



# CRISIS AND EMERGENCY MANAGEMENT PLAN

**November 2023**

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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 for managing incidents at Virginia Tech.

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 management capabilities for an infectious disease outbreak, communications, resource management, and recovery.

**Appendix A** contains supplemental information relevant to incidents involving victims of crime.

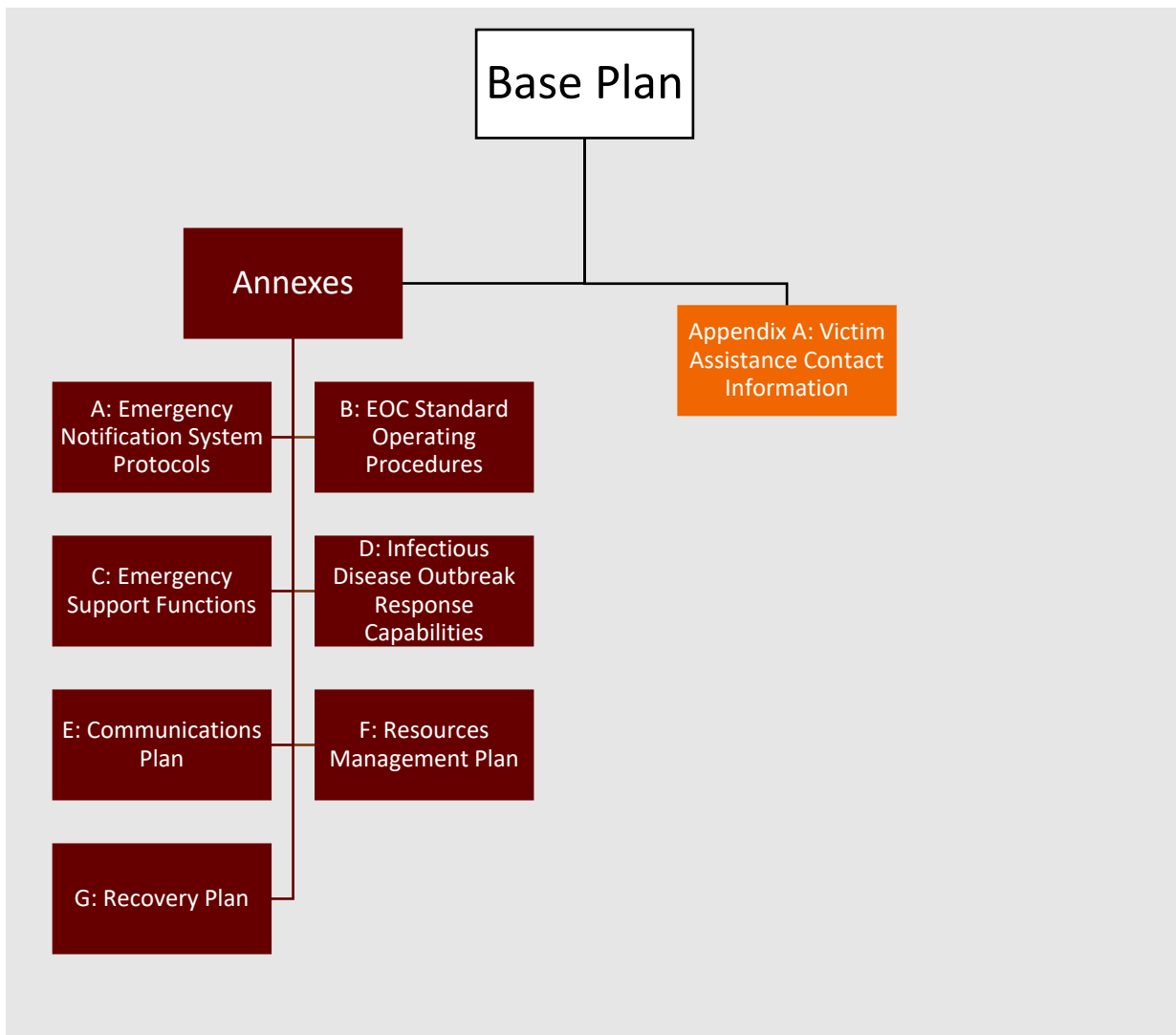


Figure 1 CEMP Graphic Layout

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## 2. Plan Documentation

### 2.1 PROMULGATION

**TO:** VIRGINIA TECH COLLEGES, DEPARTMENTS, FACULTY, STAFF, AND STUDENTS

**FROM:** TIMOTHY D. SANDS, PRESIDENT

**RE:** VIRGINIA TECH CRISIS AND EMERGENCY MANAGEMENT PLAN

Virginia Tech, in accordance with Code of Virginia Title 23.1, Chapter 8 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), Community Assistance Plan (CAP), and the Virginia Tech Hazard Mitigation Plan (HMP). These are distinct, complementary plans that together provide a sound decision-making foundation establishing 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 Virginia Tech community.

Signed,



Timothy D. Sands, President

Virginia Polytechnic Institute and State University



Date

## 2.2 RECORD OF CHANGES

Table 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.
G. DeVilbiss	January 2013	2.0	Base Plan Select Annexes Select Appendices	Updated Base Plan and select Annexes and Appendices with current titles and numbers.
Marinik	November 2013	2.1	Base Plan	Reflect changes of Policy 5615 succession list, and position change to distribution and policy group.
A. Marinik	February 2014	3.0	Base Plan all Annexes all Appendices	Updated Base Plan, Annexes, and Appendices for roles, titles, names, and contact information as appropriate.
A. Marinik	March 2014	3.1	Base Plan Annexes	Added references to the new annexes within the Base Plan, and added the Communications Plan, Resources Management Plan, and Recovery Plan as annexes.
L. Shafer M. Mulhare A. Marinik	June 2014	4.0	Base Plan Annexes	Review, update, and alignment of all sections of the CEMP.
L. Shafer M. Mulhare A. Marinik	August 2014	5.0	Base Plan Annex H	Added monitoring and detection section to Base Plan. Added deactivation and gap analysis results to Annex H.
A. Marinik	August 2014	5.1	Base plan, distribution chart, succession table	Updated Succession table with corrected titles, and changed two titles in distribution chart
