THE VIRGINIA TECH CRISIS AND
EMERGENCY MANAGEMENT PLAN

The Code of Virginia requires that public institutions of higher education conduct a comprehensive review and revision of its Crisis and Emergency Management Plan every four years to ensure that the Plan remains current. Further, the Plan must be adopted formally by the institution's Board of Visitors. The Crisis and Emergency Management Plan (CEMP) supersedes the previous Virginia Tech Emergency Response Plan.

RESOLUTION ON THE VIRGINIA TECH CRISIS AND
EMERGENCY MANAGEMENT PLAN

WHEREAS, Section 23-9.2:9, Code of Virginia as amended requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and

WHEREAS, it is required that the plan be adopted by the institution's Board of Visitors; and

WHEREAS, the Virginia Tech Office of Emergency Management, in coordination with the Virginia Department of Emergency Management, has developed a crisis and emergency management plan (CEMP) which was reviewed and approved by the University Safety and Security Policy Committee and promulgated by President Charles Steger on January 17, 2011; and

WHEREAS, the CEMP has been reviewed by the Virginia Tech Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors hereby adopts the Virginia Tech Crisis and Emergency Management Plan, to include all-hazards plans and procedures for disasters. The CEMP is a living document; as such, the Office of Emergency Management will update the CEMP as required during the interim between the Board of Visitors quadrennial review and adoption required by Section 23-9.2:9 of the Code of Virginia.

RECOMMENDATION:

That the above resolution on the Virginia Tech Crisis and Emergency Management Plan be adopted.

March 26, 2012

VirginiaTech

CRISIS AND EMERGENCY MANAGEMENT PLAN

January 2012

Virginia Polytechnic Institute and State University
Office of Emergency Management
248 Burruss Hall, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-2438(Office)
(540) 231-1401 (Fax)
www.emergency.vt.edu

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1. CRISIS AND EMERGENCY MANAGEMENT PLAN GRAPHIC LAYOUT

The Virginia Tech Crisis and Emergency Management Plan (CEMP) is organized according to following diagram.

The **Base Plan** illustrates the overall methodology behind how incidents are managed by the university.

The **Annexes** outline the incident management process regarding Emergency Operations Center (EOC) operations, the Emergency Notification System (ENS), and Emergency Support Functions (ESFs), as well as procedures for managing an infectious disease outbreak, deploying a Disaster Mental Health team, evacuating Lane Stadium, and activating a State Managed Shelter.

The **Appendices** contain supplemental information relevant to all CEMP elements.

Figure 1.1: CEMP Graphic Layout
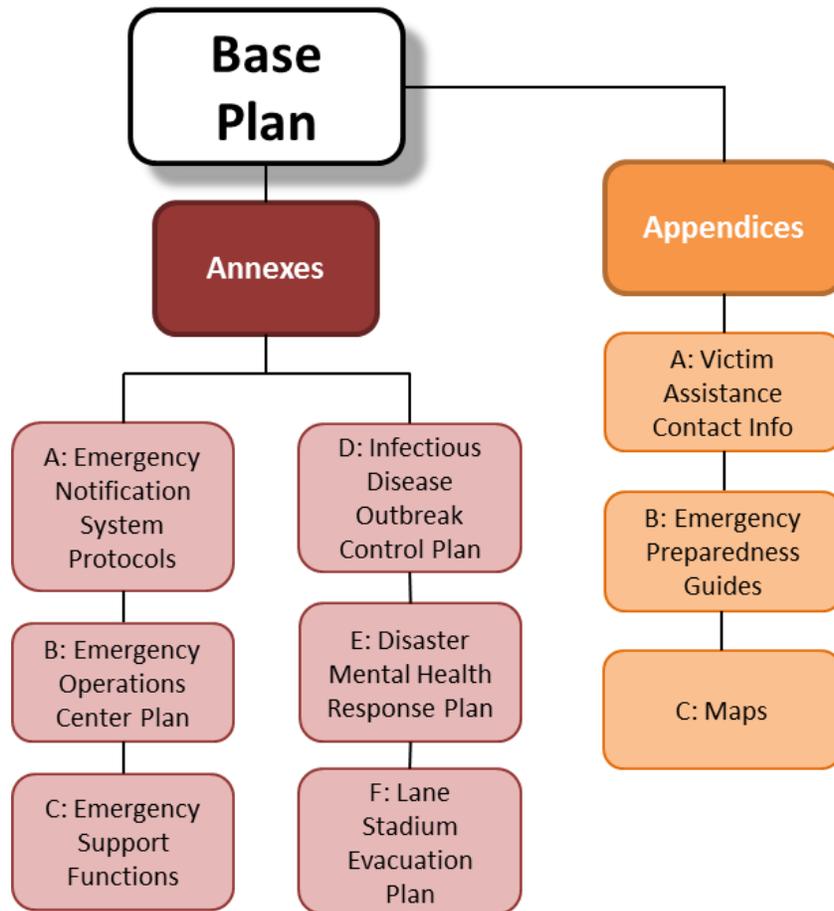
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2. PLAN DOCUMENTATION

2.1 PROMULGATION

To: Virginia Tech Colleges, Departments, Faculty, Staff, and Students

From: Charles W. Steger, President

Re: Virginia Tech Crisis and Emergency Management Plan

Virginia Tech, in accordance with Code of Virginia Title 23, Chapter 9.2 and Title 44, Chapter 3.2 has reviewed and revised the university's Crisis and Emergency Management Plan (CEMP, formerly Emergency Response Plan). The CEMP provides the university with flexible, scalable, all-hazards guidance applicable to all phases of emergency management.

Companion documents to the CEMP include, but are not limited to, departmental Emergency Action Plans (EAPs), departmental/university-wide Continuity of Operations Plans (COOPs), the Virginia Tech Hazard Mitigation Plan (HMP), and the State Managed Shelter (SMS) Plan for Virginia Tech. The CEMP, EAPs, COOPs, HMP, and SMS Plan are distinct, complementary plans that together provide a sound decision-making foundation with regard to the Virginia Tech's approach to emergency management.

In concert with companion plans, exercises, training, and outreach, the CEMP substantially enhances Virginia Tech's capabilities to prepare for, respond to, recover from, and mitigate against all hazards. A component of Virginia Tech's emergency management program, the CEMP assists in continuing to build a culture of preparedness and resiliency throughout the university community.

