

RESOLUTION TO APPROVE THE VIRGINIA TECH CRISIS AND EMERGENCY MANAGEMENT PLAN AND ADDENDUM

WHEREAS, Section 23.1-804, Code of Virginia as amended requires that each public institution of higher education 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 a crisis and emergency management plan (CEMP) which was reviewed and approved by the University Safety and Security Policy Committee and promulgated by President Timothy D. Sands on June 28, 2019; and

WHEREAS, the unprecedented response to the COVID-19 Pandemic resulted in an operational change requiring an Addendum to the plan; and

WHEREAS, the CEMP and the Addendum have been reviewed by this 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 and Addendum, to include all-hazards plans and procedures for disasters. The Office of Emergency Management will update the CEMP, with the approval of the President of the University, as required during the interim between the Board of Visitors quadrennial review and adoption required by Section 23.1-804 of the Code of Virginia as amended.

RECOMMENDATION:

That the above resolution adopting the Virginia Tech Crisis and Emergency Management Plan and Addendum, to include all-hazards plans and procedures for disasters be approved.

November 15, 2020



CRISIS AND EMERGENCY MANAGEMENT PLAN

June 2019

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Virginia Tech Emergency Management
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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 for an infectious disease outbreak, communications, managing resources, and recovery.

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

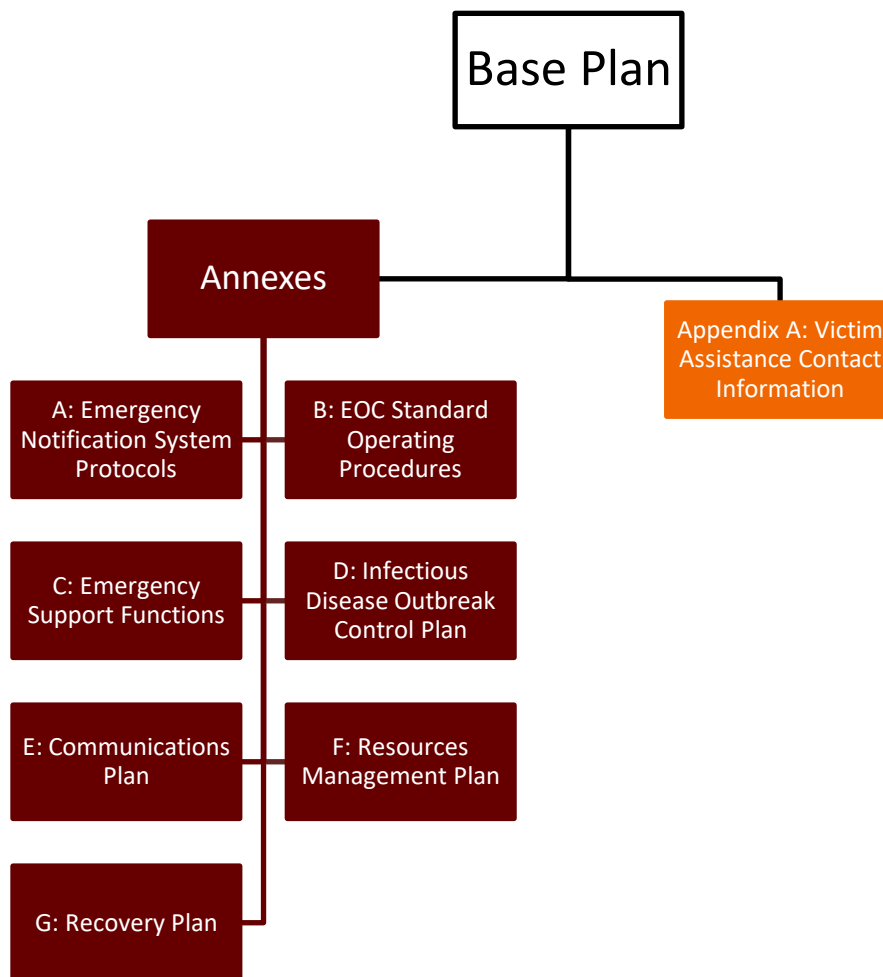


Figure 1 CEMP Graphic Layout

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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) for Virginia Tech. The CEMP, Emergency Action Plans, Continuity of Operations Plans, the Hazards Mitigation Plan, and the Community Assistance Plan are distinct, complementary plans that together provide a sound decision-making foundation with regard to 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,

cc: a.p.



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.

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 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.

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	Safety and Security Policy Committee	President Executive Director, Office of the President Executive Vice President and Provost Senior Vice President for Operations and Administration Vice President for Operations Assistant Vice President for Emergency Management Chief of Police and Director of Security University Counsel Vice President for Policy and Governance, Secretary to the Board of Visitors Vice President for Outreach and International Affairs Vice President for Finance and Chief Financial Officer Vice President for Information Technology and Chief Information Officer Vice President for Student Affairs Vice President for Human Resources Senior Associate Vice President for University Relations Executive Director of Government Relations Assistant Vice President for University Relations Senior Associate Athletic Director, Facilities and Operations Executive Director of Audit, Risk, and Compliance
Virginia Tech	Division of Operations	Associate Vice President and Chief Facilities Officer Assistant Vice President for Environmental Health and Safety Assistant Vice President, Facilities Operations and Construction Director of Parking and Transportation Director, Strategic Initiatives Chief, Rescue Squad University Building Official
Virginia Tech	Finance	Assistant Vice President for Finance and University Controller Assistant Vice President for Budget and Financial Planning Assistant Vice President for Capital Assets and Financial Management Director, Insurance and Risk Management
Virginia Tech	Division of Operations IT	Chief of Staff and Deputy Chief Information Officer Executive Director, Network Infrastructure and Services
Virginia Tech	Division of Student Affairs	Senior Associate Vice President Dean of Students Assistant Vice President (3) Chief of Staff Commandant, Corps of Cadets Director, Cook Counseling Center Associate Dean of Students and Director, Cranwell International Center 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 Safety & Emergency Coordinator
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:

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 23.1, Chapter 8
- Commonwealth of Virginia Emergency Operations Plan, September 2012
- Code of Virginia Emergency Services and Disaster Law of 2000 (Chapter 3.2, Title 44 of the Code of Virginia, as amended)

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 used 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

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.

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."¹ 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.

¹ ¹ 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.

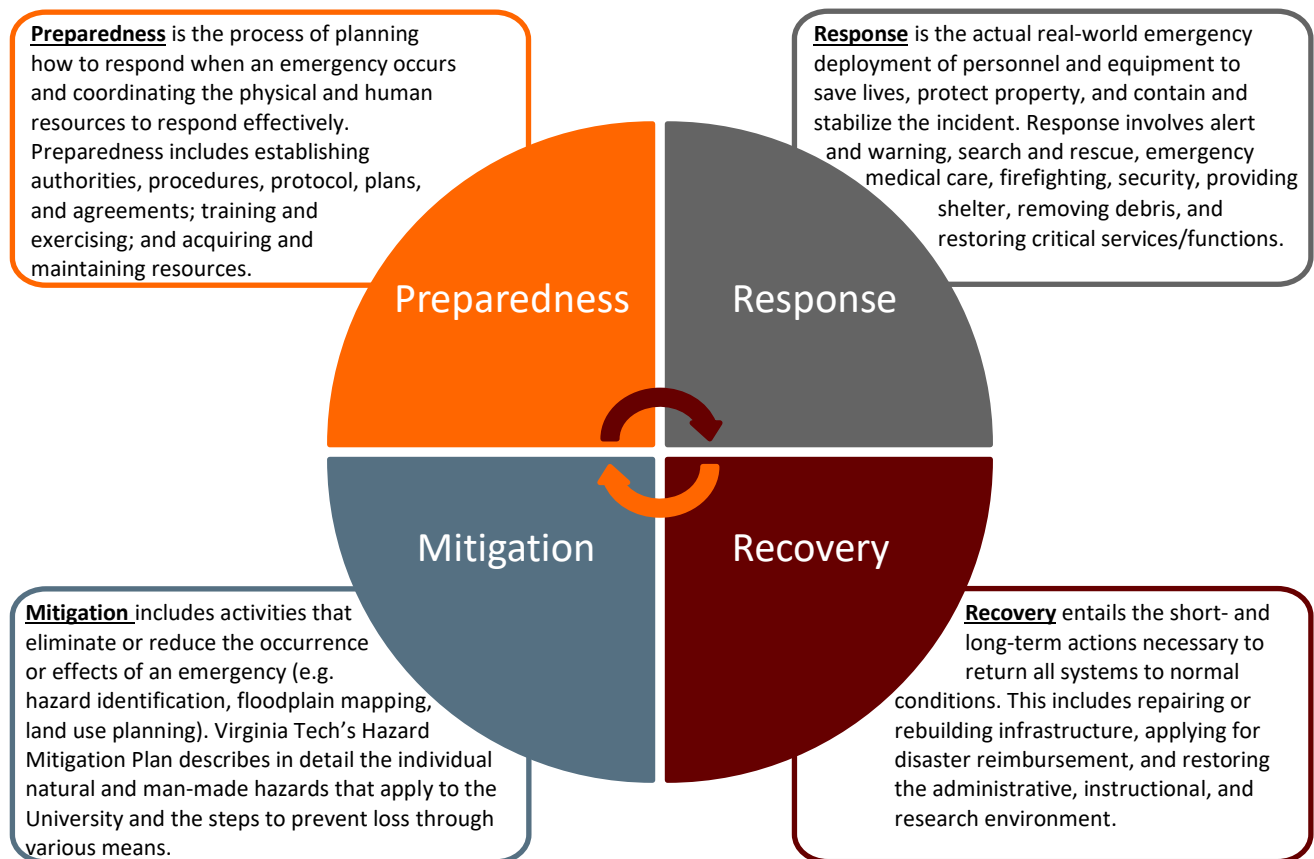


Figure 2 Phases of Emergency Management

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

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.

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.

Safety and Security Policy Committee

The Safety and Security Policy Committee (SSPC) provides direction in making strategic policy decisions for any incident that impacts the university's ability to perform its mission essential functions and primary business functions. The SSPC is chaired by the President of Virginia Tech; in the President's absence, the order of succession for chair is: Vice President for Operations, Executive Vice President and Provost, Vice President for Finance and Chief Financial Officer, and the Vice President for Student Affairs. The chair must physically be present. During an incident the SSPC Immediate Response Team, a subgroup of the SSPC, may be brought together. Additional members of the SSPC will be included depending on the specific nature of the incident.

The SSPC, 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 Title 23.1 Chapter 8 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.
- Advising the President on safety and security issues.

The SSPC consists of the following members:

- President
- Executive Director, Office of the President
- Executive Vice President and Provost
- Senior Vice President for Operations and Administration
- Vice President for Operations
- Vice President for Policy and Governance, Secretary to the Board of Visitors
- Vice President for Outreach and International Affairs
- Vice President for Finance and Chief Financial Officer
- Vice President for Information Technology and Chief Information Officer
- Vice President for Student Affairs
- Vice President for Human Resources
- Senior Associate Vice President for University Relations
- Executive Director of Government Relations
- Assistant Vice President for Emergency Management
- Assistant Vice President for University Relations
- Senior Associate Athletic Director, Facilities and Operations
- Chief of Police and Director of Security
- University Counsel
- Executive Director of Audit, Risk, and Compliance

The SSPC Immediate Response Team consists of the following members:

- | | |
|---|--|
| • President | • Senior Associate Vice President for University Relations |
| • Executive Vice President and Provost | • Assistant Vice President for Emergency Management |
| • Vice President for Operations | • Chief of Police and Director of Security |
| • Vice President for Student Affairs | • University Counsel |
| • Executive Director, Office of the President | |

Incident Management Team

The Incident Management Team (IMT) is a group of university representatives that may act with Virginia Tech Emergency Management and the SSPC to manage an incident, which may or may not require use of the EOC. This broad set of capabilities is an efficient method to manage the early stages of an incident. Representatives from the following entities comprise the IMT:

- | | |
|-------------------------------------|--|
| • Athletics | • Office of the VP for Research and Innovation |
| • Division of Student Affairs | • Parking and Transportation |
| • Environmental Health & Safety | • Office of the Executive VP and Provost |
| • Facilities Services | • University Relations |
| • Human Resources | • Virginia Tech Emergency Management |
| • Division of Operations IT | • Virginia Tech Police Department |
| • Network Infrastructure & Services | |

Emergency Operations Center & Crisis Management Team

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 Crisis Management Team (CMT) 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 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 of operations plans (COOPs).
- Staff incident management positions.

The Crisis Management Team consists of representatives from the following key campus units:

- | | |
|--------------------------------------|--|
| • Athletics | • Office of the Executive VP and Provost |
| • Dining Services | • Procurement Department |
| • Division of Student Affairs | • Rescue Squad |
| • Virginia Tech Emergency Management | • Office of the VP for Research and Innovation |
| • Environmental Health & Safety | • Insurance and Risk Management |
| • Facilities Services | • Student Engagement and Campus Life |
| • Finance | • Student Health and Wellness Services |
| • University Legal Counsel | • Parking and Transportation |
| • Geospatial Information Systems | • University Building Official |
| • Housing and Residence Life | • University Relations |
| • Human Resources | • Veterinary Medicine |
| • Network Infrastructure & Services | • Support Staff (Admin/IT) |
| • Virginia Tech Police Department | • Other units as necessary |

While staffing the EOC, members of the Crisis Management Team² will be grouped within the university's ICS organizational structure. The ICS structure includes Command Staff (Liaison, Safety, and Public Information Officers) and General Staff³ (Public Safety, Operations, Planning, Logistics, and Finance/Administration Section Chiefs) – See Figure 3. The Safety and Security Policy Committee will communicate with Incident Command/Unified Command.

- **Command Staff** positions perform the following essential duties:
 - **EOC Manager:** Coordinate all facility, resource, logistical, staffing, and support needs required for EOC operations
 - **Liaison Officer(s):** Coordinate with external governmental and public/private resource groups
 - **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
 - **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:
 - **Public Safety Section:** Coordinate all operations necessary to maintain life safety and security on campus
 - **Operations Section:** Direct and coordinate all non-public safety operations, receive and implement Incident Action Plans from the Planning Section
 - **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
 - **Logistics Section:** Obtain and stage resources in support of incident operations
 - **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process

The following basic EOC Organizational Chart (Figure 3) illustrates the lines of direction, communication, and authority present during an EOC activation.

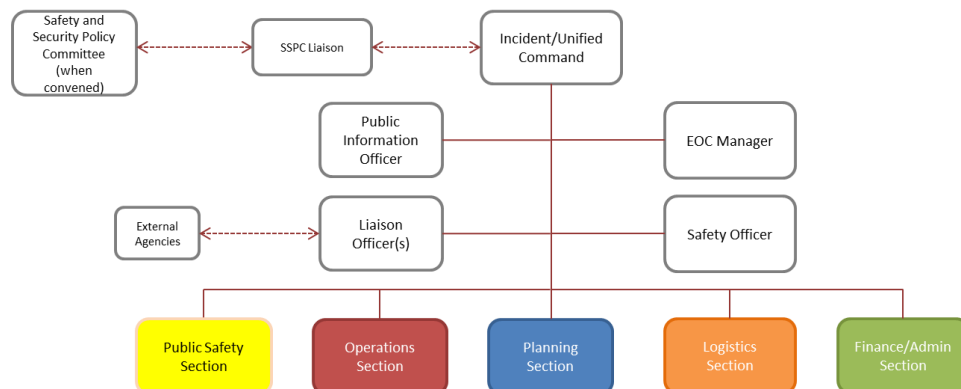


Figure 3 Virginia Tech's Emergency Operations Center Organization Chart

² Depending on the type/scale of the incident, not all units may be represented in the EOC.

³ The EOC Manager (AVP for Emergency Management 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.

External Support

Incidents may also impact the surrounding community. 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 Assistant Vice President for Emergency Management serves as the university's Emergency Coordination Officer (ECO). In the Director's absence, Virginia Tech Emergency Management's Assistant Director of Emergency Management 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 (VEOC). This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23.1-804, 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 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 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 request, they will be deployed following receipt of a mission assignment from the VEOC.

5.3 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 as well as the campus siren system. 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.

5.4 EMERGENCY NOTIFICATION SYSTEM

Virginia Tech's Emergency Notification System (ENS) is a multi-channel, redundant communication platform that disseminates critical information to subscribers in case of an incident. 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 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 used, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates.

5.5 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.

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 (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 incident, 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 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.

- **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.

Building Emergency Coordinators

- **General Responsibilities**

Building Emergency Coordinators (BECs), serve as the Chair of the building's Emergency Preparedness Committee, 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 and other first responders.

- **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.

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.

5.6 MEDIA RELATIONS

University Relations 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 University Relations or visit their website at www.unirel.vt.edu. In large-scale incidents information can be found on the Virginia Tech webpage at www.vt.edu.

5.7 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.

5.8 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

The following tables (Table 3 & Table 4) explain the succession of decision-making authority as related to critical incident management units/functions:

Table 3 Succession of Authority

Department	Order of Succession
Safety and Security Policy Committee	President Vice President for Operations Executive Vice President and Provost Vice President for Finance and Chief Financial Officer Vice President for Student Affairs
Athletics	Director of Athletics Associate Director of Athletics for Sports Medicine Senior Associate Director of Athletics
Dining Services	Director of Dining Services Associate Director of Dining Services (A) Associate Director of Dining Services (B)
Division of Student Affairs	Vice President for Student Affairs Senior Associate Vice President for Student Affairs Assistant Vice President for Student Affairs Director of Housing and Residence Life
Virginia Tech Emergency Management	Assistant Vice President for Emergency Management Assistant Director of Emergency Management Emergency Planner Emergency Coordinator Emergency Coordinator
Environmental Health & Safety	Assistant Vice President for Environmental Health and Safety Assistant Director Assistant Director
Facilities Services	Associate Vice President and Chief Facilities Officer Assistant Vice President, Facilities Operations and Construction Senior Associate Director of Utilities
Finance	Vice President for Finance and Chief Financial Officer Assistant Vice President for Budget and Financial Planning Assistant Vice President for Capital Assets and Financial Management
University Legal Counsel	University Counsel Associate University Legal Counsel Associate University Legal Counsel
Housing and Residence Life	Director of Housing and Residence Life Senior Associate Director for Housing Services Associate Director of Residence Life

Table 4 Succession of Authority *continued*

Department	Order of Succession
Human Resources	<ol style="list-style-type: none"> 1. Vice President for Human Resources 2. Director of HR Administration 3. Director of Technical Operations
Network Infrastructure & Services	<ol style="list-style-type: none"> 1. Executive Director, Network Infrastructure and Services 2. Associate Director, Network Administration 3. Director of Technical Operations
Virginia Tech Police Department	<ol style="list-style-type: none"> 1. Chief of Police and Director of Security 2. Deputy Chief and Assistant Director of Security
Office of the Executive VP and Provost	<ol style="list-style-type: none"> 1. Executive Vice President and Provost 2. Vice Provost for Faculty Affairs 3. Vice Provost for Resource Management and Institutional Effectiveness
Procurement Department	<ol style="list-style-type: none"> 1. Director of Procurement 2. Associate Director for Operations 3. Assistant Director for Facilities Support
Rescue Squad	<ol style="list-style-type: none"> 1. Chief, Rescue Squad 2. Operations Captain 3. Administrative Captain
Office of the VP for Research and Innovation	<ol style="list-style-type: none"> 1. Vice President for Research and Innovation 2. Associate Vice President for Research Programs 3. Associate Vice President for Research Operations
Insurance and Risk Management	<ol style="list-style-type: none"> 1. Associate Director 2. Claims Manager 3. Office Manager
Student Engagement and Campus Life	<ol style="list-style-type: none"> 1. Director for Student Engagement and Campus Life 2. Associate Director of Student Engagement and Campus Life 3. Associate Director of Student Engagement and Campus Life
Student Health and Wellness Services	<ol style="list-style-type: none"> 1. Assistant Vice President for Student Affairs 2. Director, Schiffert Health Center 3. Associate Director for Finance and Administration
Parking and Transportation	<ol style="list-style-type: none"> 1. Director of Parking and Transportation 2. Parking Services Manager 3. Assistant Manager Program Review
University Building Official	<ol style="list-style-type: none"> 1. University Building Official 2. Inspector/Reviewer 3. Inspector/Reviewer
University Relations	<ol style="list-style-type: none"> 1. Senior Associate Vice President for University Relations 2. Assistant Vice President for University Relations 3. Director of Web Communications 4. Director of Media Relations
Virginia-Maryland Regional College of Veterinary Medicine	<ol style="list-style-type: none"> 1. Hospital Director 2. Hospital Administrator 3. Assistant Dean of Administration

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 5 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	Hokie 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								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			L		S														S	S	S										
ESF 11 - Research												S								S				S			S						L										S	S	S										
ESF 12 - Animal Services			L									S												S							L																								
ESF 13 - Public Safety and Security												S												S									S	L																					
ESF 14 - Media Relations and Community Outreach								S	S															S													S								L										
ESF 15 - Volunteer and Donations Management							S			L		S												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

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.

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.

Assistant Vice President for Emergency Management

The Assistant Vice President for Emergency Management is responsible for coordinating the preparation and updating of the CEMP as required. The Assistant Vice President for Emergency Management will collaborate as needed with internal and external partners.

The Assistant Vice President 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 Assistant Vice President for Emergency Management will oversee a comprehensive review of the CEMP and secure its formal adoption by the Board of Visitors.

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.

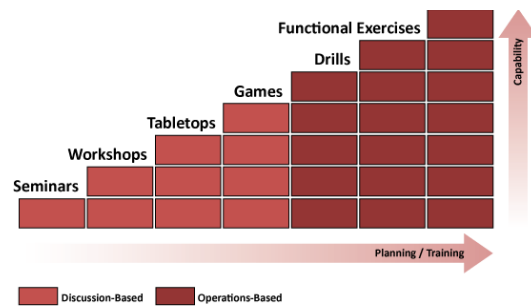
7.2 TRAINING AND EXERCISES

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 Exercise⁴:** 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.

⁴ 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

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
VTEM	Virginia Tech Emergency Management
PIO	Public Information Officer
SMS	State Managed Shelter Plan
SSPC	Safety and Security Policy Committee
UC	Unified Command
VDEM	Virginia Department of Emergency Management
VT	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 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:** Select group of personnel closely aligning with ESF representative departments that will manage the early stages of an incident with Virginia Tech Emergency Management.
- **Incident Response 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 Committee:** 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.

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EMERGENCY NOTIFICATION SYSTEM P ROTOCOLS

Annex A to Crisis and Emergency Management Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

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1. INTRODUCTION

The Virginia Polytechnic Institute and State University, or Virginia Tech (VT) has an Emergency Notification System (ENS) with multi-channel communication capabilities. The VT ENS is intended to rapidly disseminate emergency information for an incident and provide instructions to the pertinent VT campus (Blacksburg or regional location) community within the Commonwealth of Virginia. The ENS Protocols outline the emergency notification process and organization.

These guidelines establish the process for activating the VT ENS Protocols when a threat or emergency situation is reported to the Virginia Tech Police Department (VTPD) or to another Responsible University Authority operating within their direct area of responsibility and directly involved with the emergency response for a safety-and-security incident at VT. Authorizing decision-making at the operational response level enables VT to disseminate rapid and responsible emergency information to the campus community.

1.1. PURPOSE

The purpose of the VT ENS is to authorize and issue¹ safety and security warning notifications to the pertinent VT campus community in an emergency or when specific actions must be taken to maintain safety and security at that VT campus.

The VT ENS addresses the reporting requirements of the 2008 Higher Education Opportunity Act (HEOA) and §23-1-804, Code of Virginia, as amended. A component of the 2008 HEOA, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act—or Clery Act—defines emergency notification as:

“Procedures to immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or staff occurring on the campus...unless issuing a notification will compromise efforts to contain the emergency.”

While the law does not specify requirements related to time(s) or channels(s) associated with issuing an emergency notification, it does indicate that once the emergency situation is confirmed, such warnings should be issued “immediately.”

1.2. AUTHORITY

These Protocols provide operational guidelines for issuing emergency messages via VT ENS and are integrated with and supplement the VT Crisis and Emergency Management Plan.²

Protocols are consistent with the Safety and Security Policies of the University and have been approved by the University Safety and Security Policy Committee, which is chaired by the President of Virginia Tech.

¹ For the purposes of these Protocols, “authorizing” and “issuing” notifications are distinct activities and responsibilities; “authorizing” a notification refers to providing approval for the issuance of the notification, while “issuing” a notification refers to the technical activity of broadcasting the notification. Note that in the interest of timely notification, these Protocols do not contain a separate “approval” procedure for the language of a notification; use of the pre-approved templates (with relevant blank fields completed) addresses this issue.

² Refer to the VT Crisis and Emergency Management Plan and the University Safety and Security Policies for additional emergency authorities or delegations not specified in these protocols (<http://www.policies.vt.edu/5615.pdf>).

1.3. REGIONALIZATION

In 2010, the VT ENS was expanded to provide regional alerting capabilities. Virginia Tech community members can receive VT Subscribe Alerts messages and university (vt.edu) e-mail notifications for six regions across Virginia. The six regions outside of the Blacksburg main campus include the following university locations:

- **Abingdon (ABD)**
 - Southwest Virginia Higher Education Center
- **Danville (DNVL)**
 - Institute for Advanced Learning and Research
- **Hampton Roads (HR)**
 - Virginia Tech Hampton Roads Center in Virginia Beach
 - Virginia Tech Hampton Roads Center in Newport News
- **National Capital Region (NCR)**
 - Marion DuPont Scott Equine Medical Center in Leesburg
 - Middleburg Agricultural Research and Extension Center
 - Northern Virginia Center in Falls Church
 - Occoquan Watershed Monitoring Laboratory in Manassas
 - Virginia Tech Research Center in Arlington
 - Washington Alexandria Architecture Center
 - Language and Culture Institute in Fairfax
- **Richmond (RVA)**
 - Virginia Tech Richmond Center
- **Roanoke (ROA)**
 - Roanoke Higher Education Center
 - Virginia Tech Carilion School of Medicine and Research Institute

For all VT regions and facilities, it is important to understand that all emergencies begin locally. First responders and local emergency service personnel need to be immediately engaged, as their expertise will be valuable in assessing the extent of an incident or emergency situation. Any local emergency alert system(s) or other method(s) to communicate information at the locality of an incident should be used as appropriate.

1.4. TRAINING AND EXERCISING

Training and exercising are essential to demonstrating and improving the ability of VT to execute its ENS Protocols and to identify the most effective methods for implementing the VT ENS. Periodic exercising also helps ensure that equipment and procedures are maintained in a constant state of readiness. Testing the VT ENS technology may help identify issues and determine functionality before an emergency occurs.

Staff with responsibilities in the VT ENS have received training on the ENS Protocols and process. University executives have been briefed on the ENS. Frequently, staff and leadership are trained and exercised on the VT ENS and will be informed when ENS Protocols, system characteristics, or capabilities are updated.

VT recognizes that certain staff may not be available in an emergency to perform their function under the ENS Protocols and accordingly has committed to cross-training staff on roles and responsibilities.

New staff with ENS roles and responsibilities will be trained on the system and protocols upon beginning their positions.

2. OPERATIONAL GUIDELINES

2.1. RESPONSIBLE UNIVERSITY AUTHORITIES

The following University officials have been assigned the authority by the President to authorize emergency notifications to provide alert, warning, and safety or protection instructions:

- President
- Senior Vice President for Operations and Administration
- Vice President for Operations
- Chief of Police and Director of Security
- Assistant Vice President for Emergency Management
- VTPD Senior Officer on Duty
- VT Police Security Center Representative (for tornado alerts)
- Regional ENS Coordinators
- The following university official(s), *if they are directly involved with the emergency response for a safety-and-security incident at VT:*³
 - Associate Vice President and Chief Facilities Officer
 - Director, Schiffert Health Center
 - Assistant Vice President for Environmental Health and Safety

These positions will be collectively referred to as “Responsible University Authorities” for the purposes of these Protocols.

At all times in these Protocols, reference to any position at the University shall be understood, in the absence of the referenced individual, to include designees.

2.2. PROTOCOL UTILIZATION

The process for activating the VT ENS Protocols begins when a threat or emergency situation is reported to the VTPD or to another Responsible University Authority. For confirmed threats or emergency situations that require Immediate or Urgent Notification, the VTPD Senior Officer on Duty, Regional ENS Coordinator, or another Responsible University Authority will authorize the emergency notification based on the operational guidelines in Section 3 of these Protocols.

It should be noted that for the majority of emergencies, threats and incidents at the VT Blacksburg campus, the first notice of the situation will be via an incoming call to the New River Valley Emergency Communications Regional Authority (NRV911). In the event of a threat or emergency in which the VTPD Senior Officer on Duty is not yet at the incident and/or for which specialized technical knowledge is required, another Responsible University Authority may confirm the threat and authorize sending a VT Alert. The Responsible University Authority will call (232-6411) and authorize the VTPD Security Center Representative to issue the message. If the Responsible University Authority is trained, in and has direct access to, the VT ENS interface, the Responsible University Authority may issue the message

³ Senior University Officials who are directly involved with emergency response for safety-and-security incidents at VT are designated as “Responsible University Authorities.” A Responsible University Authority is limited to issuing an immediate alert in response to an incident or event within their direct area of his/her responsibility (as defined by agency/office mission and/or position description), and only in cases in which a delay could compromise the safety and security of the university.

directly, if necessary.⁴ For regional incidents and/or emergencies, the Regional ENS Coordinator will call (540) 232-6411 and provide the information required for the VTPD Security Center Representative to issue the emergency notification.

2.3. VIRGINIA TECH EMERGENCY NOTIFICATION SYSTEM CHANNELS

The VT ENS consists of the following channels:

- Short Message Service (SMS) or text messages sent to registered numbers associated with the targeted region(s).
- Phone calls (and voicemails for unanswered calls) to registered phone numbers, including cell and landlines (U.S. 10-digit numbers) associated with the targeted region(s).
- Emails to non-VT addresses

The preceding three channels are dependent on an individual “opt-in” registration in order to receive alert messages. Students, faculty and staff are encouraged to sign up for the service. Users can select up to three channels/contact points by which they wish to be notified of VT Alerts. Subscribers may select emergency notifications for more than one region.

The VT ENS uses the Common Alerting Protocol (CAP) to initiate the following channels simultaneously with SMS, Phone Calls, and non-VT Emails. Virginia Tech leverages the CAP to facilitate a dynamic alerting system in response to changes in the communications environment, and maturing technologies.

- Message boards in key spaces, academic classrooms, and labs. Message boards typically display the date and time, but will scroll an emergency message accompanied by alerting tones when activated via VT Alerts.
- Emails to VT addresses ([name]@vt.edu)
- VT ENS on Twitter (@vtalerts, @vtnews or @virginia_tech)
- VT Desktop Alerts posts an outbound message pane on the screens of all computers that are logged on to the internet and have downloaded the VT Desktop Alert application.
- Outdoor Sirens and Public Address is a system that consists of siren blasts from six outdoor speakers located throughout the campus and one directly adjacent to campus in the Corporate Research Center. It is also capable of playing a recorded message or live audio. The system is used to provide an Immediate or Urgent Notification to alert persons outside. The sirens will continue for a 2 to 5 minute period. It is important to note that even after the siren blasts have stopped the emergency is not over. An ALL CLEAR SIGNAL will be sounded once the threat has passed.
- Posts to the VT homepage and Virginia Tech Status webpage (www.vt.edu; www.vt.edu/status) may supplement the VT ENS format with more in-depth information and/or instructions.
- The VT hotline (540-231-6668) is a recorded message system which supports multiple concurrent in-bound callers. It is used most commonly for weather information, and is sometimes referred to as the “weather hotline.”

⁴ The VT ENS system provides real time information on messages that have been or are being sent. This mitigates the issuance of multiple messages for the same incident by different officials.

NOTE: Message boards, VT Desktop Alerts, outdoor sirens, university switchboard, social media, fire alarm annunciators, and the (540) 231-6668 hotline—will only be used for notifications intended for the Blacksburg community.

2.4. EMERGENCY NOTIFICATION MESSAGE CHARACTERISTICS

VT ENS messages will contain the following elements (at a minimum), in this order:

1. Regional Identifier
2. Nature of the incident,
3. Location, and
4. Actions to be taken by affected populations.

The Virginia Tech community increasingly moves between regional facilities (see 1.3 REGIONALIZATION, p5) in support of their educational and professional activities. To promote clarity in messaging, the regional identifier (an abbreviated set of characters for each region) provides regional location of the emergency notification for subscriber awareness.

VT ENS messages generated via these Protocols will follow formatting consistent with VT Alerts system characteristics. Therefore, regardless of channel used, VT ENS messages generated via these Protocols will use the same message of no more than 160 characters (the maximum number of characters available for SMS) for all message systems.

Additional or subsequent messaging via channels not constrained by technical limitations may use additional characters, as appropriate, to convey more information. As soon as possible following the issuance of an emergency message, the VT homepage and hotline will contain additional and/or supplemental information about the alert and/or the incident. These will provide instructions for:

1. Obtaining additional detailed information if university programs and/or services are interrupted,
2. Receiving additional updates and information, and/or
3. Reporting information.

2.5. LEVELS OF EMERGENCY NOTIFICATION

The process for activating the VT ENS Protocols begins when a threat or emergency situation is reported to the VTPD or to another Responsible University Authority.

There are three levels of notifications under VT ENS. These are “Immediate,” “Urgent,” and “Status Update/All Clear,” each of which are described on the following pages.

1. Immediate Notification

An Immediate Notification to the campus is made when the VTPD or another Responsible University Authority has *confirmed* that an emergency situation poses an *immediate* threat to life safety or security of the campus population. The VTPD Senior Officer on Duty, VTPD Security Center Representative (for tornado alerts), Regional ENS Coordinator, or another Responsible University Authority is authorized to make an Immediate Notification to provide alert, warning, and safety or protection instructions.

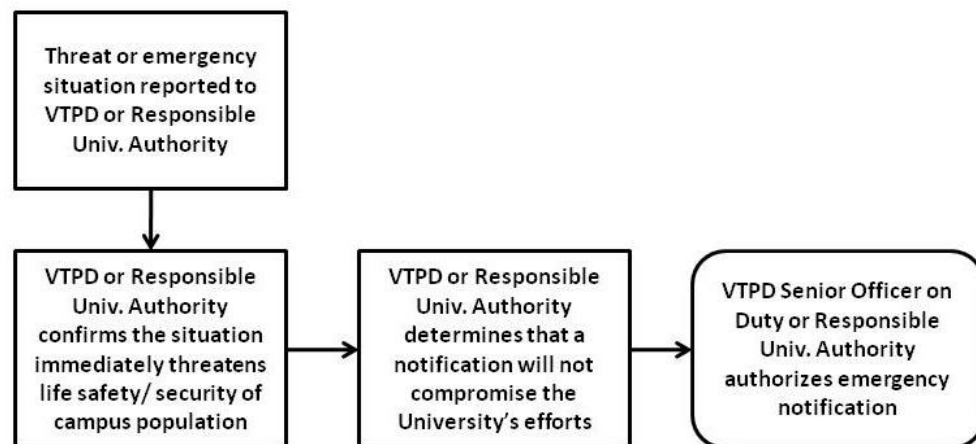
However, the VTPD Senior Officer on Duty, Regional ENS Coordinator, or other Responsible University Authority also has the authority *not* to authorize an Immediate Notification to the campus if issuing the message will create a more serious emergency and/or compromise the University's efforts to contain the emergency. If the VTPD Senior Officer on Duty, Regional ENS Coordinator, or other Responsible University Authority makes a decision *not* to authorize an alert, he or she must notify and consult with the VT Chief of Police and Director of Security.