M. Mulhare A. Marinik	November 2014	5.2	Annex A, Annex D	Annex A updated for the new ENS system. Annex D contact information updated.
M. Mulhare A. Marinik	April 2015	5.3	Base Plan	Updated Incident Management Structure (Section 5.2) to include SSPC Incident Response Team members and description.
A. Marinik	September 2016	6.0	Base Plan All Annexes All Appendices	Updated legislative reference, updated TOC for removal of annexes (E, F), appendices, updated all cover pages, changed IRT to CMT
E. Thompson A. Marinik	December 2017	7.0	Base Plan All Annexes	Review, update, and alignment of the CEMP.
A. Marinik P. McCann M. Mulhare	June 2019	8.0	Base Plan All Annexes	Review, update, and alignment of the CEMP.
Myers	March 2020	8.1	Base Plan	Title updates; updated succession
A. Marinik	Sept 2023	8.2	Base Plan Annex A, B, C, D, E, F	Review and revision of all information.



## **2.3 LEGAL**

### **2.3.1 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 managing an incident, 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 used. 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 be required.

### **2.3.2 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 University Legal Counsel.

## 2.4 RECORD OF DISTRIBUTION

Table 2 Record of Distribution

Agency	Department	Recipient Title/Department
Virginia Tech	Incident Leadership Team	All Members
Virginia Tech	Incident Management Team	All Members
Virginia Tech	Campus Operations	Vice President Campus Planning, Infrastructure and Facilities Assistant Vice President for Capital Construction Chief, Virginia Tech Rescue Squad University Building Official
Virginia Tech	Division of Finance	Assistant Vice President for Finance and University Controller Assistant Vice President for Budget and Financial Planning Associate Vice President for Campus Planning and Capital Financing Director, Insurance and Risk Management
Virginia Tech	Division of IT	Vice President and Chief Information Officer Chief of Staff and Deputy Chief Information Officer Executive Director, Network Infrastructure and Services
Virginia Tech	Division of Student Affairs	Vice President Dean of Students Commandant, Corps of Cadets Director, Cook Counseling Center Assistant VP for Student Affairs and ExperienceVT Director, Schiffert Health Center
Virginia Tech	Office of the VP for Research and Innovation	Vice President for Research and Innovation
Veterinary Medicine	Administration	Hospital Director
Montgomery County	Emergency Management	Emergency Services Coordinator
Town of Blacksburg	Town Administration	Town Manager
VDEM	Preparedness Division	All Hazards Planner