Signed,
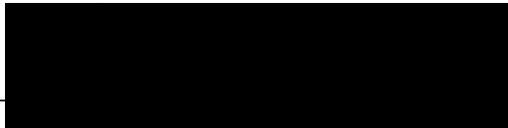
Charles W. Steger, President
Virginia Polytechnic Institute and State University

January 17, 2012

Date

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2.2 RECORD OF CHANGES

Table 2.1: Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
G. DeVilbiss J. Hoernig, MEP M. Mulhare, PE	January 2012	1.0	Base Plan, all Annexes, all Appendices	Completely revised and updated entire Base Plan, all Annexes, and all Appendices. Changed title of document to Crisis and Emergency Management Plan.

2.3 LEGAL

Disclaimer

The information contained in the Virginia Tech Crisis and Emergency Management Plan (CEMP) has been prepared for use by Virginia Tech. The information is guidance for emergency response, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is utilized. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the University of the sufficiency of the information contained herein and the University assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, Virginia Tech is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to Virginia Tech General Counsel.

2.4 RECORD OF DISTRIBUTION

Table 2.2: Record of Distribution

Agency	Department	Recipient Title/Department	Distribution
Virginia Tech	Safety and Security Policy Committee	President	Electronic and Hard Copy
		Chief of Staff, President's Office	
		Senior Vice President and Provost	
		Vice President, Administrative Services	
		Chief of Staff, Vice President, Administrative Services	
		Vice President, Development and University Relations	
		Vice President, Finance and Chief Financial Officer	
		Vice President, Information Technology	
		Vice President, Student Affairs	
		Vice President and Dean, Undergraduate Education	
		Associate Vice President, University Relations	
		Executive Director, Government Relations	
		Director, Emergency Management	
		Director, News and Information	
		Associate Director, Athletics	
		Chief of Police	
		General Counsel	
Virginia Tech	Administrative Services	Associate Vice President, Facilities Services	Electronic
		Associate Vice President, Human Resources	
		Director, Environmental Health and Safety	
		Director, Facilities Operations	
		Director, Transportation and Campus Services	
		Director, Utilities and Strategic Initiatives	
		Captain, Rescue Squad	
		University Building Official	
Virginia Tech	Finance	University Controller	Electronic
		Director, Budget and Financial Planning	
		Director, Purchasing	
		Associate Director, Risk Management	
Virginia Tech	Information Technology	Chief of Staff and Deputy Chief Information Officer	Electronic
		Executive Director, Network Infrastructure and Services	
		Executive Director, Converged Technologies for Security, Safety, and Resilience	
Virginia Tech	Student Affairs	Assistant Vice President (2)	Electronic
		Associate Vice President	
		Chief of Staff and Director of Administration	
		Commandant of Cadets	
		Dean of Students	
		Director, Cook Counseling Center	
		Director, Cranwell International Center	
		Director, Schiffert Health Center	
		Emergency Planner	
Virginia Tech	Research	Vice President of Research	Electronic
Virginia-Maryland Regional College of Veterinary Medicine	Administration	Hospital Director	Electronic
Montgomery County	Emergency Management	Emergency Manager	Electronic
Town of Blacksburg	Town Administration	Town Manager	Electronic
Virginia Department of Emergency Management	Preparedness Division	Local Planning Assistance Program Manager	Electronic

3. AUTHORITIES AND STANDARDS

3.1 POLICIES AND REGULATIONS

The Virginia Tech Crisis and Emergency Management Plan is authorized and guided by provisions in the following documents:

Federal
- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- Federal Emergency Management Agency (FEMA) National Response Framework
- Homeland Security Presidential Directive 5
- Homeland Security Presidential Directive 8
- National Incident Management System
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended

State
- Code of Virginia, Title 1, Chapter 23 and Chapter 44, as amended
- Commonwealth of Virginia Emergency Operations Plan, December 2007
- Commonwealth of Virginia Emergency Services and Disaster Law of 2006, as amended
- Executive Order 41 (2011)

Virginia Tech
- Virginia Tech Policy 1005 – University Health and Safety
- Virginia Tech Policy 5615 – University Safety and Security
- Virginia Tech Policy 5616 – Campus and Workplace Violence Prevention

3.2 REFERENCES

The following standards and plans were utilized in the development of this CEMP:

- FEMA Comprehensive Preparedness Guide 101 Version 2
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

4. INTRODUCTION

4.1 MISSION

<u>Virginia Tech</u>
Virginia Polytechnic Institute and State University (Virginia Tech) is a public land-grant university serving the Commonwealth of Virginia, the nation, and the world community. The discovery and dissemination of new knowledge are central to its mission. Through its focus on teaching and learning, research and discovery, and outreach and engagement, the university creates, conveys, and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life.

<u>Virginia Tech Office of Emergency Management</u>
The Mission of the Office of Emergency Management (OEM) is to instill a culture of Emergency Preparedness throughout the Virginia Tech community and continue to enhance and improve the disaster resiliency of the university. The office accomplishes this mission by facilitating, coordinating and integrating operations necessary to build, sustain, and improve the functional capabilities of the university to mitigate against, prepare for, respond to, continue operations during, and recover from incidents and disasters.

Virginia Tech's incident response priorities are:
- Protect life safety.
- Secure critical infrastructure and facilities including:
  - Buildings used by dependent populations,
  - Buildings critical to health and safety,
  - Facilities that sustain the emergency response,
  - Classroom and research buildings, and
  - Administrative buildings.
- Resume teaching and research programs.