Upon issuing a tornado alert or Regional Notification, the VTPD Security Center Representative will notify the VTPD Senior Officer on Duty.

The VT Chief of Police and Director of Security notifies the Vice President for Operations and Assistant Vice President for Emergency Management of the situation, notifications authorized/issued (or not authorized/issued), and any other actions taken; as needed, the Vice President for Operations then notifies the President and other university officials⁵ of the same.

At any time a VTPD Security Center Representative or other operator is given conflicting instructions, the system operator will contact his or her supervisor to de-conflict the messages and/or clarify the instructions.

Figure 2.1: Immediate Notification Authorization Process



2. Urgent Notification

An Urgent Notification to the campus is made when the VTPD or another Responsible University Authority has confirmed that an emergency situation may pose a threat to life safety or security of campus population.

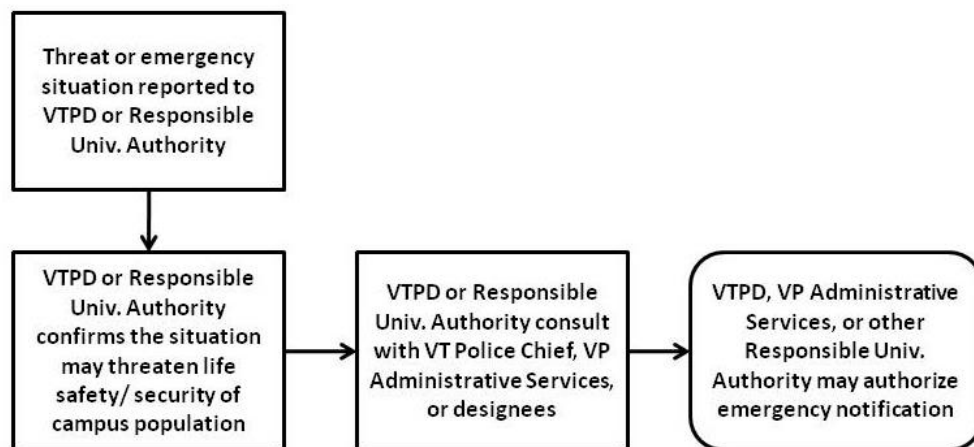
If the VTPD or another Responsible University Authority confirms an emergency situation, he or she notifies the VT Chief of Police and Director of Security, who has the option to consult with the Vice President for Operations regarding the emergency situation.

⁵ Including the Office of University Relations for situations in which informational updates via voicemail to VT campus phones, posts to the VT homepage, and/or use of the VT hotline will be appropriate.

The VTPD Senior Officer on Duty, Regional ENS Coordinator, the Vice President for Operations, or other Responsible University Authority may authorize a VT ENS notification that alerts campus populations of the situation's location and provides precautionary actions. As necessary, the Vice President for Operations notifies the President and other university officials⁶ of the situation, notifications authorized/issued (or not authorized/issued), and any other actions taken.

At any time, a VTPD Security Center Representative or other operator is given conflicting instructions, the system operator will contact his or her supervisor to de-conflict the messages and/or clarify the instructions.

Figure 2.2: Urgent Notification Authorization Process



3. Status Update/All Clear

A Status Update Notification is made when there is new information or instructions for the campus population; it may provide an update on the situation or change in protective actions. An All Clear Notification indicates that the emergency has been contained. Status Update and All Clear Notifications should be timed such that SMS messages do not overlap. Status Update and All Clear Notifications are authorized by the person who has incident command, which may be the VTPD Senior Officer on Duty, Regional ENS Coordinator, VT Chief of Police and Director of Security, Assistant Vice President for Emergency Management, Vice President for Operations, or other Responsible University Authority. The VTPD Security Center Representative is authorized to send an All Clear Notification when a Tornado Warning is lifted.

⁶ Including the Office of University Relations for situations in which informational updates via voicemail to VT campus phones, posts to the VT homepage, and/or use of the VT hotline will be appropriate.

2.6. EMERGENCY NOTIFICATION SYSTEM AUTHORIZATIONS

This section describes the authorization for issuing VT ENS notifications. All VT ENS Protocols and procedures will be coordinated and authorized through the Office of the Vice President for Operations and Virginia Tech Emergency Management.

Table 2.1: ENS Notification Levels, Authorizations, and Channels Activated

Level	Authorized by	Issued by	Channels Activated
IMMEDIATE	VTPD Senior Officer on Duty, VTPD Security Center Representative (for tornado alerts), Regional ENS Coordinators, Assistant Vice President for Emergency Management, or other Responsible University Authority	VT Police Security Center Representative or other trained personnel ⁷	<ul style="list-style-type: none"> • VT ENS <ul style="list-style-type: none"> ○ VT Subscribe Alerts ○ Text message ○ Non-VT email ○ Voice message ○ VT Desktop Alerts ○ VT email ○ Message Boards ○ VT homepage ○ Twitter ○ Fire Alarm Annunciators • VT hotline • Sirens/PA, as needed • Other channels as developed
URGENT	VT Chief of Police and Director of Security, Vice President for Operations, Assistant Vice President for Emergency Management, or other Responsible University Authority	Trained Personnel	<ul style="list-style-type: none"> • VT ENS <ul style="list-style-type: none"> ○ VT Subscribe Alerts ○ Text message ○ Non-VT email ○ Voice message ○ VT Desktop Alerts ○ VT email ○ Message Boards ○ VT homepage ○ Twitter ○ Fire Alarm Annunciators • VT hotline • Sirens/PA, as needed • Other channels as developed
STATUS UPDATE / ALL CLEAR	VTPD (including Security Center Representative post-tornado warning), Vice President for Operations, Assistant Vice President for Emergency Management, or other Responsible University Authority (for incidents in which this person has incident command)	Trained personnel	<ul style="list-style-type: none"> • VT ENS <ul style="list-style-type: none"> ○ VT Subscribe Alerts ○ Text message ○ Non-VT email ○ Voice message ○ VT Desktop Alerts ○ VT email ○ Message Boards ○ VT homepage ○ Twitter ○ Fire Alarm Annunciators • VT hotline • Sirens/PA, as needed • Other channels as developed

⁷ The University may train additional staff to actually operate the VT ENS web interface in support of the Responsible University Authority issuing the message. Trained staff are to issue the messages under the direction of the Responsible University Authority.

3. EMERGENCY NOTIFICATION SYSTEM STAFF ASSIGNMENTS, ROLES, AND ACTION CHECKLISTS

This section describes the roles and actions assigned to staff at VT for authorizing the implementation of and operating the VT ENS. The Action Checklists provide detailed guidance for each position within the VT ENS. Screen images demonstrate the steps necessary to issue a notification via the VT ENS online interface.

3.1. ASSIGNMENTS AND ROLES

Table 3.1: Staff Roles and Assignments Summary

VT Staff Position	Role
VT Police Security Center Representative	<ul style="list-style-type: none"> • Coordinate with the VT Senior Officer on Duty • Issue Immediate Notifications, including those for regional VT locations • Issue Immediate Notifications for tornado warnings for Montgomery County • Issue Status Update Notifications or All Clear Notifications as instructed • Activate the Outdoor Sirens and Public Address System as instructed • Notify VTPD Senior Officer on Duty when regional notification or tornado alert is sent and cleared
VTPD Senior Officer on Duty	<ul style="list-style-type: none"> • Confirm the emergency situation or threat • Determine whether an emergency notification to the campus would create a more serious emergency and/or compromise the University's efforts to contain the emergency • Authorize the VTPD Security Center Representative to send out Immediate Notifications • Notify the VT Chief of Police and Director of Security of the situation, notifications authorized/issued, notifications not authorized/issued due to the potential to compromise university efforts to contain the emergency, and any other actions taken to contain the emergency • May authorize the VTPD Security Center Representative to send an All Clear Notification
Regional ENS Coordinator	<ul style="list-style-type: none"> • Confirm the emergency situation or threat • Determine whether an emergency notification to the facility/region would create a more serious emergency and/or compromise the University's efforts to contain the emergency • Contact the VTPD Dispatch Center at <u>540-231-6411</u> • Authorize the VTPD Security Center Representative to send out Regional Emergency Notifications • Authorize the VTPD Security Center Representative to send a Status Update Notification and/or All Clear Notification

VT Staff Position	Role
VT Chief of Police and Director of Security	<ul style="list-style-type: none"> • Receive report of Immediate Notifications that have been sent, or notifications not sent because they might compromise the University's efforts or because the immediacy of the threat is undetermined • Receive information from the VTPD Security Center Representative that a Regional Emergency Notification has been sent • Provide executive direction to the VTPD on further messages or notifications • Notify the Vice President for Operations and Assistant Vice President for Emergency Management of the situation, notifications authorized/issued, and any other actions taken to contain the emergency • Determine whether an emergency notification to the campus would create a more serious emergency and/or compromise the University's efforts to contain the emergency • May authorize the VTPD Security Center Representative to send Status Update Notification or All Clear Notifications
Responsible University Authorities	<ul style="list-style-type: none"> • Confirm whether the emergency situation threatens the life safety or security of the campus population <i>for situations within the authorization of the Responsible University Authority</i> • Authorize the VTPD Security Center Representative or trained staff to issue an Immediate or Urgent Notification • Notify the VT Chief of Police and Director of Security and the Assistant Vice President for Emergency Management • Restrict the release of a notification if it would create a more serious emergency and/or compromise the University's efforts to contain the emergency • May authorize the VTPD Security Center Representative or trained staff to send Status Update Notifications or All Clear Notifications
Vice President for Operations	<ul style="list-style-type: none"> • Receive report of Immediate Notifications that have been sent and, as appropriate, notifications not sent • Authorize Urgent Notifications • Notify the President and other officials as necessary of the situation, notifications authorized/issued, and any other actions taken • May authorize the VTPD Security Center Representative or trained staff to send Status Update Notifications or All Clear Notifications
Assistant Vice President for Emergency Management	<ul style="list-style-type: none"> • Support the Vice President for Operations with decisions on issuing Urgent Notifications • Receive report of Immediate Notifications that have been sent and, as appropriate, notifications not sent • Provide safety and security information for notifications as needed • Issue notifications or authorize the VTPD Security Center Representative or trained staff to send Immediate or Urgent Notifications; authorize Status Update Notifications or All Clear Notifications • Coordinate with service providers as needed to ensure system operability

VT Staff Position	Role
Senior Associate Vice President for University Relations	<ul style="list-style-type: none">• Support the Vice President for Operations with decisions on or in issuing Urgent Notifications, as necessary• Issue notifications• Provide additional information on notification messages on the VT homepage, via voicemails, and on the hotline as required or appropriate
Information Technology	<ul style="list-style-type: none">• Provide technical support to Virginia Tech Emergency Management, VTPD, the Vice President for Operations, Senior Associate Vice President for University Relations, and other Responsible University Authority in the operation of the VT ENS and associated networks and systems• Coordinate with service providers as needed to ensure system operability

3.2. ACTION CHECKLISTS

The following are checklists to be used as a guide for using the VT ENS by designated personnel.

VT Police Security Center Representative Checklist (1 of 2)

Primary Responsibilities	<ul style="list-style-type: none"> • Issue VT ENS Immediate Notifications via the VT Alerts system • Issue VT ENS Immediate Notifications for Tornado Warnings in Montgomery Co. • Issue VT ENS notifications via the VT Alerts system when authorized by a Regional ENS Coordinator • Issue VT ENS Status Update Notifications or All Clear Notifications, as authorized • Activate the exterior sirens and public address system, as directed • Notify VTPD Senior Officer on Duty when a tornado alert or Regional Notification is sent
Notification Level	Immediate, Urgent, and Status Update/All Clear, as authorized by VTPD Senior Officer on Duty, Regional ENS Coordinator, Assistant Vice President for Emergency Management, or other Responsible University Authorities. All Clear Notifications for tornado alerts are authorized
Authorization	VTPD Senior Officer on Duty or Regional ENS Coordinator authorizes notifications. VTPD Security Center Representative is authorized to issue notification for Tornado Warnings within Montgomery Co.
PROCEDURES	
1. Receive incoming 911 call(s) regarding the incident and dispatch VTPD and other required resources, receive call from a Regional ENS Coordinator, or receive teletype or weather alert notification for Tornado Warning in Montgomery Co.	
2. As directed by the VTPD Senior Officer on Duty, Regional ENS Coordinator, or other Responsible University Authority, issue a VT ENS notification (may send tornado alerts without authorization): <ul style="list-style-type: none"> • Log into VT Emergency Notification System at: www.getrave.com/login/vt or contact the vendor (RAVE) directly at 888-605-7163 • Enter your username and password for Rave. • Go to the Alerts Tab, and select the appropriate template. • Click the green “Send” button to the right of the Alert Template you are choosing. • Click the “Text” box under Alert Methods to reveal the dialogue box. • Complete in this order; <ul style="list-style-type: none"> ▪ Click the check box under the word “English” ▪ Insert the location information within the dialogue box replacing “[Location]” ▪ Make any other needed changes to template. • Ensure each alert method required is selected. • Ensure the appropriate Delivery Target is selected. • Click “Continue” at the lower left of the window. • Verify the message, alert mode(s), and delivery target(s) are correct. • Click “Send this Alert!” <p>For Regional Notifications, ask the Regional ENS Coordinator for the information below, then follow the above instructions.</p> <ul style="list-style-type: none"> • Their name • Code word – ***** • Phone # that they can be reached at for the remainder of the event 	

VT Police Security Center Representative Checklist (2 of 2)

<ul style="list-style-type: none">• Region(s) to be alerted• Template to be used• Incident Scenario• Location of the incident• What do you want people to do?
3. Record the action of sending out the Immediate Notification in the dispatch log.
4. As directed, send out Status Update Notifications and/or All Clear Notifications. These messages will use the Custom scenario selection on the Control Screen. Be aware of when previous messages have been sent so that SMS messages do not overlap.
5. If there are multiple and/or conflicting directions from the VTPD, a Regional ENS Coordinator, and/or other Responsible University Authorities regarding the messages and information to be issued, the VTPD Security Center Representative will contact his or her supervisor and/or the VTPD Senior Officer on Duty to de-conflict the messages and clarify the direction to the VTPD Security Center Representative.
6. As directed by the party authorizing the VT ENS notification (VTPD Senior Officer on Duty or another Responsible University Authority), activate the exterior Outdoor Sirens and Public Address system and provide voice instructions.
7. Record the action of sending out Status Update Notifications or All Clear Notifications in the dispatch log.
8. Notify the duty supervisor and VTPD Senior Officer on Duty.

VTPD Senior Officer on Duty Checklist (Page 1 of 2)

Primary Responsibilities	<ul style="list-style-type: none"> • Confirm whether the emergency situation threatens the life safety or security of the campus population • Authorize the VTPD Security Center Representative to issue an Immediate Notification • May authorize the VTPD Security Center Representative to send Status Update Notifications or All Clear Notifications, if the Senior Officer on Duty has incident command • Notify the VT Chief of Police and Director of Security and Assistant Vice President for Emergency Management • Restrict the release of an Immediate Notification if doing so would create a more serious emergency and/or compromise the University's efforts to contain the emergency • Notify Chief of Police and Director of Security and Assistant Vice President for Emergency Management or designee when Regional ENS Notifications are issued
Notification Levels	Immediate, Status Update/All Clear
Authorization	Self, but provide information and updates to the VT Police Chief and Director of Security

PROCEDURES

1. Report to the scene of the incident and confirm that the emergency situation does or does not threaten the life safety or security of the campus population. Determine whether an emergency notification to the campus population would create a more serious emergency and/or compromise the University's efforts to contain the emergency.

2. If the emergency presents a confirmed threat and a notification should be sent, direct the VTPD Security Center Representative to issue an Immediate Notification via the VT ENS web portal. Advise the scenario, location and any special information for the message.

3. If necessary, issue a VT ENS notification:

- Log into VT Emergency Notification System at: www.getrave.com/login/vt or contact the vendor (RAVE) directly at 888-605-7163
- Enter your username and password for Rave.
- Go to the Alerts Tab, and select the appropriate template.
- Click the green "Send" button to the right of the Alert Template you are choosing.
- Click the "Text" box under Alert Methods to reveal the dialogue box.
- Complete in this order;
 - Click the check box under the word "English"
 - Insert the location information within the dialogue box replacing "[Location]"
 - Make any other needed changes to template.
- Ensure each alert method required is selected.
- Ensure the appropriate Delivery Target is selected.
- Click "Continue" at the lower left of the window.
- Verify the message, alert mode(s), and delivery target(s) are correct.
- Click "Send this Alert!"

4. Notify the Chief of Police and Director of Security as soon as possible about the emergency and the issuance of the Immediate Notification.

VTPD Senior Officer on Duty Checklist (Page 2 of 2)

- | |
|---|
| 5. If more information is known and should be sent in a follow-up message, direct the VTPD Security Center Representative to send out a Status Update Notification. Be aware of when previous messages have been sent so that SMS messages do not overlap. |
| 6. If the emergency situation is no longer a threat, have the VTPD Security Center Representative send out an All Clear Notification (for incidents in which this person has incident command). |
| 7. If the emergency presents an immediate threat to the population outside of buildings, authorize the VTPD Security Center Representative to activate the Outdoor Sirens and Public Address system. This system is intended to notify people who are outside. The VTPD Security Center Representative can use a pre-recorded message for severe weather (tornados) or issue a live message through the speakers of the system. |
| 8. If the VTPD confirms that there is an emergency situation that <i>may</i> pose a threat to life safety or security of campus population, notify the VT Chief of Police and Director of Security that an Urgent Notification may be needed. |

Regional ENS Coordinator Checklist (Page 1 of 2)

Primary Responsibilities	<ul style="list-style-type: none"> Confirm whether the emergency situation threatens the life safety or security of the campus population Utilize internal building notification procedures Contact local emergency services as needed Authorize the VTPD Security Center Representative to issue a notification Restrict the release of a notification if doing so would create a more serious emergency and/or compromise the University's efforts to contain the emergency Authorize the VTPD Security Center Representative to send Status Update/All Clear Notifications 																				
Notification Levels	Immediate, Urgent, Status Update/All Clear																				
Authorization	Self, but provide information and updates to appropriate university officials																				
PROCEDURES																					
<p>1. Confirm that the emergency situation does or does not threaten the life safety or security of the campus population. Determine whether sending a notification to the campus population would exacerbate the emergency and/or compromise the University's efforts to contain the emergency. Collaborate with internal staff/in-house building security if the situation warrants sending a notification.</p> <p><i>If in an emergency situation, call 911 and utilize the expertise of local first responders.</i></p>																					
<p>2. If the emergency presents a confirmed threat and a notification should be sent, contact the VTPD Security Center Representative at (540) 231-6411 to issue a notification via the VT ENS web portal.</p>																					
<p>3. Provide the following information to the VTPD Security Center Representative:</p> <ul style="list-style-type: none"> Your name Code word – ***** Phone number that you can be reached at for the remainder of the incident Region to be alerted <ul style="list-style-type: none"> Abingdon, Danville, Hampton Roads, National Capital Region, Richmond, Roanoke Specific location/address of the incident Emergency Notification Message Template and notification level (Immediate or Urgent) <ul style="list-style-type: none"> Notification Message Templates <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%;">Person with Gun</td><td style="width: 25%;">Bomb Threat</td><td style="width: 25%;">Personal Threat/Assault</td><td style="width: 25%;">Flooding</td></tr> <tr> <td>Active Shooter</td><td>Tornado Warning</td><td>Fire</td><td>Utility Failure</td></tr> <tr> <td>Hostage Situation</td><td>Structural Damage</td><td>Bomb or Explosive Device</td><td>Custom</td></tr> <tr> <td>Explosion</td><td>Report of Shots Fired</td><td>Health Threat</td><td>Test</td></tr> <tr> <td>Hazmat Spill or Leak</td><td>Hostile Intruder</td><td>Weather Emergency</td><td></td></tr> </table>		Person with Gun	Bomb Threat	Personal Threat/Assault	Flooding	Active Shooter	Tornado Warning	Fire	Utility Failure	Hostage Situation	Structural Damage	Bomb or Explosive Device	Custom	Explosion	Report of Shots Fired	Health Threat	Test	Hazmat Spill or Leak	Hostile Intruder	Weather Emergency	
Person with Gun	Bomb Threat	Personal Threat/Assault	Flooding																		
Active Shooter	Tornado Warning	Fire	Utility Failure																		
Hostage Situation	Structural Damage	Bomb or Explosive Device	Custom																		
Explosion	Report of Shots Fired	Health Threat	Test																		
Hazmat Spill or Leak	Hostile Intruder	Weather Emergency																			

Regional ENS Coordinator Checklist (Page 2 of 2)

- What you want people to do above and beyond template instructions (if anything)
- Any other special information for the message (remember the message is limited to 160 characters—avoid truncating)
- ***(Ask the VTPD Security Center Representative to confirm all information before sending notification)***

4. If more information becomes known and should be sent in a follow up message, direct the VTPD Security Center Representative to send out a Status Update or All Clear Notification. Be aware of when previous messages have been sent so that SMS messages do not overlap. *Always send an All Clear Notification when the incident ends.*

VT Police Chief and Director of Security Checklist

Primary Responsibilities	<ul style="list-style-type: none"> • Provide executive direction to the VTPD on Immediate Notifications • Provide support to Vice President for Operations for Urgent Notifications • Notify the Vice President for Operations and the Assistant Vice President for Emergency Management of emergency situations that threaten or may threaten the campus
Notification Levels	Immediate, Urgent, Status Update/All Clear
Authorization	Self, but provides information to the Vice President for Operations and the Assistant Vice President for Emergency Management
PROCEDURES	
1. Receive notification of an emergency situation on campus. Provide executive direction to police operations.	
2. If an Immediate Notification has been issued by the VTPD Security Center Representative, notify the Vice President for Operations and the Assistant Vice President for Emergency Management and provide executive direction on issuing a Status Update Notification or All Clear Notification. Authorize Status Update Notifications and All Clear Notifications (for incidents in which this person has incident command) for immediate emergencies that are contained.	
3. If necessary, issue a VT ENS notification: <ul style="list-style-type: none"> • • Log into VT Emergency Notification System at: www.getrave.com/login/vt or contact the vendor (RAVE) directly at 888-605-7163 • Enter your username and password for Rave. • Go to the Alerts Tab, and select the appropriate template. • Click the green “Send” button to the right of the Alert Template you are choosing. • Click the “Text” box under Alert Methods to reveal the dialogue box. • Complete in this order; <ul style="list-style-type: none"> ▪ Click the check box under the word “English” ▪ Insert the location information within the dialogue box replacing “[Location]” ▪ Make any other needed changes to template. • Ensure each alert method required is selected. • Ensure the appropriate Delivery Target is selected. • Click “Continue” at the lower left of the window. • Verify the message, alert mode(s), and delivery target(s) are correct. • Click “Send this Alert!” 	
4. For emergency situations where an Immediate Notification has not been authorized by the VTPD Senior Officer on Duty, evaluate the incident and consult with the Vice President for Operations to determine if an Urgent Notification should be authorized and if the VTPD should issue the notification.	
5. Evaluate whether an emergency notification to the campus population would create a more serious emergency and/or compromise the University’s efforts to contain the emergency.	

Responsible University Authority Checklist⁸

Primary Responsibilities	<ul style="list-style-type: none"> • Confirm whether the emergency situation threatens the life safety or security of the campus population <i>for situations within the authorization of the Responsible University Authority</i> • Authorize the VTPD Security Center Representative or trained staff to issue an Immediate or Urgent Notification • May authorize the VTPD Security Center Representative or trained staff to send Status Update Notifications or All Clear Notifications, if Responsible University Authority has incident command • Notify the VT Chief of Police and Director of Security/VTPD • Restrict the sending out of a notification if it would create a more serious emergency and/or compromise the University's efforts to contain the emergency
Notification Levels	Immediate, Urgent, Status Update/All Clear
Authorization	Self <i>for situations within the authorization of the Responsible University Authority</i> , but provide information and updates to the VT Chief of Police and Director of Security
PROCEDURES	
1. <i>For situations within the authorization of the Responsible University Authority</i> , confirm that the emergency situation does or does not threaten the life safety or security of the campus population. Determine whether an emergency notification to the campus population would create a more serious emergency and/or compromise the University's efforts to contain the emergency.	
2. If the emergency presents a confirmed threat and a notification should be sent, direct the VTPD Security Center Representative or other trained staff to issue an Immediate Notification via the VT ENS web portal. Advise the scenario, location and any special information for the message.	
3. Notify the VT Police Chief and Director of Security/VTPD and the Assistant Vice President for Emergency Management as soon as possible about the emergency and the issuance or non-issuance of an Immediate Notification.	
4. For emergency situations where an Immediate Notification has not been authorized, evaluate the incident in consultation with the VT Chief of Police and Director of Security, the Vice President for Operations, Assistant Vice President for Emergency Management and/or other Responsible University Authorities as necessary to determine if Urgent Notification should be authorized.	
5. If the emergency presents an immediate threat to the population outside of buildings, authorize the VTPD Security Center Representative to activate the Outdoor Sirens and Public Address system. The VTPD Security Center Representative can use a pre-recorded message for severe weather (tornados) or issue a live message through the speakers.	
6. If more information is known and should be sent in a follow up message, direct the VTPD Security Center Representative or trained staff to send out an update. Be aware of when previous messages have been sent so that SMS messages do not overlap.	
7. If the emergency situation is no longer a threat, authorize an All Clear Notification, if in incident command.	

⁸ Those Responsible University Authorities with separate tasks should refer to those in addition to this checklist.

Vice President for Operations Checklist

Primary Responsibilities	<ul style="list-style-type: none"> • Receive notification of emergency situations • Determine if Urgent Notifications should be sent • Notify the President of the emergency notifications • Coordinate with the Senior Associate Vice President for University Relations regarding ongoing release of notifications
Notification Levels	Urgent, Status Update/All Clear
Authorization	Self, provides information to the VT Chief of Police and Director of Security and the Assistant Vice President for Emergency Management
PROCEDURES	
1. Receive notification of an emergency situation. Evaluate the current status of the VT ENS notifications.	
2. For emergencies in which an Immediate Notification has not been authorized, evaluate the emergency situation to determine if an Urgent Notification should be authorized. Confer with the VT Chief of Police and Director of Security, Assistant Vice President for Emergency Management, Senior Associate Vice President for University Relations and other management involved in the emergency response to decide if an Urgent Notification should be authorized. Refer to the template messages (Section 4.0). For all VT ENS notifications, evaluate whether an emergency notification to the campus population would create a more serious emergency and/or compromise the University's efforts to contain the emergency.	
3. If necessary, issue a VT ENS notification: <ul style="list-style-type: none"> • • Log into VT Emergency Notification System at: www.getrave.com/login/vt or contact the vendor (RAVE) directly at 888-605-7163 • Enter your username and password for Rave. • Go to the Alerts Tab, and select the appropriate template. • Click the green "Send" button to the right of the Alert Template you are choosing. • Click the "Text" box under Alert Methods to reveal the dialogue box. • Complete in this order; <ul style="list-style-type: none"> ▪ Click the check box under the word "English" ▪ Insert the location information within the dialogue box replacing "[Location]" ▪ Make any other needed changes to template. • Ensure each alert method required is selected. • Ensure the appropriate Delivery Target is selected. • Click "Continue" at the lower left of the window. • Verify the message, alert mode(s), and delivery target(s) are correct. • Click "Send this Alert!" 	
4. Notify the President of the emergency situation and the issuing of the emergency notifications.	
5. Coordinate with the Senior Associate Vice President for University Relations on the VT ENS system and the ongoing release of notifications, including (if/as appropriate) via voicemail to VT campus phones, posts to the VT homepage, and/or use of the VT hotline.	
6. Authorize Status Update Notifications as appropriate, and All Clear Notifications (for incidents in which this person has incident command) for emergencies that are contained.	

Assistant Vice President for Emergency Management Checklist

Primary Responsibilities	<ul style="list-style-type: none"> • Support the Vice President for Operations with decisions on issuing Urgent Notifications • Provide safety and security information for notifications, as needed • Issue notifications, as described below
Notification Levels	Immediate, Urgent, Status Update/All Clear
Authorization	Self, provides information to the Vice President for Operations and VT Chief of Police and Director of Security
PROCEDURES	
1. As requested, support the Vice President for Operations on the decision to send out an Urgent Notification. Provide safety and security instructions as requested. Refer to message templates for specific hazards and/or scenarios (Section 4.0).	
2. Confirm whether the emergency situation threatens the life safety or security of the campus population for situations within the responsibility of the Assistant Vice President for Emergency Management.	
3. For situations within the responsibility of the Assistant Vice President for Emergency Management, authorize the VTPD Security Center Representative or trained staff to issue an Immediate Notification or Urgent Notification.	
4. For situations within the responsibility of the Assistant Vice President for Emergency Management, notify the VT Chief of Police and Director of Security.	
5. For situations within the responsibility of Assistant Vice President for Emergency Management, restrict the sending out of a notification if it would create a more serious emergency and/or compromise the University's efforts to contain the emergency.	
6. For situations within the responsibility of the Assistant Vice President for Emergency Management, may authorize the VTPD Security Center Representative or trained staff to send Immediate Notifications or Urgent Notifications; authorize Status Update Notifications or All Clear Notifications (for incidents in which this person has incident command).	
7. For all situations, provide advice to the Vice President for Operations on the purpose and expected actions of the campus population as a result of notifications.	
8. For all situations, activate and coordinate other emergency response actions, including business continuity and academic continuity in support of the ongoing emergency management of the initial incident.	
9. For all situations, support the Vice President for Operations with the evaluation of the notifications and other emergency operations for the After Action Report when the emergency has subsided.	
10. In the absence of the Vice President for Operations (VPO) or as directed be prepared to initiate the tasks and responsibilities in the VPO checklist.	

Senior Associate Vice President for University Relations Checklist

Primary Responsibilities	<ul style="list-style-type: none"> • Support the Vice President for Operations with decisions on issuing Urgent Notifications • Operate the VT ENS web portal to send out notifications • Provide additional information on the VT homepage (www.vt.edu) as required or appropriate
PROCEDURES	
1. Support the Vice President for Operations on the decision to send out an Urgent Notification. Refer to Section 4.0 for message templates for specific hazards and/or scenarios.	
2. If necessary, issue a VT ENS notification: <ul style="list-style-type: none"> • • Log into VT Emergency Notification System at: www.getrave.com/login/vt or contact the vendor (RAVE) directly at 888-605-7163 • Enter your username and password for Rave. • Go to the Alerts Tab, and select the appropriate template. • Click the green “Send” button to the right of the Alert Template you are choosing. • Click the “Text” box under Alert Methods to reveal the dialogue box. • Complete in this order; <ul style="list-style-type: none"> ▪ Click the check box under the word “English” ▪ Insert the location information within the dialogue box replacing “[Location]” ▪ Make any other needed changes to template. • Ensure each alert method required is selected. • Ensure the appropriate Delivery Target is selected. • Click “Continue” at the lower left of the window. • Verify the message, alert mode(s), and delivery target(s) are correct. • Click “Send this Alert!” 	
3. Update the VT homepage (www.vt.edu), voicemails, and hotline with additional information and instructions for the University population as required or appropriate.	
4. Support the Vice President for Operations with the evaluation of the messages and other emergency operations for the After Action Report when the emergency has subsided.	
5. Ensure that the VT homepage has been updated with the latest information and provides a portal for students and staff to obtain more information and/or to provide reports and/or feedback.	

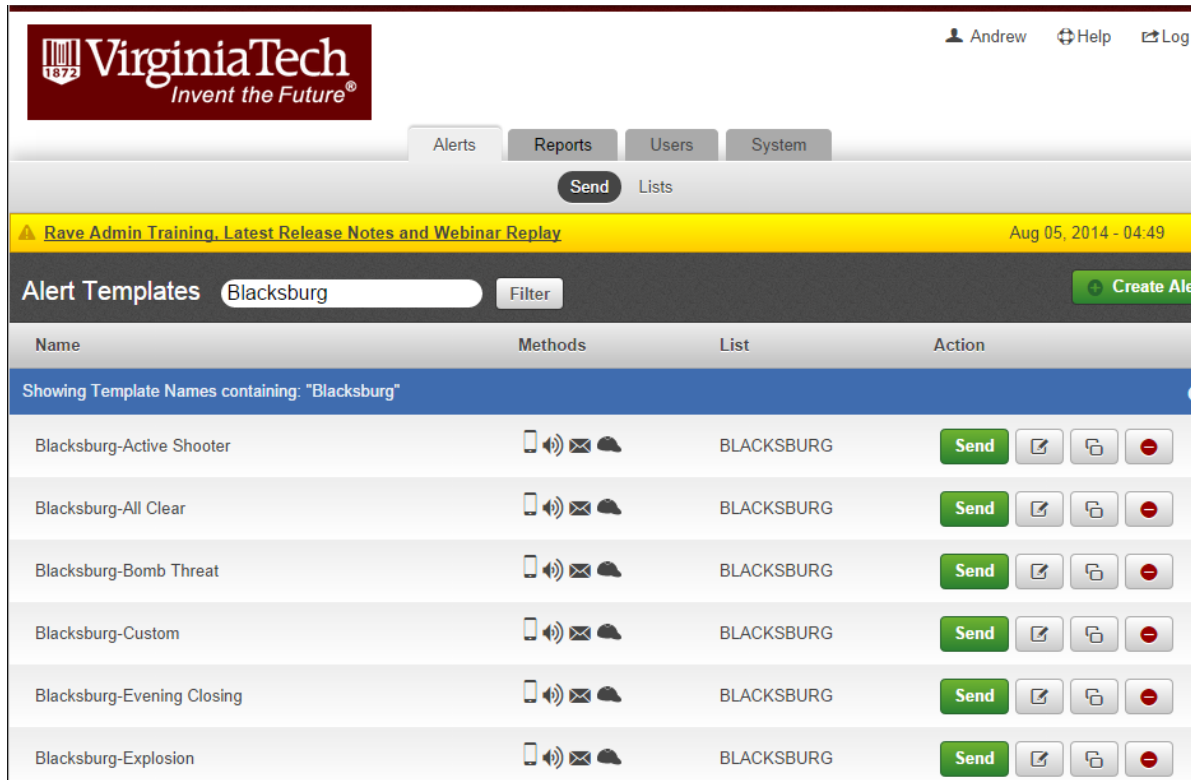
University Information Technology Checklist

Primary Responsibilities	<ul style="list-style-type: none">• Provide technical support to Virginia Tech Emergency Management, VTPD, Vice President for Operations, Senior Associate Vice President for University Relations and other Responsible University Authorities in the operation of the VT ENS and associated networks and systems• Coordinate with service providers/vendors as needed to ensure system operability• Assist in the development of new notification technologies as requested
PROCEDURES	
1. Support the Vice President for Operations, VTPD, Assistant Vice President for Emergency Management, the Senior Associate Vice President for University Relations and other Responsible University Authorities with the operation of the VT ENS technology and the associated networks and services to ensure messages are delivered.	
2. Work with vendors and service providers to ensure service reliability and system operability and conduct or support periodic tests of the VT ENS and system updates.	
3. Be prepared to provide additional support and capabilities for mass notification during a prolonged emergency.	
NOTE: If additional technical assistance is needed anytime during the notification process, contact RAVE at 888-605-7163.	

3.3. ENS CONTROL PANEL SCREEN IMAGES





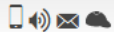























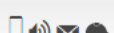



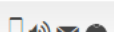











The following screen images demonstrate the process used by system operators preparing to issue a notification:

Figure 3.1: VT ENS Control Panel Screen 1



STEP 1: Search by pertinent region to be notified.