## 3. Authorities and Standards

### 3.1 POLICIES AND REGULATIONS

The Virginia Tech CEMP is authorized and guided by provisions in the following documents:

#### 3.1.1 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

#### 3.1.2 STATE

- Code of Virginia, Title 23.1, Chapter 8
- Commonwealth of Virginia Emergency Operations Plan, October 2021
- Code of Virginia Emergency Services and Disaster Law of 2000 (Chapter 3.2, Title 44 of the Code of Virginia, as amended)

#### 3.1.3 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

#### 3.1.4 REFERENCES

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

- FEMA Comprehensive Preparedness Guide 101 Version 3, September 2021
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

## 4. Introduction

### 4.1 MISSION

#### 4.1.1 VIRGINIA TECH

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.

#### 4.1.2 VIRGINIA TECH EMERGENCY MANAGEMENT

The mission of Virginia Tech Emergency Management (VTEM) is to instill a culture of preparedness by building, sustaining, and improving individual preparedness, departmental readiness, and university resiliency. 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.

Virginia Tech's incident response priorities are:

- Protect life safety.
- Secure critical infrastructure and facilities including:
  - Buildings used by the Virginia Tech community.
  - Buildings critical to health and safety.
  - Facilities that sustain the response.
  - Classroom and research buildings.
  - Administrative buildings.
- Resume teaching and research programs.

### 4.2 PURPOSE

The Virginia Tech's Crisis and Emergency Management Plan (CEMP) provides all-hazards guidance intended to preserve life, protect property, and manage an incident 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."<sup>1</sup> An incident may cause a significant disruption of normal business in all or a portion of the university. Incidents can range from a small utility failure or criminal act that can be managed locally to a major winter storm, flood event, or chemical/biological release that may exceed internal capabilities and requires external response support. The CEMP establishes an incident management structure for Virginia Tech. The Virginia Tech CEMP supersedes all previous university-wide emergency response plans. 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.

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<sup>1</sup>As defined in the Federal Emergency Management Agency's National Response Framework.

### 4.3 SCOPE

The Crisis and Emergency Management Plan and its contents apply to the Virginia Tech campus community at the Blacksburg main campus and all other university-owned facilities.

### 4.4 SITUATION OVERVIEW

Dedicated to its motto, Ut Prosim (That I May Serve), Virginia Tech takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. As the commonwealth's most comprehensive university and its leading research institution, Virginia Tech offers 280 undergraduate and graduate degree programs to over 34,000 students and manages a research portfolio of more than 500 million dollars. The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally, and across Virginia.

Founded in 1872, Virginia Tech has approximately 213 campus buildings, a 2,600-acre main campus, off-campus educational facilities in six regions, a study-abroad site in Switzerland, and a 1,800-acre agriculture research farm near the main campus. The campus proper is located in the Town of Blacksburg within Montgomery County and the New River Valley.

As part of an all-hazards approach to relative risk assessment, Virginia Tech Emergency Management conducts periodic Hazard Vulnerability Assessments (HVA) for the Virginia Tech community. The purpose of the HVA is to identify relative risk for natural, technological, and human-caused hazards that may pose a threat to the university infrastructure, satellite facilities, and the campus community. The HVA tool accounts for probability of occurrence, impact of occurrence, and university preparedness for each hazard. The specific findings of these assessments are detailed in their respective reports. The results of the HVAs provide relative-risk rankings for all assessed hazards.

### 4.5 PLANNING ASSUMPTIONS

- The CEMP is an all hazard plan.
- An incident may occur with little or no warning.
- Incidents are managed at the local level by Virginia Tech.
- Virginia Tech will have 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 use a hybrid Incident Command System (ICS) – Emergency Support Function (ESF) model during incident response operations, that can transition into a conventional ICS model as required.
- 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, or industry standards.
- All departments are to have current Continuity of Operations (COOP) and Emergency Action Plans (EAPs).
- Faculty, staff, students, and visitors will follow instructions given by first responders and university leadership.