4.2 PURPOSE

The purpose of Virginia Tech's Crisis and Emergency Management Plan (CEMP) is to provide all-hazards guidance intended to preserve life, protect property, and contain an incident, emergency, or event on the local campus in order to continue the university's mission. An incident is defined as "an occurrence or event, natural or human-caused, which requires a response to protect life or property."[1] An incident may evolve into an emergency when that event overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus. Incidents and emergencies can range from a small utility failure or criminal act that can be handled locally to a major winter storm, flood event, or chemical/biological release that may exceed internal capabilities and requires external response support. The "local campus" is, for the purposes of the CEMP, defined as the Blacksburg main campus and all Virginia Tech facilities located within Montgomery County, Virginia. The CEMP establishes an incident organization to direct and control operations during an emergency situation by assigning responsibilities to specific entities. The Virginia Tech CEMP supersedes all previous university-wide

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[1] *As defined in the Federal Emergency Management Agency's* National Response Framework.

emergency response plans. It acknowledges the existence of campus personnel and resources that respond to internal incidents on a daily basis, and the existence of internal department plans and procedures for response, recovery, and mitigation that are implemented on a daily basis. _Nothing in the CEMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the CEMP._

4.3 SCOPE

The CEMP and its contents apply to all Virginia Tech students, faculty, staff, and visitors. The CEMP applies to the Blacksburg campus and all other university-owned facilities within Montgomery County, Virginia. Virginia Tech satellite facilities within Virginia (Hampton Roads Center, Marion Dupont Scott Equine Medical Center, Northern Virginia Center, Virginia Tech Research Center—Arlington, Occoquan Watershed Monitoring Laboratory, Richmond Center, Richmond Government Relations Office, Reynolds Homestead, Washington Alexandria Architecture Center, six 4-H Centers, and twelve Agricultural Research and Extension Centers) and offsite locations (Roanoke Higher Education Center, Southwest Virginia Higher Education Center, Institute for Advanced Learning and Research, Technology Research and Innovation Center (National Institute of Aerospace)) have related but separate Emergency Action Plans (EAPs). The Office of Emergency Management provides guidance and support in assisting satellite campuses and other VT locations to develop site-specific plans.

4.4 SITUATION OVERVIEW

The main campus of Virginia Tech is located in the Town of Blacksburg, within Montgomery County in the New River Valley of southwest Virginia. Founded in 1872 as a land-grant college, Virginia Tech is the most comprehensive university in the Commonwealth of Virginia and is among the top research universities in the nation. Today, Virginia Tech's eight colleges are dedicated to quality, innovation, and results through teaching, research, and outreach activities.

Situated in a small rural/urban interface, the Blacksburg campus of Virginia Tech encompasses 2,600 acres and more than 125 buildings totaling more than nine million square feet. The total enrollment for Virginia Tech in the 2011 fall semester was nearly 31,000 students, with an undergraduate enrollment of 23,700. The university has over 3,100 full-time faculty and over 3,400 full-time staff. Virginia Tech's residential facilities can provide housing for 9,100 students.

As part of all-hazard planning, Virginia Tech considers a series of scenarios that may pose a threat to the university. The 2006 Virginia Tech Hazard Mitigation Plan (HMP), a complementary document to the CEMP, is a risk management tool used to identify natural and human-caused hazards that could impact the Virginia Tech campus. Examples of natural hazards include severe weather, earthquakes, and flooding while examples of human-caused hazards include infectious disease outbreak, criminal activity, and chemical spills. The hazards determined within the HMP that could impact the Blacksburg campus are listed in the following table:

Table 4.1: Hazard Planning Consideration Levels (2006)

Hazard	Impact Ranking	Type of Analysis
Natural		
Flood	Significant	Quantitative
Winter and Severe Storm	Significant	Quantitative
Wind (Hurricane and Tornado)	Limited	Qualitative
Drought	Limited	Qualitative
Karst/Sinkhole	Limited	Qualitative
Landslide	Limited	Qualitative
Wildfire	Limited	Qualitative
Earthquake	None[2]	N/A
Human-Caused		
Arson/Building Fire	Significant	Quantitative
Hazardous Materials	Significant	Quantitative
Terrorism	Limited	Qualitative

As part of the HMP, hazard indices and vulnerability assessments for flood, winter and severe storm, building fire, and hazardous materials release were developed for the Blacksburg campus of Virginia Tech. The hazard indices evaluated the extent to which the buildings are at risk from a particular hazard. The vulnerability assessments estimated the potential impacts if a particular building were affected by a specific hazard. For additional information, refer to the Virginia Tech Hazard Mitigation Plan.

Some specific areas of concern at the Blacksburg campus include fire, flooding, severe/winter storms, and hazardous materials incidents. Fire is a concern in any university setting comprised of high density housing, mixed use buildings and advanced research facilities. Part of the university is built on a floodplain, with Stroubles Creek running directly underneath a portion of the central campus including the drill field. Power outages resulting from severe storms can impact critical university functions including heating, refrigeration, email, and telephone services. Winter storms may require the sheltering of on- and off-campus students and the necessary dining/critical service staff needed to support the effort. Virginia Tech is in close proximity to Interstate 81, a major north-south corridor that is used as a trucking route as well as U.S. Route 460. Trucks carrying certain hazardous materials routinely use Route 460 as a potentially more direct alternative to the nearby Interstate 77 tunnel, further adding to the exposure incident risk.