Figure 3.2: VT ENS Control Panel Screen 2

Blacksburg-Active Shooter		BLACKSBURG	Send			
Blacksburg-All Clear		BLACKSBURG	Send			
Blacksburg-Bomb Threat		BLACKSBURG	Send			
Blacksburg-Custom		BLACKSBURG	Send			
Blacksburg-Evening Closing		BLACKSBURG	Send			
Blacksburg-Explosion		BLACKSBURG	Send			
Blacksburg-Explosive Device		BLACKSBURG	Send			
Blacksburg-Fire		BLACKSBURG	Send			
Blacksburg-Flooding		BLACKSBURG	Send			
Blacksburg-Hazmat Spill		BLACKSBURG	Send			
Blacksburg-Health Threat		BLACKSBURG	Send			

STEP 2: Select scenario template. Click the green button “Send” to begin the process.

Template content is described in detail in Section 4.

Figure 3.3: VT ENS Control Panel Screen 3

1

Dispatch-Shift Change Test

14 characters left

2

Alert Methods

Text

Mail

Voice

CAP

English

☐ Overwrite all alert methods with this text - **warning: this will change all messages**

VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

41 characters left

Clear Form

To ensure complete and consistent message delivery, your text message may not contain the following characters:

\$ _ @ < >

3

Delivery Targets

Add

Summary





Delivery Targets need to be added

Save Cancel

STEP 3: Review pre-loaded template content. Revise the template as needed. Remember 160 character limit.

Figure 3.4: VT ENS Control Panel Screen 4

2 Alert Methods

			
Text	Mail	Voice	CAP

English

☐ Overwrite all alert methods with this text - warning: this will change all messages

VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

41 characters left

Clear Form

STEP 4: Select channel platforms upon which the notification will be delivered. At least one channel must be selected to issue the notification (Green is selected, grey is not selected).

Figure 3.5: VT ENS Control Panel Screen 4

Confirm Alert Before Sending ✕

This alert will be sent to 1 recipients.

Title: Dispatch-Shift Change Test

Text Message: VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

Email Message: VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

Voice Message TTS: VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

Call Retries:	3	Extension Dialing Pause:	0
Call Retry Wait Interval:	3	Message Replays:	3
Caller ID:	5402311000		

CAP Profile: Test Classroom Signs and Other Channels

Event: Dispatch-Test

Description: VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

Headline: VT Alerts: This is a test of the V T Alerts System. This test applies to [Location] thank you for your participation.

Instruction:

Effective: Thu, 11 Sep 2014 14:23:00 EST5EDT

Onset: Thu, 11 Sep 2014 14:23:00 EST5EDT

Expiration: 0 Hours and 10 Minutes

Continue Delivery Attempts Until: Wed, 01 Oct 2014 16:32:20 EST5EDT

Methods:    

Send this Alert!

Go Back and Edit

STEP 5: Review region, scenario template, notification content, and channel platforms. If necessary, return to previous screens to change information accordingly.

When ready to issue the notification, click “Send this Alert!”

NOTE: If additional technical assistance is needed anytime during the notification process, contact Rave directly at 888-605-7163.

4. EMERGENCY MESSAGE CONTENT GUIDELINES AND TEMPLATES

This section includes a matrix of messaging guidelines and templates. Staff with the authority to develop and approve notifications may use the templates provided on the following pages or customize the notification message.

VT ENS notifications generated via these Protocols will follow formatting consistent with VT Subscribe Alerts system characteristics. Therefore, regardless of channel, VT ENS notifications will use the same message of no more than 160 characters for all message systems. Such messages will contain (at a minimum) the following information, in this order:

1. Nature of the incident
2. Location
3. Actions to be taken by affected populations

Additional or subsequent messaging via non-VT Subscribe Alerts channels may use additional characters, as appropriate, to convey more information. As soon as possible following the issuance of an emergency notification, the VT homepage and hotline will contain additional and/or supplemental information about the alert and/or the incident. These will provide instructions for:

1. Obtaining additional detailed information if university programs and/or services are interrupted,
2. Receiving additional updates and information, and/or
3. Reporting information.

A parenthetical numeral indicating the number of characters (including spaces) used in the message is placed after each message template on the following pages.

Table 4.1: Approved Emergency Notification Message Templates

SCENARIO	IMMEDIATE	ALL CLEAR
Person with Gun	Person with a gun reported near (LOCATION) . Stay inside. Secure doors. Emergency personnel responding. Call 911 for help. (121)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Active Shooter	Active Shooter. Shots fired (LOCATION) . Secure doors. Avoid area. Secure in place. Silence phones. Call 911 for help. (117)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Hostage Situation	Hostage situation at (LOCATION) . Secure in place. Avoid Area. Follow authorities' instructions. Call 911 for help. (114)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Explosion	Explosion reported at (LOCATION) . Evacuate location. Avoid area. Follow authorities' instructions. Call 911 for help. (117)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Hazmat Spill or Leak	Hazardous material release at (LOCATION) . Evacuate location. Avoid area. Follow authorities' instructions. Call 911 for help. (126)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Bomb Threat	Bomb Threat reported at (LOCATION) . Evacuate location. Avoid area. Follow authorities' instructions Call 911 for help. (118)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Tornado Warning	Tornado Warning for (LOCATION) until further notice. Move indoors to a low level or interior space. Stay away from windows, glass walls. (136)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Structural Damage	(NATURE OF INCIDENT) -evacuate (LOCATION) immediately. Follow instructions from authorities. Avoid area. (103)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Report of Shots Fired	Report of shots fired (LOCATION) . Stay inside. Secure doors. Emergency personnel responding. Call 911 for help. (107)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Hostile Intruder	Hostile intruder at (LOCATION) . Secure in place. Avoid area. Follow authorities' instructions. Call 911 for help. (113)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Personal Threat/ Assault	(NATURE OF INCIDENT) - (LOCATION) . Secure doors. Take shelter. Do not provoke situation. Call 911 if you need help. Avoid area. (125)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Fire	Fire reported at (LOCATION) . Evacuate location, use stairs. Follow authorities' instructions. Avoid area. Call 911 for help. (124)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Explosive Device	Explosive device reported at (LOCATION) . Evacuate location. Avoid area. Follow authorities' instructions. Call 911 for help. (124)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)

SCENARIO	IMMEDIATE	SCENARIO
Health Threat	(NATURE OF INCIDENT)- (LOCATION, if applicable)- (INSTRUCTIONS)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Weather Emergency	Weather Alert: (NATURE OF INCIDENT) issued for (LOCATION) . Go inside immediately. Seek shelter. Avoid windows and doorways. (123)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Flooding	Flooding at (LOCATION) . Avoid area. Do not drive through flood waters. For information go to www.vt.edu . (104)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Utility Failure	(NATURE OF INCIDENT)- (LOCATION)- (INSTRUCTIONS)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Custom	(NATURE OF INCIDENT)- (LOCATION)- (INSTRUCTIONS)	This is an all clear notification. The emergency at (LOCATION) has ended. For more information visit www.vt.edu . (112)
Test	TEST: This is a test of the V T Alerts system. Thank you for your participation. (80)	-

5. EMERGENCY NOTIFICATION SYSTEM MESSAGE CHANNELS AND OPERATIONAL PROCEDURES

This section presents a matrix of the VT ENS notification channels with operational procedures for each.

Table 5.1: Notification Channels and Operational Procedures

System	Description	Use	Procedures	System Operator
VT Subscribe Alerts Channels	Web-enabled ENS management interface that sends notifications to VT Subscribe Alerts Channels which include: <ul style="list-style-type: none"> • SMS or text messages which may also convert to an audible message if the phone is answered • Phone calls and voice mails • Email to non-VT addresses 	<ul style="list-style-type: none"> • Immediate, Urgent, Status Update/All Clear Notifications • System tests 	<ul style="list-style-type: none"> • Go to getrave.com/login/vt • Enter user name and password* • Select a template. • Complete the template message with specific information, OR type a custom message • Select the Text, Email and Voice Channel • Ensure the appropriate Delivery Target is selected. • Click “Continue”. • Verify the message, alert mode(s), and delivery target(s) are correct. • Click “Send this Alert!” 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VTPD Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations • Other trained personnel
VT Desktop Alerts	Posts an outbound message pane on the screens of all computers that are logged on to the internet and have downloaded the VT Desktop Alert module	<ul style="list-style-type: none"> • Immediate, Status Update or All Clear Notifications • System tests 	<ul style="list-style-type: none"> • Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VTPD Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations • Other trained personnel

***NOTE:** For system issues, contact (RAVE) directly at 888-605-7163.

System	Description	Use	Procedures	System Operator
Message Boards	Electronic signs show emergency notifications in red letters.	<ul style="list-style-type: none"> • Immediate, Status Update or All Clear Notifications for campus populations in classrooms and other applicable indoor locations • System Tests 	<ul style="list-style-type: none"> • Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels 	<ul style="list-style-type: none"> • VTPD Security Center Representative/ VTPD Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations • Other Trained personnel
Outdoor sirens and public address	Siren blasts from six outdoor speakers located throughout the Blacksburg campus; also capable of playing a recorded message or live audio from the VTPD Security Center Representative. Sirens continue for a 2-5 minute period.	<ul style="list-style-type: none"> • Notifications to alert persons outdoors to seek shelter immediately • System Tests 	<ul style="list-style-type: none"> • Operated at VTPD Dispatch – follow vendor protocol located at VTPD Dispatch • Redundant system located on the 7th floor of Lane Stadium. 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VTPD Senior Officer on Duty • Vice President for Operations <p>Senior Associate Vice President for University Relations</p> <ul style="list-style-type: none"> • Other trained personnel
Fire Alarm Annunciator System	This text to speech channel is delivered via the public address option of eligible fire alarms; providing the same message as all other VT Alerts channels.	<ul style="list-style-type: none"> • Immediate, Status Update or All Clear Notifications for building occupants in applicable locations • System Tests 	<ul style="list-style-type: none"> • Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VTPD Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations • Other trained personnel

System	Description	Use	Procedures	System Operator
VT email	Email to [name]@vt.edu addresses	<ul style="list-style-type: none"> • Immediate, Status Update or All Clear Notifications • 	<ul style="list-style-type: none"> • Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VT Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations <ul style="list-style-type: none"> • Other Trained personnel
Posts to VT homepage (www.vt.edu) “Red box”	Website for posting additional information and instructions	<ul style="list-style-type: none"> • Immediate, Urgent, Status Update or All Clear Notifications • Additional Information • Post-Incident Updates 	<ul style="list-style-type: none"> • Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels 	<ul style="list-style-type: none"> • VTPD Security Center Representative/VT Senior Officer on Duty • Vice President for Operations • Senior Associate Vice President for University Relations • Other Trained personnel
VT hotline (540-231-6668)	Recorded message which supports multiple concurrent callers	<ul style="list-style-type: none"> • Immediate, Urgent, Status Update or All Clear Notifications • Additional Information • Post-incident Updates 	<ul style="list-style-type: none"> • Follow protocol located in university relations 	<ul style="list-style-type: none"> • Senior Associate Vice President for University Relations

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6. LEGAL

The information contained in these Protocols has been prepared for use by Virginia Tech. The information is guidance for issuance of an emergency alert, recognizing that individual circumstance or events not anticipated by these Protocols may occur. The experience and judgment of those utilizing these Protocols is an important consideration in how and when these Protocols are utilized and when an alert is issued. The content represents the best opinions on the subject. 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. These Protocols are 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.

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EMERGENCY OPERATIONS CENTER STANDARD OPERATING PROCEDURES

Annex B to Crisis and Emergency Management Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

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1. INTRODUCTION

1.1 DOCUMENT PURPOSE

The purpose of this procedural document is to outline the incident management procedures and organizational structure for Emergency Operations Center (EOC) operations. The Virginia Tech Crisis and Emergency Management Plan (CEMP) provides guidance during events and incidents on Virginia Tech campuses.

1.2 PURPOSE OF THE EOC

Depending on the size, type, and complexity of an incident, or event, the EOC is activated when additional coordination becomes necessary to assist in the command and control of an event or incident. In keeping with the scalability tenets of the Incident Command System, not all incidents constitute the need to activate an EOC; rather, incidents or events can be managed by departments using internal resources.

For example, in some incidents, the Safety and Security Policy Committee (SSPC) may be the only formally convened campus entity providing incident management and policy guidance. Other departments or campus units may be responding to the incident, but may not necessarily require the formal gathering of personnel or resources (i.e. beyond day-to-day operations). In instances such as these, the SSPC may act as Unified Command and establish an EOC, without activation of the Crisis Management Team, Emergency Support Functions, or any part thereof.

2. ACTIVATION

2.1 NOTIFICATION

Upon receipt and/or confirmation that an incident, or event exists that could benefit from centralized command, control, and coordination, the Assistant Vice President for Emergency Management (or designee) may notify some or all of the following personnel/departments (via phone, email, radio, or other means):

- Virginia Tech Emergency Management
- Safety and Security Policy Committee
- Virginia Tech Police Department
- Facilities Services
- University Relations
- Montgomery County Emergency Services Coordinator (for incidents that may impact the County)
- Town of Blacksburg Administration (for incidents that may impact the town)
- Crisis Management Team (for those units not already notified above) – *See Section 3, EOC Organizational Structure for details*
- Other entities as dictated by the needs of the incident

2.2 ACTIVATION LEVELS

At the decision of the Assistant Vice President for Emergency Management(or designee), the EOC may be activated in one of three levels (monitoring, partial, or full), as outlined in Table 2.1:

Table 2.1: EOC Activation Levels

Level	Description	Departments Represented (not inclusive)
Monitoring	Incidents can be usually managed using normal response operations or coordination. EOC may or may not be activated at an informal level. Select Crisis Management Team staff put on alert status and advised to monitor situation.	Division of Student Affairs Virginia Tech Emergency Management Environmental Health & Safety Facilities Services Virginia Tech Police Department
Partial	The incident or event can no longer be completely managed using normal day-to-day procedures. The EOC is activated to coordinate and support response to the incident, or event EOC staffing decisions are made by the EOC Manager (Assistant Vice President for Emergency Management or designee) and depend on circumstances surrounding the incident.	Division of Student Affairs Virginia Tech Emergency Management Environmental Health & Safety Facilities Services Virginia Tech Police Department University Relations
Full	A significant incident or event with major impact to university operations requires considerable coordination to manage effectively. The EOC is activated at either its primary or secondary location. All or most EOC positions, sections, and/or Emergency Support Functions are activated.	Crisis Management Team Other units as needs of incident dictate

2.3 EOC LOCATIONS

The EOC exists as a physical or virtual location from which to manage and direct incidents, emergencies, or events. The EOC serves as the centralized location in which incident management staff will work to lead, implement, and plan response actions.

The location of the EOC will vary, depending on the size, type, and complexity of the incident or event. Locations identified as suitable for EOC operations include:

- Virginia Tech EOC, Public Safety Building
- 5th Floor Media Room, Lane Stadium

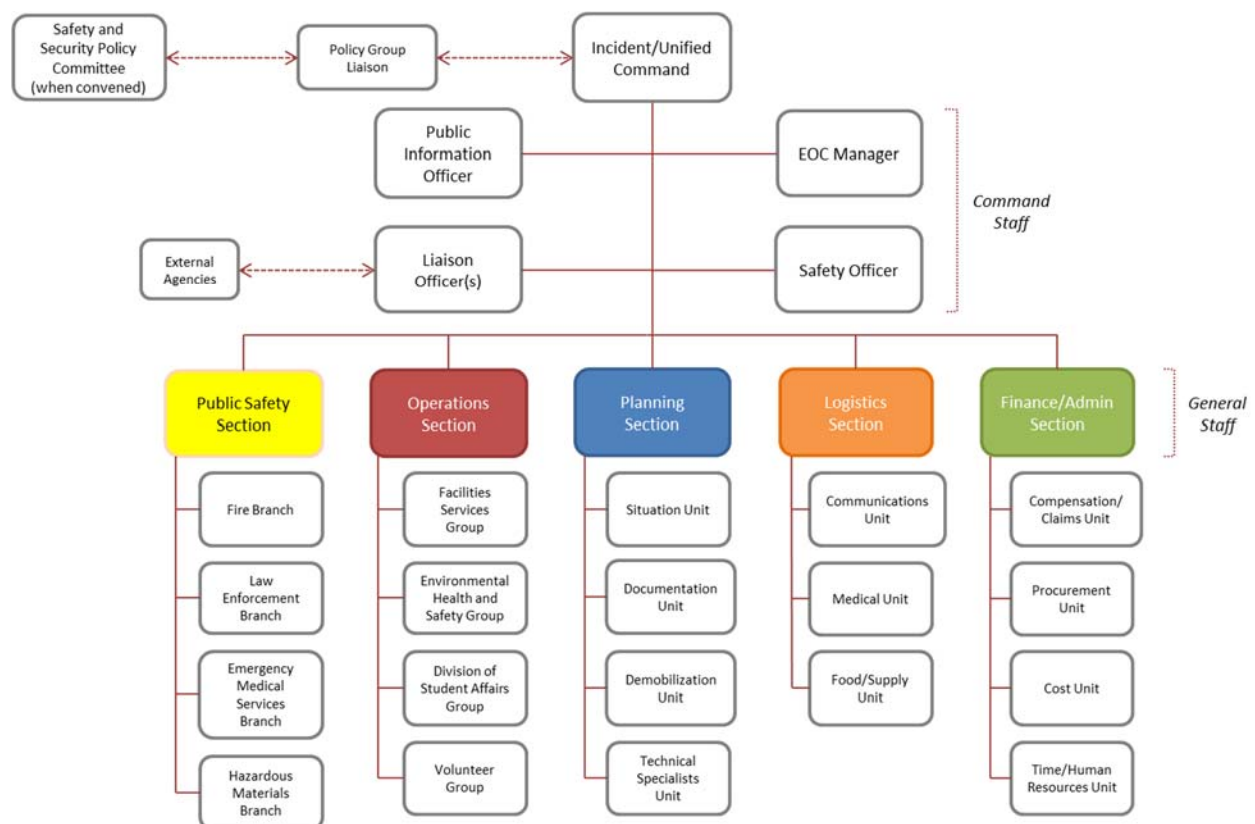
3. EOC ORGANIZATIONAL STRUCTURE

The EOC Organizational Structure section details EOC leadership, staffing, and section roles and responsibilities.

3.1 SAMPLE OF EOC ORGANIZATIONAL CHART

To facilitate further explanation throughout this section, the following diagram illustrates a generalized organization of the lines of communication and authority in the EOC. EOC organization will vary with the needs of each incident; therefore this diagram should not be considered the sole organizational format for every incident.

Figure 3.1: Sample EOC Organizational Chart



3.2 UNIFIED COMMAND

Unified Command (UC) involves collaborative decision-making to resolve an incident. Almost always employed during EOC operations at Virginia Tech, UC may incorporate representatives from internal and external stakeholders to coordinate decision-making and leverage resource allocation. Unified Command serves as the single voice of incident operations.

3.3 SAFETY AND SECURITY POLICY COMMITTEE (SSPC)

The Safety and Security Policy Committee, hereinafter known as the SSPC, provides direction in making strategic policy decisions for any incident that impacts the university's ability to perform its mission essential functions and primary business functions. The SSPC is chaired by the President of Virginia Tech. The SSPC 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 23-1-805 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 Safety and Security Policy Committee consists of the following members:

- | | |
|---|---|
| • President | • Vice President for Student Affairs |
| • Executive Director, Office of the President | • Senior Associate Vice President for University Relations |
| • Executive Vice President and Provost | • Executive Director of Government Relations |
| • Senior Vice President for Operations and Administration | • Assistant Vice President for Emergency Management |
| • Vice President for Operations | • Assistant Vice President for University Relations |
| • Advisor to the President, Office of the President | • Senior Associate Director of Athletics for Internal Affairs |
| • Vice President for Operations | • Chief of Police and Director of Security |
| • Vice President for Finance and Chief Financial Officer | • University Counsel |
| • Vice President for Information Technology and Chief Information Officer | |

3.4 CRISIS MANAGEMENT TEAM

The Crisis Management Team (CMT) staffs the EOC and forms the incident management structure during an incident, performing 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 of Operations Plans (COOPs)

The CMT may consist of trained representatives from the following key campus units as needed:

- | | |
|-------------------------------------|--|
| • Alumni Association | • Parking and Transportation |
| • Athletics | • Police Department |
| • Dining Services | • Procurement |
| • Division of Student Affairs | • Provost |
| • Emergency Management | • Rescue Squad |
| • Environmental Health & Safety | • Research |
| • Facilities Services | • Student Engagement and Campus Life |
| • Finance | • Student Health and Wellness Services |
| • General Counsel | • University Building Official |
| • Geospatial Information Systems | • University Relations |
| • Housing and Residence Life | • Veterinary Medicine |
| • Human Resources | • Support Staff (Admin/IT) |
| • Insurance and Risk Management | • Other units as necessary |
| • Network Infrastructure & Services | |

While staffing the EOC, members of the Crisis Management Team¹ will be grouped within the university's Incident Command System structure, or ICS. ICS includes Command Staff—Liaison, Safety, and Public Information Officers—and General Staff²--Public Safety, Operations, Planning, Logistics, and Finance/Administration Section Chiefs (with appropriate staffing) - *See Figure 3.1*. The Incident/Unified Command serves as the direct supervising body over all activated Command and General Staff. The Safety and Security Policy Committee will communicate directly with Incident/Unified Command.

3.5 COMMAND STAFF

Command staff report directly to the Incident/Unified Command within the EOC and perform functions related to public information, liaising with internal/external entities, and responder safety.

¹ Depending on the type/scale of the incident, not all units may be represented in the EOC.

² 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.

3.5.1 EOC Manager

The EOC Manager coordinates facility, resource, and logistical needs required for EOC operations. Usually a member of the Virginia Tech Emergency Management, the EOC Manager directly reports to the Assistant Vice President for Emergency Management (or designee) and works with Incident/Unified Command to determine appropriate staffing levels for all EOC Sections during all incident phases in which the EOC is activated.

3.5.2 Public Information Officer

The Public Information Officer (PIO) supervises the development and release of information about the incident to all interested parties, incident response personnel, news media, and other agencies. As messages are prepared for delivery, the PIO coordinates with the IC/UC and the SSPC regarding message content. The PIO also establishes and coordinates Joint Information Center (JIC) operations when incidents require establishing a JIC.

3.5.3 Liaison Officer

A Liaison Officer serve as Virginia Tech's point of contact to external agencies that are cooperating or assisting Virginia Tech during an incident or event. A Liaison Officer is responsible for maintaining accurate records of assisting agencies and keeping these agencies aware of the incident status.

3.5.4 Safety Officer

The Safety Officer is responsible for developing recommendations for assuring the health and safety of all assigned incident personnel. The Safety Officer has the authority to cease operations to prevent and correct any unsafe acts occurring at any point during the incident.

3.6 GENERAL STAFF

As incident conditions warrant, the Incident/Unified Command may choose to activate General Staff sections to provide additional support to the ongoing response and/or recovery effort. The General Staff provide incident management according to function and consist of an incident- or event-specific Public Safety Section Chief, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

3.6.1 Public Safety Section

The Public Safety Section, managed by the Public Safety Section Chief, directs all tactical actions necessary to maintain life safety and security on campus. There is no pre-designated Public Safety Section Chief; rather, the Incident/Unified Command may assign a Public Safety Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Public Safety Section include the Virginia Tech Police Department, Virginia Tech Rescue Squad, Division of Student Affairs, and Blacksburg Fire Department.

Depending upon the tactical objectives of a specific incident response (along with span of control considerations), the Public Safety Section Chief may activate functional or geographic Branches to complete certain objectives or tasks. Activated Branches may include the following:

- Fire Branch
- Emergency Medical Services Branch
- Law Enforcement Branch
- Hazardous Materials Branch

The Public Safety Section Chief should only activate the Branches necessary for a given incident, emergency, or event and demobilize these units as soon as relevant objectives/tasks are completed. If incident needs require an expanded organizational structure the following Emergency Support Functions (ESFs)—or elements thereof—may be included under the Public Safety Section—(*see Section 3.7 for details on ESF involvement*):

- **ESF 4** – Emergency Support Services
- **ESF 5** – Emergency Management
- **ESF 9** – Hazardous Materials
- **ESF 13** – Public Safety and Security

3.6.2 Operations Section

The Operations Section, managed by the, Operations Section Chief develops tactical objectives, determines the organizational structure within the Operations Section, implements non-public safety-related response measures, and directs the use of resources.

There is no pre-designated Operations Section Chief; rather, the Incident/Unified Command may assign an Operations Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Operations Section will vary with the type of incident, but may include Facilities Services, Environmental Health & Safety, and Division of Student Affairs.

Depending upon the tactical objectives of a specific incident response (along with span of control considerations), the Operations Section Chief may activate functional Groups or geographic Divisions to undertake specific tasks. In large/complex incidents, functional or geographic Branches may also be used. When Branches are needed for span of control purposes, Branch Directors will be assigned to oversee Group and Division Supervisors.

The Operations Section Chief should only activate the Branches, Groups, or Divisions necessary for a given incident, emergency, or event and demobilize same as soon as relevant objectives/tasks are completed.

If incident needs require an expanded organizational structure, the following ESFs—or elements thereof—may be included under the Operations Section—(*see Section 3.7 for details on ESF involvement*):

- **ESF 1** – Transportation
- **ESF 2** – Information Technology and Communications Systems
- **ESF 3** – Facilities Services and Infrastructure
- **ESF 6** – Food, Water, and Housing Services

- **ESF 8** – Health, Behavioral Health, and Medical Services
- **ESF 10** – Academics
- **ESF 11** – Research
- **ESF 12** – Animal Services
- **ESF 15** – Volunteer and Donations Management
- **ESF 16** – Agriculture and Natural Resources

3.6.3 Planning Section

The Planning Section, managed by the Planning Section Chief, is responsible for collecting, evaluating, and disseminating information about the incident. The Planning Section develops Incident Action Plans (IAPs) for each operational period using the Planning “P” process—*see Figure 3.2*, maintains documentation, and prepares a verbal or written demobilization plan. The key objective of the Planning Section is to “look forward” by anticipating the needs of the incident and preparing accordingly, using a collaborative approach with other activated EOC Sections. There is no pre-designated Planning Section Chief; rather, the Incident/Unified Command may assign a Planning Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Emergency Management will usually be the primary department managing and staffing the Planning Section, drawing from the expertise of technical specialists from various disciplines as necessary.

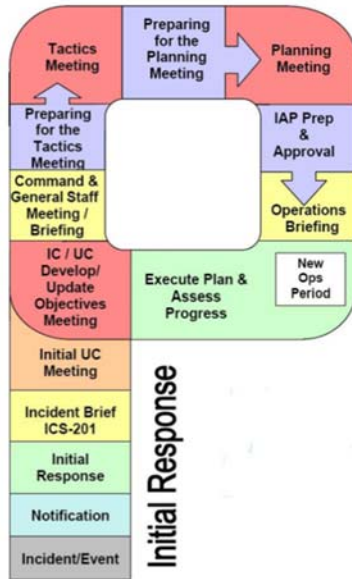
Depending upon the nature of the incident (along with span of control considerations), the Planning Section Chief may activate Units to undertake specific tasks. Activated Units may include the following:

- Situation Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialists Unit
- Other Units as needed

The Planning Section Chief should only activate the Units necessary for a given incident or event and demobilize same as soon as relevant objectives/tasks are completed.

If incident needs require an expanded organizational structure, any or all ESFs—or elements thereof—may be included under the Planning Section as technical specialists in support of **ESF 5** – Emergency Management—(*see Section 3.7 for details on ESF involvement*).

Figure 3.2: Planning “P” Process



After the initial response period, incident operations transition to a continuous cycle of operational periods (i.e. shifts, usually between 8-12 hours) until the incident is resolved.

1. The planning process begins with Incident Command/Unified Command (IC/UC) developing objectives for the next operational period.
2. The IC/UC holds a situation briefing, assigns tasks, and defines roles/responsibilities.
3. The Planning section then meets with the activated Section Chiefs for a situation update and to develop tactics to satisfy the objectives set forth by command.
4. After the notes from the Tactics Meeting are compiled, a Planning Meeting is held to discuss resource and personnel availability, assignments, and decisions made.
5. The Incident Action Plan (IAP) is prepared, using Incident Command System (ICS) forms, from the Objectives/Tactics/Planning Meetings. The IAP is reviewed and approved by the IC/UC.
6. The IAP is explained during an Operations Briefing, which marks the start of the next operational period.
7. The IAP is implemented and progress of tactics is measured against objectives.
8. The Planning process repeats until the IC/UC demobilizes operations.

3.6.4 Logistics Section

The Logistics Section, managed by the Logistics Section Chief, provides services and support to the incident response by managing the status of essential resources, such as personnel, facilities, equipment, and supplies. There is no pre-designated Planning Section Chief; rather, the Incident/Unified Command may assign a Planning Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Logistics Section include the Virginia Tech Rescue Squad, Facilities Services, Division of Student Affairs, and Athletics.

Depending upon the nature of the incident (along with span of control considerations), the Logistics Section Chief may activate Units to undertake specific tasks. Activated Units may include the following:

- Communications Unit
- Medical Unit
- Food/Supply Unit
- Other Units as needed

The Logistics Section Chief should only activate the Branches, Groups, or Divisions necessary for a given incident, emergency, or event and demobilize same as soon as relevant objectives/tasks are completed.

If incident needs require an expanded organizational structure, the following ESF—or elements thereof—may be included under the Logistics Section—(see Section 3.7 for details on ESF involvement):

- **ESF 2** – Information Technology and Communications Systems
- **ESF 7** – Finance and Resource Management (specifically, Emergency Procurement functions)
- **ESF 8** – Health, Mental Health, and Medical Services

3.6.5 Finance/Administration Section

The Finance/Administration Section, managed by the Finance/Administration Section Chief, manages all financial aspects of an incident, including incident-related costs, accounting, procurement, time recording, and applicable analyses.

There is no pre-designated Finance/Administration Section Chief; rather, the Incident/Unified Command may assign a Finance/Administration Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Units that may serve in the Finance/Administration Section include Human Resources, Procurement, Insurance and Risk Management, and Finance.

Depending upon the nature of the incident (along with span of control considerations), the Finance/Administration Section Chief may activate Units to undertake specific tasks. Activated Units may include the following:

- Compensation/Claims Unit
- Procurement Unit
- Cost Unit
- Time/Human Resources Unit
- Other Units as needed

The Finance/Administration Section Chief should only activate the Branches, Groups, or Divisions necessary for a given incident, emergency, or event and demobilize same as soon as relevant objectives/tasks are completed.

If incident needs require an expanded organizational structure the following ESF—or elements thereof—may be included under the Finance/Administration Section—(see *Section 3.7 for details on ESF involvement*):

- **ESF 7** – Finance and Resource Management

3.7 EMERGENCY SUPPORT FUNCTIONS

In alignment with National Response Framework guidelines, Virginia Tech has grouped its response capabilities into Emergency Support Functions. 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 Command³, whether in the field or in the EOC.

In the event of ESF activation, the respective Crisis Management Team member(s) may jointly represent the department in the EOC under the ICS structure and the ESF, due to potential staffing limitations inherent in any incident, or event.

Virginia Tech has 16 Emergency Support Functions:

- **ESF 1** – Transportation (Roadways, Traffic Control, Evacuation)
- **ESF 2** – Information Technology and Communications Systems (Phone and Network connectivity and equipment)
- **ESF 3** – Facilities Services and Infrastructure (Facilities)
- **ESF 4** – Emergency Support Services (Fire, Emergency Medical Services)
- **ESF 5** – Emergency Management
- **ESF 6** – Food, Water, and Housing Services
- **ESF 7** – Finance and Resource Management (Documentation, Procurement, Human Resources, Claims, etc.)
- **ESF 8** – Health, Mental Health, and Medical Services (Non-Emergent Care, Disaster Mental Health, etc.)
- **ESF 9** – Hazardous Materials
- **ESF 10** – Academics
- **ESF 11** – Research
- **ESF 12** – Animal Services
- **ESF 13** – Public Safety and Security
- **ESF 14** – Media Relations and Community Outreach
- **ESF 15** – Volunteer and Donations Management
- **ESF 16** – Agriculture and Natural Resources

Depending on the size, type, complexity, and needs of the incident, emergency, or event, ESFs will generally be grouped under General Staff Sections as follows:

- **Command Staff:** ESF 14 (PIO)
- **Public Safety Section:** ESF 4, ESF 5, ESF 9, ESF 13
- **Operations Section:** ESF 1, ESF 2, ESF 3, ESF 5, ESF 6, ESF 8, ESF 10, ESF 11, ESF 12, ESF 15, ESF 16
- **Planning Section:** ESF 2, ESF 5, ESF 10, ESF 11, ESF 12, any other applicable ESF as Technical Specialists
- **Logistics Section:** ESF 2, ESF 7, ESF 8
- **Finance/Administration Section:** ESF 7

Figure 3.3 expands upon the ICS structure shown in Figure 3.1 by associating ESFs with respective General Staff Sections. Note that this chart serves as an example for explanatory purposes only and may expand or contract as incident needs dictate.

³Not all ESFs may be activated for every incident.

The organizational chart for the Incident/Unified Command structure is as follows:

- Incident/Unified Command** (Central Hub)
 - Command Staff** (Dashed line connection):
 - EOC Manager**
 - Safety Officer**
 - Staff** (Solid line connection):
 - SSPC Liaison** (Connected to Safety and Security Policy Committee (when convened))
 - ESF 14 Media Relations and Community Outreach (PIO)**
 - Liaison Officer(s)** (Connected to External Agencies)
 - General Staff** (Solid line connection):
 - Public Safety Section** (Yellow box)
 - ESF 4 Emergency Support Services (Fire)
 - ESF 13 Public Safety and Security (Police)
 - ESF 4 Emergency Support Services (EMS)
 - ESF 9 Hazardous Materials
 - ESF 5 Emergency Management
 - Operations Section** (Red box)
 - ESF 3 Facilities Services and Infrastructure
 - ESF 1 Transportation
 - ESF 2 Information Tech. & Comm. Systems
 - ESF 5 Emergency Management (Volunteers)
 - ESF 6 Food, Water, and Housing Services
 - ESF 8 Health, Mental Health, and Medical Services
 - ESF 11 Research
 - ESF 15 Volunteer and Donations Management
 - Planning Section** (Blue box)
 - ESF 5 Emergency Management (Situation)
 - Documentation
 - Demobilization
 - Technical Specialists:
 - ESF 2 (Information Tech. and Comm. Systems)
 - ESF 10 (Academics)
 - ESF 11 (Research)
 - ESF 12 (Animal Services)
 - (any other applicable ESF)
 - Logistics Section** (Orange box)
 - ESF 2 Communications
 - ESF 8 Health and Medical
 - ESF 7 Finance and Resource Management (Food/Supply)
 - Finance/Admin Section** (Green box)
 - ESF 7 Finance and Resource Management (Claims)
 - ESF 7 Finance and Resource Management (Procurement)
 - ESF 7 Finance and Resource Management (Cost)
 - Time/Human Resources

EOC staff responsibilities will vary as the incident or event first occurs, develops, and progresses toward resolution. This section discusses basic responsibilities of all EOC staff through the Activation, Operations, and Demobilization phases of EOC operations.

- Report to the EOC at the specified time, check-in and determine assignment.

- Bring department/program items and personal items, establish link with department for support.
- Obtain an initial briefing from respective Section Chief.
- Assist with EOC setup.
- Review position-specific checklist.
- Review the situation report and incident logs (if any).
- Initiate activity log (ICS 214) that details actions chronologically.
 - All messages received and responded to.
 - All actions taken.
 - Requests for resources that are made and corresponding response.
 - Communications outside EOC (both on-site and off-site).
 - Time on-duty and off-duty.
- Refer all media contacts to the Public Information Officer.
- Test equipment and account logins to verify operational readiness.