## 4.6 PHASES OF EMERGENCY MANAGEMENT

Figure 2 Phases of Emergency Management describes the emergency management process in four phases: mitigation, preparedness, response, and recovery, with each phase overlapping the next.

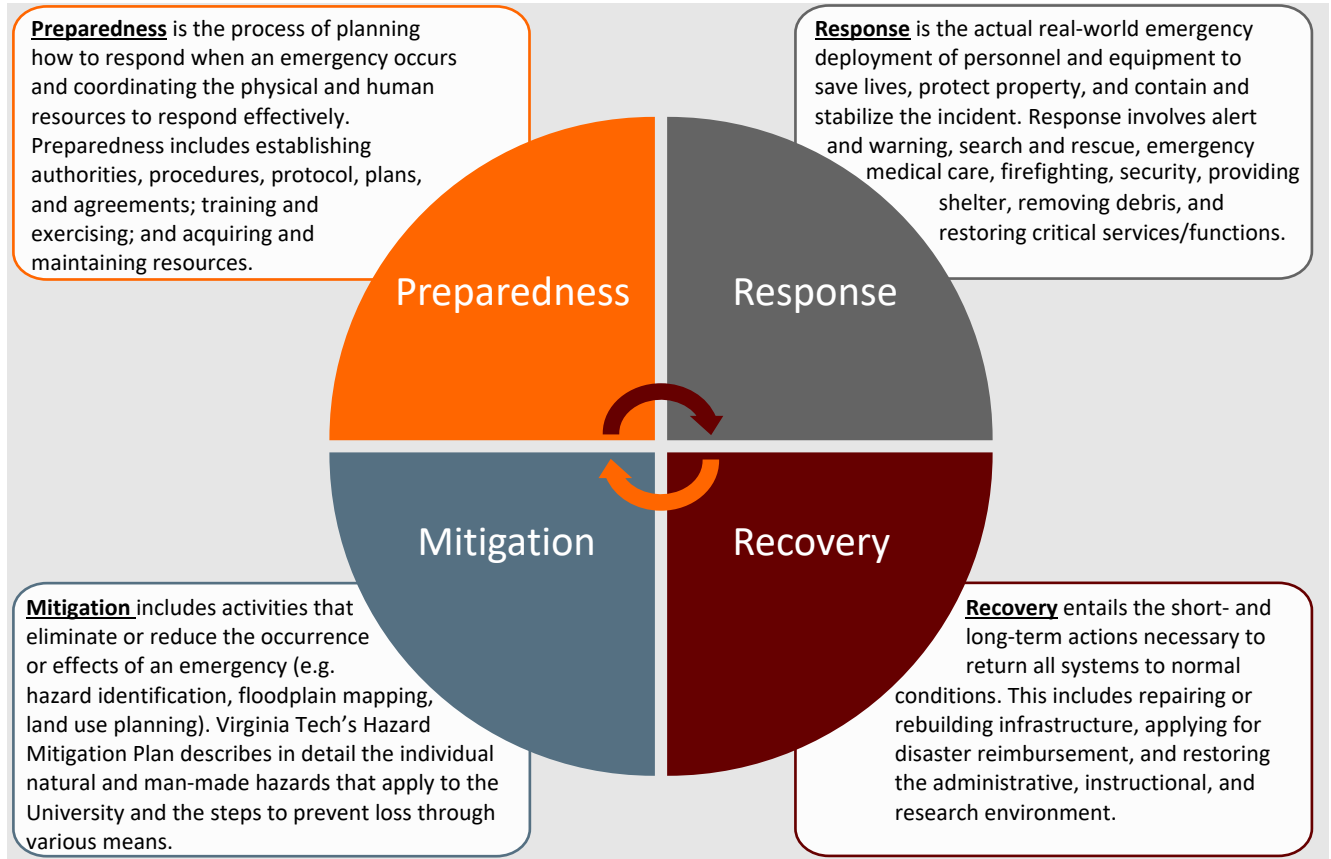


Figure 2 Phases of Emergency Management

## 5. Concept of Operations

Concept of Operations 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 USE

The CEMP may be used—in whole or in part—whenever 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 used, in conjunction with local, regional, state, or federal response plans as necessary to effectively manage an incident. Critical university departments having a role in response will be associated with Emergency Support Functions. See CEMP Section 6, Organization and Assignment of Responsibilities; Annex B, Emergency Operations Center Standard Operating Procedures; and Annex C, Emergency Support Functions Annex for more information.