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[2] *Note: In August 2011, a minor earthquake centered in Louisa County, Virginia was experienced in Blacksburg. The 2012 update of the Hazard Mitigation Plan will reevaluate this risk.*
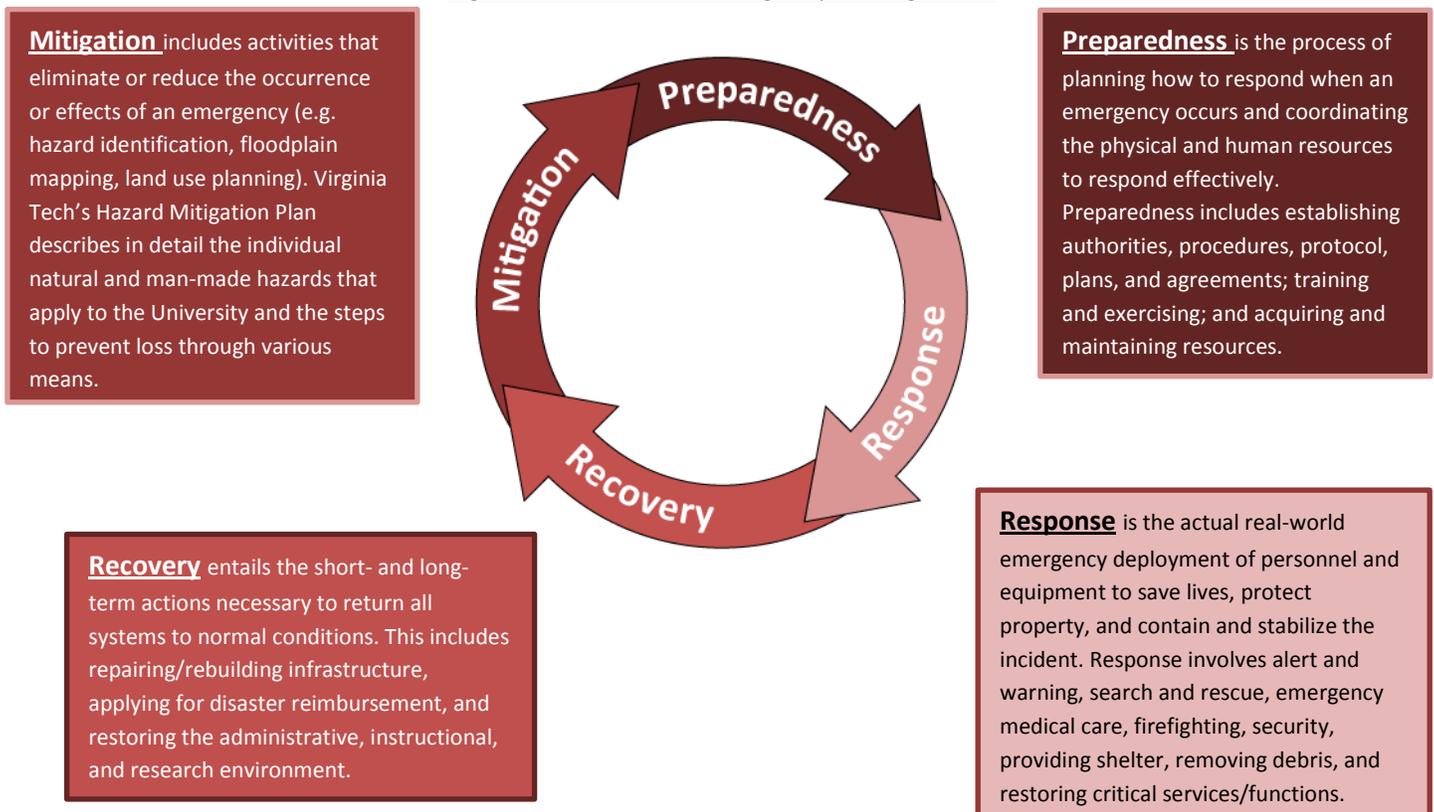
4.5 PLANNING ASSUMPTIONS

- The CEMP is an all hazard plan considering the hazards most likely to affect Virginia Tech.
- An incident or emergency may occur with little or no warning.
- Incidents are managed at the local level by Virginia Tech.
- Virginia Tech will have verbal or written mutual aid agreements with neighboring jurisdictions.
- The response of outside resources or assistance may be delayed.
- Students, faculty, and staff may not be able to leave and/or travel to campus.
- Virginia Tech will utilize the National Incident Management System (NIMS) and the Incident Command System (ICS) during incident response operations.
- Any special facilities on the campus (Schiffert Health Center, Veterinary Medicine College, adult day care, and child care facilities, etc.) are required to develop emergency plans in accordance with their licensing regulations.
- All departments are to have current Continuity of Operations (COOP) and Emergency Action Plans (EAPs).
- Faculty, staff, and students will fully cooperate with instructions given by first responders and university leadership.

4.6 PHASES OF EMERGENCY MANAGEMENT

The most widely adopted model of emergency management describes the emergency management process in four phases: mitigation, preparedness, response, and recovery, with each phase overlapping the next.

Figure 4.1: Phases of Emergency Management

Mitigation includes activities that eliminate or reduce the occurrence or effects of an emergency (e.g. hazard identification, floodplain mapping, land use planning). Virginia Tech's Hazard Mitigation Plan describes in detail the individual natural and man-made hazards that apply to the University and the steps to prevent loss through various means.

Preparedness is the process of planning how to respond when an emergency occurs and coordinating the physical and human resources to respond effectively. Preparedness includes establishing authorities, procedures, protocol, plans, and agreements; training and exercising; and acquiring and maintaining resources.

Recovery entails the short- and long-term actions necessary to return all systems to normal conditions. This includes repairing/rebuilding infrastructure, applying for disaster reimbursement, and restoring the administrative, instructional, and research environment.

Response is the actual real-world emergency deployment of personnel and equipment to save lives, protect property, and contain and stabilize the incident. Response involves alert and warning, search and rescue, emergency medical care, firefighting, security, providing shelter, removing debris, and restoring critical services/functions.

5. CONCEPT OF OPERATIONS

The Concept of Operations section provides an overview of the incident management structure and procedures for responding to an incident on campus. More detailed information can be found in the subsequent annexes complementing the Base Plan.

5.1 CRISIS AND EMERGENCY MANAGEMENT PLAN UTILIZATION

The CEMP may be utilized—in whole or in part—whenever incident conditions exist where immediate action is required to:

- Save and protect lives
- Prevent and/or mitigate damage to property, systems, and the environment
- Initiate the Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- Provide essential services
- Temporarily assign university staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Operations Center (EOC)

The CEMP may be utilized, in whole or in part, in conjunction with local, regional, state, or federal response plans as necessary to effectively manage an incident requiring the incorporation of external response capabilities into the university's response. Critical university departments having a role in response will be associated with Emergency Support Functions, or ESFs, to facilitate integration into emergency operations. *See CEMP Section 6, Organization and Assignment of Responsibilities; Annex B, Emergency Operations Center Plan; and Annex C, Emergency Support Functions Annex for more information.*

5.2 INCIDENT MANAGEMENT STRUCTURE

Incident Command System

Virginia Tech applies the nationally-recognized Incident Command System (ICS) to incident, emergency, and event management. A standardized, all-hazards management tool, ICS utilizes the following characteristics to more efficiently respond to and recover from a campus incident:

- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are utilized (and demobilized) in an effort to maximize productivity and minimize cost and duplication of effort.
- **Incident Action Planning:** A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operating picture during response and recovery operations.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.

- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.
- **Unified Command:** Representatives from multiple affected departments/agencies/jurisdictions collaborate together to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and documentation all contribute to effective accountability throughout the incident management process.

Unified Command

The traditional single Incident Commander model (first person on scene in-charge) will generally transition to Unified Command (UC) as collaborative decision-making between multiple responsible internal and/or external departments/agencies becomes necessary to resolve the incident, emergency, or manage an event in a more efficient manner. Unified Command usually evolves during larger incidents, where representatives from separate university departments or agencies/government entities coordinate decision-making and leverage resources. Unified Command is typically exercised within the Emergency Operations Center but may be used in the field as necessary. Unified Command serves as the single voice of incident operations.