4.2 OPERATIONS PHASE

- Maintain activity log (ICS Form 214).
- Maintain situational awareness.
- Recommend appropriate staffing level and request additional support for extended operations.
- Submit a situation report in area of responsibility to supervisor.
- Maintain accurate records of emergency-related costs and expenditures.
- Prepare to brief supervisor on actions taken.
- Refer all media contacts to the Public Information Officer.
- Determine and request resources.
- Complete responsibilities of unfilled subordinate positions/units.
- Actively seek and share information with authorized personnel.
- Participate in Incident Action Plan development.
- Use available provided electronic software/programs/tools to exchange information.
- Prepare information and documentation for shift change briefing.

4.3 DEMOBILIZATION PHASE

- Advise supervisor of any open action items or unmet needs.
- Complete and submit all logs, reports, and documents to appropriate EOC section.
- Submit comments for After Action Report/Review to supervisor.
- Notify other support organizations of demobilization.
- Return any equipment or non-expendable materials issued.
- Clean work area(s) before leaving and sign out.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

5. EOC STAFF POSITION CHECKLISTS

The following pages contain EOC position-specific checklists applicable to the positions listed below. Incident-specific positions that have no pre-scripted checklist should seek guidance from their respective incident supervisor. Each checklist provides guidance throughout activation, operation, and deactivation for a specific position, and should not be considered inclusive or exclusive requirements. For each position, training, judgment, and experience in combination with incident specific knowledge should supersede pre-scripted guidance where a conflict exists.

Command Staff

- Incident/Unified Command
 - EOC Manager
 - Public Information Officer
 - Liaison Officer
 - Safety Officer

General Staff

- Public Safety Section Officer
- Operation Section Chief
 - Division/Group Supervisor
 - Strike Team/Task Force Leader
- Planning Section Chief
 - Situation Unit Leader
 - Documentation Unit Leader
 - Demobilization Unit Leader
 - Technical Specialist
- Logistics Section Chief
 - Communications Unit Leader
 - Medical Unit Leader
 - Food Unit Leader
 - Supply Unit Leader
- Finance/Administration Section Chief
 - Compensation/Claims Unit Leader
 - Cost Unit Leader
 - Procurement Unit Leader
 - Time Unit Leader

5.1 COMMAND STAFF CHECKLISTS

5.1.1 Incident Commander/Unified Command Position Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Ensure welfare and safety of incident personnel.
- ____ 2. Supervise Command and General Staff.
- ____ 3. Obtain initial briefing from current Command.
- ____ 4. Assess incident situation:
 - Review the current situation status and initial incident objectives.
- ____ 5. Determine need for, establish, and participate in Unified Command.
- ____ 6. Authorize protective action statements, as necessary.
- ____ 7. Activate appropriate Command and General Staff positions.
- ____ 8. Brief staff:
 - Identify incident objectives and any policy directives for the management of the incident.
 - Provide a summary of current organization.
 - Provide a review of current incident activities.
 - Determine the time and location of first Planning Meeting.
- ____ 9. Determine information needs and inform staff of requirements.
- ____ 10. Determine status of disaster declaration and delegation of authority.
- ____ 11. Establish parameters for resource requests and releases:
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders that require Command authorization.
- ____ 12. Authorize release of information to the media:
 - If operating within a Unified Command, ensure all Incident Commanders approve release.
- ____ 13. Establish level of planning to be accomplished:
 - Written Incident Action Plan (IAP).
 - Contingency planning.
 - Formal Planning Meeting.
- ____ 14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

Agenda Item

- 1 Briefing on situation/resource status.
- 2 Discuss safety issues.
- 3 Set/confirm incident objectives.
- 4 Plot control lines & Division boundaries.
- 5 Specify tactics for each Division/Group.
- 6 Specify resources needed for each Division/Group.

Responsible Party(ies)

Planning/Operations/Public Safety
Section Chiefs
Safety Officer
Incident Commander
Public Safety/Operations Section Chiefs
Public Safety/Operations Section Chiefs
Public Safety/Operations/Planning
Section Chiefs

7 Specify facilities and reporting locations.	Public Safety/Operations/Planning/ Logistics Section Chiefs
8 Develop resource order.	Logistics Section Chief
9 Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10 Provide financial update.	Finance/Administration Section Chief
11 Discuss interagency liaison issues.	Liaison Officer
12 Discuss information issues.	Public Information Officer
13 Finalize/approve/implement plan.	Incident Commander/ Unified Command/All
___ 15. Approve and authorize implementation of the IAP:	
• Review IAP for completeness and accuracy.	
• Verify that objectives are incorporated and prioritized.	
• Sign ICS Form 202.	
___ 16. Ensure Command and General Staff coordination:	
• Periodically check progress on assigned tasks of Command and General Staff personnel.	
• Approve necessary changes to strategic goals and IAP.	
• Ensure that Liaison Officer is making periodic contact with participating agencies.	
___ 17. Work with agency staff to declare state of emergency according to agency protocol.	
___ 18. Keep agency administrator informed on incident-related problems and progress.	
___ 19. Document all activity on Activity Log (ICS Form 214).	

5.1.2 EOC Manager Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Attend briefings on current situation from all available sources on a regular basis.
- ____ 2. Coordinate with the Assistant Vice President for Emergency Management (or designee) to determine appropriate level of EOC activation and mobilize appropriate personnel based on situation, including appointing Section Chiefs from available personnel.
- ____ 3. Coordinate the physical setup of the EOC and ensure it has equipment and services necessary for an extended activation.
- ____ 4. Brief and assign EOC support staff as they arrive.
- ____ 5. Review and identify need for future staffing.
- ____ 6. When appropriate, serve as a liaison with units as needed.
- ____ 7. Continually work with Section Chiefs to ensure all EOC Sections has appropriate equipment, staffing, and information to work effectively.
- ____ 8. Facilitate the change from disaster response activities to recovery activities as the emergency transitions.
- ____ 9. Collaborate with Incident/Unified Command to authorize the deactivation/demobilization of EOC Sections that are no longer required, and ensure that all required forms are completed prior to deactivation.
- ____ 10. Document all activity on Activity Log (ICS Form 214).

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5.1.3 Public Information Officer Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Determine current status of Incident (ICS Form 209 or equivalent).
 - Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
 - Determine point of contact for media (scene or Command Post).
 - Determine current media presence.
- ___ 2. Participate in briefings:
 - Determine constraints on information process.
 - Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.
- ___ 3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.
- ___ 4. Prepare initial information summary as soon as possible after activation.
- ___ 5. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
 - Joint Information Center (JIC).
 - Field (scene) Information.
 - Internal Information.
- ___ 6. Establish contact with local and national media representatives, as appropriate.
- ___ 7. Establish location of Information Center for media and public away from incident scene and EOC.
- ___ 8. Establish schedule for news briefings.
- ___ 9. Coordinate, with Logistics, the activation and staffing of message/call center to receive requests and answer questions from the public. Provide statements to operators.
- ___ 10. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- ___ 11. Observe constraints on the release of information imposed by Unified Command and according to university guidance.
- ___ 12. Coordinate information releases with unified command
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other Crisis Management Team (CMT) members.
- ___ 13. Release news to media, and post information in EOC.
- ___ 14. Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.
- ___ 15. Update off-incident agency personnel on a regular basis:
 - Utilize electronic mail for agency updates.
 - Establish phone line in the EOC dedicated to internal communications to update agency personnel.

- Provide standard statement which can be given to general requests for information.
- ___ 16. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
- Ensure that information provided to the public is consistent.
- ___ 17. Attend Planning Meetings.
- ___ 18. Respond to special requests for information.
- ___ 19. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
- ___ 20. Confirm the process for the release of information concerning incident-related injuries or deaths.
- ___ 21. Document all activity on Activity Log (ICS Form 214).

5.1.4 Liaison Officer Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Obtain briefing from Incident Commander/Unified Command:
 - Obtain summary of incident organization (ICS Forms 201 and 203).
 - Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).
- ____ 2. Obtain cooperating and assisting agency information, including:
 - Contact person(s).
 - Radio frequencies.
 - Phone numbers.
 - Cooperative agreements.
 - Resources available.
 - Number of personnel.
 - Condition of personnel and equipment.
 - Agency constraints/limitations.
- ____ 3. Establish workspace for Liaison function and notify agency representatives of location.
- ____ 4. Contact and brief assisting/cooperating agency representatives.
- ____ 5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.
- ____ 6. Work with Public Information Officer and Incident Commander/Unified Command to coordinate media releases associated with inter-organizational cooperation issues.
- ____ 7. Monitor incident operations to identify potential inter-organizational problems.
- ____ 8. Participate in Planning Meetings.
- ____ 9. Document all activity on Activity Log (ICS Form 214).

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5.1.5 Safety Officer Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Incident Commander/Unified Command and/or from initial on-scene Safety Officer.
- ___ 2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
- ___ 3. Staff and organize function, as appropriate:
 - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
 - Multiple high-risk operations may require an Assistant Safety Officer at each site.
 - Request additional staff through incident chain of command.
- ___ 4. Identify potentially unsafe acts.
- ___ 5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command, Public Safety, and Operations.
- ___ 6. Debrief Assistant Safety Officer(s) prior to Planning Meetings.
- ___ 7. Prepare Incident Action Plan Safety Message (ICS Form 208).
- ___ 8. Participate in Planning and Tactics Meetings:
 - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
 - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
- ___ 9. Attend Planning meetings.
- ___ 10. Participate in the development of Incident Action Plan (IAP):
 - Review and approve Medical Plan (ICS Form 206).
 - Assist in the development of the "Special Instructions" block of ICS Form 204, if requested by the Planning Section.
- ___ 11. Investigate accidents that have occurred within incident areas:
 - Ensure accident scene is preserved for investigation.
 - Ensure accident is properly documented.
 - Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and/or Occupational Safety and Health Administration (OSHA).
 - Prepare accident report as per agency policy, procedures, and direction.
 - Recommend corrective actions to Incident Commander and agency.
- ___ 12. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.
- ___ 13. Document all activity on Activity Log (ICS Form 214).

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5.2 General Staff Checklists

5.2.1 Public Safety Section Chief Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Determine incident objectives and recommended strategies.
 - Determine status of current tactical assignments.
 - Identify current organization, location of resources, and assignments.
 - Confirm resource ordering process.
 - Determine location of current Staging Areas and resources assigned there.
- ___ 2. Organize Public Safety Section to ensure operational efficiency, personnel safety and adequate span of control.
- ___ 3. Establish operational period in conjunction with Operations.
- ___ 4. Attend Operations Briefing and assign Public Safety personnel in accordance with Incident Action Plan (IAP):
 - Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- ___ 5. Develop and manage tactical operations to meet incident objectives.
- ___ 6. Assess life safety:
 - Adjust perimeters, as necessary, to ensure scene security.
 - Evaluate and enforce use of appropriate protective clothing and equipment.
 - Implement and enforce appropriate safety precautions.
- ___ 7. Evaluate situation and provide update to Planning Section:
 - Location, status, and assignment of resources.
 - Effectiveness of tactics.
 - Desired contingency plans.
- ___ 8. Determine need and request additional resources.
- ___ 9. Keep Resources Unit up to date on changes in resource status.
- ___ 10. Write formal Public Safety portion of IAP with the Planning Section Chief, if so directed by the Incident Commander/Unified Command:
 - Identify assignments by Branch, Division, or Group.
 - Identify specific tactical assignments.
 - Identify resources needed to accomplish assignments.
- ___ 11. Ensure coordination of the Public Safety Section with other Command and General Staff:
 - Ensure Public Safety Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up-to-date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.

- Keep Safety Officer involved in tactical decision-making.
 - Keep Incident Commander/Unified Command apprised of status of operational efforts.
 - Coordinate media field visits with the Public Information Officer.
- ____ 12. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander/Unified Command prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.
- ____ 13. Attend Planning Meetings.
- ____ 14. Hold Section meetings, as necessary, to ensure communication and coordination among Public Safety Branches, Divisions, and Groups.
- ____ 15. Document all activity on Activity Log (ICS Form 214).

5.2.2 Operations Section Chief Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Determine incident objectives and recommended strategies.
 - Determine status of current tactical assignments.
 - Identify current organization, location of resources, and assignments.
 - Confirm resource ordering process.
 - Determine location of current Staging Areas and resources assigned there.
- ___ 2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.
- ___ 3. Establish operational period.
- ___ 4. Establish and demobilize Staging Areas.
- ___ 5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):
 - Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
 - Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- ___ 6. Develop and manage tactical operations to meet incident objectives.
- ___ 7. Assess life safety (if no Public Safety Section activated):
 - Adjust perimeters, as necessary, to ensure scene security.
 - Evaluate and enforce use of appropriate protective clothing and equipment.
 - Implement and enforce appropriate safety precautions.
- ___ 8. Evaluate situation and provide update to Planning Section:
 - Location, status, and assignment of resources.
 - Effectiveness of tactics.
 - Desired contingency plans.
- ___ 9. Determine need and request additional resources.
- ___ 10. Keep Resources Unit up to date on changes in resource status.
- ___ 11. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander/Unified Command:
 - Identify assignments by Division or Group.
 - Identify specific tactical assignments.
 - Identify resources needed to accomplish assignments.
- ___ 12. Ensure coordination of the Operations Section with other Command and General Staff:
 - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up-to-date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.

- Keep Safety Officer involved in tactical decision-making.
 - Keep Incident Commander/Unified Command apprised of status of operational efforts.
 - Coordinate media field visits with the Public Information Officer.
- ____ 13. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander/Unified Command prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.
- ____ 14. Attend Planning Meetings.
- ____ 15. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.
- ____ 16. Document all activity on Activity Log (ICS Form 214).

5.2.3 Division/Group Supervisor Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Branch Director, Operations Section Chief or Incident Commander/Unified Command:
 - Determine resources assigned to the Division or Group.
 - Confirm geographic boundaries or functional responsibilities of Division or Group.
 - Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.
 - Confirm tactical assignment.
 - Confirm communication assignment.
- ___ 2. Attend Operations Briefing.
- ___ 3. Review assignments and incident activities with subordinates, and assign tasks.
- ___ 4. Ensure subordinates observe required safety precautions.
- ___ 5. Implement Incident Action Plan (IAP) for Division or Group.
- ___ 6. Submit situation and resource status information to Branch Director or Operations Section Chief.
- ___ 7. Coordinate activities with adjacent Divisions/Groups.
- ___ 8. Determine need for additional resources and make request through Branch Director or Operations Section Chief.
- ___ 9. Report special occurrences or events, such as accidents or sickness, to Branch Director or Operations Section Chief.
- ___ 10. Resolve logistical problems within the Division and/or Group:
 - Monitor communications and assess communications needs.
 - Ensure adequate food, liquids, and rehabilitation.
 - Ensure personnel are aware of process for medical assistance.
- ___ 11. Debrief with Branch Director or Operations Section Chief prior to leaving shift:
 - Include work accomplished or left to be accomplished, operational difficulties, resource needs, etc.
 - Participate in the development of plans for the next operational period.
- ___ 12. Document all activity on Activity Log (ICS Form 214).

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5.2.4 Strike Team/Task Force Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Obtain briefing from Division or Group Supervisor:
 - Determine/confirm resources assigned to Task Force or Strike Team.
 - Confirm internal and external communications.
 - Confirm tactical assignment.
 - Deliver passport to Supervisor, if indicated.
- ____ 2. Attend Operations Briefing, as assigned.
- ____ 3. Review assignments with subordinates and assign tasks.
- ____ 4. Monitor work progress and make changes, when necessary.
- ____ 5. Notify Division or Group Supervisor of expedient changes to tactical assignments.
- ____ 6. Coordinate activities with adjacent Strike Team, Task Forces, and Single Resources.
- ____ 7. Monitor safety of resources.
- ____ 8. Submit situation and resource status information and fiscal reports to Division or Group Supervisor.
- ____ 9. Document all activity on Activity Log (ICS Form 214).

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5.2.5 Planning Section Chief Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Determine current resource status (ICS Form 201).
 - Determine current situation status/intelligence (ICS Form 201).
 - Determine current incident objectives and strategy.
 - Determine whether Incident Commander requires a written Incident Action Plan (IAP).
 - Determine time and location of first Planning Meeting.
 - Determine desired contingency plans.
- ___ 2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
- ___ 3. Establish and maintain resource tracking system.
- ___ 4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
- ___ 5. Advise Incident Commander/Unified Command staff of any significant changes in incident status.
- ___ 6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary:
 - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
 - Provide copy to Public Information Officer.
- ___ 7. Obtain/develop incident maps.
- ___ 8. Establish information requirements and reporting schedules for IC/UC and field staff.
- ___ 9. Prepare contingency plans:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander/Unified Command and Public Safety/Operations, and for inclusion in the written IAP.
- ___ 10. Meet with Public Safety/Operations Section Chiefs and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- ___ 11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party(ies)
1 Briefing on situation/resource status.	Planning/Operations/Public Safety Section Chiefs
2 Discuss safety issues.	Safety Officer
3 Set/confirm incident objectives.	Incident Commander
4 Plot control lines & Division boundaries.	Public Safety/Operations Section Chiefs
5 Specify tactics for each Division/Group.	Public Safety/Operations Section Chiefs

- | | |
|--|--|
| 6 Specify resources needed for each Division/Group. | Public Safety/Operations/Planning Section Chiefs |
| 7 Specify facilities and reporting locations. | Public Safety/Operations/Planning/ Logistics Section Chief |
| 8 Develop resource order. | Logistics Section Chief |
| 9 Consider communications/medical/ transportation plans. | Logistics/Planning Section Chiefs |
| 10 Provide financial update. | Finance/Administration Section Chief |
| 11 Discuss interagency liaison issues. | Liaison Officer |
| 12 Discuss information issues. | Public Information Officer |
| 13 Finalize/approve/implement plan. | Incident Commander/
Unified Command/All |
-
- ___ 12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:
- Establish information requirements and reporting schedules for use in preparing the IAP.
 - Ensure that detailed contingency plan information is available for consideration by Public Safety, Operations, and Command.
 - Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
 - Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
 - Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.
- ___ 13. Coordinate development of Incident Traffic Plan with Public Safety/Operations.
- ___ 14. Coordinate preparation of the Safety Message with Safety Officer.
- ___ 15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
- ___ 16. Instruct Planning Section Units in distribution of incident information.
- ___ 17. Provide periodic predictions on incident potential.
- ___ 18. Establish a weather data collection system, when necessary.
- ___ 19. Identify need for specialized resources; discuss need with Public Safety, Operations and Command; facilitate resource requests with Logistics.
- ___ 20. Ensure Section has adequate coverage and relief.
- ___ 21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- ___ 22. Ensure preparation of demobilization plan, if appropriate.
- ___ 23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after demobilization.
- ___ 24. Provide briefing to relief on current and unusual situations.
- ___ 25. Ensure that all staff observe established level of operational security.
- ___ 26. Ensure all Planning functions are documenting actions on Activity Log (ICS Form 214).
- ___ 27. Submit all Section documentation to Documentation Unit.

5.2.6 Situation Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Obtain briefing from Planning Section Chief.
 - Review ICS Form 201 for incident status.
 - Determine incident objectives and strategy.
 - Determine necessary contingency plans.
 - Identify reporting requirements and schedules-both internal and external to the incident.
- ____ 2. Organize and staff Unit, as appropriate:
 - Request Technical Specialists, as needed.
- ____ 3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):
 - Brief Technical Specialists on current incident status.
 - Assign analysis tasks.
 - Notify staff of time lines and format requirements.
 - Monitor progress.
- ____ 4. Compile, maintain and display incident status information for EOC staff:
 - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
 - Determine appropriate map displays.
 - Review all data for completeness, accuracy, and relevancy prior to posting.
 - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
 - Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
 - Ensure displays and maps are kept up to date.
- ____ 5. Provide maps:
 - Request or develop additional and specialized maps as required.
 - Provide Incident Map(s) for Incident Action Plan (IAP).
- ____ 6. Provide situation evaluation, prediction and analysis for Command, Public Safety, and Operations; prepare information on alternative strategies:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander/Unified Command, Public Safety, Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.
- ____ 7. Interview Public Safety and Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
- ____ 8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
- ____ 9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
 - Provide copies to Command and General Staff.
 - Forward to agency administrator and to other entities, as directed.

- ____ 10. Participate in Planning Meetings, as required.
- ____ 11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- ____ 12. Provide briefing to relief on current and unusual situations.
- ____ 13. Document all activity on Activity Log (ICS Form 214).

5.2.7 Documentation Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Planning Section Chief.
- ___ 2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- ___ 3. Establish work area:
 - Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
- ___ 4. Establish and organize incident files.
- ___ 5. Establish duplication services, and respond to requests.
- ___ 6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
- ___ 7. Retain and file duplicate copies of official forms and reports.
- ___ 8. Accept and file reports and forms submitted by incident personnel.
- ___ 9. Check the accuracy and completeness of records submitted for files.
- ___ 10. Ensure that legal restrictions on public and exempt records are observed.
- ___ 11. Provide briefing to relief on current activities and unusual events.
- ___ 12. Document all activity on Activity Log (ICS Form 214).
- ___ 13. Give completed incident files to Planning Section Chief.

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5.2.8 Demobilization Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Planning Section Chief:
 - Determine objectives, priorities and constraints on demobilization.
- ___ 2. Review incident resource records to determine scope of demobilization effort:
 - Resource tracking system.
 - Check-in forms.
 - Master resource list.
- ___ 3. Meet with agency representatives to determine:
 - Agencies not requiring formal demobilization.
 - Personnel rest and safety needs.
 - Coordination procedures with cooperating-assisting agencies.
- ___ 4. Assess the current and projected resource needs of the Operations Section.
- ___ 5. Obtain identification of surplus resources and probable release times.
- ___ 6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).
- ___ 7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.
- ___ 8. Determine de-briefing requirements.
- ___ 9. Establish communications links with off-incident organizations and facilities.
- ___ 10. Prepare Demobilization Plan (ICS Form 221):
 - General - Discussion of demobilization procedure.
 - Responsibilities - Specific implementation responsibilities and activities.
 - Release Priorities - According to agency and kind and type of resource.
 - Release Procedures - Detailed steps and process to be followed.
 - Directories - Maps, telephone numbers, instructions and other needed elements.
 - Continuity of operations (follow up to incident operations):
 - Public Information.
 - Finance/Administration.
 - Other.
 - Designate to whom outstanding paperwork must be submitted.
 - Include demobilization of field responders. In general, field responders will not be released until:
 - Incident activity and work load are at the level the agency can reasonably assume.
 - Incident is controlled.
 - On-scene personnel are released except for those needed for final tactical assignments.
 - Incident staging area(s) is reduced or in the process of being shut down.
 - Planning Section has organized final incident package.
 - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
 - Rehabilitation/cleanup accomplished or contracted.
 - Team has conducted or scheduled required debriefings.

- ___ 11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.
- ___ 12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.
- ___ 13. Monitor implementation of Demobilization Plan (ICS Form 221).
- ___ 14. Assist in the coordination of the Demobilization Plan (ICS Form 221).
- ___ 15. Provide briefing to relief on current activities and unusual events.
- ___ 16. Document all activity on Activity Log (ICS Form 214).
- ___ 17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

5.2.9 Technical Specialist Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ____ 1. Obtain briefing from Incident Commander/Unified Command or Planning Section Chief:
 - Identify Supervisor in organization.
 - Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in Planning Meetings, etc.
- ____ 2. Obtain copies of Incident Action Plan (IAP), if available, and Activity Log (ICS Form 214).
- ____ 3. Participate in Planning Meetings, as requested.
- ____ 4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.
- ____ 5. Document all activity on Activity Log (ICS Form 214).

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5.2.10 Logistics Section Chief Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Tasks may be delegated to the appropriate Unit Leader.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Review situation and resource status for number of personnel assigned to incident.
 - Review current organization.
 - Determine which incident facilities have been/should be activated.
- ___ 2. Ensure all necessary incident facilities are physically activated, as appropriate.
- ___ 3. Confirm resource ordering process.
- ___ 4. Assess adequacy of current Incident Communications Plan (ICS Form 205).
- ___ 5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.
- ___ 6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:
 - Provide summary of emergency situation.
 - Provide summary of the kind and extent of Logistics support the Section may be asked to provide.
- ___ 7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.
- ___ 8. Attend Planning Meetings.
- ___ 9. Participate in preparation of Incident Action Plan (IAP):
 - Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
 - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
 - Ensure Incident Communications Plan (ICS Form 205) is prepared.
 - Ensure Medical Plan (ICS Form 206) is prepared.
 - Assist in the preparation of Transportation Plan.
- ___ 10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.
- ___ 11. Research availability of additional resources.
- ___ 12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Units.
- ___ 13. Ensure coordination between Logistics and other Command and General Staff.
- ___ 14. Ensure general welfare and safety of Section personnel.
- ___ 15. Provide briefing to relief on current activities and unusual situations.
- ___ 16. Ensure that all personnel observe established level of operational security.
- ___ 17. Ensure all Logistics functions are documenting actions on Activity Log (ICS Form 214).
- ___ 18. Submit all Section documentation to Documentation Unit.

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5.2.11 Communications Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from the Logistics Section Chief.
- ___ 2. Organize and staff Unit as appropriate:
 - Assign Communications Center Manager and Lead Incident Dispatcher.
 - Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
- ___ 3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
- ___ 4. Develop and implement effective communications procedures (flow) internal and external to the incident/EOC.
- ___ 5. Assess Incident Command Post phone load and request additional lines as needed.
- ___ 6. Prepare and implement Incident Communications Plan (ICS Form 205):
 - Obtain current organizational chart.
 - Determine most hazardous tactical activity; ensure adequate communications.
 - Make communications assignments to all other Public Safety and Operations elements, including volunteer, contract, or mutual aid.
 - Determine Command communications needs.
 - Determine support communications needs.
 - Establish and post any specific procedures for use of EOC communications equipment.
- ___ 7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
 - Determine specific organizational elements to be assigned telephones.
 - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' EOCs, etc.), identify and document phone numbers.
 - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
 - **Do not publicize OUTGOING call lines.**
- ___ 8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.
- ___ 9. Ensure radio and telephone logs are available and being used.
- ___ 10. Determine need and research availability of additional nets and systems:
 - Order through Supply Unit after approval by Section Chief.
- ___ 11. Document malfunctioning communications equipment, facilitate repair.
- ___ 12. Establish and maintain communications equipment accountability system.
- ___ 13. Provide technical information, as required, on:
 - Adequacy of communications system currently in use.
 - Geographic limitation on communications equipment.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.

- ___ 14. Estimate Unit needs for expected operations; order relief personnel.
- ___ 15. Provide briefing to relief on current activities and unusual situations.
- ___ 16. Document all activity on Activity Log (ICS Form 214).

5.2.12 Medical Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Logistics Section Chief:
 - Obtain information on any injuries that occurred during initial response operations.
 - Name and location of Safety Officer.
- ___ 2. Determine level of emergency medical activities performed prior to activation of Medical Unit:
 - Number and location of aid stations.
 - Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
 - Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
 - Medical supplies needed.
- ___ 3. Respond to requests for medical treatment and transportation.
- ___ 4. Request/supervise ambulance support. Order through established Incident chain of command.
- ___ 5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency.
This plan should be coordinated with the medical organization within the Public Safety/Operations Sections. Plan should include:
 - Medical Assembly Area.
 - Triage Area.
 - Ambulance Traffic Route.
 - Landing Zone for LifeGuard (incident and hospital).
 - Aid Station Location(s).
 - Hazard specific information (HAZMAT treatment, etc.).
 - Closest hospitals.
 - Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.
- ___ 6. Obtain Safety Officer approval for Medical Plan.
- ___ 7. Coordinate Medical Plan with local hospitals.
- ___ 8. Respond to requests for medical aid.
- ___ 9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
- ___ 10. Respond to requests for medical supplies.
- ___ 11. Prepare medical reports; provide copies to Documentation Unit.
- ___ 12. Submit reports as directed; provide copies to Documentation Unit Leader.
- ___ 13. Provide briefing to relief on current activities and unusual circumstances.
- ___ 14. Document all activity on Activity Log (ICS Form 214).

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5.2.13 Food Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Logistics Section Chief or Service Branch Director:
 - Determine potential duration of incident.
 - Number and location of personnel to be fed.
 - Last meal provided.
 - Proposed time of next meal.
- ___ 2. Determine food service requirements for planned and expected operations.
- ___ 3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).
- ___ 4. Determine location of working assignment.
- ___ 5. Ensure sufficient potable water and beverages for all incident personnel.
- ___ 6. Coordinate transportation of food and drinks to the scene with Operations Section Chief.
- ___ 7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.
- ___ 8. Supervise administration of food service agreement, if applicable.
- ___ 9. Provide copies of receipts, bills to Finance/Administration Section.
- ___ 10. Let Supply Unit know when food orders are complete.
- ___ 11. Provide briefing to relief on current activities and unusual situations.
- ___ 12. Document all activity on Activity Log (ICS Form 214).

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5.2.14 Supply Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Logistics Section Chief or Support Branch Director:
 - Determine charge code for incident.
 - Confirm ordering process.
 - Assess need for 24-hour staffing.
 - Determine scope of supply process.
- ___ 2. Organize and staff Unit, as appropriate:
 - Consider need for "lead agency" representation in ordering process.
 - Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).
- ___ 3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:
 - Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
 - Confirm process for coordinating contract related activities with the Procurement Unit.
 - Confirm process for emergency purchase orders with Finance Section.
- ___ 4. Determine type and amount of supplies and equipment on hand and en route:
 - Contact Resources Unit to determine resources on order.
- ___ 5. Receive resource orders from authorized incident staff. Document on Resource Order Form:
 - Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
 - Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
 - Obtain estimated price for resources which expect reimbursement.
 - Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.
- ___ 6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.
- ___ 7. Order, receive, distribute, and store supplies and equipment:
 - Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
 - Relay this information to appropriate staff.
- ___ 8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.
- ___ 9. Alert Section Chief to changes in resource availability which may affect incident operations.
- ___ 10. Develop and implement safety and security requirements for supply areas.
- ___ 11. Review Incident Action Plan (IAP) for information affecting Supply Unit.
- ___ 12. Maintain inventory of supplies and equipment.
- ___ 13. Service re-usable equipment.
- ___ 14. Keep and submit copies of all orders and related documentation to the Documentation Unit.
- ___ 15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.
- ___ 16. Document all activity on Activity Log (ICS Form 214).

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5.2.15 Finance/Administration Section Chief Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

- ___ 1. Obtain briefing from Incident Commander/Unified Command:
 - Incident objectives.
 - Participating/coordinating agencies.
 - Anticipated duration/complexity of incident.
 - Determine any political considerations.
 - Obtain the names of any agency contacts the Incident Commander knows about.
 - Possibility of cost sharing.
 - Work with Incident Commander and Public Safety/Operations Section Chiefs to ensure work/rest guidelines are being met, as applicable.
- ___ 2. Obtain briefing from agency administrator:
 - Determine level of fiscal process required.
 - Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
 - Assess potential for legal claims arising out of incident activities.
 - Identify applicable financial guidelines and policies, constraints and limitations.
- ___ 3. Obtain briefing from agency Finance/Administration representative:
 - Identify financial requirements for planned and expected operations.
 - Determine agreements are in place for land use, facilities, equipment, and utilities.
 - Confirm/establish procurement guidelines.
 - Determine procedure for establishing charge codes.
 - Important local contacts.
 - Agency/local guidelines, processes.
 - Copies of all incident-related agreements, activated or not.
 - Determine potential for rental or contract services.
 - Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administrative representative?
 - Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
 - Ensure that proper tax documentation is completed.
 - Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.
- ___ 4. Ensure all Sections and the Supply Unit are aware of charge code.
- ___ 5. Attend Planning Meetings.
 - Provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.
 - Prepare forecasts on costs to complete operations.
 - Provide cost benefit analysis, as requested.
 - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

- ___ 6. Gather continuing information:
- Equipment time – Public Safety/Operations Sections.
 - Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
 - Accident reports – Safety Officer and Public Safety/Operations Sections.
 - Potential and existing claims – Public Safety/Operations Sections, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
 - Arrival and demobilization of personnel and equipment – Planning Section.
 - Daily incident status – Planning Section.
 - Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
 - Status of supplies – Supply Unit Leader and Procurement Unit Leader.
 - Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
 - Use agreements – Procurement Unit Leader and local administrative personnel.
 - What has been ordered? – Supply Unit Leader.
 - Unassigned resources – Resource Unit Leader and Cost Unit Leader.
- ___ 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- ___ 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- ___ 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- ___ 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- ___ 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- ___ 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- ___ 13. Assist Logistics in resource procurement:
- Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- ___ 14. Ensure coordination between Finance/Administration and other Command and General Staff.
- ___ 15. Coordinate Finance/Administration demobilization.
- ___ 16. Provide briefing to relief on current activities and unusual events.
- ___ 17. Ensure all Logistics Units are documenting actions on Activity Log (ICS Form 214).
- ___ 18. Submit all Section documentation to Documentation Unit.

5.2.16 Compensation/Claims Unit Leader Checklist

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Finance/Administration Section Chief:
 - Determine accidents/injuries to date.
 - Determine status of investigations.
- ___ 2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.
- ___ 3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.
- ___ 4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- ___ 5. Ensure that volunteer personnel have been appropriately registered.
- ___ 6. Ensure written authority for persons requiring medical treatment.
- ___ 7. Ensure correct billing forms for transmittal to doctor and/or hospital.
- ___ 8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
- ___ 9. Coordinate with Safety Officer to:
 - Provide liaison with Occupational Safety and Health Administration (OSHA).
 - Provide analysis of injuries.
 - Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.
- ___ 10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.
- ___ 11. Provide briefing to relief on current activities and unusual events
- ___ 12. Document all activity on Activity Log (ICS Form 214).

Claims Specialist

- ___ 1. Work closely with Public Safety, Operations, and Planning for information from the field.
- ___ 2. Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.
- ___ 3. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).
- ___ 4. "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

Compensation for Injury Specialist

- ___ 1. Determine accidents/injuries to date.
- ___ 2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.
- ___ 3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.
- ___ 4. Work with local agency representatives to find treatment options for injuries.

- ___ 5. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- ___ 6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.
- ___ 7. Keep informed and report on status of hospitalized personnel.
- ___ 8. Maintain log of all injuries occurring on incident.
- ___ 9. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

5.2.17 Cost Unit Leader

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Finance/Administration Section Chief:
 - Determine reporting time-lines.
 - Determine standard and special reports required.
 - Determine desired report format.
- ___ 2. Obtain and record all cost data:
 - Agency Equipment costs.
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to facilities, infrastructure, equipment or vehicles.
 - Supplies.
 - Food.
 - Facility rental.
- ___ 3. Identify in reports all equipment/personnel requiring payment.
- ___ 4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.
- ___ 5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.
- ___ 6. Prepare resources use cost estimates for Planning:
 - Make sure estimates are updated with actual costs as they become available.
 - Make sure information is provided to Planning according to Planning's schedule.
- ___ 7. Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Public Safety, Operations, and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.
- ___ 8. Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:
 - Agency, contract, and/or mutual aid equipment costs.
 - Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to agency facilities, infrastructure, equipment or vehicles.
 - Supplies.
 - Food.
 - Facility rental.
- ___ 9. Ensure that all cost documents are accurately prepared.
- ___ 10. Enter data into an agency cost analysis system.
- ___ 11. Provide briefing to relief on current activity and unusual events.
- ___ 12. Document all activity on Activity Log (ICS Form 214).