### 5.2 INCIDENT MANAGEMENT STRUCTURE

#### 5.2.1 INCIDENT COMMAND SYSTEM

Virginia Tech applies the Incident Command System (ICS) to incident and event management. A standardized, all-hazards management tool, ICS uses 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 used (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 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.

### **5.2.2 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 an incident. Unified Command 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 EOC but may be used in the field as necessary. Unified Command serves as the single voice of incident operations.

### **5.2.3 INCIDENT LEADERSHIP TEAM**

The Incident Leadership Team provides strategic direction, develops policy and determines priorities and for any incident that impacts the university's ability to perform mission essential and/or primary business functions. The Incident Leadership Team comprises members appointed by the President. The roster of the ILT is managed by the President's Office. During an incident, when needed, the Incident Leadership Team will convene. Subject matter/functional experts may be included in ILT discussions if it will provide benefit to the incident management process. The President chairs the ILT unless they are unable to do so. In the absence of the President, the order of succession for the chair is: Executive Vice President and Provost followed by the Senior Vice President and Chief Business Officer. The chair may convene the ILT in person or virtually. The Associate Vice President for Public Safety is designated by the president as the University Incident Commander will provide incident management process for the ILT as required to manage the specific requirements of an incident. In the absence of Associate Vice President, the Executive Director for Emergency Management will serve in this capacity

The ILT can be requested to assemble by any member of the team. if they believe there is a threat to the community, and/or there is sufficient disruption to university operations to warrant an institutional response. The ILT may also be activated at the discretion of authorized personnel should they have reasonable belief that an incident may require institutional response.

### **5.2.4 INCIDENT MANAGEMENT TEAM**

The Incident Management Team (IMT) comprises representatives from across the university bringing resources and authority to a centrally coordinated team with focus on tactical implementation of the strategic objectives defined by the Incident Leadership Team and/or Unified Command. The mission of the Virginia Tech IMT is to centrally coordinate the university crisis response and recovery efforts using communications, efficient tactical implementation, and the effective use of university resources. The IMT may function at any location, or remotely, dependent on the situation; however primarily the IMT functions within the Virginia Tech Emergency Operations Center (EOC) located in the Public Safety Building.

Virginia Tech Emergency Management manages the membership of, and leads, the IMT as an incident management structure for the university. Members of the IMT are trained in incident management, incident command, and response and recovery capabilities. The IMT supports first responders, business continuity, and the university community specific to response and recovery efforts.

Virginia Tech Emergency Management provides training, conducts exercises, and frequently interacts with the IMT members to maintain a state of constant readiness. Team membership requires



departmental or divisional representatives have the authority to make decisions on behalf of their organization and commit organizational resources to the incident management process. Additional information about the Virginia Tech IMT, the operational process for incident management, and the Virginia Tech Emergency Operations Center can be found in *Annex B – Emergency Operations Center Standard Operating Procedures*.

### 5.2.5 EMERGENCY OPERATIONS CENTER

An incident may impact university operations for a prolonged period of time, the Assistant Vice President for 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 staffs the EOC and performs the following functions:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through Communications and Marketing 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 of operations plans (COOPs).
- Staff incident management positions.

While staffing the EOC, members of the Incident Management Team will be grouped in accordance with the university's ICS organizational structure. For details and additional information about the EOC organizational structure, EOC roles and responsibilities, and graphical representation of the incident management structures see, *Annex B – Emergency Operations Center Standard Operating Procedures*.

### 5.2.6 EXTERNAL SUPPORT

The Associate Vice President for Public Safety serves as the university's Emergency Coordination Officer (ECO). In their absence, Virginia Tech Emergency Management's Executive Director assumes ECO responsibilities.