Safety and Security Policy Committee (Policy Group)

The Safety and Security Policy Committee, hereinafter known as the Policy Group, provides direction in making strategic policy decisions for any incident that impacts the university's ability to perform its critical business functions. The Policy Group is chaired by the President of Virginia Tech. The Policy Group, in accordance with university policy 5615, performs the following functions:
- Reviewing, evaluating, and determining requirements concerning safety and security assessments, plans, programs, and education, including changes that may affect the quality of the university's living, learning and working environment;
- Overseeing reviews of the university's assessment of vulnerabilities, hazards and risks related to the safety and security of individuals and the physical campus;
- Ensuring that sufficient university resources and funding are available to perform necessary emergency management, safety, and security functions, and that these resources are consistent with anticipated regulatory changes;
- Overseeing the education and prevention of violence on campus in accordance with Section 23-9.2:10 of Code of Virginia including (i) creation of university safety and security policies, and (ii) providing direction to the Campus and Workplace Violence Prevention Committee and the Threat Assessment Team on the development and implementation of violence prevention procedures, education and guidance regarding recognition and reporting of individuals whose behavior may pose a threat, assessment of such individuals and means of action to resolve potential threats;
- Overseeing the Safety and Security Policy and other policies that have implications for emergency management, safety, and security, including but not limited to facilities use, sponsorship of entertainment and events, threatening or intimidating conduct, facilities access control, environmental health and safety, and violence prevention;

- Reviewing and establishing guidelines and standards for departmental emergency response and continuity of operations plans;
- Evaluating the effectiveness of the university's safety and security plans and programs; and
- Advising the President on safety and security issues.

The Policy Group consists of the following key members:

- President
- Chief of Staff, President's Office
- Senior Vice President and Provost
- Vice President, Administrative Services
- Chief of Staff, Vice President, Administrative Services
- Vice President, Development and University Relations
- Vice President, Finance and Chief Financial Officer
- Vice President, Information Technology
- Vice President, Student Affairs

- Vice President and Dean, Undergraduate Education
- Associate Vice President, University Relations
- Executive Director, Government Relations
- Director, Emergency Management
- Director, News and Information
- Associate Director, Athletics
- Chief of Police
- General Counsel

Emergency Operations Center & Incident Management Team

In the event of an incident that may cause significant impact to university operations or last for a prolonged period of time, the Director of the Office of Emergency Management (or designee) may activate the university's Emergency Operations Center (EOC) to centralize the command, control, and coordination necessary to manage the incident. Unified Command is usually employed in the EOC to enhance decision-making and accountability. The Incident Management Team (IMT) staffs the EOC and performs the following functions:

- Determines the scope and impact of the incident
- Serves as the primary information collection and dissemination clearinghouse
- Issues communications through University Relations and Joint Information Center
- Requests additional resources from outside agencies and implements mutual aid agreements
- Coordinates with local, state, and federal government agencies
- Maintains situational awareness and a common operating picture throughout the incident
- Prepares Incident Action Plans for multi-operational period incidents
- Implements university business continuity and resumption plans (COOPs)
- Staff incident management positions

The IMT consists of trained representatives from the following key campus units:

- Athletics
- Dining Services
- Division of Student Affairs
- Emergency Management
- Environmental Health and Safety
- Facilities Services
- Finance
- General Counsel
- Geographic Information Systems

- Housing and Residence Life
- Human Resources
- Network Infrastructure and Services
- Police Department
- Provost
- Purchasing
- Rescue Squad
- Research
- Risk Management

- Student Centers and Activities
- Student Health and Wellness Services
- Transportation and Campus Services
- University Building Official

- University Relations
- Veterinary Medicine
- Support Staff (Admin/IT)
- Other units as necessary

While staffing the EOC, members of the Incident Management Team[3] will be grouped within the university's ICS organizational structure. The ICS structure includes Command Staff (Liaison, Safety, and Public Information Officers) and General Staff[4] (Public Safety, Operations, Planning, Logistics, and Finance/Administration Section Chiefs) - *See Figure 5.1*. The Safety and Security Policy Group will communicate with Incident Command/Unified Command.

- **Command Staff** positions perform the following essential duties:
  - o **EOC Manager:** Coordinate all facility, resource, logistical, staffing, and support needs required for EOC operations
  - o **Liaison Officer(s):** Coordinate with external governmental and public/private resource groups
  - o **Safety Officer:** Monitor, evaluate, and recommend procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel
  - o **Public Information Officer(s):** Relay incident information to internal and external stakeholders. Establish and coordinate Joint Information Center operations
- **General Staff** positions perform the following essential duties:
  - o **Public Safety Section:** Coordinate all operations necessary to maintain life safety and security on campus
  - o **Operations Section:** Direct and coordinate all non-public safety operations, receive and implement Incident Action Plans from the Planning Section
  - o **Planning Section:** Maintain situational awareness; initiate, collect, and verify field reports; assess reconnaissance and other data; prioritize situation reports and plans; develop Incident Action Plans
  - o **Logistics Section:** Obtain and stage resources in support of incident operations
  - o **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process

The following basic EOC Organizational Chart illustrates the lines of direction, communication, and authority present during an EOC activation.

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[3] *Depending on the type/scale of the incident, not all units may be represented in the EOC.*
[4] *The EOC Manager (Director of OEM or designee) will appoint a Section Chief for each section as appropriate for the scale of the incident. Not all sections may be activated for every incident.*

Figure 5.1: Virginia Tech's Emergency Operations Center Chart
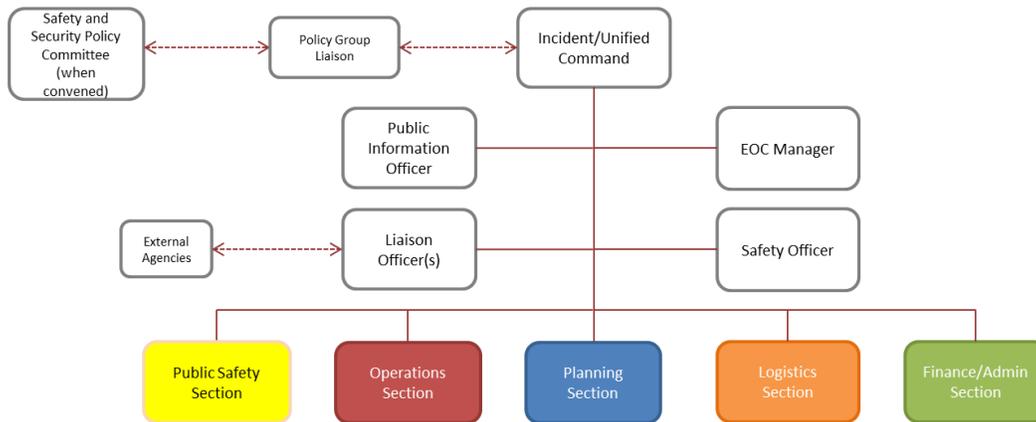
External Support