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5.2.18 Procurement Unit Leader

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Finance/Administration Section Chief:
 - Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
 - Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
 - Determine status of bid process.
 - Determine current vendor list.
 - Determine current blanket Purchase Order (PO) list.
 - Determine time-lines established for reporting cost information.
- ___ 2. Contact Supply Unit on incident needs and any special procedures or requirements.
- ___ 3. Prepare and sign offers for rental, as necessary.
- ___ 4. Develop Incident Procurement Plan. This plan should address/include:
 - Spending caps.
 - Necessary Forms.
 - Identify who has purchasing authority.
 - Process for obtaining approval to exceed caps.
 - Coordination process with Supply Unit.
 - Supply of emergency purchase orders.
- ___ 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- ___ 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.
- ___ 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's/Unified Command's signature prior to implementation).
- ___ 8. Establish contact with supply vendors, as needed.
- ___ 9. Determine whether additional vendor-service agreements will be necessary.
- ___ 10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- ___ 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- ___ 12. Verify all invoices.
- ___ 13. It is imperative that all contractors are accounted for and their time documented:
 - Coordinate with all Sections.
 - It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
 - Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Operations) before signing.
- ___ 14. Complete final processing and send documents for payment.
- ___ 15. Maintain final incident receiving documents:
 - Obtain copies of all vendor invoices.
 - Verify that all equipment time records are complete.

- Maintain comprehensive audit trail for all procurement documents.
- Check completeness of all data entries on vendor invoices.
- Compare invoices against procurement documents.
- Assure that only authorized personnel initiate orders.

____ 16. Provide briefing to relief on current activities and unusual events.

____ 17. Document all activity on Activity Log (ICS Form 214).

5.2.19 Time Unit Leader

The following checklist should be considered as guidance for accomplishing the requirements of this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ 1. Obtain briefing from Finance/Administration Section Chief:
 - Determine incident requirements for time recording.
 - Determine required time-lines for reports.
 - Determine location of timekeeping activity.
 - Determine number of personnel and rental equipment for which time will be kept.
- ___ 2. Organize and staff Unit, as appropriate.
- ___ 3. Advise users of equipment of the requirement of a daily record of equipment time.
- ___ 4. Establish contact with appropriate agency personnel representatives:
 - Determine time-keeping constraints of individual agencies.
 - Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
- ___ 5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
- ___ 6. Establish files for time records, as appropriate.
- ___ 7. Provide for records security.
- ___ 8. Ensure that all records are complete or current prior to demobilization.
- ___ 9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- ___ 10. Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- ___ 11. Provide briefing to relief on current activity and unusual events.
- ___ 12. Document all activity on Activity Log (ICS Form 214).

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6. INCIDENT COMMAND SYSTEM FORMS

The following pages contain the most widely-used ICS Forms (with completion instructions) applicable to incident operations at Virginia Tech.

ICS Form to be used by first Incident Commander/Unified Command:

- ICS201 – Incident Briefing

ICS Forms used in the development of an Incident Action Plan:

- ICS202 – Incident Objectives
- ICS203 – Organization Assignment List
- ICS204 – Assignment List
- ICS205 – Communications Plan
- ICS206 – Medical Plan
- ICS207 – Organizational Chart
- ICS208 – Safety Message
- ICS209 – Incident Status Summary

ICS Forms used during general EOC operations:

- ICS213 – General Message
- ICS214 – Activity Log
- ICS221 – Demobilization Check-Out
- ICS230 – Daily Meeting Schedule

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INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

[illegible]

INCIDENT BRIEFING (ICS 201)

1. Incident Name:

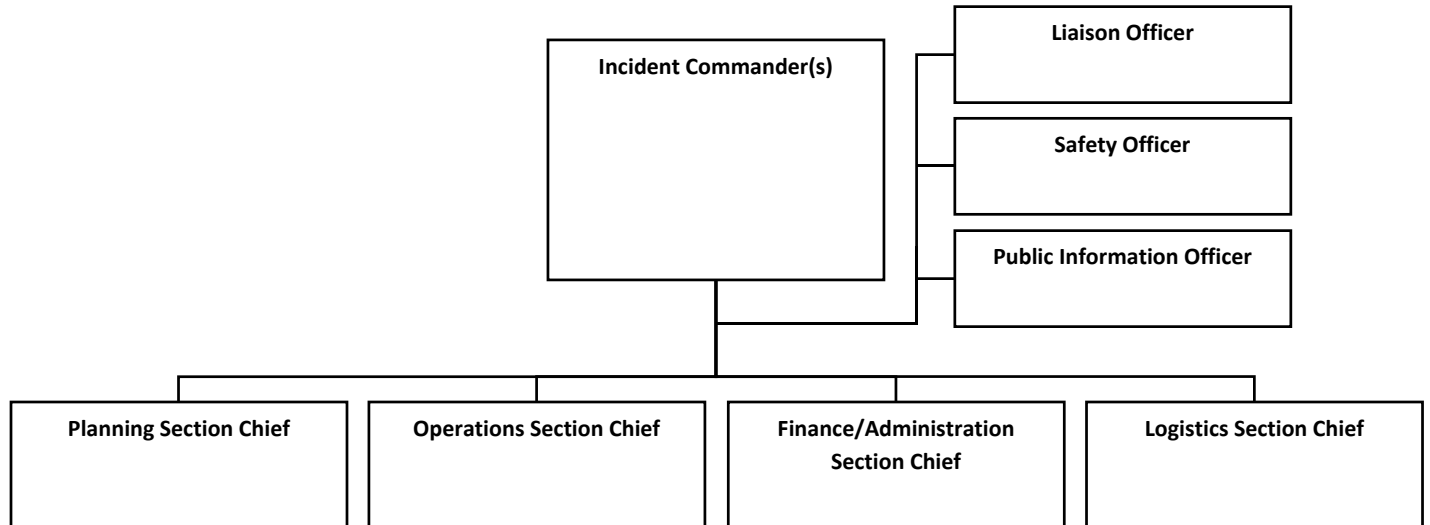
2. Incident Number:

3. Date/Time Initiated:

Date:

Time:

9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
10. Resource Summary:					
Resource	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)	
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
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			<input type="checkbox"/>		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 201, Page 4		Date/Time: _____			

ICS 201

Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

Notes:

The ICS 201 can serve as part of the initial Incident Action Plan (IAP).

If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident’s location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.
8	Current and Planned Actions, Strategies, and Tactics Time Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.

Block Number	Block Title	Instructions
9	Current Organization (fill in additional organization as appropriate) Incident Commander(s) Liaison Officer Safety Officer Public Information Officer Planning Section Chief Operations Section Chief Finance/Administration Section Chief Logistics Section Chief	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. If Unified Command is being used, split the Incident Commander box. Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period:	Date From: _____ Time From: _____	Date To: _____ Time To: _____															
3. Incident Objective(s) Determined by Command:																		
4. Operational Period Command Emphasis:																		
General Situational Awareness																		
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:																		
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"><tr><td style="width: 25%;"><input type="checkbox"/> ICS 203</td><td style="width: 25%;"><input type="checkbox"/> ICS 207</td><td style="width: 50%;">Other Attachments:</td></tr><tr><td><input type="checkbox"/> ICS 204</td><td><input type="checkbox"/> ICS 208</td><td><input type="checkbox"/> _____</td></tr><tr><td><input type="checkbox"/> ICS 205</td><td><input type="checkbox"/> Map/Chart</td><td><input type="checkbox"/> _____</td></tr><tr><td><input type="checkbox"/> ICS 205A</td><td><input type="checkbox"/> Weather Forecast/Tides/Currents</td><td><input type="checkbox"/> _____</td></tr><tr><td><input type="checkbox"/> ICS 206</td><td></td><td><input type="checkbox"/> _____</td></tr></table>				<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	Other Attachments:	<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 206		<input type="checkbox"/> _____
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	Other Attachments:																
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____																
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____																
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> _____																
<input type="checkbox"/> ICS 206		<input type="checkbox"/> _____																
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____																		
8. Approved by Incident Commander: Name: _____ Signature: _____																		
ICS 202	IAP Page _____	Date/Time: _____																

ICS 202

Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

The ICS 202 is part of the IAP and can be used as the opening or cover page.
If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident. If needed, an incident number can be added.
2	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Incident Objective(s)	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: <u>S</u> pecific – Is the wording precise and unambiguous? <u>M</u> easurable – How will achievements be measured? <u>A</u> ction-oriented – Is an action verb used to describe expected accomplishments? <u>R</u> ealistic – Is the outcome achievable with given available resources? <u>T</u> ime-sensitive – What is the timeframe?
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).

Block Number	Block Title	Instructions
5	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).
6	Incident Action Plan (the items checked below are included in this Incident Action Plan): <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/ Tides/Currents <u>Other Attachments:</u>	Check appropriate forms and list other relevant documents that are included in the IAP. <input type="checkbox"/> ICS 203 – Organization Assignment List <input type="checkbox"/> ICS 204 – Assignment List <input type="checkbox"/> ICS 205 – Incident Radio Communications Plan <input type="checkbox"/> ICS 205A – Communications List <input type="checkbox"/> ICS 206 – Medical Plan <input type="checkbox"/> ICS 207 – Incident Organization Chart <input type="checkbox"/> ICS 208 – Safety Message/Plan
7	Prepared by Name Position/Title Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by Incident Commander Name Signature Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period:		Date From:	Date To:
				Time From:	Time To:
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC/UCs		Chief			
		Deputy			
Deputy		Staging Area			
Safety Officer		Branch			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
4. Agency/Organization Representatives:		Division/Group			
Agency/Organization	Name	Division/Group			
		Division/Group			
		Division/Group			
		Division/Group			
		Branch			
		Branch Director			
		Deputy			
5. Planning Section:		Division/Group			
Chief		Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		Branch			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
		Division/Group			
		Division/Group			
		Division/Group			
6. Logistics Section:		Division/Group			
Chief		Division/Group			
Deputy		Air Operations Branch			
Support Branch		Air Ops Branch Dir.			
Director					
Supply Unit					
Facilities Unit		8. Finance/Administration Section:			
Ground Support Unit		Chief			
Service Branch		Deputy			
Director		Time Unit			
Communications Unit		Procurement Unit			
Medical Unit		Comp/Claims Unit			
Food Unit		Cost Unit			

1. Incident Name:		2. Operational Period:		Date From:	Date To:
				Time From:	Time To:
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 203	IAP Page _____	Date/Time: _____			

ICS 203

Organization Assignment List

Purpose. The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

Preparation. The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution. The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

The ICS 203 serves as part of the IAP.

If needed, more than one name can be put in each block by inserting a slash.

If additional pages are needed, use a blank ICS 203 and repaginate as needed.

ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Incident Commander(s) and Command Staff IC/UCs Deputy Safety Officer Public Information Officer Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	Agency/Organization Representatives Agency/Organization Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
5	Planning Section Chief Deputy Resources Unit Situation Unit Documentation Unit Demobilization Unit Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
6	Logistics Section Chief Deputy Support Branch Director Supply Unit Facilities Unit Ground Support Unit Service Branch Director Communications Unit Medical Unit Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
7	Operations Section Chief Deputy Staging Area Branch Branch Director Deputy Division/Group Air Operations Branch Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
8	Finance/Administration Section Chief Deputy Time Unit Procurement Unit Compensation/Claims Unit Cost Unit	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: _____ Division: _____ Group: _____ Staging Area: _____
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____				
5. Resources Assigned:		# Of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource	Leader			
6. Work Assignments:				
7. Special Instructions:				
8. Communications (radio and/or phone contact numbers needed for this assignment): <u>Name/</u> _____ <u>Function</u> _____ <u>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</u> _____ _____/_____ _____ _____/_____ _____ _____/_____ _____ _____/_____ _____				
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 204	IAP Page _____	Date/Time: _____		

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ICS 204

Assignment List

Purpose. The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:

The ICS 204 details assignments at Division and Group levels and is part of the IAP.

Multiple pages/copies can be used if needed.

If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch Division Group Staging Area	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	Operations Personnel Name, Contact Number(s) <ul style="list-style-type: none">— Operations Section Chief— Branch Director— Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	Resources Assigned	Enter the following information about the resources assigned to the Division or Group for this period:
	Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	Leader	Enter resource leader's name.
	# of Persons	Enter total number of persons for the resource assigned, including the leader.
	Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.

Block Number	Block Title	Instructions
5 (continued)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.
6	Work Assignments	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	Communications (radio and/or phone contact numbers needed for this assignment) Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:
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[illegible]

6. Prepared by (Communications Unit Leader): Name: _____ Signature: _____

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ICS 205

Incident Radio Communications Plan

Purpose. The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

Preparation. The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution. The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

Notes:

The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.

The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date/Time Prepared	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	Basic Radio Channel Use	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.

	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	Special Instructions	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	Prepared by (Communications Unit Leader) Name Signature Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

MEDICAL PLAN (ICS 206)

1. Incident Name:	2. Operational Period:	Date From: _____ Time From: _____	Date To: _____ Time To: _____
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3. Medical Aid Stations:			
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No

4. Transportation (indicate air or ground):			
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS

5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

6. Special Medical Emergency Procedures:

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

7. Prepared by (Medical Unit Leader): Name: _____	Signature: _____	
8. Approved by (Safety Officer): Name: _____		
ICS 206	IAP Page _____	Date/Time: _____

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ICS 206

Medical Plan

Purpose. The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution. The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Medical Aid Stations	Enter the following information on the incident medical aid station(s):
	• Name	Enter name of the medical aid station.
	• Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	• Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if paramedics are at the site indicated.
4	Transportation (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	• Ambulance Service	Enter name of ambulance service.
	• Location	Enter the location of the ambulance service.
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	• Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	Hospitals	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> Hospital Name 	Enter hospital name and identify any predesignated medivac aircraft by name and frequency.
	<ul style="list-style-type: none"> Address, Latitude & Longitude if Helipad 	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> Contact Number(s)/ Frequency 	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> Travel Time <ul style="list-style-type: none"> Air Ground 	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> Trauma Center <input type="checkbox"/> Yes Level: _____ 	Indicate yes and the trauma level if the hospital has a trauma center.
	<ul style="list-style-type: none"> Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a burn center.
	<ul style="list-style-type: none"> Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to complement Medical Evacuation Helicopters and Medical Air Resources
6	Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how they should be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self-explanatory. Incident assigned aviation assets should be included in ICS 220.
7	Prepared by (Medical Unit Leader) <ul style="list-style-type: none"> Name Signature 	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by (Safety Officer) <ul style="list-style-type: none"> Name Signature Date/Time 	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

INCIDENT ORGANIZATIONAL CHART (ICS 207)

1. Incident Name:

2. Operational Period:

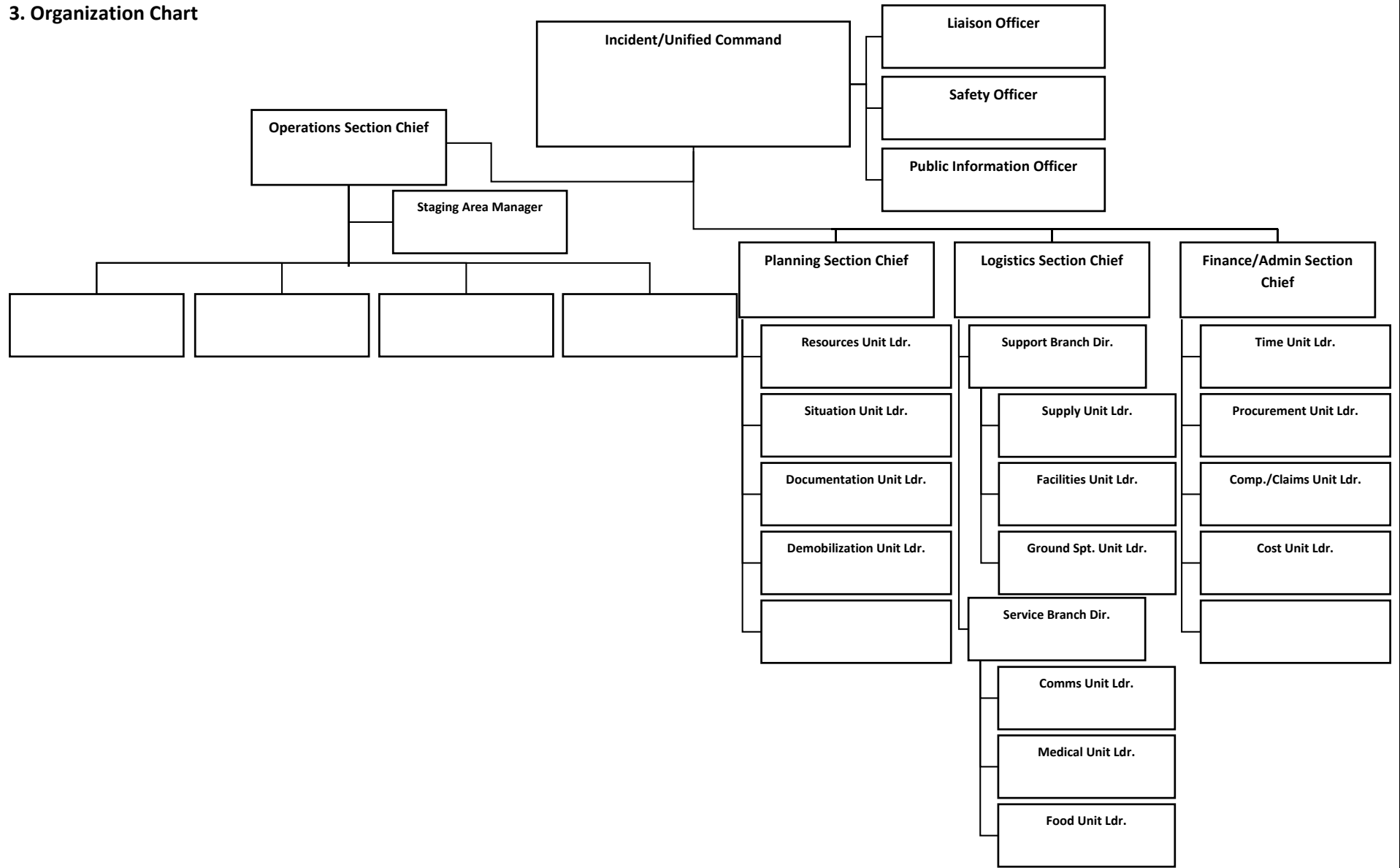
Date From:

Date To:

Time From:

Time To:

3. Organization Chart



ICS 207

IAP Page ____

4. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____

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ICS 207

Incident Organizational Chart

Purpose. The Incident Organizational Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident/Unified Command. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The ICS 207 is intended to be **wall mounted** in the EOC and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.

Also available as 8½ x 14 (legal size) chart.

ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.

Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	Incident Name	Print the name assigned to the incident.
2	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Organization Chart	Complete the incident organization chart. For all individuals, use at least the first initial and last name. List agency where it is appropriate, such as for Unified Commanders. If there is a shift change during the specified operational period, list both names, separated by a slash.
4	Prepared by Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period:	Date From:	Date To:
		Time From:	Time To:
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:			
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located At:			
5. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 208	IAP Page _____	Date/Time: _____	

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ICS 208

Safety Message/Plan

Purpose. The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

Preparation. The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none">• Date and Time From• Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	Prepared by <ul style="list-style-type: none">• Name• Position/Title• Signature• Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:	
*3. Report Version (check one box on left): <input type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final	*4. Incident Commander(s) & Agency or Organization: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	5. Incident Management Organization: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	*6. Incident Start Date/Time: Date: _____ Time: _____ Time Zone: _____
7. Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	8. Percent (%) Contained <div style="border: 1px solid black; height: 20px; width: 100%;"></div> Completed <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*9. Incident Definition: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	10. Incident Complexity Level: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
*11. For Time Period: From Date/Time: _____ To Date/Time: _____			

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	*13. Date/Time Submitted: Time Zone: _____
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____	*15. Primary Location, Organization, or Agency Sent To: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>

Incident Location Information

*16. State: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*17. County/Parish/Borough: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*18. City: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
19. Unit or Other: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*20. Incident Jurisdiction: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	21. Incident Location Ownership (if different than jurisdiction): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
22. Longitude (indicate format): Latitude (indicate format):	23. US National Grid Reference: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	24. Legal Description (township, section, range): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
*25. Short Location or Area Description (list all affected areas or a reference point): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>		26. UTM Coordinates: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.): <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			
ICS 209, Page 1 of ____				

* Required when applicable.

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
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Additional Incident Decision Support Information

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
<u>C. Indicate Number of Civilians (Public) Below:</u>			<u>C. Indicate Number of Responders Below:</u>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing (note if estimated)			G. Missing		
H. Evacuated (note if estimated)			H. Sheltering in Place		
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations		
J. In Temporary Shelters (note if est.)			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations (note if est.)					
M. In Quarantine					
N. Total # Civilians (Public) Affected:			N. Total # Responders Affected:		
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:		
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):			A. Check if Active		
			A. No Likely Threat		<input type="checkbox"/>
			B. Potential Future Threat		<input type="checkbox"/>
			C. Mass Notifications in Progress		<input type="checkbox"/>
			D. Mass Notifications Completed		<input type="checkbox"/>
			E. No Evacuation(s) Imminent		<input type="checkbox"/>
			F. Planning for Evacuation		<input type="checkbox"/>
			G. Planning for Shelter-in-Place		<input type="checkbox"/>
			H. Evacuation(s) in Progress		<input type="checkbox"/>
			I. Shelter-in-Place in Progress		<input type="checkbox"/>
			J. Repopulation in Progress		<input type="checkbox"/>
			K. Mass Immunization in Progress		<input type="checkbox"/>
			L. Mass Immunization Complete		<input type="checkbox"/>
			M. Quarantine in Progress		<input type="checkbox"/>
			N. Area Restriction in Effect		<input type="checkbox"/>
36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes: 12 hours: 24 hours: 48 hours: 72 hours: Anticipated after 72 hours:			37. Strategic Objectives (define planned end-state for incident): 		
ICS 209, Page 2 of ____			* Required when applicable.		

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:

2. Incident Number:

Additional Incident Decision Support Information (continued)

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

47. Remarks (or continuation of any blocks above – list block number in notation):

1. Incident Name:	2. Incident Number:
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2. Incident Number:

[illegible]

ICS 209

Incident Status Summary

Purpose. The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decision-making at all levels above the incident to support the incident. Decision makers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decision makers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

Reporting Requirements. The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline’s policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain pre-designated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

Preparation. When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the “Incident Location Information” in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

Distribution. ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms **MUST** be given to the incident's Documentation Unit and/or maintained as part of the official incident record.

Notes:

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
 - Possible submission of additional pages for the Remarks Section (Block 47), and
 - Possible submission of additional copies of the fourth/last page (the "Incident Resource Commitment Summary") to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	Incident Name	REQUIRED BLOCK. <ul style="list-style-type: none"> • Enter the full name assigned to the incident. • Check spelling of the full incident name. • For an incident that is a Complex, use the word "Complex" at the end of the incident name. • If the name changes, explain comments in Remarks, Block 47. • Do not use the same incident name for different incidents in the same calendar year.
2	Incident Number	<ul style="list-style-type: none"> • Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. • Examples include: <ul style="list-style-type: none"> ○ A computer-aided dispatch (CAD) number. ○ An accounting number. ○ A county number. ○ A disaster declaration number. ○ A combination of the State, unit/agency ID, and a dispatch system number. ○ A mission number. ○ Any other unique number assigned to the incident and derived by means other than those above. • Make sure the number entered is correct. • Do not use the same incident number for two different incidents in the same calendar year. • Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.
*3	Report Version (check one box on left)	REQUIRED BLOCK. <ul style="list-style-type: none"> • This indicates the current version of the ICS 209 form being submitted. • If only one ICS 209 will be submitted, check BOTH "Initial" and "Final" (or check only "Final").

Block Number	Block Title	Instructions
	<input type="checkbox"/> Initial	Check "Initial" if this is the first ICS 209 for this incident.
	<input type="checkbox"/> Update	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	<input type="checkbox"/> Final	<ul style="list-style-type: none"> Check "Final" if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
*4	Incident Commander(s) & Agency or Organization	REQUIRED BLOCK. <ul style="list-style-type: none"> Enter both the first and last name of the Incident Commander. If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB
5	Incident Management Organization	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	Incident Start Date/Time	REQUIRED. This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”)	<ul style="list-style-type: none"> Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.). Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). Indicate that the size is an estimate, if a more specific figure is not available. Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). The incident may be one part of a much larger event (refer to introductory instructions under “Preparation”). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	Percent (%) Contained or Completed (circle one)	<ul style="list-style-type: none"> Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	Incident Definition	REQUIRED BLOCK. Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as “tornado,” “wildfire,” “bridge collapse,” “civil unrest,” “parade,” “vehicle fire,” “mass casualty,” etc.
10	Incident Complexity Level	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	For Time Period	REQUIRED BLOCK. <ul style="list-style-type: none"> Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time elapsed since the incident started. The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	<ul style="list-style-type: none"> Enter the start date (month/day/year). Enter the start time (using the 24-hour clock).
	To Date/Time	<ul style="list-style-type: none"> Enter the end date (month/day/year). Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
*12	Prepared By	REQUIRED BLOCK. When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	Date/Time Submitted	REQUIRED. Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	Approved By	REQUIRED. When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	Primary Location, Organization, or Agency Sent To	REQUIRED BLOCK. Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
<ul style="list-style-type: none"> • Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is. 		
*16	State	REQUIRED BLOCK WHEN APPLICABLE. <ul style="list-style-type: none"> • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
*17	County / Parish / Borough	REQUIRED BLOCK WHEN APPLICABLE. <ul style="list-style-type: none"> • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.
*18	City	REQUIRED BLOCK WHEN APPLICABLE. <ul style="list-style-type: none"> • Enter the city where the incident originated. • If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	Unit or Other	Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.

Block Number	Block Title	Instructions
*20	Incident Jurisdiction	REQUIRED BLOCK WHEN APPLICABLE. Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).
21	Incident Location Ownership (if different than jurisdiction)	<ul style="list-style-type: none"> When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	22. Longitude (indicate format): Latitude (indicate format):	<ul style="list-style-type: none"> Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as "33 degrees, 45 minutes, 01 seconds."
23	US National Grid Reference	<ul style="list-style-type: none"> Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. Clearly label the data.
24	Legal Description (township, section, range)	<ul style="list-style-type: none"> Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
*25	Short Location or Area Description (list all affected areas or a reference point)	REQUIRED BLOCK. <ul style="list-style-type: none"> List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., "the southern third of Florida," "in ocean 20 miles west of Catalina Island, CA," or "within a 5 mile radius of Walden, CO"). This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	UTM Coordinates	Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.
27	Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels)	<ul style="list-style-type: none"> Indicate whether and how geospatial data is included or attached. Utilize common and open geospatial data standards. WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. NOTE: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
INCIDENT SUMMARY		

Block Number	Block Title	Instructions
*28	Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.)	REQUIRED BLOCK. <ul style="list-style-type: none"> Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> Road closures. Evacuations. Progress made and accomplishments. Incident command transitions. Repopulation of formerly evacuated areas and specifics. Containment. Refer to other blocks in the ICS 209 when relevant for additional information (e.g., "Details on evacuations may be found in Block 33"), or in Remarks, Block 47. Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. This block may be used for a single-paragraph synopsis of overall incident status.
29	Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	<ul style="list-style-type: none"> When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.
30	Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	<ul style="list-style-type: none"> Include a short summary of damage or use/access restrictions/ limitations caused by the incident for the reporting period, and cumulatively. Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. Include any critical infrastructure or key resources damaged/destroyed/ impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		
*31	Public Status Summary	<ul style="list-style-type: none"> This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below. Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances. NOTE: <i>Do not estimate any fatality information.</i> NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. NOTE: Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> <ul style="list-style-type: none"> Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33. NOTE: When providing an estimated value, denote in parenthesis: "est." <p>Handling Sensitive Information</p> <ul style="list-style-type: none"> Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> Enter the total number of individuals impacted in each category for the entire duration of the incident. This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	<ul style="list-style-type: none"> For lines 31D–M below, enter the number of civilians affected for each category. Indicate if numbers are estimates, for those blocks where this is an option. Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	<ul style="list-style-type: none"> Enter the number of <i>confirmed</i> civilian/public fatalities. See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.

Block Number	Block Title	Instructions
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	Responder Status Summary	<ul style="list-style-type: none"> • This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • <u>NOTE:</u> Do not estimate any fatality information or responder status information. • <u>NOTE:</u> Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • <u>NOTE:</u> Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. <p>Handling Sensitive Information</p> <ul style="list-style-type: none"> • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident. This is a <i>cumulative</i> total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> For lines 32D–M below, enter the number of responders relevant for each category. Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	<ul style="list-style-type: none"> Enter the number of <i>confirmed</i> responder fatalities. See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	<ul style="list-style-type: none"> Enter the number of incident responders with serious injuries or illnesses due to the incident. <i>For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.</i>
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	Life, Safety, and Health Status/Threat Remarks	<ul style="list-style-type: none"> Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).
*34	Life, Safety, and Health Threat Management	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.

Block Number	Block Title	Instructions
	E. Mass Notifications In Progress	<ul style="list-style-type: none"> Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system. Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.
35	Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern)	<ul style="list-style-type: none"> Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. Include current and/or predicted weather factors, and the timeframe for predictions. Include relevant factors such as: <ul style="list-style-type: none"> Wind speed (label units, such as mph). Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., “from NNW,” “from E,” or “from SW”). Temperature (label units, such as F). Relative humidity (label %). Watches. Warnings. Tides. Currents. Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes 12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours	<ul style="list-style-type: none"> Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. Include an estimate of the acreage or area that will likely be affected. If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	Strategic Objectives (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) (PAGE 3)		
38	<p>Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</p> <p>Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.</p> <p>12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours</p>	<p>Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.</p>
39	<p>Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p>12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours</p>	<ul style="list-style-type: none"> List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i> Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a “heads up” for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed. More than one resource need may be listed for each timeframe. For example, a list could include: <ul style="list-style-type: none"> <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams <u>48 hrs</u>: Mobile Communications Unit (Law/Fire) <u>After 72 hrs</u>: 1 Type 2 Incident Management Team Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. <ul style="list-style-type: none"> Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”). Do not use this block for noncritical resources.

Block Number	Block Title	Instructions
40	Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to: 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.	<ul style="list-style-type: none"> • Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. • Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. • Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion. • Explain major problems and concerns as indicated.
41	Planned Actions for Next Operational Period	<ul style="list-style-type: none"> • Provide a short summary of actions planned for the next operational period. • Examples: <ul style="list-style-type: none"> ○ “The current Incident Management Team will transition out to a replacement IMT.” ○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.” ○ “Continue refining mapping of the recovery operations and damaged assets using GPS.” ○ “Initiate removal of unauthorized food vendors.”
42	Projected Final Incident Size/Area (use unit label – e.g., “sq mi”)	<ul style="list-style-type: none"> • Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc. • Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	Anticipated Incident Management Completion Date	<ul style="list-style-type: none"> • Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	Projected Significant Resource Demobilization Start Date	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	Estimated Incident Costs to Date	<ul style="list-style-type: none"> • Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	Projected Final Incident Cost Estimate	<ul style="list-style-type: none"> • Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions
47	Remarks (or continuation of any blocks above – list block number in notation)	<ul style="list-style-type: none"> Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. List the block number for any information continued from a previous block. Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc. For Complexes that include multiple incidents, list all sub-incidents included in the Complex. List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: <ul style="list-style-type: none"> By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE). Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping). This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address). Attach additional pages if it is necessary to include additional comments in the Remarks section.
INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)		
<ul style="list-style-type: none"> This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used. Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have <i>not</i> yet arrived. <p><u>For summarizing:</u></p> <ul style="list-style-type: none"> When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example, <ul style="list-style-type: none"> Group State, local, county, city, or Federal responders together under such headings, or Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name). On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary. 		
48	Agency or Organization	<ul style="list-style-type: none"> List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc. List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information. Agencies or organizations may be listed individually or in groups. When resources are grouped together, individual agencies or organizations may be listed below in Block 53. Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. <ul style="list-style-type: none"> These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. For example: <ul style="list-style-type: none"> Resource: Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). Resource: Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.

Block Number	Block Title	Instructions
49	Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	<ul style="list-style-type: none"> List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. <ul style="list-style-type: none"> Examples: Type 1 Fire Engines, Type 4 Helicopters Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. <ul style="list-style-type: none"> These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. For example: <ul style="list-style-type: none"> <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). NOTE: One option is to group similar resources together when it is sensible to do so for the summary. <ul style="list-style-type: none"> For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each. NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	Additional Personnel not assigned to a resource	List the number of <i>additional</i> individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	Total Personnel (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	<ul style="list-style-type: none"> Enter the total personnel for each agency, organization, or grouping in the Total Personnel column. WARNING: Do not simply add the numbers across! The number of Total Personnel for each row should include <u>both</u>: <ul style="list-style-type: none"> The total number of personnel assigned to each of the resources listed in Block 49, and The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.
52	Total Resources	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	Additional Cooperating and Assisting Organizations Not Listed Above	<ul style="list-style-type: none"> List all agencies and organizations that are not directly involved in the incident, but are providing support. Examples may include ambulance services, Red Cross, DHS, utility companies, etc. Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

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GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

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ICS 213

General Message

Purpose. The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation. The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	Incident Name (Optional)	Enter the name assigned to the incident. This block is optional.
2	To (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	From (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	Subject	Enter the subject of the message.
5	Date	Enter the date (month/day/year) of the message.
6	Time	Enter the time (using the 24-hour clock) of the message.
7	Message	Enter the content of the message. Try to be as concise as possible.
8	Approved by Name Signature Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	Reply	The intended recipient will enter a reply to the message and return it to the originator.
10	Replied by Name Position/Title Signature Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

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[illegible]

ACTIVITY LOG (ICS 214)

[illegible]

ICS 214

Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	ICS Position	Enter the name and ICS position of the individual in charge of the Unit.
5	Home Agency (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	Resources Assigned	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	Activity Log Date/Time Notable Activities	<ul style="list-style-type: none"> • Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: Time:		4. Resource or Personnel Released:	
5. Order Request Number:			

6. Resource or Personnel:

You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
<input type="checkbox"/>	Supply Unit			
<input type="checkbox"/>	Communications Unit			
<input type="checkbox"/>	Facilities Unit			
<input type="checkbox"/>	Ground Support Unit			
<input type="checkbox"/>	Security Manager			
<input type="checkbox"/>				

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
<input type="checkbox"/>	Time Unit			
<input type="checkbox"/>				
<input type="checkbox"/>				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
<input type="checkbox"/>				
<input type="checkbox"/>				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
<input type="checkbox"/>				
<input type="checkbox"/>	Documentation Leader			
<input type="checkbox"/>	Demobilization Leader			

1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released:	
5. Order Request Number:			
7. Remarks:			
8. Travel Information:			
Estimated Time of Departure: _____		Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Destination: _____		Actual Release Date/Time: _____	
Travel Method: _____		Estimated Time of Arrival: _____	
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No		Contact Information While Traveling: _____	
Number: _____		Area/Agency/Region Notified: _____	
9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Incident Name: _____		Incident Number: _____	
Location: _____		Order Request Number: _____	
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 221		Date/Time: _____	

ICS 221

Demobilization Check-Out

Purpose. The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

Preparation. The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box (es) in Block 6 prior to release from the incident.

Distribution. After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Planned Release Date/Time	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	Resource or Personnel Released	Enter name of the individual or resource being released.
5	Order Request Number	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	Resource or Personnel You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). <ul style="list-style-type: none">• Unit/Leader/Manager/Other• Remarks• Name• Signature	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit <input type="checkbox"/> Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	Finance/Administration Section <input type="checkbox"/> Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff <input type="checkbox"/>	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section <input type="checkbox"/> Documentation Leader <input type="checkbox"/> Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7	Remarks	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
8	Travel Information	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest <input type="checkbox"/> Yes <input type="checkbox"/> No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
9	Reassignment Information <input type="checkbox"/> Yes <input type="checkbox"/> No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.
10	Prepared by <ul style="list-style-type: none"> Name Position/Title Signature Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

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1. Incident Name		2. Operational Period (Date/Time)		DAILY MEETING SCHEDULE	
		From: To:		ICS 230	
3. Meeting Schedule (Commonly-held meetings are included)					
Date/ Time	Meeting Name	Purpose	Attendees	Location	
	Unified Command Objectives Meeting	Review/ identify objectives for the next operational period.	Unified Command & General Staff members		
	Tactics Meeting /Planning	Develop/Review primary and alternate Strategies to meet Incident Objectives for the next Operational Period.	General Staff		
	Planning Meeting	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	General Staff		
	Operations Briefing	Present IAP and assignments to the Supervisors / Leaders for the next Operational Period.	Unified Command, General Staff, Branch Directors, Group Supervisors		
4. Prepared by: (Situation Unit Leader) Date/Time					

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DAILY MEETING SCHEDULE (ICS 230)

Purpose. The Daily Meeting Schedule records information about the daily scheduled meeting activities.