Virginia Tech can make resource requests to the Virginia Emergency Operations Center (VEOC) through the VDEM WebEOC portal. This operational policy for resource requests reflects the Virginia Department of Emergency Management policy allowing state institutions of higher education to make direct resource requests to the Virginia Emergency Operations Center.

Virginia Tech, as a 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 VEOC, the university will determine 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 request, they will be deployed following receipt of a mission assignment from the VEOC.

### 5.2.7 MONITORING, DETECTION, ALERT, AND WARNING

The Virginia Tech Police Department (VTPD) Security Center provides for notification, alerts and warnings of incidents affecting Virginia Tech. The VTPD Security Center operates 24 hours, seven days a week. The Security Center receives information of potential incidents from the community through telephonic and digital channels, as well as, direct communications with regional Public Safety Answering Point authority. A mobile device application provides for two-way communication with the security center. Virginia Tech is a member of a regional 911 authority, which provides for emergency call-taking and emergency dispatch. Weather information is monitored continuously, providing timely notification of hazardous weather. The university camera system is monitored at this location. The Security Center has the capability to initiate the emergency notification system (VT Alerts), as well as initiate the campus siren system, and monitor the university security cameras. The shift supervisor for VTPD has the responsibility and capability of notifying senior leadership and Virginia Tech Emergency Management when they determine the size and scope of an incident require a broader response.

### 5.2.8 EMERGENCY NOTIFICATION SYSTEM

Virginia Tech's Emergency Notification System (ENS), branded VT Alerts, is a multi-channel, redundant communication platform that disseminates critical information to subscribers in case of an incident. Virginia Tech has implemented an ENS program that recognizes the "whole of system" from people to technology and the interface between the two. As a matter of practice, VTEM and VTPD provide education and training on the ENS to students and employees at their respective orientations. Virginia Tech maintains this critical entry-point training. Campus sirens, classroom message boards, email, landline and cellular phone calls, SMS messaging, VT Desktop Alerts, social media, annunciators, 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 A 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 used, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates.

### 5.2.9 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 incidents.

#### 5.2.9.1 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 VTEM website (<https://emergency.vt.edu/ready.html>) as well as accessible via the Hokie Ready app, Virginia Tech's public safety and preparedness app (available for download to iOS and Android).

**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 incident, students should call 911 as soon as possible, direct responders to where the incident occurred if possible, and cooperate with first responders.

**5.2.9.2 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 EAPs 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. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in EAPs and the Classroom Emergency Preparedness Guide provided by Virginia Tech Emergency Management. Additional information on emergency procedures is posted throughout campus in classrooms, laboratories, and is available on the VTEM website (<https://emergency.vt.edu/ready.html>) as well as accessible via the Hokie Ready app, Virginia Tech's public safety and preparedness app (available for download to iOS and Android).

**Role During an Incident**

Faculty and staff involved in an incident should assess a situation quickly and as thoroughly as possible and use common sense when determining how to respond. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

**5.2.9.3 Building Emergency Coordinators****General Responsibilities**

Building Emergency Coordinators (BECs), serve as the Chair of the building's Emergency Preparedness Committee (EPC), as well as the point of contact to receive and disseminate safety and emergency preparedness information. BECs in concert with the building Emergency Planning Committee (EPC) develop EAP building annexes and act as an informational conduit for Virginia Tech Emergency Management.

**Role During an Incident**

BECs involved in an incident serve as the primary point of contact between first responders and building occupants. As necessary, BECs may assist in providing building emergency information and coordinating building evacuation procedures.

**5.2.9.4 Deans/Department Heads****General Responsibilities**

Deans and department heads serve as leaders and are responsible for providing overall guidance in 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 use 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 implementation of departmental Continuity of Operations Plans and long-term recovery strategies if required.

#### **5.2.10 MEDIA RELATIONS**

Communications and Marketing personnel, upon notification, should report to the designated Joint Information Center (JIC). Public Information Officer (PIO) is responsible for the activation, operation, and demobilization of the JIC. The PIO coordinates press releases with the Incident Commander/Unified Command and/or the SSPC.

For information, the media can contact Communications and Marketing or visit their website at [www.unirel.vt.edu](http://www.unirel.vt.edu). In large-scale incidents, information can be found on the Virginia Tech webpage at [www.vt.edu](http://www.vt.edu).