Major incidents, emergencies, or events may impact the surrounding community in addition to the campus. If this occurs, Virginia Tech will make every effort to coordinate and work with local, State, and Federal officials in their delivery of emergency services. For coordination purposes with State agencies, the Director of Emergency Management serves as the university's Emergency Coordination Officer (ECO). In the Director's absence, the Office of Emergency Management's Emergency Planner will assume ECO responsibilities.

The Montgomery County Emergency Services Coordinator will serve as the point of contact to Virginia Tech when making resource requests to the Virginia Emergency Operations Center. This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23-9.2:9, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

Virginia Tech, as state agency, has a role and responsibility to support the Virginia Emergency Response Team (VERT) agencies during a declared emergency or when otherwise needed. Upon receipt of a mission request from the Virginia Department of Emergency Management Operations Center (VEOC), the university will make a determination if there are personnel and resources available to meet the mission requirements. Virginia Tech will promptly notify the VEOC regarding the status of their request. If Virginia Tech resources are available to fill the mission, they will be deployed following receipt of a mission assignment from the VEOC.

5.3 EMERGENCY NOTIFICATION SYSTEM

Virginia Tech's Emergency Notification System (ENS, commonly referred to as VT Alerts) is a multi-channel, redundant communication platform that disseminates critical information to subscribers in the event of an incident, emergency, or event. Campus sirens, classroom message boards, email, landline and cellular phone calls, SMS messaging, VT Desktop Alerts, and website updates all serve to provide the following information, at a minimum, to subscribers:
- Nature of incident
- Location of incident

- Actions to be taken

Annex B to the CEMP, the ENS Protocols provide operational guidelines for issuing emergency messages via the VT ENS. The Protocols contain system background information, a list of Responsible University Authorities, how and when the Protocols are to be utilized, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates for rapid execution during an incident.

5.4 CAMPUS COMMUNITY: ROLES AND RESPONSIBILITIES

This section outlines the roles and responsibilities of students, faculty and staff, Building Emergency Coordinators, and Deans/Department Heads during day-to-day activities and campus incidents, emergencies, or events.

Students

- **General Responsibilities**
  Students should be aware of their surroundings and familiar with building evacuation routes, exits, and assembly points. Students should also be enrolled in the VT Alerts system and have a personal emergency kit. Additional information on emergency procedures is posted throughout campus in residence halls, classrooms, and laboratories and is available on the OEM website (www.emergency.vt.edu).
- **Role During an Incident**
  Students involved in an incident should assess the situation quickly and thoroughly and employ common sense when determining how to respond. If directly involved in an emergency, students should call 911 as soon as possible, direct responders to where the incident occurred if possible, and cooperate with first responders.

Faculty and Staff

- **General Responsibilities**
  University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should understand departmental Emergency Action Plans and building evacuation procedures in areas where they work and teach. Faculty and staff may likely be the first person to arrive at an incident scene and are responsible for following standard operating procedures and contacting appropriate individuals. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in Emergency Action Plans (EAPs) and the Classroom Emergency Preparedness Guide distributed by the Office of Emergency Management.
- **Role During an Incident**
  Faculty and staff involved in an incident should assess a situation quickly and thoroughly as possible and employ common sense when determining how to respond. When responding, faculty and staff should follow departmental emergency procedures. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

Building Emergency Coordinators

- **General Responsibilities**
  Building Emergency Coordinators, or BECs, serve as the Chair of the building's Emergency Preparedness Committee, as well as the point of contact (POC) to receive and disseminate safety and emergency preparedness information. BECs coordinate the development of building EAP annexes and act as an informational conduit for the Office of Emergency Management and other first responders.
- **Role During an Incident**
  BECs involved in an incident serve as the primary POC between first responders and building occupants. As necessary, BECs may assist in providing building emergency information and coordinating building evacuation procedures.

Deans/Department Heads

- **General Responsibilities**
  Deans and Department Heads serve as leaders for university departments and are responsible for providing overall guidance in the event of an incident. Deans and Department Heads should be familiar with department and building emergency procedures as well as understand the overall emergency response procedures for the university.
- **Role During an Incident**
  Deans and Department Heads involved in an incident should assess a situation quickly and thoroughly and employ common sense when determining how to respond. Deans and Department Heads should follow department emergency and building evacuation procedures and report emergencies to the Virginia Tech Police Department. Early in an incident, Deans and Department Heads should begin to consider long-term recovery strategies.

5.5 MEDIA RELATIONS

Media representatives should report to the designated Joint Information Center, or JIC (location may vary with incident). The Public Information Officer(s) (PIO - generally University Relations staff) is responsible for the activation, operation, and demobilization of the JIC. PIOs coordinate press releases with the Incident Commander/Unified Command and/or the Policy Group.

For information the media can contact University Relations or visit their website at www.unirel.vt.edu. In large-scale events information may be more readily accessible on the Virginia Tech webpage at www.vt.edu as it becomes available.

5.6 DEMOBILIZATION

The Incident Commander/Unified Command will determine when the situation has been controlled and response operations can be demobilized. Demobilization requires the deactivation of the active General Staff sections and EOC (if applicable) and compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible. Section chiefs will be responsible for the demobilization of their respective sections.

5.7 CAMPUS RECOVERY

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. The Policy Group will provide direction to the Office of Emergency Management and other university departments/divisions to restore normal operations on campus.

6. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

6.1 SUCCESSION OF AUTHORITY

The following table explains the succession of decision-making authority as related to critical incident management units/functions:

Table 6.1: Succession of Authority

Department	Order of Succession
Safety and Security Policy Committee (Policy Group)	1. President 2. Vice President for Administrative Services 3. Senior Vice President and Provost 4. Vice President for Finance and CFO 5. Vice President for Student Affairs
Athletics	1. Director, Athletics 2. Senior Associate Director of Athletics 3. Associate Director of Athletics, Internal Affairs
Dining Services (DSA)	1. Director, DSA 2. Senior Associate Director, DSA 3. Associate Director, DSA
Division of Student Affairs (DSA)	1. Vice President for Student Affairs 2. Associate Vice President, DSA 3. Dean of Students
Emergency Management (OEM)	1. Director, OEM 2. Emergency Planner, OEM 3. Deputy Chief and Assistant Director of Security, VTPD
Environmental Health and Safety (EHS)	1. Director, EHS 2. Assistant Director, EHS 3. Assistant Director, EHS
Facilities Services (FS)	1. Associate Vice President for Facilities Services and Chief Facilities Officer 2. Deputy Chief Facilities Officer, FS 3. Director of Utilities and Strategic Initiatives, FS 4. Director of Facilities Operations, FS
Finance	1. Vice President for Finance and CFO 2. Assistant Vice President of Budget and Financial Planning 3. Assistant Vice President for Capital Assets and Financial Management
Fire	N/A[5]
General Counsel	1. University Counsel 2. Associate University Legal Counsel 3. Associate University Legal Counsel
Geographic Information Systems/Center for Geospatial Information Technology (GIS/CGIT)	1. Executive Director, Converged Technologies for Security, Safety, and Resilience 2. Senior GIS Architect, GIS 3. Director and Research Scientist, CGIT

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[5] *As a non-VT entity, the Blacksburg Fire Department's order of succession has been omitted.*

Department	Order of Succession
Housing and Residence Life (DSA)	1. Director, Housing and Residence Life 2. Associate Director for Occupancy Management 3. Associate Director of Residence Life
Human Resources (HR)	1. Associate Vice President, HR 2. Director, HR Services and Employee Records 3. Executive Director for Total Compensation, HR
Network Infrastructure and Services (NIS)	1. Executive Director, NIS 2. Associate Director, Network Administration 3. Director, Systems Development and Administration
Police (VTPD)	1. Chief, VTPD 2. Deputy Chief and Director of Threat Management, VTPD 3. Deputy Chief and Assistant Director of Security, VTPD
Provost	1. Senior Vice President and Provost 2. Vice President and Dean for Undergraduate Education 3. Associate Provost for Faculty Affairs 4. Associate Provost for Resource Management and Planning
Purchasing	1. Director of Materials Management, Purchasing 2. Associate Director for Operations, Purchasing 3. Assistant Director for Facilities Support, Purchasing
Rescue Squad (VTRS)	1. Captain, VTRS 2. First Lieutenant, VTRS 3. Second Lieutenant, VTRS
Research	1. Vice President for Research 2. Associate Vice President for Research 3. Associate Vice President for Research Programs
Risk Management	1. Associate Director 2. Claims Manager 3. Office Manager
Student Centers and Activities (SCA)	1. Director, SCA 2. Associate Director, SCA 3. Associate Director, SCA
Student Health and Wellness Services (DSA)	1. Assistant Vice President for Student Affairs 2. Director, Schiffert Health Center (SHC) 3. Associate Director for Finance and Administration, SHC
Transportation and Campus Services (TCS)	1. Director, TCS 2. Associate Director of Parking and Fleet Services, TCS 3. Associate Director of Mail and Records Management Services, TCS
University Building Official	1. University Building Official 2. Inspector/Reviewer 3. Inspector/Reviewer
University Relations (UR)	1. Associate Vice President for University Relations 2. Director, News and Information, UR 3. Director of Web Communications, UR 4. Director of Marketing and Publications, UR
Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM)	1. Hospital Director, VMRCVM 2. Hospital Administrator, VMRCVM 3. Associate Dean of Finance and Administration, VMRCVM

6.2 EMERGENCY SUPPORT FUNCTIONS MATRIX

In alignment with National Response Framework guidelines, Virginia Tech has grouped its response capabilities into Emergency Support Functions, or ESFs. The ESFs, listed with examples of critical responsibilities and associated departments with primary/secondary authority, are displayed within the following matrix and further explained in Annex C. To provide for greatest scalability during an incident, ESFs or elements thereof may be used wholly or in part at the discretion of the Incident Commander/Unified Command, whether in the field or EOC.

Table 6.2: Emergency Support Functions *("P" indicates primary role/responsibility, "S" indicates secondary role/responsibility)*

Emergency Support Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	General Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Network Infrastructure and Services	Police Department	Provost	Purchasing	Rescue Squad	Research	Risk Management	Safety and Security Policy Group	Student Centers and Activities	Student Health and Wellness Services	Transportation and Campus Services	University Building Official	University Relations	Veterinary Medicine
ESF #1 Transportation	Traffic Control Road Closures Evacuation Support					S		S			S				P									P			
ESF #2 Information Technology and Communications Systems	Phone and Network Connectivity Communications Equipment Regional Radio Cache					S					S			P	S			S									
ESF #3 Facilities Services and Infrastructure	Utility Repair and Restoration Debris Removal Damage Assessment			S	S	S	S	P			S	S		S					S	S				S	P		
ESF #4 Emergency Support Services	Emergency Medical Services Fire Response Search and Rescue		P			S	P								P			P					S				
ESF #5 Emergency Management	Command and Control CERT Management Emergency Notification System Emergency Operations Center Management Volunteer and Donation Management				S	P		S							S						S	S					S
ESF #6 Food, Water, and Housing Services	Feeding Housing Relief Support	S		P	P	S		S				P	S											S	S		

Emergency Support Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	General Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Network Infrastructure and Services	Police Department	Provost	Purchasing	Rescue Squad	Research	Risk Management	Safety and Security Policy Group	Student Centers and Activities	Student Health and Wellness Services	Transportation and Campus Services	University Building Official	University Relations	Veterinary Medicine
ESF #7 Finance and Resource Management	Documentation Emergency Procurement Legal Affairs Payments and Processing Reimbursement Resource Acquisition and Tracking Risk Management	S			S	S		S	S	S							P			P					S		
ESF #8 Health, Mental Health, and Medical Services	Counseling Services Family Assistance Center Operations Medical Care				S	S							S					S					P				
ESF #9 Hazardous Materials	Hazardous Materials Response Spill Containment and Cleanup		P			S	P											S									
ESF #10 Academics	Classroom Rescheduling Alternate Learning Space					S										P						S					
ESF #11 Research	Continuity of Research															S			P			S					
ESF #12 Animal Services	Animal Care and Well-Being															P		S									P
ESF #13 Public Safety and Security	Site Security Law Enforcement					S		S							P									S			
ESF #14 Media Relations and Community Outreach	Joint Information Center Operations News and Information				S	S								S	S						S					P	

7. PLAN DEVELOPMENT AND MAINTENANCE

7.1 PROGRAM ROLES, RESPONSIBILITIES, AND ADMINISTRATION

Board of Visitors

In accordance with Code of Virginia §23-9.2:9, the Virginia Tech Board of Visitors shall develop, adopt, and keep current a written crisis and emergency management plan, with a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in §19.2-11.01.