Preparation. This form is prepared by the Situation Unit Leader and coordinated through the Unified Command for each operational period or as needed. Commonly-held meetings are already included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of these standard meetings are not scheduled, they should be crossed out on the form.

Distribution. After coordination with the Unified Command, the Situation Unit Leader will duplicate the schedule and post a copy at the Situation Status Board and distribute to the Command Staff, Section Chiefs, and appropriate Unit Leaders. All completed original forms MUST be given to the Documentation Unit.

<u>Item #</u>	<u>Item</u>	<u>Title</u>	<u>Instructions</u>
1.	Incident Name		Enter the name assigned to the incident.
2.	Operational Period		Enter the time interval for which the form applies.
3.	Meeting Schedule		For each scheduled meeting, enter the date/time, meeting name, purpose, attendees, and location. Note: Commonly-held meetings are included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of the standard meetings are not scheduled, they should be deleted from the form (normally the Situation Unit Leader).
4.	Prepared By		Enter name and title of the person preparing the form, normally the Situation Unit Leader.
	Date/Time		Enter date (month, day, year) and time prepared (24-hour clock).

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EMERGENCY SUPPORT FUNCTIONS **ANNEX**

ANNEX C TO CRISIS AND EMERGENCY MANAGEMENT PLAN

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4092 (Fax)
www.emergency.vt.edu

ANNEX C EMERGENCY SUPPORT FUNCTION CONTACTS

ESF #1 – Transportation

Parking and Transportation Office – www.parking.vt.edu, (540) 231-3200

- Jeri Baker, Director of Parking and Transportation
 - (540) 231-9905 (w), (540)-553-4558 (c), jab518@vt.edu
- Pam Tate, Assistant Manager Program Review
 - (540) 231-6136 (w), (540) 605-6242 (c), ptate@vt.edu

ESF #2 – Information Technology and Communications Systems

Division of Information Technology – www.it.vt.edu, (540) 231-4227

- John Krallman, Chief of Staff and Deputy Chief of Information Technology
 - (540) 231-6233 (w), john.krallman@vt.edu

Network Infrastructure & Services – www.nis.vt.edu, (540) 231-6460

- William Dougherty, Executive Director
 - (540) 231-2599 (w), (540) 818-2856 (c), william@vt.edu
- Richard Hach, Associate Director, Network Administration
 - (540) 231-3638 (w), (804) 514-8390 (c), rhach@vt.edu
- Brian Jones, Director, Network Engineering and Systems Support
 - (540) 231-3930 (w), bjones@vt.edu

ESF #3 – Facilities Services and Infrastructure

Facilities Services – www.facilities.vt.edu, (540) 231-4300

- Chris Kiwus, Associate Vice President and Chief Facilities Officer – Facilities Services
 - (540) 231-6291 (w), (540) 750-6859 (c), chkiwus@vt.edu
- Jon Clark Teglas, Chief of Staff
 - (540) 231-6455 (w), (540) 739-9029 (c), jcteglas@vt.edu
- Dwynt Taylor, Assistant Vice President, Facilities Operations and Construction
 - (540) 231-4673 (w), (904) 894-7719 (c), dwynt@vt.edu
- John Beach, Director, Strategic Initiatives
 - (540) 231-9906 (w), (540) 357-0254 (c), jbeach@vt.edu
- Elaine Gall, University Building Official
 - (540) 231-4678 (w), elaine18@vt.edu
- Liza Morris, Interim Assistant Vice President for Planning and University Architect,
 - (540) 231-5343 (w), lizamorris@vt.edu

ESF #4 Emergency Support Services

Virginia Tech Emergency Management – www.emergency.vt.edu, (540) 231-2438

- Michael Mulhare, Assistant Vice President for Emergency Management
 - (540) 231-7409 (w), (540) 449-2179 (c), mjmulhare@vt.edu
- Andrew Marinik, Assistant Director, VT Emergency Management
 - (540) 231-4846 (w), (540) 449-9252 (c), amarinik@vt.edu
- Peter McCann, Emergency Planner, VT Emergency Management
 - (540) 231-5394 (w), (540) 836-5793 (c), pmccann1@vt.edu
- Chris Bolling, Emergency Coordinator, VT Emergency Management
 - (540) 231-7659 (w), (540) 915-0480 (c), cbollin3@vt.edu
- Bobbi Myers, Programs Manager, VT Emergency Management
 - (540) 231-2438 (w), (540) 320-7285 (c), bobbim@vt.edu

Virginia Tech Police Department – www.police.vt.edu, (540) 231-6411 (Dispatch)

- Kevin Foust, Chief of Police and Director of Security
 - (540) 231-6512 (w), (540) 627-7972 (c), foustk@vt.edu
- Mac Babb, Deputy Chief and Assistant Director of Security
 - (540) 231-5123 (w), (540) 529-3762 (c), wmb1@vt.edu

Virginia Tech Rescue Squad – www.rescue.vt.edu, (540) 231-7138

- Jake Martin, Chief, Rescue Squad
 - (540) 231-7138 (w), vtrschief@gmail.com

ESF #5 Emergency Management

Virginia Tech Emergency Management – www.emergency.vt.edu, (540) 231-2438

- Michael Mulhare, Assistant Vice President for Emergency Management
 - (540) 231-7409 (w), (540) 449-2179 (c), mjmulhare@vt.edu
- Andrew Marinik, Assistant Director, VT Emergency Management
 - (540) 231-4846 (w), (540) 449-9252 (c), amarinik@vt.edu
- Peter McCann, Emergency Planner, VT Emergency Management
 - (540) 231-5394 (w), (540) 836-5793 (c), pmccann1@vt.edu
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 - (540) 231-6411 (w), (540) 627-7972 (c), foustk@vt.edu
- Mac Babb, Deputy Chief and Assistant Director of Security
 - (540) 231-5123 (w), (540) 529-3762 (c), wmb1@vt.edu

ESF #6 Food, Water, and Housing Services

Division of Student Affairs – www.dsa.vt.edu, (540) 231-8064

- Frank Shushok, Senior Associate Vice President for Student Affairs
 - (540) 231-8064 (w), (540) 577-6315 (c), fshushok@vt.edu
- Ted Faulkner, Director of Dining Services
 - (540) 231-5618 (w), (540) 357-1181 (c), thfaulkn@vt.edu
- Frances Keene, Director of Housing and Residence Life
 - (540) 231-8056 (w), (540) 230-3147 (c), fbabb@vt.edu
- Ken Belcher, Senior Associate Director for Housing Services
 - (540) 231-8058 (w), (540) 381-8241 (h), kbelcher@vt.edu

ESF #7 – Finance

Office of Budget and Financial Planning – www.obfp.vt.edu, (540) 231-6419

- Dwight Shelton, Vice President for Finance and Chief Financial Officer
 - (540) 231-8775 (w), (540) 951-1964 (h), mdsjr@vt.edu
- Tim Hodge, Assistant Vice President for Budget and Financial Planning
 - (540) 231-6419 (w), (540) 951-0538 (h), tlhodge@vt.edu
- Robert Broyden, Assistant Vice President for Capital Assets and Financial Management
 - (540) 231-8782 (w), rbroyden@vt.edu

ESF #8 – Health, Behavioral Health, and Medical Services

Division of Student Affairs – www.dsa.vt.edu, (540) 231-6272

- Byron Hughes, Dean of Students
 - (540) 231-3787 (w), (443) 366-3284 (c), bahughes@vt.edu
- Chris Wise, Assistant Vice President for Student Affairs
 - (540) 231-8291 (w), (540) 230-7988 (c), wisecg@vt.edu
- Dr. Kanitta Charoensiri, Director, Schiffert Health Center
 - (540) 231-5313 (w), (540) 818-1539 (c); charkx@vt.edu
- Christopher Flynn, Director, Cook Counseling Center
 - (540) 231-6557 (w), flynnc@vt.edu

ESF #9 – Hazardous Materials

Environmental Health & Safety – www.ehss.vt.edu, (540) 231-3600

- Lance Franklin, Assistant Vice President for Environmental Health and Safety, Environmental Health and Safety
 - (540) 231-9044 (w), (540) 449-2742 (c), lfranklin@vt.edu
- Bernadette Mondy, Assistant Director, Environmental Health and Safety
 - (540) 231-8758 (w), (540) 320-8758 (c), bmondy@vt.edu
- Zachary Adams, Assistant Director, Environmental Health and Safety
 - (540) 231-5985 (w), (540) 357-5985 (c), adamsz@vt.edu

ESF #10 – Academics

Office of the Executive Vice President and Provost – www.provost.vt.edu, (540) 231-6123

- Dr. Cyril Clarke, Executive Vice President and Provost
 - (540) 231-6123 (w), provost@vt.edu
- Dr. Ken Smith, Vice Provost for Resource Management and Institutional Effectiveness
 - (540) 231-1807 (w), (916)-837-5824 (c), (540) 663-1001 (h), kensmith@vt.edu
- Dr. Jack Finney, Vice Provost for Faculty Affairs
 - (540) 231-2350 (w), (540) 230-6418 (c), (540) 552-0728 (h), finney@vt.edu

ESF # 11 – Research

Office of the Vice President for Research and Innovation– www.research.vt.edu, (540) 231-6077

- , Vice President for Research and Innovation
 - (540) 231-1483 (w),
- Laurel Miner, Chief of Staff, Research and Innovation
 - (540) 231-7110 (w), laminer@vt.edu

ESF #12 – Animal Services

Virginia-Maryland Regional College of Veterinary Medicine – www.vetmed.vt.edu, (540) 231-7666

- Terry Swecker, Hospital Director
 - (540) 231-7375 (w), terry.swecker@vt.edu
- Rick Hiller, Hospital Administrator
 - (540) 231-4993 (w), rhiller@vt.edu
- April Hylton, Assistant Dean for Administration
 - (540) 231-8684, aghylton@vt.edu

College of Agriculture and Life Science – www.cals.vt.edu, (540) 231-5900

- Alan Grant, Dean
 - (540) 231-4152 (w), algrant@vt.edu
- Saied Mostaghimi, Associate Dean and Director
 - (540) 231-6336 (w), smostagh@vt.edu

Office of the University Veterinarian and Animal Resources

- David Schabdach, Associate Vice President for Research and Innovation, Attending Veterinarian
 - (540) 232-8747 (w), dschab85@vt.edu

ESF # 13 – Public Safety and Security

Virginia Tech Police Department – www.police.vt.edu, (540) 231-6411 (Dispatch)

- Kevin Foust, Chief of Police and Director of Security
 - (540) 231-6411 (w), (540) 315-2740 (c), foustk@vt.edu
- Mac Babb, Deputy Chief and Assistant Director of Security
 - (540) 231-5123 (w), (540) 529-3762 (c), wmb1@vt.edu

ESF #14 – Media Relations and Community Outreach

University Relations – www.unirel.vt.edu, (540) 231-5396

- Tracy Vosburgh, Senior Associate Vice President for University Relations
 - (540) 231-5396 (w), (540) 739-0494 (c), tracyv@vt.edu
- Mark Owczarski, Assistant Vice President for University Relations
 - (540) 231-5223 (w), (540) 320-2001 (c), maowczar@vt.edu
- John Jackson, Director of Web Communications
 - (540) 231-8508 (w), (540) 819-9276 (c), johnj1@vt.edu

ESF # 15 – Volunteer and Donations Management

Virginia Tech Emergency Management – www.emergency.vt.edu, (540) 231-2438

- Mike Mulhare, Assistant Vice President for Emergency Management, Office of Emergency Management
 - (540) 231-2438 (w), mjmulhar@vt.edu
- Peter McCann, Emergency Planner, Office of Emergency Management
 - (540) 231-5394 (w), (540) 836-5793 (c), pmccann1@vt.edu

VT Engage – www.engage.vt.edu, (540) 231-6964

- Angela Simmons, Interim Director and Assistant Vice President of Student Affairs
 - (540) 231-5431 (w), simmons12vt.edu

University Libraries - www.lib.vt.edu, (540) 231-6170

- Tamara Kennelly, University Archivist, University Libraries
 - (540) 231-9214 (w), tjk@exchange.vt.edu

Virginia Tech Advancement Division <https://give.vt.edu/contact.html>

- Wynoka Price, Director of Business Operations, University Development
 - (540) 231-2820(w), wynoka@vt.edu

ESF#16 - Agriculture and Natural Resources

College of Agriculture and Life Science – www.cals.vt.edu, (540) 231-5900

- Alan Grant, Dean
 - (540) 231-4152 (w), algrant@vt.edu
- Susan Sumner, Associate Dean and Director
 - (540) 231-5290 (w), sumners@vt.edu

Teaching & Research Animal Care Support Service, Virginia-Maryland Regional College of Veterinary Medicine – www.vetmed.vt.edu, (540) 231-7666

- Pete Jobst, Assistant Director of Teaching and Research Animal Care Support Service, Facilities
 - (540) 231-7599 (w), pjobst@vt.edu
- Jennifer Averill, Safety & Emergency Coordinator, Virginia-Maryland Regional College of Veterinary Medicine
 - (540) 231-8389 (w), (540) 922-3554, cvmsafety@vt.edu

Office of the University Veterinarian and Animal Resources

- David Schabdach, Associate Vice President for Research and Innovation, Attending Veterinarian
 - (540) 232-8747 (w), dschab85@vt.edu

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EMERGENCY SUPPORT FUNCTION #1: TRANSPORTATION

Annex C to Crisis and Emergency Management Plan

June 2019

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Parking and Transportation
- Virginia Tech Police Department

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Business Services, Division of Operations
- Virginia Tech Emergency Management

EXTERNAL SUPPORTING AGENCIES

- Blacksburg Transit
- Montgomery County
- Town of Blacksburg
- Virginia Department of Transportation
- Virginia State Police

1.1 OVERVIEW

Emergency Support Function (ESF) #1 – *Transportation* describes what transportation actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's responsibilities include, but are not limited to, provisions for public transportation evacuation and traffic management support; during an incident. ESF #1 also serves as a coordination point between response operations and the restoration of the transportation infrastructure.

1.2 PURPOSE

- Coordinate service restoration of transportation infrastructure.
- Maintain communications with transportation services.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

Virginia Tech may experience incidents, which may disrupt transportation services thereby inhibiting the restoration of essential university services.

1.5 ASSUMPTIONS

- The university transportation system (infrastructure and/or services) may become disrupted or compromised.

- University recovery activities, which require use of transportation infrastructure or services, might be difficult to accomplish if the same system(s) is/are disrupted.
- Access to the campus area is dependent upon the re-establishment of transportation routes.
- External resources may be required.
- Each external supporting department is responsible for the inspection, repair and operation of its own equipment and services or to those entities with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident, critical employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

In accordance with the Virginia Tech CEMP and this ESF, the lead and support departments are responsible for coordinating the transportation response and providing recovery support and services to assist in restoring Virginia Tech's transportation system integrity. All requests for transportation support are submitted to the Unified Command (UC) and/or Emergency Operations Center (EOC) (if activated) for coordination, validation, and/or action in accordance with this ESF.

2.2 PHASES OF MANAGEMENT

Notification

- The Virginia Tech Police Department notifies Parking and Transportation and Virginia Tech Emergency Management [or UC and EOC (if activated)] when an incident has taken place necessitating evacuation or closing roads/parking lots/intersections on the Virginia Tech campus.

Activation

- The Director of Parking and Transportation or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Remain current with education and training required for a safe and efficient response to an incident.
- Other actions as necessary.

Response Actions

- Alert appropriate transportation entities affected by a possible incident with regards to transportation and begin preparations for the mobilization of resources.
- Coordinate transportation resources to fulfill mission assignments while following established practices and procedures.
- Complete necessary reports for accidents and losses to both University and public assets.

- Work closely with the university's Insurance and Risk Management Office for insurance purposes.
- Other actions as necessary.

Recovery Actions

- Identify ongoing transportation needs.
- Prioritize the recovery needs and services to re-establish transportation routes.
- Other actions as necessary.

Mitigation Actions

- Assess and identify alternative transportation routes.
- Maintain agreements with transportation providers for evacuation purposes as needed.
- Assess, identify and replace road signs on roadways/intersections.
- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.
- Other actions as necessary.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is Parking and Transportation Office. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Director of Parking and Transportation or designee
 - Implements the ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for transportation and oversees coordinate of their allocation.
 - Provides signs and barricades for road, intersections, and parking lot closures.
 - Provides fuel for campus vehicles.
 - Identifies road and parking lot closures.
 - Identifies resources necessary to transport campus populations if needed.

Departments

- Virginia Tech Emergency Management
 - Coordinates the university's response and recovery efforts.
 - Serves within Virginia Tech's Incident Command System, as needed;
 - Assists with establishing agreements as needed to support ESF 1 operations.

- Virginia Tech Police Department
 - Performs traffic management through traffic posts and intersection control as needed.
 - Serves within Virginia Tech's Incident Command Structure.
- Business Services, Division of Operations
 - GIS Support

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of Parking and Transportation Services, with guidance provided by Virginia Tech Emergency Management, for maintaining and exercising this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by Parking and Transportation, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION #2: INFORMATION TECHNOLOGY AND COMMUNICATIONS SYSTEMS

Annex C to Crisis and Emergency Management Plan

June 2019 Virginia Polytechnic Institute and State University

Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Division of Information Technology
- Virginia Tech Network Infrastructure and Services

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech University Relations
- Virginia Tech Emergency Management
- Virginia Tech Police Department
- Other agencies as needed

EXTERNAL SUPPORTING AGENCIES/VENDORS

- AVAYA
- Virginia Information Technology Agency
- Other agencies as needed

1.1 OVERVIEW

Emergency Support Function (ESF) #2 – *Communications and Technology* addresses telecommunications activities during an incident, supporting the Emergency Operations Center (EOC), and providing telecommunications and technology support. ESF #2 also provides guidance on IT-managed computer systems operation during an incident and restoration upon completion of the incident.

1.2 PURPOSE

- Provide guidance for organizing, establishing, and maintaining the communications and information system capabilities necessary to meet the operational requirements of the university in responding to, and recovering from incidents or emergencies.
- Coordinate the effective restoration of communications after an incident with university departments, service providers, and private utilities.
- Provide emergency support to public safety entities and university departments involved in an incident by maintaining information and telecommunications equipment and other technical resources.
- Coordinate available university communications and technology assets during an incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Virginia Tech Primary Continuity of Operations (COOP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

Virginia Tech may experience incidents, or emergencies that may result in damage to communications infrastructure disrupt communications, or overload systems and equipment. Telecommunications, including cell phone service, telecommunications infrastructure and related structures, may be damaged or destroyed, necessitating repair, reinforcement, or demolition. University telecommunications and data management systems are vital to the university to protect life and property and to restoring the affected area to pre-incident conditions. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment in the immediate incident-area may be inaccessible or damaged.

1.5 ASSUMPTIONS

- Interruption of communications may have occurred.
- The incident may be localized or widespread.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.
- Telecommunication and data system are necessary to support the day-to-day university operations.
- Such capabilities must be available to the university to support operations at the primary EOC as well as other designated emergency support areas.
- External resources may be required.
- External supporting agencies are responsible for the inspection, repair, and operations of their own equipment and services.
- University restoration of critical systems may not occur as quickly as needed to meet the expectations of users.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

In accordance with the Virginia Tech CEMP and the ESF, the lead and support departments are responsible for coordinating the telecommunications and technology system's response and providing recovery support and services to maintain Virginia Tech's telecommunications and technology system's integrity.

2.2 PHASES OF MANAGEMENT

Notification

- Virginia Tech Emergency Management notifies the Chief of Staff and Deputy Chief Information Officer and the Executive Director for Network Infrastructure and Services when events have taken place necessitating the activation of the ESF.

Activation

- In conjunction with the Assistant Vice President for Emergency Management or designee, the Executive Director, Network Infrastructure and Services is responsible for the activation and notification of the ESF's related supporting departments and external supporting agencies/vendors—as appropriate—for assessment, response, and recovery activities during incidents.

Preparedness Actions

- Store pre-staged telecommunications assets for rapid deployment into the affected area.
- Use EOC telecommunications and information technologies equipment as an integral part of all communications in university exercises.
- Maintain pre-disaster contracts with external supporting vendors for restoration and reconstruction of technology systems as needed.
- Provide technical support for university technology systems during an incident.
- Other actions as necessary.

Response Actions

- Coordinate telecommunications support.
- Prioritize the deployment of services and equipment based on available resources and critical needs.
- Coordinate the acquisition and deployment of telecommunications equipment, personnel, and resources to establish temporary communications capabilities within the affected area.
- Identify the actions of telecommunications vendors to restore services.
- Compile information about telecommunications system damage.
- Assess the need for and obtain telecommunications vendor support as required.
- Support the university EOC and established command posts to meet their telecommunications needs.
- Prioritize and coordinate requests for technology and network services.
- Restore affected systems.
- Coordinate efforts with external agencies and vendors.
- Provide technical support for Emergency Notification System.
- Other actions as necessary.

Recovery Actions

- Use university, public and private telecommunications assets available to support recovery.
- Coordinate with local and state governmental agencies.
- Continue to gather information and prepare situation reports, as needed.
- Other actions as necessary.

Mitigation Actions

- Identify areas where external agreements may augment university telecommunications during an incident.
- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.
- Assist the university in hardening the physical security of telecommunications infrastructure.
- Other actions as necessary.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Division of Information Technology. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Executive Director, Network Infrastructure and Services or designee
 - Implements this ESF.
 - Contacts supporting departments and external agencies and vendors, as needed.
 - Coordinates and integrates overall response and recovery efforts.
 - Provides periodic staff briefings as required.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for telecommunications and oversee coordination of their allocation.
 - Identifies telecommunications needs.
- Director, Switch Engineering or designee
 - Distributes telephony equipment as required.
 - Coordinates activation of telephone lines.
 - Serves within Virginia Tech's Incident Command System, as needed.
- Director, Voice and Mobile Technologies or designee
 - Responsible for providing operational computer networks during an incident.
 - Provides network connectivity.
 - Restore required telecommunications to support essential business functions.
 - Serves within Virginia Tech's Incident Command System, as needed

Departments

- Division of Information Technology
 - Plans and coordinates the emergency telecommunications and information technology programs on the Virginia Tech campus.
 - Serves within Virginia Tech's Incident Command System, as needed.

- Coordinates and maintains campus wide telecommunications.
- Coordinates the acquisition and deployment of additional telecommunications equipment, personnel and resources necessary to establish temporary telecommunications capabilities.
- Works with external vendors to restore telecommunications capabilities and services.
- Provides additional staffing in the EOC to assist with telecommunications functions.
- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Facilities Services
 - Provides assistance to the Information Technology department.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's response and recovery efforts.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Assists with establishing agreements as needed to support ESF 2 operations.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Division of Information Technology and Network Infrastructure and Services, with guidance provided by Virginia Tech Emergency Management, to maintain and exercise this ESF.

4.2. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Division of Information Technology and Network Infrastructure and Services, is responsible for the development of this ESF.



EMERGENCY SUPPORT FUNCTION #3: FACILITIES SERVICES AND INFRASTRUCTURE

Annex C to Crisis and Emergency Management Plan

June 2019

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENT

- Office of the Associate Vice President for Facilities Services and Chief Facilities Officer

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services - Facilities Operations
- Virginia Tech Facilities Services – Utilities and Strategic Initiatives
- Virginia Tech Facilities Services - Virginia Tech Electric Service
- Virginia Tech Facilities Services – University Design and Construction
- Virginia Tech Emergency Management
- Virginia Tech Office of the University Building Official
- Virginia Tech Environmental Health & Safety
- Virginia Tech Purchasing Department
- Other Departments as required

EXTERNAL SUPPORTING AGENCIES

- Town of Blacksburg
- Municipal Electric Power Association of Virginia
- Montgomery County
- Montgomery Regional Solid Waste Authority
- Blacksburg-Christiansburg-VPI Water Authority
- Blacksburg, Christiansburg, Virginia Tech Sanitation (Sewer) Authority
- Virginia Tech-Montgomery Executive Airport Authority
- Blacksburg Transit
- Virginia State Fire Marshal's Office
- Other agencies and vendors as required.

1.1 OVERVIEW

Emergency Support Function (ESF) #3 – *Facilities Services and Infrastructure* is responsible for actions associated with the operation and maintenance of the campus infrastructure, including central utility systems, during an incident. The Facilities Services monitors Virginia Tech's utilities and buildings during an incident. This ESF encompasses water, sewer, natural gas, and electrical functions of the university, as well as preparations and repairs for individual buildings and site infrastructure. Debris removal is also addressed in this ESF.

1.2 PURPOSE

- Provide guidance to conduct inspections of buildings, utility systems and site infrastructure.
- Provide guidance on emergency construction and repair for buildings, transportation networks, and utilities.
- Provide guidance on debris removal and damage assessment.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Virginia Tech Continuity of Operations (COOP) Plans – Facilities Services Departments
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

Virginia Tech may experience incidents which may damage structures, streets, and utilities. Roadways, bridges, storm drainage, sewer and utilities may be damaged or destroyed, necessitating repair, restoration or replacement. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment may be inaccessible or damaged.

1.5 ASSUMPTIONS

- Depending on the nature of the incident, critical employees may be unable to report for duty or unable to perform their duties.
- University personnel and equipment may be overwhelmed requiring resource assistance from external entities.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

Facilities Services coordinates utilities, maintenance, engineering, and construction activities. Following an incident, damage assessment actions are coordinated by the University Building Official.

2.2 PHASES OF EMERGENCY MANAGEMENT

Notification

- Virginia Tech Emergency Management notifies Facilities Services when events have taken place necessitating the activation of this ESF. It is also possible that Facilities Services would be the first responding organization to an incident in this instance, Facilities Services would notify Virginia Tech Emergency Management.

Activation

- The Associate Vice President and Chief Facilities Officer or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Develop procedures for incident response and recovery for Facilities Services activities.
- Provide training and personal protective equipment as needed.
- Maintain liaison with external agencies and vendors.

- Establish pre-designated sites for debris removal.
- Other actions as necessary.

Response Actions

- Perform initial damage assessment of university buildings, roads, and utility systems.
- Coordinate with support agencies to supply requested services and resources.
- Prioritize the deployment of services and equipment based on available resources and critical needs.
- Provide debris clearance, emergency protective measures, emergency and temporary repairs and/or construction on buildings and infrastructure.
- Provide construction equipment, supplies, and personnel.
- Prioritize restoration of utilities throughout university buildings.
- Serve as liaison with external agencies and vendors.
- Other actions as necessary.

Recovery Actions

- Provide documentation of costs incurred for the response and recovery efforts.
- Provide initial damage assessment to the Assistant Vice President for Emergency Management or designee.
- Other actions as necessary.

Mitigation Actions

- Identify opportunities to lessen the effects of future incidents.
- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.
- Other actions as necessary.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is Facilities Services. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Associate Vice President and Chief Facilities Officer or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for Facilities Services and oversee coordination of their allocation.
 - Identifies Facilities Services' needs.

- Director of Facilities Operations or designee
 - Maintains pre-incident contracts are in place for debris and snow removal.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates repair of sewer mains, water mains, central steam headers, central chilled water plants, and chilled water distribution system on campus as needed.
- Director of Utilities and Strategic Initiatives or designee
 - Identifies steam utilities that are needed on campus.
 - Prioritizes restoration process of these utilities on campus.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Assists Facilities Operations with repair of central assets involving steam plants.
 - Coordinates response and support activities of Virginia Tech Electric Services.

Departments

- Virginia Tech Facilities Services
 - Coordinates Facilities Services support for the emergency construction, demolition, repair, operation and management of university facilities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates the inspection and repair of essential equipment, buildings and utilities on campus.
 - Coordinates the acquisition and deployment of additional Facilities Services equipment, personnel and resources.
 - Works with utility companies to restore affected utility capabilities and services.
 - Provides additional staffing in the EOC.
 - Provides utility companies with restoration priorities.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- University Design and Construction
 - Contract management.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provides purchasing guidelines and documentation requirements.
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Supports the development and maintenance of standard operating procedures with Facilities Services.
 - Assists with establishing agreements as needed to support ESF 3 operations.
- Office of the University Building Official
 - Supports inspection of damaged structures in order to determine safety status of these assets.
 - Serves within Virginia Tech's Incident Command System, as needed

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of Facilities Services, with guidance provided by Virginia Tech Emergency Management, for maintaining and exercising this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by Facilities Services, is responsible for the development of this ESF.



EMERGENCY SUPPORT FUNCTION #4: EMERGENCY SUPPORT SERVICES

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Emergency Management
- Virginia Tech Police Department
- Virginia Tech Rescue Squad

SUPPORTING DEPARTMENTS

- Virginia Tech Environmental Health & Safety
- Virginia Tech Facilities Services
- Other departments as needed.

EXTERNAL SUPPORTING AGENCIES

- County of Montgomery
- Town of Blacksburg
- Blacksburg Fire Department
- Blacksburg Volunteer Rescue Squad
- Virginia Department of Emergency Management
- Other external agencies as required.

1.1 OVERVIEW

Emergency Support Function (ESF) #4 – *Emergency Support Services* identifies Virginia Tech’s interaction with and need for emergency services support, such as firefighting, Emergency Medical Services (EMS), search and rescue, and other services during an incident.

1.2 PURPOSE

This ESF offers guidance to emergency support services that are responsible for fire suppression, EMS activities, and hazardous materials support on the Virginia Tech campus resulting from or occurring with natural, technological or human-caused incidents.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Montgomery County Emergency Operations Plan September 2017

1.4 SITUATION

Virginia Tech may experience incidents that may require the need for outside support. Personnel, equipment, and supply resources may be insufficient to meet demands. Equipment maybe inaccessible or damaged.

1.5 ASSUMPTIONS

- In most situations, Virginia Tech's personnel and equipment, in conjunction with services provided by contract with the Blacksburg Fire Department, and personnel and equipment provided through preexisting mutual aid agreements, are adequate to respond to a local incident.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.
- Virginia Tech uses the Incident Command Systems to manage incidents.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The Blacksburg Fire Department is responsible for providing fire protection for the Virginia Tech campus. The Virginia Tech Rescue Squad is responsible for providing EMS services for the Virginia Tech campus. The Blacksburg Volunteer Rescue Squad and other regional EMS agencies provide support for the Virginia Tech Rescue Squad in the event the Virginia Tech Rescue Squad is overwhelmed by an incident.

The lead authority, whether the Virginia Tech Police Department, Virginia Tech Rescue Squad, Blacksburg Fire Department, or other agency, alerts other responders regarding the status of the situation. The on-scene Incident Commander is responsible for advising decision makers about the risks associated with the threat and recommending methods for suppression, search, or mitigation of the incident.

2.2 PHASES OF MANAGEMENT

Notification

- The lead authority on the scene (Virginia Tech Police Department Virginia Tech Rescue Squad, Blacksburg Fire, or other agency as determined by the nature of the incident) notifies Virginia Tech Emergency Management when an incident has taken place and there is a need to activate this ESF.

Activation

- The lead authority on the scene, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Review, establish and maintain mutual aid agreements.
- Train staff and volunteers for fire, rescue, and law enforcement operations.
- Inspect equipment for serviceability.
- Review communication interaction and interoperability between the Virginia Tech Police Department and regional response agencies.
- Review the Incident Command System.

- Virginia Tech Environmental Health & Safety personnel perform pre-fire planning of campus buildings.
- Other actions as necessary.

Response Actions

- As needed, establish communications with the Virginia Tech EOC and report any damage observed.
- Request the support of fire, rescue and law enforcement personnel with equipment based upon prioritization of need during emergencies.
- Prioritize the deployment of services and equipment based on available resources and critical needs.
- Request mutual aid, as needed.
- Designate staging area(s).
- Coordinate EMS functions.
- Evaluate the need for the activation of search and rescue teams.
- Other actions as necessary.

Recovery Actions

- Coordinate the identification of potential fire hazards, such as damaged gas lines and power lines on the Virginia Tech campus.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.
- Assist in fire safety programs as requested by the Virginia Tech Environmental Health & Safety department.
- Prepare mutual aid agreements.
- Other actions as necessary.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead departments responsible for the coordination of this ESF are Virginia Tech Emergency Management, Virginia Tech Police Department, and/or Virginia Tech Rescue Squad. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Assistant Vice President for Emergency Management or designee
 - Implements this ESF.

- Serves within Virginia Tech's Incident Command System, as needed; and
- Coordinates development of this ESF.
- Virginia Tech Rescue Squad Chief or designee
 - When the authority on scene, and in consultation with the Assistant Vice President for Emergency Management or designee, implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for emergency support services and oversee coordination of their allocation in conjunction with the Assistant Vice President for Emergency Management.
 - Assists with identification of emergency support service needs.
- Chief of Police and Director of Security or designee
 - When the authority on scene, and in consultation with the Assistant Vice President for Emergency Management or designee, implements this ESF.
 - Identifies and provides law enforcement support personnel.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for emergency support services and oversee coordination of their allocation in conjunction with the Assistant Vice President for Emergency Management.
 - Assists with identification of emergency support service needs.
- Blacksburg Fire Department Chief or designee
 - When the authority on scene, and in consultation with the Assistant Vice President for Emergency Management or designee, implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource requirements for emergency support services and oversees coordination of their allocation in conjunction with the Assistant Vice President for Emergency Management or designee.
 - Assists with identification of emergency support service needs.

Departments

- Virginia Tech Environmental Health & Safety
 - Supports the identification, evaluation and control of chemical, radiological and/or biological hazards that may be present in impacted buildings.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Police Department
 - Identify if law enforcement support is needed.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinate law enforcement support personnel in conjunction with Virginia Tech Police Department operations.

- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Facilities Services
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Supports the delivery of supplies, equipment and materials needed to support response efforts.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested within applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of Virginia Tech Emergency Management, in conjunction with the Virginia Tech Police Department and Virginia Tech Rescue Squad, to maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management is responsible for the development of this ESF.



EMERGENCY SUPPORT FUNCTION #5: EMERGENCY MANAGEMENT

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Emergency Management

SUPPORTING DEPARTMENTS

- Virginia Tech Police Department
- Virginia Tech Facilities Services
- Virginia Tech Environmental Health & Safety
- University Relations
- Division of Student Affairs
- Other departments as required.

EXTERNAL SUPPORTING AGENCIES

- Montgomery County
- Town of Blacksburg
- Virginia Department of Emergency Management
- Virginia Criminal Injuries Compensation Fund/Virginia Department of Criminal Justice Services
- Other external agencies as required.

1.1 OVERVIEW

Emergency Support Function (ESF) #5 – *Emergency Management* identifies principle entities for managing university operations during, or immediately following, an incident. Further, this ESF provides guidance for managing information flow between the Safety and Security Policy Committee, the Emergency Operations Center (if activated), Virginia Tech Emergency Management, and supporting departments. Finally, this ESF establishes a method for coordinating university departmental operations in response to an incident.

1.2 PURPOSE

- Coordinates the university's incident response and recovery activities.
- To collect, analyze and share information about a potential or actual incident, emergency, or event to enhance the response and recovery activities of the university.
- Emergency Management supports incident management and activates the EOC.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Virginia Tech Policy 5615 – University Safety and Security
- Montgomery County Emergency Operations Plan September 2017

1.4 SITUATION

Virginia Tech may experience incidents, which may occur at any time and cause injury or loss of life, public and private property damage, environmental degradation, and disruption of the university's services and mission.