#### **5.2.11 DEMOBILIZATION**

The Incident Commander/Unified Command will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the 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.

#### **5.2.12 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 SSPC will provide strategic guidance to the EOC and/or Virginia Tech Emergency Management and other university departments. See Annex G Recovery Plan for more information on specific recovery guidance to effectively address long-term recovery needs.

## 6. Organization and Assignment of Responsibilities

### 6.1 SUCCESSION OF AUTHORITY

Succession planning is an important facet of day-to-day operations and is a necessary piece of planning for an efficient and effective incident response and recovery. The departmental Continuity of Operations Plans (COOPs) include the orders of succession and delegations of authority for each university department, including those identified in the CEMP as having supporting roles for incident response. Therefore, succession is identified for response functions. In addition, delegation of certain authorities offers another layer of continuity and creates a more efficient response structure through distribution of function across trained and qualified individuals. For many university departments, orders of succession and delegations of authority may follow a similar path during normal operations and incident response. However, there are times when deviations are appropriate, or the unit responsible for response or strategic direction does not fit a typical department structure. Consistent with NIMS and ICS, the roles and responsibilities in terms of reporting structures may alter response and recovery efforts.

The Incident Leadership Team (ILT) and Incident Management Team (IMT) include members from multiple departments and staffing, succession, and authority are uniquely governed. The President's Office appoints the members, maintains membership information, and is responsible for the operation and function of the ILT. The ILT orders of succession are included in the University COOP, as amended. Virginia Tech Emergency Management manages the IMT, and is the responsible party for membership, operations, training, and exercises for the IMT. The IMT is rostered two or three members per department for purposes of continuity and inherent succession. Leadership succession is specific to VTEM personnel, with the highest-ranking emergency management member acting as the EOC Manager (see *Annex B to the CEMP Emergency Operations Center Standard Operating Procedures*). In the absence of any Virginia Tech Emergency Management personnel, the successor to IMT leadership will be determined by the Division of Public Safety.

## 6.2 EMERGENCY SUPPORT FUNCTION MATRIX

In alignment with National Response Framework guidelines, Virginia Tech has grouped its response capabilities into ESFs. Associated departments are cross-listed with lead/supporting authority, are displayed in *Table 5* 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 3 Emergency Support Functions ("L" indicates lead department/responsibility, "S" indicates supporting department/responsibility)

Emergency Support Function	Business Services, Operations Division	Virginia Tech Athletics	College of Agriculture and Life Sciences	University Controller	Cook Counseling Center	Dean of Students	Dining Services	Office of Budget and Financial Planning	Division of Information Technology	Division of Student Affairs	Environmental Health and Safety	Virginia Tech Facilities Services	Facilities Services - Electric Service	Facilities Services - Facilities Operations	Facilities Services - University Design and Construction	Facilities Services - Utilities and Strategic Initiatives	Home Passport Services	Housing and Residence Life	Human Resources	Virginia Tech Division of Information Technology	Insurance and Risk Management	Network Infrastructure and Services	Office of Capital Assets and Financial Management	Virginia Tech Emergency Management	Office of Recovery and Support	Office of the Associate Vice President for Facilities Services and Chief Facilities Officer	Office of the Executive Vice President and Provost	Office of the University Building Official	Office of the University Registrar	Office of the University Veterinarian and Animal Resources	Office of the Vice President for Research and Innovation	Virginia Tech Parking and Transportation	Virginia Tech Police Department	Procurement Department	Virginia Tech Rescue Squad	Safety and Security Policy Committee	Schiffert Health Center	Services for Students with Disabilities	Student Engagement and Campus Life	University Development	University Legal Council	University Libraries	University Relations	Vice President and Dean for Graduate Education	Vice President for Operations	Virginia-Maryland College of Veterinary Medicine	VMRCVM Teaching and Research Animal Care Support Service	VT Engage
ESF 1 - Transportation	S											S											S								L	L																
ESF 2 - Information Technology and Communications Systems												S							L	L			S																	S								
ESF 3 - Facilities Services and Infrastructure										S		S	S	S	S								S		L	S								S														
ESF 4 - Emergency Support Services											S	S											L											L	L													
ESF 5 - Emergency Management								S	S	S													L											S							S							
ESF 6 - Food, Water, and Housing Services	S					L		L		S							L						S														S											
ESF 7 - Finance and Resource Management	S	S					L	S	S								S		S	L		S	S																S									
ESF 8 - Health, Behavioral Health, and Medical Services				L	S			S										S					S								S	S	L	S														
ESF 9 - Hazardous Materials									L	S													S										S															
ESF 10 - Academics									S									S		S			S			L	S													S	S	S						
ESF 11 - Research									S									S					S			S				L										S	S	S						
ESF 12 - Animal Services									S			S											S					L																		L		
ESF 13 - Public Safety and Security									S														S					S	L				S															
ESF 14 - Media Relations and Community Outreach								S	S														S												S					L								
ESF 15 - Volunteer and Donations Management					S			L		S													L	S															L	L	S					S		
ESF 16 - Agriculture and Natural Resources		L									S												S						L																	L		

