students & Director of Student Conduct (formerly Judicial Affairs)
- Director of Human Resources Business Partners/Consulting and Policy
- Academic Affairs/Provost representative
- Senior Director for the Office of Equity
- Associate General Counsel
- Executive Director of Residential Services
- DSS Police Commander

Ad Hoc Members:

From time to time, there is a need to enlist additional subject matter experts to

participate in BCT-related matters. The list below provides examples of additional departments that may be called upon to serve as a consultant or ad hoc members of the team. The list is not exhaustive.

- Accessible NU
- International Office
- Northwestern Athletics
- Risk Management
- Vice President of Student Affairs
- Global Marketing & Communications
- Executive Vice President

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 Senior Associate Vice President and Chief of Police or designee will determine if the EOC will be activated. If

the EOC is activated, the Senior Associate Vice President and Chief of Police or designee will also determine which EOC and ESF positions will be staffed for the emergency response.

Emergency Operations Center 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 web site is www.northwestern.edu. Emergency information and updates will be posted on the Northwestern University Breaking News page by Global Marketing & Communications.
- **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.
- **RAVE Mobile Safety (branded AlertNU internally)** – This is a web based emergency notification system hosted by an outside vendor. The system can call, text message and/or email all students, faculty and staff within one hour or less.

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 MAINTAINENCE

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
- IS-400
Advanced ICS Command and General Staff—Complex Incidents
- IS-700
NIMS, An Introduction
- IS-800
National Response Framework, An Introduction

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 tabletop 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 tabletop 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 and Chief of Police, Crises Management Team members, and Policy Group members.

5.2.1 After-Action Reporting

The Senior Associate Vice President and 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 Senior Associate Vice President & Chief of Police and Office of General Counsel.