1.5 ASSUMPTIONS

- University units/departments/divisions essential for life safety are given priority for assistance and support as needed and available.
- Depending on the nature of the incident, critical employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

In accordance with the Virginia Tech CEMP and this ESF, the lead and support departments are responsible for overall coordination of university and external response and recovery personnel and resources during an incident, emergency, or event. This ESF consists of command and control, management of the overall university response to an incident, and management of the Emergency Operations Center (EOC). All requests for activation/coordination of any of these functions are submitted to the Incident Commander (IC) and/or Unified Command (UC) and/or EOC (if activated) for coordination, validation, and/or action in accordance with this ESF.

2.2 PHASES OF MANAGEMENT

Notification

- Upon notification that an incident has occurred, Virginia Tech Emergency Management will notify the Chief of Police and Director of Security and university leadership as necessary.

Activation

- The Assistant Vice President for Emergency Management or designee activates this ESF.

Preparedness Actions

- Maintain the Virginia Tech CEMP and the emergency management program of the university.
- Provide emergency and disaster related training and orientation to university officials to familiarize them with incident related responsibilities.
- Enhance campus emergency first-response capabilities through training and exercises.
- Maintain the Virginia Tech Emergency Notification System.
- Coordinate preparedness planning with external agencies and vendors.
- Other actions as necessary.

Response Actions

- Serve as part of Unified Command.
- Manage the university's EOC and establish the Virginia Tech Incident Command System organizational structure.
- Collect, display, and document the information provided to the Incident Management Team (IMT) staffing the EOC.
- Maintain situational awareness.
- Provide input for press releases and public information.
- Coordinate university assets.
- Other actions as necessary.

Recovery Actions

- Continue to gather information, prepare and distribute situation reports, as needed.
- Coordinate transition from short-term recovery to intermediate and long-term recovery.
- Other actions as necessary.

Mitigation Actions

- Update the university Hazards Mitigation Plan and/or Hazard, Risk, and Vulnerability Assessment. Seek to mitigate identified hazards on a prioritized basis as funding becomes available.
- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.
- Other actions as necessary.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is Virginia Tech Emergency Management. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Emergency Management or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
- Chief of Police and Director of Security or designee
 - Prioritizes law enforcement needs.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provides law enforcement support as requested by the Assistant Vice President for Emergency Management or designee.

Departments

- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Assign EOC duties and responsibilities.
 - Maintains a notification roster of the Incident Management Team.
 - Establishes a system and procedures for notifying the Incident Management Team.
 - Identifies adequate facilities and resources to activate and operate an EOC.
 - Coordinates emergency management memoranda of understanding with adjoining jurisdictions and relief organizations, such as the American Red Cross, as needed.
 - Maintains current contact information for the Criminal Injury Compensation Fund and the Virginia Department of Criminal Justice Information Services, pursuant to Code of Virginia, Title 23.1, Chapter 8.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Assistant Vice President for Emergency Management or designee to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Assistant Vice President for Emergency Management or designee is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION #6: FOOD, WATER, AND HOUSING SERVICES

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Dining Services
- Virginia Tech Housing and Residence Life
- Virginia Tech Division of Student Affairs

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Emergency Management
- Virginia Tech Athletics
- Virginia Tech Student Engagement and Campus Life

EXTERNAL SUPPORTING AGENCIES

- American Red Cross
- Salvation Army
- Town of Blacksburg
- County of Montgomery
- Blacksburg-Christiansburg-VPI Water Authority
- Virginia Department of Social Services

1.1 OVERVIEW

Emergency Support Function (ESF) #6 – *Food, Water, and Housing Services* provides guidance on how food services, water distributions, and temporary housing accommodations are managed during an incident for the campus community.

1.2 PURPOSE

- Continue the provision of dining services, receive and respond to requests for food and water from the university community.
- Continue the provision of housing services.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

A significant incident or emergency may disrupt normal food and housing operations. The magnitude of damages to critical infrastructure could overwhelm emergency response efforts.

1.5 ASSUMPTIONS

- Dining Services will strive to continue to provide dining services to the campus community during and after an incident.
- Virginia Tech can obtain both food stocks and prepared food from local vendors if the normal supply chains are interrupted.
- Adequate potable water will be made available to provide for hydration, sanitation and food preparation.
- If advance notice of an incident is given, the university will take steps to stockpile food, water and related supplies.
- Housing requirements will be met using campus facilities and/or area providers.
- Depending on the nature of the incident, critical employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The Division of Student Affairs manages food, water, and housing resources through coordination with the Emergency Operations Center (EOC). The Virginia Tech Intellectual Property, in conjunction with the Assistant Vice President for Emergency Management or designee, makes the determination of either sheltering in-place or activating housing options for students, faculty, and staff. The American Red Cross may be requested to support shelter and feeding operations if the EOC as requested.

2.2 PHASES OF MANAGEMENT

Notification

- The Assistant Vice President for Emergency Management or designee notifies the Senior Associate Vice President for Student Affairs when an incident requires the activation of this ESF.

Activation

- Senior Associate Vice President for Student Affairs or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Maintain a 72 hour supply of food.
- With advance notice, the university may purchase and stock additional food and water supplies.
- Identify and maintain buildings used as shelters during an incident.
- Establish and maintain notification lists for DSA personnel to respond to the incident.
- Provide initial and periodic training for DSA personnel.
- Determine the maximum capacities for each potential shelter.
- Other actions as necessary.

Response Actions

- Identify the number of affected students, their location(s), and what usable food-preparation facilities are available for feeding.
- Coordinate efforts with outside agencies.
- Ensure food is fit for consumption.
- Coordinate shipment of food.
- Provide EOC staff.
- Assist in food and water distribution to sheltered persons.
- Identify which shelters are to be opened on campus and/or identify buildings where sheltering.
- Identify when additional resources will be needed, and make appropriate requests (e.g., American Red Cross, Virginia Department of Emergency Management).
- Other actions as necessary.

Recovery Actions

- Continue to gather information, prepare situation reports, as needed.
- Determine short-term and long-term housing/sheltering needs for the university.
- Coordinate re-establishment and re-entry of residence areas.
- Obtain and organize incident documentation for after action report.
- Other actions as necessary.

Mitigation

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Virginia Tech Division of Student Affairs. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Senior Associate Vice President for Student Affairs or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates the activation of supporting departments and external support agencies/vendors.
 - Provides logistical and fiscal activities for this ESF.
 - Provides emergency sheltering for displaced on-campus students.
 - Identifies the need for mass care and shelter as a result of an incident.

- Provides periodic staff briefings as required.

Departments

- Division of Student Affairs
 - Coordinates the distribution of food and water during, or following an incident.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Identifies resource needs.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's response and recovery efforts.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Assists with establishing agreements as needed to support ESF 6 operations.
- Virginia Tech Police Department
 - Provides security to, and access restriction for sheltering operations.
 - Serves within Virginia Tech's Incident Command System, as needed.
- Facilities Services
 - Coordinates with the localities and vendors to respond to water-supply impacts.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Assists with the movement of materials, equipment and supplies.
- Athletics, Student Engagement and Campus Life
 - Identify shelters upon request of the EOC.
 - Serves within Virginia Tech's Incident Command System, as needed.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Division of Student Affairs and associated departments, with guidance from the Virginia Tech Emergency Management to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Virginia Tech Emergency Management, with guidance provided by DSA and associated departments, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#7: FINANCE AND RESOURCE MANAGEMENT**

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Office of Budget and Financial Planning
- Virginia Tech Insurance and Risk Management

SUPPORTING DEPARTMENTS

- Office of Budget and Financial Planning
- Virginia Tech Office of Capital Assets and Financial Management
- Virginia Tech University Controller
- Virginia Tech Division of Information Technology
- Virginia Tech Emergency Management
- Virginia Tech Hokie Passport Services
- Virginia Tech Division of Student Affairs
- Virginia Tech Athletics
- Virginia Tech Facilities Services
- Virginia Tech University Legal Counsel

1.1 OVERVIEW

Emergency Support Function (ESF) #7 – *Finance and Resource Management* provides guidance for how resources are procured. This ESF describes how finances are managed during and following an incident including how to manage reimbursement procedures.

1.2 PURPOSE

- Procure resources critical to the management of an incident or emergency.
- Provide financial management through the duration of the incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Individual unit/department/division policy and procedures
- Public Assistance Guide FEMA 321 – Policy Digest

1.4 SITUATION

Incidents can have an immediate impact on university resources resulting in supply shortages. In addition, specialized equipment and services may be required to protect and restore property during response and recovery operations. The identification, procurement, and allocation of resources are vital to ensure effective university emergency operations.

1.5 ASSUMPTIONS

- Incidents may require the activation of university staging areas.

- Students use their Hokie Passport ID Card as a student ID, to access residential buildings, and to make purchases throughout the campus and community. Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and support units/departments/divisions for ESF #7 address the resource needs of the university. The Assistant Vice President for Budget and Financial Planning or designee acts as the Finance and Administration Section Chief in the Emergency Operations Center (EOC). Lead and support agencies are responsible for conducting activities based on their own policies and procedures. Resource lists are developed and maintained that detail the type, location, contract arrangements, for the acquisition of emergency resources and assistance.

The Assistant Vice President for Budget and Financial Planning or designee assists university units/departments/divisions in the procurement of necessary resources, to include the contracting of specialized services and the hiring of additional personnel, to respond to and recover from an incident.

2.2 PHASES OF MANAGEMENT

Notification

- The Assistant Vice President for Emergency Management or designee notifies the Office of the Assistant Vice President for Budget and Financial Planning when incidents have taken place and there is a need to activate this ESF.

Activation

- The Assistant Vice President for Budget and Financial Planning or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Develop processes and procedures for emergency procurement.
- Other actions as necessary.

Response Actions

- Serve within Virginia Tech's Incident Command System, as needed.
- Maintain Hokie Passport card system.
- Provide financial and procurement support and oversight.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare situation reports, as needed.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Office of Budget and Financial Planning. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Assistant Vice President for Budget and Financial Planning or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Activates support departments.
 - Coordinates logistical and fiscal activities for this ESF.
 - Meets with support agencies as needed.
 - Coordinates and integrates overall purchasing and procurement efforts.
 - Provides periodic staff briefings as required.

Departments

- Office of Budget and Financial Planning, Office of Capital Assets and Financial Management, Virginia Tech University Controller, Virginia Tech Procurement Department and Surplus Property
 - Locates and procures resources units/departments/divisions to support emergency response, business continuity, and recovery operations.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Contracts for resources, equipment, and personnel, if necessary.
- Insurance and Risk Management
 - Provides accounting for incident impacts on facilities, equipment, materials and supplies.
 - Serves within Virginia Tech's Incident Command System, as needed. and
 - Coordinates recovery of spent funds and restoration of damaged assets using insurance and state and federal resources.

- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Division of Information Technology
 - Ensures the operational integrity of computers and networks needed to support this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Serves within Virginia Tech's Incident Command System, as needed.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Office of Budget and Financial Planning with guidance provided by Virginia Tech Emergency Management, to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Office of Budget and Financial Planning, with guidance provided by Virginia Tech Emergency Management is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION #8: HEALTH, BEHAVIORAL HEALTH, AND MEDICAL SERVICES

Annex C to Crisis and Emergency Management Plan

June 2019

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Blacksburg, Virginia 24061
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www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Schiffert Health Center
- Virginia Tech Cook Counseling Center

SUPPORTING DEPARTMENTS

- Virginia Tech Emergency Management
- Dean of Students
- Virginia Tech Services for Students with Disabilities
- Virginia Tech Human Resources
- Virginia Tech Rescue Squad
- Virginia Tech Division of Student Affairs
- Virginia Tech Police Department

EXTERNAL SUPPORTING AGENCIES

- Lewis-Gale
- New River Valley Community Services Board
- Carilion Clinic
- Virginia Department of Health
- American Red Cross
- Virginia Criminal Injuries Compensation Fund /Virginia Department of Criminal Justice Services
- Other agencies as needed

1.1 OVERVIEW

Emergency Support Function (ESF) #8 – *Health, Behavioral Health, and Medical Services* describes the actions taken by the Schiffert Health Center, Cook Counseling Center, and Virginia Tech Rescue Squad in an incident. It also describes actions taken on campus for a major medical emergency and information regarding psychological first-aid or other assistance for the Virginia Tech campus.

1.2 PURPOSE

- Provide public health guidance as needed.
- Coordinate public health response with Virginia Department of Health and other external agencies.
- Provide continuance of medical care services.
- Provide emergency medical treatment for incident casualties.
- Assess psychological first aid needs, render appropriate aid, and coordinate behavioral health services.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Virginia Tech Primary Continuity of Operations Plan

- Virginia Tech Policy 4345 – Employee Assistance Program
- Virginia Tech Community Assistance Plan

1.4 SITUATION

Virginia Tech may experience incidents which may affect the health and behavioral health of the campus community.

1.5 ASSUMPTIONS

- Public health districts or offices on campus notify the Schiffert Health Center of the status of local health emergencies and the need to manage the incident.
- Incidents may overwhelm the Schiffert Health Center and/or Cook Counseling Center.
- There may be an increased need for medical and behavioral health services.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.
- Management of mass fatalities is directed by the Fatality Plan for the Office of the Chief Medical Examiner and *GUIDELINES FOR REPORTING AND MANAGING MASS FATALITY EVENTS WITH THE VIRGINIA MEDICAL EXAMINER SYSTEM*.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The Schiffert Health Center provides triage and basic medical care for students. The Cook Counseling Center provides behavioral health services for students. The Virginia Tech Rescue Squad, which reports to and is advised by the Virginia Tech Police Department, provides EMS services for the University. The Office of Services for Students with Disabilities provides support as needed for students. Where incidents impact faculty and staff, provision of behavioral health and counseling services may also be coordinated with Human Resources. The university has developed a Disaster Behavioral Health Plan designed to meet the immediate behavioral health needs of students, faculty, staff, and visitors.

2.2 PHASES OF MANAGEMENT

Notification

- Virginia Tech Assistant Vice President for Emergency Management or designee notifies the Schiffert Health Center, the Cook Counseling Center, and Human Resources when incidents have taken place and there is a need to activate this ESF.

Activation

- The Assistant Vice President for Health and Wellness or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Provide and conduct planning, training, and exercise activities.
Establish a coordinating relationship with local hospitals and emergency medical services providers.
- Other actions as necessary.

Response Actions

- Serve within Virginia Tech's Incident Command System, as needed.
- Schiffert Health Center will provide triage and basic medical care to students injured on campus.
- The Cook Counseling Center and Human Resources will coordinate behavioral health services for campus community and assist in the activation of the Disaster Behavioral Health Plan.
- Dean of Students will monitor the status of students physically injured as allowed.
- VTRS will provide emergency medical treatment, care, and transport services for the university.
- Notify the Office of the Chief Medical Examiner for mass fatality incidents.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare situation reports, as needed.
- Determine short-term and long-term behavioral health and medical needs for the university.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Division of Student Affairs (specifically units involved in health and wellness: Schiffert Health Center, Cook Counseling Center, etc.). Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Assistant Vice President for Student Affairs (Health and Wellness) or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Activates supporting departments and external supporting agencies.
 - Coordinates and integrates overall efforts.
 - Provides periodic staff briefings as required.
 - Provides reports and requests for assistance to the EOC.

Departments

- Division of Student Affairs (Schiffert Health Center, Cook Counseling Center, etc.):
 - Provides personnel, equipment, supplies and other resources necessary to coordinate plans and programs for medical and behavioral health activities during an incident.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates the dissemination of disaster related public health and critical stress management information with Public Information Officer.
 - Provides preventive health services.
 - Coordinates with hospitals and other health providers on response to health needs.
 - Assists in coordination of Disaster Behavioral Health Plan.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Rescue Squad
 - Provides emergency medical treatment, care, and transport for the university community.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Human Resources
 - Assists in coordination of Disaster Behavioral Health Plan.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates employee benefits and support programs as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Supports the development and maintenance of behavioral health and medical care and response plans with DSA, outside agencies and volunteer organizations. and
 - Assists with establishing agreements as needed to support ESF 8 operations.
- Virginia Tech Police Department
 - In the event of a fatality, contact and coordinate with the medical examiner in accordance with the *GUIDELINES FOR REPORTING AND MANAGING MASS FATALITY EVENTS WITH THE VIRGINIA MEDICAL EXAMINER SYSTEM*.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.
- Provide mass fatality and mortuary services through the Office of the Chief Medical Examiner's Office where applicable.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Division of Student Affairs, with guidance provided by Virginia Tech Emergency Management, to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Division of Student Affairs, is responsible for the development of this ESF.



EMERGENCY SUPPORT FUNCTION **#9: HAZARDOUS MATERIALS**

Annex C to Crisis and Emergency Management Plan

June 2019

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Virginia Tech Emergency Management
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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Environmental Health & Safety

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Police Department
- Virginia Tech Emergency Management

EXTERNAL SUPPORTING AGENCIES

- Blacksburg Fire Department
- Virginia Department of Emergency Management
- Virginia Department of Emergency Management Regional Hazardous Materials Response Team
- Montgomery County
- Town of Blacksburg
- Virginia Department of Environmental Quality

1.1 OVERVIEW

Emergency Support Function (ESF) #9 – *Hazardous Materials* provides for the rapid and appropriate response to an incident involving hazardous materials.

1.2 PURPOSE

Provide processes for an appropriate response to any hazardous materials incident that may occur on the Virginia Tech campus.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Montgomery County Emergency Operations Plan, September 2017
- Virginia Hazardous Materials Emergency Response Program (Code of Virginia § 44-146.34 through § 44-146.34)

1.4 SITUATION

Incidents involving hazardous materials can affect the campus population, the environment, and property. When university personnel cannot manage the response, assistance is requested from the Blacksburg Fire Department, Virginia Department of Emergency Management Regional Hazardous Materials Response Team, and emergency service vendors. Incidents may involve chemical, biological and/or radiological materials.

1.5 ASSUMPTIONS

- University hazardous materials responders are trained in the types of response they may need to perform.
- The university campus is appropriately notified of potential dangers and precautionary actions.
- Requests for support are coordinated through the Emergency Operations Center (EOC) if activated.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The Virginia Tech Crisis and Emergency Management Plan and this ESF provide the guidance for managing hazardous materials incidents. All requests for hazardous materials support are submitted to the EOC (if activated) for coordination, validation, and/or action in accordance with this ESF. If the EOC is not activated, requests for hazardous materials support are made by the on-scene commander.

2.2 PHASES OF MANAGEMENT

Notification

- Virginia Tech Police Department Dispatch/Security Center notifies the Virginia Tech Environmental Health & Safety on-call staff member(s) and other relevant response personnel when events have taken place that require a hazardous materials response.

Activation

- The Assistant Vice President for Environmental Health and Safety or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of the ESF.

Preparedness Actions

- Maintain industrial hygiene program at Virginia Tech
- Environmental Health and Safety maintains biological, chemical, and radiological safety programs.
- Other actions as necessary.

Response Actions

- Assess and provide initial response to hazardous materials incident.
- Assist in containing and controlling a release if properly trained.
- Advise EOC, Virginia Tech Police Department, Virginia Tech Emergency Management of incident size and impact to the area.

- Contact and coordinate with outside agencies for assistance, if necessary.
- Determine the need for immediate evacuation or sheltering-in-place.
- Other actions as necessary.

Recovery Actions

- Continue to gather information, prepare situation reports, as needed.
- Determine short-term and long-term effects of the hazardous materials incident.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Office of Environmental Health & Safety. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Assistant Vice President for Environmental Health and Safety or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates with support agencies.
 - Provides periodic staff briefings as required.
 - Provides reports and requests for assistance to the EOC.

Departments

- Environmental Health & Safety
 - Provides personnel, equipment, supplies and other resources necessary to coordinate a hazardous material response.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Conducts hazardous materials training.
 - Provides technical information as needed.
 - Coordinates control, cleanup, and restoration efforts with local, state, and federal agencies.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

- Virginia Tech Police Department
 - Assists in coordinating evacuation of an affected area.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provides security.
 - Issues warnings and alerts within its capabilities and/or coordinates the issuance of warnings and alerts via University Relations and Virginia Tech Emergency Management.
- Facilities Services
 - Provides materials, equipment and supplies as needed to support response efforts.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Supports evacuation and relocation of personnel and operations as requested.
- Virginia Tech Emergency Management
 - Coordinates the university's response and recovery efforts.
 - Assists with establishing agreements as needed to support ESF 9 operations.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of Environmental Health and Safety, with guidance provided by Virginia Tech Emergency Management to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by Environmental Health & Safety, is responsible for the development of this ESF.

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EMERGENCY

SUPPORT

FUNCTION

#10: ACADEMICS

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Office of the Executive Vice President and Provost

SUPPORTING DEPARTMENTS

- Virginia Tech Office of the University Registrar
- Virginia Tech Division of Information Technology
- Virginia Tech Vice President for Operations
- Virginia Tech Vice President and Dean for Graduate Education
- Virginia Tech University Relations
- Virginia Tech Facilities Services
- Virginia Tech Emergency Management

1.1 OVERVIEW

Emergency Support Function #10 – *Academics* describes what actions need to be taken to support continuity of all academic programs of the university during and/or following an incident.

1.2 PURPOSE

Defines the roles and responsibilities for continuity of the academic programs during, or immediately following an incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- State Council Higher Education of Virginia (SCHEV)
- Virginia Polytechnic Institute and State University Policy 4305: Policy on Authorized Closings
- Virginia Tech Primary Continuity of Operations Plan.
- Provost's Office Continuity of Operations Plan.

1.4 SITUATION

An incident may result in the closing of the campus and/or the canceling of classes.

1.5 ASSUMPTIONS

- The length of a suspension of classes or university closure can affect the delivery of academic programs.
- Loss of power may temporarily disrupt some classes.
- Requests for support are coordinated through the Emergency Operations Center (EOC), or Director of Emergency Management (or designee).
- The Office of the Senior Vice President and Provost, and the University Primary Continuity of Operations Plans will aid in decision-making related to the restoration of academic programs.

- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

Maintaining or restoring academic continuity during or following an emergency is essential for sustaining the university's mission. Representatives from Office of the Executive Vice President and Provost, Office of the Vice President for Research and Innovation, college deans impacted by an incident will be convened as needed to determine recovery and continuity actions. University Relations will coordinate communications with campus community and other authorities.

2.2 PHASES OF MANAGEMENT

Notification

- Virginia Tech Emergency Management notifies the Office of the Executive Vice President and Provost when incidents have taken place warranting the activation of this ESF.

Activation

- The Executive Vice President and Provost or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Review university closure policy and procedures.
- Maintain plan for academic continuity.
- Other actions as necessary.

Response Actions

- Determine impacts on academic programs.
- Serve within Virginia Tech's Incident Command System, as needed.
- Implement necessary actions to recover and maintain core and critical academic programs.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare and distribute situation reports as needed.
- Determine and implement short- and long-term recovery strategies.
- Other actions as necessary.

Mitigation

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Office of the Executive Vice President and Provost. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Executive Vice President and Provost or designee
 - Implements this ESF.
 - Maintains of continuity of operations plans.
 - Develops and maintains this ESF.
 - As part of the Safety and Security Policy Committee, evaluates the impact of an incident and determines business continuity and recovery actions for academic programs.
 - Provides periodic staff briefings as required.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Consults with the Senior Vice President for Operations and Administration on university closings.

Departments

- Office of the Executive Vice President and Provost
 - Identify academic space options.
 - Determine adjustments to class schedules where necessary.
 - Provide academic advising services in response to an incident.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management
- Division of Information Technology
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Provide support for the continuance of academic programs.
- Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of continuance of academic programs.
 - Serves within Virginia Tech's Incident Command System, as needed.

- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Serves within Virginia Tech's Incident Command System, as needed.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Office of the Executive Vice President and Provost, with guidance provided by Virginia Tech Emergency Management, to develop and maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Office of the Executive Vice President and Provost, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#11: RESEARCH**

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Office of the Vice President for Research and Innovation

SUPPORTING DEPARTMENTS

- Virginia Tech Division of Information Technology
- Virginia Tech Office of the Executive Vice President and Provost
- Virginia Tech Division of Operations
- Virginia Tech Vice President and Dean for Graduate Education
- Virginia Tech University Relations
- Virginia Tech Facilities Services
- Virginia Tech Emergency Management

1.1 OVERVIEW

Emergency Support Function #11 – *Research* describes what actions need to be taken to support research activities during and following an incident.

1.2 PURPOSE

Support the recovery and continuation of research during and following an incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Virginia Polytechnic Institute and State University Policy 4305: Policy on Authorized Closings

1.4 SITUATION

An incident has occurred that results in the interruption of research activities.

1.5 ASSUMPTIONS

- Closing of the campus may affect research.
- Loss of power may temporarily disrupt some research activities.
- Requests for support are coordinated through the Emergency Operations Center (EOC).
- The university primary and departmental Continuity of Operations Plans will guide decision making related to the restoration of research activities.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties

2. CONCEPT OF OPERATIONS

2.1 GENERAL

During an incident, the Safety and Security Policy Committee convenes to determine response, recovery and business continuity priorities. Representatives from the Office of the Vice President for Research and Innovation and college deans will be convened as needed to determine recovery and continuity actions. University Relations will provide incident-specific communications to the campus community.

2.2 PHASES OF MANAGEMENT

Notification

- The Office of the Vice President for Research and Innovation notifies the Assistant Vice President for Emergency Management or designee when incidents have taken place and there is a need to activate this ESF.

Activation

- The Vice President for Research and Innovation or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Maintain departmental Continuity of Operations Plans to support the continuance of research activities.
- Other actions as necessary.

Response Actions

- Determine incident impacts on research.
- Implement necessary actions to recover and maintain core and critical research activities.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare situation reports as needed.
- Determine and implement short-term and long-term recovery strategies.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Office of the Vice President for Research and Innovation. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Vice President for Research and Innovation or designee
 - Implements this ESF.
 - Develops and maintains this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provides periodic staff briefings as required.

Departments

- Office of the Vice President for Research and Innovation
 - Maintains Continuity of Operations Plans.
 - Maintain essential functions for sponsored programs management.
 - Maintains Institutional Review Board functions in support of research activities.
 - Serves within Virginia Tech Incidents Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Division of Information Technology
 - Provides support for the continuance of research activities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of the continuance of research activities.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

- Virginia Tech Emergency Management
 - Coordinates the university's response and recovery.
 - Serves within Virginia Tech's Incident Command System, as needed.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Office of the Vice President for Research and Innovation, with guidance provided by Virginia Tech Emergency Management, to develop and maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Office of the Vice President for Research and Innovation, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION

#12: ANIMAL SERVICES

Annex C to Crisis and Emergency Management Plan

June 2019

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1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia-Maryland Regional College of Veterinary Medicine
- Virginia Tech College of Agriculture and Life Science
- Office of the University Veterinarian and Animal Resources

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Emergency Management

EXTERNAL SUPPORTING AGENCIES

- Virginia Department of Agriculture and Consumer Services
- Centers for Disease Control and Prevention, Animal and Plant Health Inspection Service

1.1 OVERVIEW

Emergency Support Function #12 – *Animal Services* describes what actions need to be taken to support animal care and research activities during an incident. This ESF also discusses the control of an animal disease outbreak.

1.2 PURPOSE

Provides for basic animal care during or following immediately incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

An incident may result in the need to feed, shelter, and care for animals and/or implement measures to limit the spread of infectious disease.

1.5 ASSUMPTIONS

- Requests for support are coordinated through the Emergency Operations Center (EOC).
- Some incidents may require the relocation of animals.
- The university primary and departmental Continuity of Operations Plans will guide decision making related to the care of animals.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

In accordance with the Virginia Tech CEMP and this ESF, the lead and support departments are responsible for coordinating the ongoing care of animals during an incident. These departments are also responsible for providing appropriate assistance during an infectious disease outbreak. All requests for support are submitted to the Unified Command (UC) and/or Emergency Operations Center (EOC) (if activated) for coordination, validation, and/or action in accordance with this ESF.

2.2 PHASES OF MANAGEMENT

Notification

- The Virginia-Maryland Regional College of Veterinary Medicine Hospital Director or designee and/or Dean of the College of Agriculture and Life Science or designee and/or the University Veterinarian notifies the Assistant Vice President for Emergency Management or designee when events have taken place warranting the activation of this ESF.

Activation

- The Virginia-Maryland Regional College of Veterinary Medicine Hospital Director or designee and/or Dean of the College of Agriculture and Life Science and/or the University Veterinarian or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Review Continuity of Operations Plans.
- Secure sufficient food stocks, medications, and other supplies needed for animal care.
- Identify animal relocation sites if required.
- Other actions as necessary.

Response Actions

- Determine impacts on daily operations and research.
- Coordinate with supporting/external response agencies as needed.
- Implement necessary actions to recover and maintain core and critical animal research and teaching activities.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare situation reports as needed.
- Determine and implement short- and long-term recovery strategies.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Virginia-Maryland Regional College of Veterinary Medicine and/or College of Agriculture and Life Science and/or the University Veterinarian. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Virginia-Maryland Regional College of Veterinary Medicine Hospital Director or designee
 - Implements this ESF.
 - Maintains the departmental Continuity of Operations Plan.
 - Maintains this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Evaluates the incident's impact and determines business continuity and recovery actions.
 - Provides periodic staff briefings as required.
- Dean of the College of Agriculture and Life Science
 - Implements this ESF.
 - Maintains the Continuity of Operation Plan
 - Maintains the ESF.
 - Serves within Virginia tech's Incident Command System, as needed.
 - Evaluates incident's impact and determines business continuity and recovery actions.
 - Provides periodic briefings as required.
- University Veterinarian or designee
 - Collaborates with Virginia-Maryland Regional College of Veterinary Medicine Hospital Director and Dean of the College of Agriculture and Life Science in the provision of emergency veterinary care and containment services.
 - Assists with the care and movement of animals, animal housing, animal supplies and services in support of response and business continuity and recovery actions.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates appropriate safety assessments and decontaminations are completed.

Departments

- Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of business continuity and recovery actions.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery.
 - Serves within Virginia Tech's Incident Command System, as needed.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the VMRCVM Hospital Director or designee and/or Dean of the College of Agriculture and Life Science or designee, and/or the University Veterinarian with guidance provided by Virginia Tech Emergency Management, to and maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the VMRCVM and CALS, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#13: PUBLIC SAFETY AND SECURITY**

Annex C to Crisis and Emergency Management Plan

June 2019

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Police Department

SUPPORTING DEPARTMENT

- Virginia Tech Emergency Management
- Virginia Tech Facilities Services
- Virginia Tech Parking and Transportation Office

EXTERNAL SUPPORTING AGENCIES

- Blacksburg Police Department
- Christiansburg Police Department
- Montgomery County Sheriff's Office
- Federal Bureau of Investigations
- Alcohol, Tobacco, and Firearms
- Virginia State Police
- Other law enforcement agencies as needed
- Virginia Criminal Injuries Compensation Fund /Virginia Department of Criminal Justice Services

1.1 OVERVIEW

Emergency Support Function (ESF) #13 – *Public Safety and Security* provides guidance on how law enforcement activities are managed during an incident.

1.2 PURPOSE

Coordinate law enforcement activities at Virginia Tech.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Virginia Tech Police Department Directives Manual

1.4 SITUATION

An incident has occurred that requires law enforcement.

1.5 ASSUMPTIONS

- Landline communications may be interrupted.
- Normal response may be hindered
- Incident response to be prioritized.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The Virginia Tech Police Department coordinates campus-wide law enforcement activities. Assistance between the Virginia Tech Police Department and neighboring jurisdictions is facilitated by Mutual Aid and Concurrent Jurisdiction Agreements.

2.2 PHASES OF MANAGEMENT

Notification

- Virginia Tech Police Dispatch/Security Center and/or the New River Valley 911 Center notifies the Chief of Police and Director of Security when an incident have taken place.

Activation

- The Virginia Tech Chief of Police and Director of Security or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of the ESF.

Preparedness Actions

- Maintain the Virginia Tech Police Department Directives Manual.
- Assist the Virginia Tech Assistant Vice President for Emergency Management or designee in the coordination of emergency management plans.
- Provide and participate in law enforcement training, drills, and exercises in support of this ESF.
- Encourage and promote interoperability.
- In conjunction with the Assistant Vice President for Emergency Management or designee and University Relations, conduct regularly scheduled communications and siren tests and drills.
- Other actions as necessary.

Response Actions

- Provide law enforcement operations on the Virginia Tech campus.
- Serve within Virginia Tech's Incident Command System, as needed.
- Contact outside agencies for assistance, if necessary.
- Coordinate, as needed, with the Virginia Tech Assistant Vice President for Emergency Management or designee and University Relations in the dissemination of information.
- Coordinate traffic control.
- Maintain a continuous communications capability.
- Identify areas that may need to be evacuated, in conjunction with the Assistant Vice President for Emergency Management or designee, or other departments.
- Set up control points and roadblocks to expedite travel and prevent reentry of evacuated areas.
- Provide security at damaged property, shelter facilities, and other areas as needed.

- Control access to the EOC.
- Other actions as necessary.

Recovery Actions

- Continue to gather information, prepare situation reports, as needed.
- Continue to support response activities as required.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the Virginia Tech Police Department. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Chief of Police and Director of Security or designee
 - Implements this ESF.
 - Coordinates with external support agencies, as needed.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Coordinates law enforcement-related response and recovery efforts with the EOC.
 - Provides periodic staff briefings as required.
 - Provides reports and requests for assistance to the EOC.

Departments

- Virginia Tech Police Department
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Maintains police intelligence capability to alert other law enforcement agencies and the public to potential threats.
 - Develops strategies to address incidents that require specific law enforcement procedures.
 - Provides traffic and crowd control as required.
 - Implements existing mutual aid agreements with other jurisdictions, if necessary; and
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

- Provides continued service as the Public Safety Answering Point (PSAP) for incoming emergency calls.
- Operates and maintain the Virginia Tech Police Dispatch on a continuous basis.
- Prepares and maintain the department's Directives Manual.
- Participates in training and exercises within the University as appropriate.
- Identifies critical communications equipment and personnel to ensure department primary responsibilities are met.
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery activities.
 - Tests primary communications systems and arranges for alternate systems, if necessary.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Assists with establishing agreements as needed to support ESF 13 operations.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Virginia Tech Police Department, with guidance provided by Virginia Tech Emergency Management, to maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Virginia Tech Police Department, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#14: MEDIA RELATIONS AND COMMUNITY OUTREACH**

Annex C to Crisis and Emergency Management Plan

June 2019

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Virginia Tech Emergency Management
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Blacksburg, Virginia 24061
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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech University Relations

SUPPORTING DEPARTMENTS

- Virginia Tech Division of Student Affairs
- Virginia Tech Emergency Management
- Virginia Tech Division of Information Technology
- Virginia Tech Police Department
- Safety Security Policy Committee

1.1 OVERVIEW

Emergency Support Function (ESF) #14 – *Media Relations and Community Outreach* provides guidance on public information during an incident.

1.2 PURPOSE

Provide media relations and community outreach function to expedite Virginia Tech’s ability to communicate with the campus community, external agencies, and general public during an incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Virginia Tech Crisis Communications Plan

1.4 SITUATION

During and after an incident, normal means of communications may be disrupted or overwhelmed; therefore, only limited and incomplete information may be expected until communications can be restored. Timely dissemination of incident-specific information is critical to addressing the needs of the campus community. The period immediately following an incident is also critical in establishing the infrastructure and processes needed to meet the public information and news requirements.