## 7. Plan Development and Maintenance

### 7.1 PROGRAM ROLES, RESPONSIBILITIES, AND ADMINISTRATION

#### 7.1.1 BOARD OF VISITORS

In accordance with Code of Virginia §23.1-804, the board of visitors shall develop, adopt, and keep current a written crisis and emergency management plan. The plan shall include 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 the Code of Virginia §19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

#### 7.1.2 UNIVERSITY PRESIDENT

In accordance with Code of Virginia §23.1-804, the President shall annually review the institution's CEMP, certify in writing that the President has reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

#### 7.1.3 EXECUTIVE DIRECTOR FOR EMERGENCY MANAGEMENT

The Executive Director for Emergency Management is responsible for coordinating the preparation and updating of the CEMP as required, and will collaborate as needed with internal and external partners.

The Executive Director for 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 §23.1-804. In addition, every four years the Executive Director for Emergency Management will oversee a comprehensive review of the CEMP and secure its formal adoption by the Board of Visitors.

#### 7.1.4 EMERGENCY SUPPORT FUNCTIONS

Emergency Support Functions bring together personnel that have authority, expertise, or a combination thereof, to determine a functional solution in response to an incident. ESFs can be used singularly, or in combination to resolve an incident and lay the foundation for recovery efforts.

The CEMP serves as the overarching document to guide response efforts during an incident. Departmental EAPs detail immediate response actions to be taken at the department or building level. COOPs list essential functions necessary for resumption of mission essential functions per department. VTEM manages the departmental EAP and COOP program in concert with CEMP administration as part of a continuous and comprehensive emergency management program.

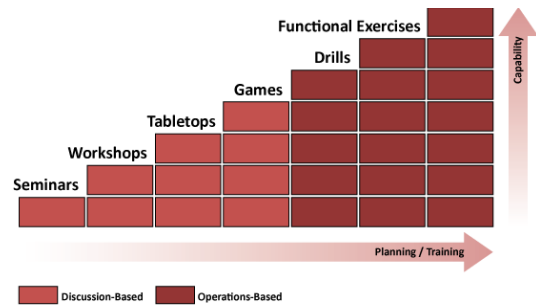
### 7.2 TRAINING AND EXERCISES

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. 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<sup>2</sup>:** 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.

Virginia Tech Emergency Management works with campus departments to design, plan, and conduct exercises

### 7.4 AFTER ACTION REVIEW

Post-incident and exercise evaluation results in improvement opportunities. 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 and procedures.

<sup>2</sup> Per Code of Virginia Title 23.1, Chapter 8, Virginia Tech will conduct an annual university-wide functional exercise.



## 8. Glossary and Acronyms

### 8.1 ACRONYMS

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

## 8.2 GLOSSARY

- **Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, Virginia Tech campus property.
- **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 effectively manage emergencies or disasters that threaten the entity or institution, thereby saving lives, minimizing injury, and minimizing economic loss. This involves 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.
- **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, 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.
- **Incident Leadership Team:** Specific university leadership personnel with the authority and responsibility to set incident response and recovery strategy employed by Virginia during crisis.
- **Incident Management Team:** Select group of personnel closely aligning with ESF representative departments that will manage the early stages of an incident with Virginia Tech Emergency Management.
- **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.

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