University President

In accordance with Code of Virginia §23-9.2:9, the President and Vice-Presidents shall annually review the institution's crisis and emergency management plan, certify in writing that the President and Vice-Presidents have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

Director of Emergency Management

The Director of Emergency Management is responsible for coordinating the preparation and updating of the CEMP as required. The Director of Emergency Management will collaborate as needed with external partners from local, regional, and State agencies in seeking input on and review of the CEMP as part of the ongoing planning and maintenance process.

The Director of Emergency Management will coordinate the annual review of the CEMP by the President and applicable Vice Presidents and document the process per Code of Virginia §23-9.2:9. In addition, every four years the Director of Emergency Management will oversee a comprehensive review of the CEMP and secure its formal adoption by the Board of Visitors.

Emergency Support Functions

Each department, agency or individual specified in the CEMP and each department/area that will have an active role in responding to a campus emergency (see CEMP Section 6 and Annex C, Emergency Support Functions) is expected to prepare and update their ESFs as needed to ensure the timely and effective delivery of incident response and recovery services by that entity during an incident. When an ESF is updated, a copy shall be submitted to the Director of Emergency Management.

The CEMP serves as the overarching document to guide response efforts during an incident on a university-wide scale. Departmental Emergency Action Plans (EAPs) detail immediate response actions to be taken at the department or building level. Continuity of Operations Plans (COOPs) list essential functions necessary for resumption of critical services/activities per department. VT OEM manages the departmental EAP and COOP program in concert with CEMP administration as part of a continuous and comprehensive emergency management program.
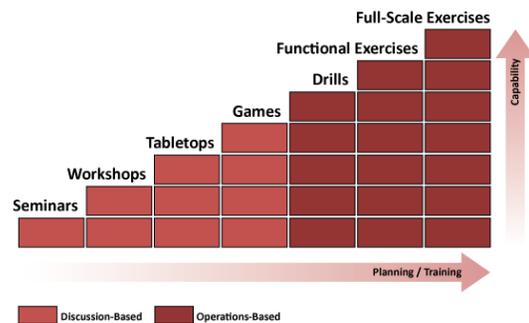
7.2 TRAINING AND EXERCISES

Trained and knowledgeable personnel are essential for the prompt and proper execution of Virginia Tech's CEMP, EAPs, and COOPs. Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident, emergency, or event. Awareness information and training will be provided to the campus community.

7.3 EXERCISE PROGRAM

Virginia Tech applies the U.S. Department of Homeland Security, Federal Emergency Management Agency's building-block approach to exercise design, planning, and execution - *see Figure 7.1.*

Figure 7.1: Building-block approach to exercises

- Seminar: A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.
- Workshop: A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- Tabletop Exercise: A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem solving process.
- Game: A game features a realistic scenario in a tabletop exercise to test existing and potential strategies, and prepare for more complex exercises.
- Drill: A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- Functional Exercise[6]: A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- Full-Scale Exercise: A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

The Virginia Tech Office of Emergency Management is pleased to work with campus departments to design, plan, and conduct these various exercise formats in the appropriate scale to allow players to test their knowledge of their roles and responsibilities given incident scenarios unique to their working environment.

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[6] *Per Code of Virginia § 23-9.2:9 Section D, Virginia Tech will conduct an annual university-wide functional exercise.*

7.4 AFTER ACTION REVIEW

Post-incident and exercise evaluation often leads to ways to improve response practices. One of the most effective ways of summarizing an incident and capturing lessons learned is the After Action Review (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators. Their comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into Virginia Tech's emergency management program and associated plans/procedures.

8. GLOSSARY AND ACRONYMS

8.1 ACRONYMS

AAR	After Action Review
BEC	Building Emergency Coordinator
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations Plan
DSA	Division of Student Affairs
EAP	Emergency Action Plan
ECO	Emergency Coordination Officer
ENS	Emergency Notification System
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HMP	Hazard Mitigation Plan
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Center
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OEM	Office of Emergency Management
PIO	Public Information Officer
SMS	State Managed Shelter Plan
UC	Unified Command
VDEM	Virginia Department of Emergency Management
VT	Virginia Tech

8.2 GLOSSARY

- **Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.
- **Crisis and Emergency Management Plan:** An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.

- **Emergency:** An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus.
- **Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.
- **Emergency Management:** The process of coordinating available resources to effective manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.
- **Emergency Action Plan:** A department/area/unit-specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).
- **Emergency Operations Center:** A centralized location from which emergency operations can be directed and coordinated with the campus and community.
- **Exercise:** A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full-scale exercises.
- **Hazard:** Any source of danger or element of risk to people or property.
- **Hazard Mitigation Plan:** A risk management tool used to identify natural and human-caused hazards facing the Virginia Tech campus.
- **Incident:** An occurrence or event, natural or human-caused, which requires a response to protect life or property.
- **Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.
- **Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.
- **Incident Command System:** A nationally used, standardized, on-scene emergency management concept
- **Unified Command:** An incident management method employing collaborative decision-making between multiple responsible internal and/or external departments/agencies to resolve an incident in a more efficient manner.
- **Incident Management Team:** Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.
- **Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
- **Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.
- **National Incident Management System:** The group of principles that are legislated for all entities to assist in coordination national emergency response functions.
- **Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.
- **Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.
- **Safety and Security Policy Group:** An operational committee appointed by the President to serve as a coordinating and policy body, with responsibilities for establishing the framework for an overarching university safety, emergency management, and security program for all Virginia Tech facilities (on- and off-campus, owned and leased) and ensuring that it is implemented through the appropriate offices; evaluating the overall safety and security infrastructure; and providing oversight to the work of university operational committees responsible for environmental health and safety, violence prevention, emergency management, and other safety and security related efforts.