1.5 ASSUMPTIONS

- The ESF coordinates with campus operations to gather and disseminate accurate, timely, and consistent information.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

During an incident University Relations is responsible for receiving and disseminating information to the campus community and the general public. University Relations will work with the university administration and first responders to provide information and updates to the news media, the campus community and the general public. Preparation by University Relations staff for an anticipated or actual incident includes coordinating with the Assistant Vice President for Emergency Management or designee, collecting relevant information, alerting required staff, and deploying staff to the Emergency Operations Center (EOC) if activated. University Relations coordinates the rapid dissemination of information, identifying unmet needs, establishing ongoing dialogue and information exchange. University Relations coordinates the development of incident messages and communications with the EOC and the Safety Security Policy Committee.

2.2 PHASES OF MANAGEMENT

Notification

If the EOC is activated, the Assistant Vice President for Emergency Management or designee notifies University Relations of the incident. Notification may also be made directly to University Relations by the Chief of Police and Director of Security or designee or other authorities. Under these circumstances, the Assistant Vice President for Emergency Management or designee should also be notified.

Activation

- The Senior Associate Vice President for University Relations or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Develop and maintain alternate communications.
- Participate in training, drills, and exercises in support of this ESF.
- Maintain contacts with local media outlets.
- Anticipate and pre-script emergency communiqués.
- Other actions as necessary.

Response Actions

- Maintain situational awareness.
- Keep the campus community informed by all necessary means.
- Activate the university emergency “lite” homepage as needed.
- Coordinate with the Safety Security Policy Committee, the Assistant Vice President for Emergency Management or designee, and Virginia Tech Police Department concerning the dissemination of information to the campus community.
- Issue press releases.

- Establish a Joint Information Center (JIC) if needed.
- Monitor regional- and national-level news coverage of the situation, if applicable.
- Serve within Virginia Tech's Incident Command System, as needed.
- Assist state and federal officials in disseminating information as necessary.
- Manage social media
- Other actions as necessary.

Recovery Actions

- Gather information, prepare and distribute situation reports, as needed.
- Keep the campus community informed of recovery actions.
- Maintain copies of press releases and public service announcements.
- Support response activities as required.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is University Relations. Each supporting department maintains current notification rosters, serves within Virginia Tech's Incident Command System as needed, establishes procedures for reporting appropriate emergency information, and provides ongoing training to maintain incident response capabilities.

3.2 RESPONSIBILITIES

Positions

- Senior Associate Vice President for University Relations or designee
 - Implements this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Publicizes the VT Emergency Notification System.
 - Coordinates and integrates overall public information efforts.
 - Provides periodic staff briefings as required.
 - Provides reports and requests for assistance to the EOC.

Departments

- Virginia Tech University Relations
 - Coordinates the release of information through public broadcast channels, the emergency notification system, and written documents.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Arranges regular press briefings.
 - Maintains communications lists for all local news organizations.

- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance/Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery.
 - Maintains and tests the VT Emergency Notification System.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Supports the maintenance of the Virginia Tech Crisis Communications Plan.University Relations

Commonwealth of Virginia

- Provides state resources when requested through the Virginia EOC.

Federal

- Provides support as requested and in accordance to applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of Office of University Relations, with guidance provided by Virginia Tech Emergency Management to maintain and exercise this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the Office of University Relations, is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#15: VOLUNTEER & DONATIONS MANAGEMENT**

Annex C to Crisis and Emergency Management Plan

June 2019

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148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
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1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Emergency Management
- Virginia Tech Division of Student Affairs
- Virginia Tech University Development
- Virginia Tech Universities Libraries

SUPPORTING DEPARTMENTS

- VT Engage
- Virginia Tech Facilities Services
- Virginia Tech University Relations
- Virginia Tech Dining Services
- Virginia Tech Office of Recovery and Support

EXTERNAL SUPPORTING AGENCIES

- Virginia Voluntary Organizations Active in Disasters
- Local Non-Governmental Organizations (as determined based on incident location and needs)

1.1 OVERVIEW

Emergency Support Function (ESF) #15 – *Volunteer & Donations Management* provides a description of the overall method for accepting, managing, and distributing solicited and unsolicited volunteers, donated resources (facilities, services, and in-kind donations), and monetary donations associated with an incident in a manner that minimizes disruption to emergency operations.

1.2 PURPOSE

- Coordinate the university's management of volunteers, donated resources, and monetary donations during and following an incident.
- To identify the appropriate university departments and external agencies to manage monetary and non-monetary donations and define their initial responsibilities.
- Define the required resources to establish volunteer registration location and methods, item donation cataloguing and reception, and communicate monetary donation avenues.
- To identify the appropriate university department to manage volunteers and define their initial responsibilities.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015
- Virginia Tech policy 4330 – Guidelines for the Use of Volunteers
- Virginia Tech Policy 12100 – Coordination of Private Fundraising
- Virginia Tech Policy 12115 – Accepting and Reporting Gifts in Kind

1.4 SITUATION

Virginia Tech may experience an incident that may cause an influx of unsolicited volunteers, donated resources, and monetary donations.

1.5 ASSUMPTIONS

- Spontaneous, unsolicited volunteers are defined as any emergent, convergent, or unaffiliated volunteers who may possess certain skillsets, training, or experience, and seek to offer their skillsets to the university post incident.
- Any volunteers who are affiliated with an organization that has a pre-existing relationship with the university are considered solicited volunteers in this ESF. This definition applies until such time as an individual volunteers in a manner inconsistent with, or outside of, their affiliated organization's function.
- Monetary donations are categorized as: 1) monetary donations for the university and 2) monetary donations for individuals. Virginia Tech cannot accept or distribute monetary donations intended for individuals.
- In-kind donations are categorized as: 1) perishable donations and 2) memorabilia/artifacts.
- University Development will accept monetary donations to the university in accordance with Virginia Tech Foundation procedures.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

During and following an incident the volunteer and donations management function identifies the mechanism for implementing related plans and processes for managing unsolicited/spontaneous volunteers, in-kind donations, and monetary donations.

2.2 PHASES OF MANAGEMENT

Notification

The Assistant Vice President for Emergency Management (or designee), or the EOC if activated, shall notify applicable supporting departments and external agencies.

Activation

The Assistant Vice President for Emergency Management or their designee, may activate this ESF resulting in the implementation of one or more of the V&DM elements (i.e., Volunteers, In-kind Donations, Monetary Donations).

Preparedness Actions

- Establish pre-existing relationships with appropriate university offices to lead the volunteer or donations management centers.
- Identify appropriate external vehicles, including affiliated NGO(S), for monetary donations for victims.

- Coordinate with University Development to maintain mechanism for monetary donations to the university.
- Coordinate volunteer registration with VT Engage.
- Other actions as necessary.

Response Actions

- Provide EOC staff when activated.
- Assess and prioritize volunteer services and donation need.
- Coordinate volunteer and donation management functions with external agencies and organizations as needed.
- Establish a location(s) for receiving and managing volunteers, and in-kind donations.
- Staff volunteer and donations management location(s) as needed.
- Provide direction to the public regarding volunteering and donations associated with the incident.
- Register volunteers and record volunteer hours.
- Track and catalogue in-kind donations.
- Record and document monetary donations to the university.
- Other actions as necessary.

Recovery Actions

- Arrange for the disposition of in-kind donations as appropriate.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead departments responsible for the coordination of this ESF are the Division of Student Affairs (DSA) and Virginia Tech Emergency Management. Within the ESF, there are three main functions: Volunteer management, monetary donations management, and in-kind donations (including facilities, services, and gifts-in-kind) management. University Development will oversee monetary donations made to the university. Universities Libraries will be the lead department for cataloguing and tracking memorabilia/artifact donations. Division of Student Affairs and Facilities Services will track and distribute perishables as needed.

3.2 RESPONSIBILITIES

Positions

- Assistant Vice President for Emergency Management, OEM or designee
 - Implement this ESF.
 - Coordinate C-CERT to staff and support this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Other actions as necessary.
- University Archivist, Universities Libraries
 - Establish donations management function within this ESF.
 - Coordinate with Facilities to sort, account, and manage in-kind donations.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Other actions as necessary.
- Director, VT Engage, VT Engage, DSA
 - Establish volunteer management function within this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Contact and direct volunteers as requested through the EOC. Other actions as necessary.
- Director of Business Operations, University Development
 - Collect and track monetary donations for the university.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Coordinate with appropriate external agency if there is a need to establish a fund for individuals.
 - Other actions as necessary.

Departments

- VT Engage
 - Establish method for registering solicited and unsolicited volunteers.
 - Collect and maintain records for volunteer registration processes.
 - Verify volunteer status and capabilities to the extent possible based on affiliation.
 - Demobilize volunteer registration center.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Other actions as necessary.
- Dining Services
 - Coordinate food and water donations.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Other actions as necessary.
- Facilities Services
 - Support identification and acquisition of space to establish a volunteer and/or donations management center as requested through the EOC.
 - Manage the acceptance of donated facilities where necessary.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Support in-kind donation distribution through receipt, transport, and delivery.
 - Other actions as necessary.
- University Relations
 - Provide internal and external communications regarding incident specific needs and preferred methods for volunteers, donated resources, and monetary donations.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Other actions as necessary.

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Division of Student Affairs and Virginia Tech Emergency Management to maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Virginia Tech Assistant Vice President for Emergency Management or designee is responsible for the development of this ESF.

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EMERGENCY SUPPORT FUNCTION **#16: AGRICULTURE & NATURAL RESOURCES**

Annex C to Crisis and Emergency Management Plan

June 2019

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Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
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1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech College of Agriculture and Life Sciences
- Virginia-Maryland Regional College of Veterinary Medicine
- Teaching and Research Animal Care Support Service
- The Office of the University Veterinarian and Animal Resources

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Emergency Management

EXTERNAL SUPPORTING AGENCIES

- Virginia Department of Agriculture and Consumer Services
- Centers for Disease Control and Prevention, Animal and Plant Health Inspection Service

1.1 OVERVIEW

Emergency Support Function #16 – *Agriculture & Natural Resources* outlines what livestock care and agricultural program response activities may take place following an incident. This ESF's responsibilities include, but are not limited to, livestock care operations (including feeding, sheltering, research activities/programs, etc.), the control and/or containment of an infectious disease outbreak affecting , livestock and/or crop population(s), and the resumption of research and related programs.

1.2 PURPOSE

Provisions for the continuity of animal and agricultural research and livestock care during and following an incident.

1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015

1.4 SITUATION

An incident has occurred of that it results in the need to protect agricultural resources, feed, shelter, and care for livestock, and/or implement measures to contain the spread of infectious diseases in plants or livestock.

1.5 ASSUMPTIONS

- Requests for support are coordinated through the Emergency Operations Center (EOC).
- An incidents may require the relocation of livestock or research animals.
- The departmental Continuity of Operations Plans will guide decision making related to the care of livestock and the protection of agricultural resources.
- Depending on the nature of the incident employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

In accordance with the Virginia Tech CEMP and this ESF, the lead and support departments are responsible for coordinating the ongoing feeding, sheltering, and care of livestock and protecting agricultural research activities during an incident. These departments are also responsible for providing appropriate assistance during the discovery of infectious disease in plants and/or livestock and research animals.

2.2 PHASES OF MANAGEMENT

Notification

- The Dean of the College of Agriculture and Life Sciences or designee and/or the Assistant Director of Teaching and Research Animal Care Support Service or designee notifies the Assistant Vice President for Emergency Management or designee incidents have taken place and there is a need to activate this ESF.

Activation

- The Dean of the College of Agriculture and Life Sciences or designee and/or the Assistant Director of Teaching and Research Animal Care Support Service or designee, in conjunction with the Assistant Vice President for Emergency Management or designee, is responsible for the activation of this ESF.

Preparedness Actions

- Maintain departmental continuity of operations plans.
- Secure sufficient food stocks, medications, and other supplies needed for livestock care if relocation becomes necessary.
- Other actions as necessary.

Response Actions

- Determine impacts on daily operations and research.
- Maintain care and feeding of livestock

- Coordinate with external response agencies in response to an outbreak of contagious or economically damaging animal/zoonotic diseases, plant disease, or economically damaging plant disease or pest infestation.
- Implement necessary actions to recover and maintain core and critical agricultural and livestock research academic programs.
- Other actions as necessary.

Recovery Actions

- Continue to gather information and prepare situation reports as needed.
- Determine and implement short-term and long-term recovery strategies.
- Other actions as necessary.

Mitigation Actions

- Consider conducting a post-incident review for efficacy, planning, and improvements to the ESF.

3. ORGANIZATION AND RESPONSIBILITIES

3.1 ORGANIZATION

The lead department responsible for the coordination of this ESF is the College of Agriculture and Life Sciences and/or the Teaching and Research Animal Care Support Service (TRACSS) or The Office of the University Veterinarian and Animal Resources. Each supporting department is responsible for notification of their personnel that will serve within Virginia Tech's Incident Command System on behalf of the department as needed.

3.2 RESPONSIBILITIES

Positions

- Dean of the College of Agriculture and Life Sciences or designee
 - Coordinates the implementation of this ESF.
 - Maintain departmental continuity of operations plan (COOP).
 - Support the development and maintain this ESF.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Evaluates the incident's impact and determines business continuity and recovery priorities.
 - Manage the agricultural and livestock programs during an incident.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
 - Provides periodic staff briefings as required.
- Assistant Director for Teaching and Research Animal Care Support Service or designee
 - Coordinates the implementation of this ESF.
 - Maintain departmental continuity of operations plan (COOP). Support the development and maintain this ESF;

- Serves within Virginia Tech's Incident Command System, as needed.
- Evaluates the incident's impact and determines business continuity and recovery priorities.
- Manage the livestock operations during an incident.
- Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).
- Provides periodic staff briefings as required.

- The Office of the University Veterinarian and Animal Resources Collaborates with College of Agriculture and Life Sciences and Teaching and Research Animal Care Support Service for Facilities provide emergency veterinary care and containment services.
- Serves within Virginia Tech's Incident Command System, as needed.

Departments

- Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of business continuity/recovery objectives;
 - Serves within Virginia Tech's Incident Command System, as needed; and
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

- Virginia Tech Emergency Management
 - Coordinates the university's incident response and recovery.
 - Serves within Virginia Tech's Incident Command System, as needed.
 - Provide documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Assistant Vice President for Emergency Management if EOC is not activated).

Commonwealth of Virginia

- Provides resources when requested through the Virginia EOC.

Federal

- Provides support as requested, and in accordance with applicable laws and regulations.

4. PLAN ADMINISTRATION

4.1 MAINTENANCE

It is the responsibility of the Dean of the College of Agriculture and Life Sciences or designee and/or the Teaching and Research Animal Care Support Service for Facilities, and/or the Office of the University Veterinarian and Animal Resources[Title 119], with guidance provided by Virginia Tech Emergency Management, to maintain this ESF.

4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Virginia Tech Emergency Management, with guidance provided by the CALS, TRACSS, and The Office of the University Veterinarian and Animal Resources, is responsible for the development of this ESF.



INFECTIOUS DISEASE OUTBREAK CONTROL PLAN

Annex D to Crisis and Emergency Management Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

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1. INTRODUCTION

1.1 PURPOSE

The purpose of the Virginia Tech Infectious Disease Outbreak Control Plan (the Plan) is to manage the university response to an outbreak by coordinating the actions, protocols, and procedures of Schiffert Health Center (SHC) and the Division of Student Affairs (DSA) with other university stakeholders. The objectives of the plan are:

- The management process, flow of communication, roles, and responsibilities are understood.
- All necessary action is taken to recognize, verify, and identify the characteristics of an outbreak.
- Effective measures are taken to control the incident or outbreak, limit its spread and prevent its recurrence.
- Persons likely exposed to an infectious disease are identified and the risk of transmission is determined.
- Appropriate follow-up activities are completed.

The Infectious Disease Outbreak Control Plan is designed to complement; it does not supersede and/or replace the SHC's [Employee Exposure Plan](#) or the Virginia Tech Department of Environmental Health and Safety's (EHS) [Infection Control Plan](#).

1.2 SCOPE

The Plan applies to all students, faculty, staff, and visitors at the Blacksburg campus of Virginia Tech.

1.3 SITUATION

Virginia Polytechnic Institute and State University's (Virginia Tech) Blacksburg campus has a daily population of approximately 38,000, comprised of undergraduate and graduate students, faculty, staff, employees, and visitors. Ninety-one hundred students live on campus and reside in twenty-seven residence halls. There are four major campus dining centers and over thirty restaurants/cafes/delis. High density housing can contribute to the rapid spread of a potentially communicable/infectious disease and/or food-borne outbreak; thus it is imperative that an infectious disease outbreak control plan addresses how an incident is reported, proper information dissemination, appropriate notification management, and that recommended actions are implemented to minimize spreading of the disease.

2. CONCEPT OF OPERATIONS

2.1 DEFINITIONS

An infectious disease event is classified as either an incident or outbreak.

- **Infectious Disease Incident:** one or more illnesses occurring above the normal baseline illness rate of a known communicable disease (e.g. Salmonella). *See Appendix C – Virginia Reportable Disease List.*

- **Infectious Disease Outbreak:** an occurrence in which two or more people experiencing a similar illness are linked in time/place and/or a greater than expected rate of infection compared with the usual background rate for the place and time where the outbreak has occurred and/or a single case for certain rare diseases (e.g. Avian Flu, Primary Amoebic Meningoencephalitis (Lethal Amoebas), Listeriosis, Small Pox, Anthrax, Legionnaires' Disease, Measles, and Meningitis). Any illness condition above normal levels (as determined by SHC and the Montgomery County Health Department) could justify Plan activation. *For most illnesses in question, refer to Appendix C: Virginia Reportable Disease List.*

Infectious disease outbreaks can be acute or persisting:

- **Acute Outbreak:** a sudden increase in numbers of cases, often associated with a point source (a single person, place, or event of origin)
- **Persistent Outbreak:** a development of cases over a number of days/weeks, often involving a disease in which person-to-person spread is common, with or without an initial point source.

2.2 PLAN UTILIZATION

The Plan should be used when Virginia Tech is experiencing illness conditions above normal levels, as determined by SHC and the Montgomery County Health Department. In making the decision to utilize the Plan the following factors should be considered:

- Does the disease pose a health risk to students, faculty, staff, and visitors?
- How many people are potentially affected?
- Do cases appear in more than one location (on-/off-campus, both)?
- Is the disease part of the Virginia Reportable Disease List as noted by Code of Virginia §32.1-36 and §32.1-37 or applicable to Virginia State Board of Health Regulations for disease reporting and control (Title 12 VAC 5-90-80 or Title 12 VAC 5-90-90)?

2.3 OUTBREAK CONTROL TEAM

When one of more of the following conditions apply, the Outbreak Control Team (OCT) should activate:

- The disease poses an **immediate health hazard** to the campus population
- There is a **significant number** of cases
- The disease is **important**, in terms of its severity and/or capacity to spread.

The OCT will, at a minimum, consist of the following representatives:

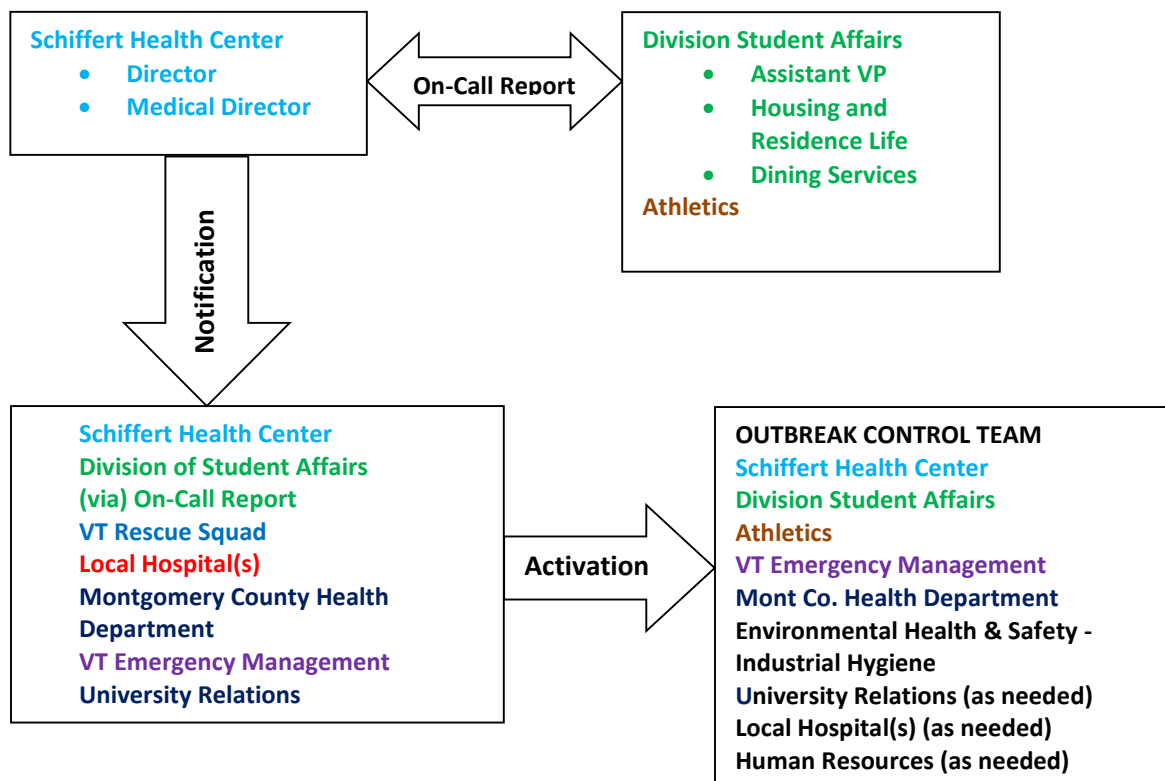
- Division of Student Affairs
 - Schiffert Health Center Director (or designee)
 - Assistant Vice President
 - Director of Dining Services
 - Senior Associate Director for Housing
- Associate Director of Athletics for Sports Medicine
- Assistant Vice President for Emergency Management (or designee)
- Montgomery County Health Department representative
- Environmental Health and Safety representative (as needed)
- University Relations representative (as needed)

2.4 INFECTIOUS DISEASE INCIDENT/OUTBREAK REPORTING STRUCTURE

The management of an incident or outbreak requires timely notification and effective communication. The “Housing and Residence Life On-Call Report” (OCR) is the most often employed method of formal communication regarding an infectious disease incident or outbreak. SHC and DSA routinely communicate via the Report when a student living in a residential dormitory is ill. There are instances in which an ill student may elect to seek care at a local hospital in lieu of visiting SHC. When this occurs there may be a delay in reporting.

The following communication flow chart provides a guide for how an incident or outbreak should be reported, communicated, and responded to as necessary:

Figure 2.1: Infectious Disease Incident/Outbreak Communication Flow Chart



The flow diagram coordinates communication when the different departments (**Schiffert Health Center**, **Division of Student Affairs**, **Athletics**) become aware of a student(s) that has been confirmed to have an infectious disease or based upon medical history, appears as having an infectious disease. The information will be appropriately and confidentially communicated to each department (**SHC** and/or **DSA** and/or **Athletics**).

In some circumstances, the **Montgomery County Health Department (MCHD)**, may have first contact with the student(s) and therefore will initiate contact with departments listed in the flow diagram. Conversely, **Schiffert Health Center** will be the responsible Virginia Tech department for contacting the **Montgomery County Health Department** when applicable.

2.5 PLAN CONTACTS

The following table lists all primary Plan points of contact:

Table 2.1: Infectious Disease Outbreak Control Plan Contacts

Contacts for Infectious Disease Outbreak Control Plan				
NAME	DEPARTMENT	EMAIL	WORK	CELL
Dr. Kanitta Charoensari, Director, Schiffert Health Center	Schiffert Health Center	charkx@vt.edu	(540) 231-5313	(540) 818-1539
Dr. Noelle Bissell, Medical Director	Schiffert Health Center	nbissell@vt.edu	(540) 231-5313	(540) 818-9292
Chris Wise, Assistant Vice President, Student Affairs	Div of Student Affairs	rferraro@vt.edu	(540) 231-5313	-
Frances Keene, Chief of Operations and Deputy to Senior Associate VP	Div of Student Affairs	fbabb@vt.edu	(540) 231-8056	-
Kenneth Belcher, Senior Associate Director of Housing Services	Div of Student Affairs	kbelcher@vt.edu	(540) 231-8058	(540) 808-9841
Todd Pignataro, Associate Director for Facilities Maintenance	Div of Student Affairs	ptodd@vt.edu	(540) 231-3906	-
Ted Faulkner, Director of Dining Services	Div of Student Affairs	thfaulkn@vt.edu	(540) 231-5618	(540) 357-1181
Chief	Virginia Tech Rescue Squad	vtrschief@vt.edu	(540) 231-7138	(540) 605-6111
Mike Goforth, Associate Athletic Director, Sports Medicine	Athletics	ab8631@vt.edu	(540) 231-7742	(540) 998-5950
Dr. Gunnar Brolinson, Associate Dean for Clinical Research, VCOM	Athletics	pbrolins@vcom.vt.edu	(540) 231-3041	(540) 998-5951
Lewis Gale Montgomery Hospital	-	-	(540) 951-1111	-
Carilion New River Valley Medical Center	-	-	(540) 731-2000	-
Montgomery County Health Department	-	-	(540) 381-7100 x183	-
Mike Mulhare, AVP for Emergency Management	VT Emergency Management	mjmulhare@vt.edu	(540) 231-4873	(540) 449-2179
Mark Owczarski, AVP for University Relations	University Relations	maowczar@vt.edu	(540) 231-5223	(540) 320-2001
Sarah Owen	Environmental Health and Safety – Industrial Hygiene	sowen@vt.edu	(540) 231-4034	(540) 557-7366

HOUSING AND RESIDENCE LIFE (HRL) ON-CALL REPORT	
Date: (last 24-hour period)	
Residence Life On-Call Person East:	
Residence Life On-Call Person West:	
Assistant Director On-Call:	
SUMMARY REPORT	
1. (Incident)	
1. (Incident)	
1. (Incident)	
DETAILED REPORT	
When: (date/time)	
Where: (specific location)	
Student Involved:	
Staff Involved:	
Senior Resident Advisor:	
Other staff involved (if applicable):	
Description of event: 	
END OF REPORT	

<ul style="list-style-type: none"> • Director, Schiffert Health Center • Medical Director, Schiffert Health Center • Assistant VP - DSA • Director of Housing and Residence Life • Senior Associate Director for Housing • Associate Director for Facilities • Director, Dining Services • Emergency Preparedness Planner, Division of Student Affairs • Associate Director of Athletics for Sports Medicine 	<ul style="list-style-type: none"> • Physician, Sports Medicine, Athletics • Local Hospital(s) (as applicable) • Montgomery County Health Department • Director, Emergency Management • Associate Vice President for University Relations • Industrial Hygiene Manager, Environmental Health and Safety • Industrial Hygienist, Environmental Health and Safety
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APPENDIX B: SCHIFFERT HEALTH CENTER POLICY 9.04

POTENTIALLY INFECTIOUS DISEASE OUTBREAKS (Reviewed/Revised 12/08/10, Approved 06/24/09)

The first step in the control of a communicable disease is its rapid identification.

If the student is at SHC:

- The student shall be isolated from the other patients and visitors.
- The student shall receive care on a priority to minimize the length of time in the area.
- Consult peer/Medical Director/Director concerning the diagnosis.
- Notify the Medical Director and Director.
- Determine the level of exposure of others in the building (patients, staff, and visitors and initiate prophylactic measures (if applicable).

If the student is **not** at SHC:

- Phone and/or e-mail notification of exposure to communicable diseases are to be referred to the Director and Associate Director. The following information will be requested from the informant:
 - Medical or environmental situation.
 - Name of employee or student.
 - Hospital where admitted, if applicable.
 - Campus department or campus residence
 - Name of department supervisor if an employee
 - College
- Dissemination of information to staff. Upon receiving the information, the Medical Director will meet with the Director and other SHC personnel as indicated to determine how SHC will respond to the medical situation. This information will be conveyed both verbally and in memorandum form to the appropriate staff:
 - Medical Records Supervisor
 - Office Manager
 - Clinics
 - Lab and Radiology
 - Pharmacy
- Dissemination of information to others in the university. The Director will notify the Assistant Vice President for Student Affairs, the Vice President of Student Affairs, the Associate Vice President for University Relations, and other university officials when and as appropriate.
- Dissemination of information to public health officials. The Director will notify the Montgomery County Health Department.
- Dissemination of information to university, community, and press. The Director's office is the sole clearing house for news media information and will release verbal or written communiqués when appropriate and within the guidelines of Virginia Tech in consultation and as directed by the Associate Vice President for University Relations.

APPENDIX C: VIRGINIA REPORTABLE DISEASE LIST

Reporting of the following diseases is required by state law (Sections 32.1-3.6 and 32.1-3.7 of the *Code of Virginia* and 12 VAC 5-90-80 and 12 VAC 5-90-90 of the Board of Health *Regulations for Disease Reporting and Control* - <http://www.vdh.virginia.gov/epidemiology/regulations.htm>). Report all conditions when suspected or confirmed to your local health department within three days, except those listed in CAPS, which must be reported immediately by the most rapid means available.

Acquired immunodeficiency syndrome (AIDS)

Amebiasis

ANTHRAX

Arboviral infection (e.g., dengue, EEE, LAC, SLE, WNV)

BOTULISM

BRUCELLOSIS

Campylobacteriosis

Chancroid

Chickenpox (Varicella)

Chlamydia trachomatis infection

CHOLERA

Creutzfeldt-Jakob disease if <55 years of age

Cryptosporidiosis

Cyclosporiasis

DIPHTHERIA

DISEASE CAUSED BY AN AGENT THAT MAY HAVE BEEN USED AS A WEAPON

Ehrlichiosis/Anaplasmosis

^ *Escherichia coli* infection, Shiga toxin-producing

Giardiasis

Gonorrhea

Granuloma inguinale

HAEMOPHILUS INFLUENZAE INFECTION, INVASIVE

Hantavirus pulmonary syndrome

Hemolytic uremic syndrome (HUS)

HEPATITIS A

Hepatitis B (acute and chronic)

Hepatitis C (acute and chronic)

Hepatitis, other acute viral

Human immunodeficiency virus (HIV) infection

Influenza

(report **INFLUENZA A, NOVEL VIRUS** immediately)

INFLUENZA-ASSOCIATED DEATHS IN CHILDREN

<18 YEARS OF AGE

Lead, elevated blood levels

Legionellosis

Leprosy (Hansen disease)

Listeriosis

Lyme disease

Lymphogranuloma venereum

Malaria

MEASLES (RUBEOLA)

MENINGOCOCCAL DISEASE

MONKEYPOX

Mumps

MYCOBACTERIAL DISEASES (INCLUDING AFB), (IDENTIFICATION OF ORGANISM) AND DRUG SUSCEPTIBILITY

Ophthalmia neonatorum

OUTBREAKS, ALL (including but not limited to foodborne, healthcare-associated, occupational, toxic substance-related, and waterborne)

PERTUSSIS

PLAGUE

POLIOVIRUS INFECTION, INCLUDING POLIOMYELITIS PSITTACOSIS

Q FEVER

RABIES, HUMAN AND ANIMAL

Rabies treatment, post-exposure

RUBELLA, INCLUDING CONGENITAL RUBELLA SYNDROME

Salmonellosis

SEVERE ACUTE RESPIRATORY SYNDROME (SARS)

Shigellosis

SMALLPOX (VARIOLA)

Spotted fever rickettsiosis

Staphylococcus aureus infection,

invasive methicillin-resistant (MRSA) and

vancomycin-intermediate or vancomycin-resistant

Streptococcal disease, Group A, invasive or toxic shock

Streptococcus pneumoniae infection, invasive, in children <5 years of age

Syphilis (report **PRIMARY** and **SECONDARY** immediately)

Tetanus

Toxic substance-related illness

Trichinosis (Trichinellosis)

TUBERCULOSIS (TB), ACTIVE DISEASE

Tuberculosis infection in children <4 years of age

TULAREMIA

TYPHOID/PARATYPHOID FEVER

UNUSUAL OCCURRENCE OF DISEASE OF PUBLIC HEALTH CONCERN

VACCINIA, DISEASE OR ADVERSE EVENT

VIBRIO INFECTION

VIRAL HEMORRHAGIC FEVER

YELLOW FEVER

Yersiniosis

APPENDIX D: VIRGINIA DEPARTMENT OF HEALTH EPI-1 FORM

MAIL THE TOP TWO COPIES TO YOUR LOCAL HEALTH DEPARTMENT

VIRGINIA DEPARTMENT OF HEALTH

Confidential Morbidity Report

Patient's Name (Last, First, Middle Initial):

SSN: _____-_____-_____

Home #: () _____-_____

Patient's Address (Street, City or Town, State, Zip Code):

Work #: () _____-_____

City or County of Residence

Date of Birth: _____ Age: _____
(mm/dd/yyyy)

Race: American

Hispanic:

Sex:

Indian/Alaskan

Yes

F

Native Asian

No

M

Black/African

American

Hawaiian/Pacific

Islander

White Unknown

DISEASE OR CONDITION:

Pregnant:

Death: Yes No

Yes

Death Date:

No

Unknown

Date of Onset:

Date of Diagnosis:

Influenza: (Report # and type only.
No patient identification)

Number of Cases: Type, if
Known:

Physician's Name: Phone #: () _____-_____

Address:

Hospital Admission: Yes No Hospital Name:

Date of Admission: Medical Record Number:

Laboratory Information and Results

Source of Specimen:

Date Collected:

Laboratory Test(s) and Finding(s):

Name/Address of Lab:

CLIA Number:

Other Information

Comments: (e.g., Risk situation [food handling, patient care, day care], Treatment [including dates],
Immunization status [including dates], Signs/Symptoms, Exposure, Outbreak-associated, etc.)

Name, Address, and Phone Number of Person

Date Reported:

Completing this Form:

Check here if you need more of
these forms, or call your local
health department.

(Be sure your address is complete.)

For Health Department Use

Date Received:

VEDSS Patient ID:

APPENDIX E: OUTBREAK CONTROL TEAM CHECKLIST

- ☐ Review the evidence and establish whether a significant outbreak / incident exists.
- ☐ Monitor the epidemiological progress of the incident/outbreak.
- ☐ Agree and coordinate policy decisions on the investigation and control of the outbreak and ensure the decisions made are implemented, allocating responsibility to specific individuals who will then be accountable for taking action.
- ☐ Determine the resource implications of the outbreak/incident and how they will be met.
- ☐ Ensure that adequate communication arrangements are in place, including will include:
 - Nominating a Public Information Officer (PIO) to be the point of contact with the news media throughout the duration of the outbreak / incident;
- ☐ Arrange for the necessary interviews, inspections and other investigations, such as samples to identify the nature, extent and source of the outbreak / incident.
- ☐ Prevent further cases of infection / illness by taking all necessary steps to ensure that the source of the outbreak is controlled and the risk of secondary person to person transmission is minimized.
- ☐ Ensure that arrangements are in place for the appropriate treatment for those infected or affected by the outbreak.
- ☐ Liaise with local hospitals where there may be increased demand on hospital services
- ☐ Consider the need for and, if necessary, arrange long-term follow up of those affected.
- ☐ Declare the end of the outbreak / incident.
- ☐ Develop systems and procedures to prevent further occurrence of similar episodes.
- ☐ Consider an After Action Report if applicable.

APPENDIX F: SITUATION REPORT (SITREP) TEMPLATE

Location	Virginia Tech-Blacksburg Campus
Address	Blacksburg, VA 24061
Point of Contact	
Position/Title	
Phone/Cell	
Email	
Date/Time(military time)	
Operational Period (Begin time to end time)	
Situation Has sickness/disease been identified? If yes, provide disease; How many students so far? Which VT depts. involved? Which hospital (s)?	
Weather	
Current Priorities Housekeeping staff briefed & involved Notification to VT Rescue, Police, University Relations involved	
Ongoing Actions, Issues	
Projected Future Actions	
Next SitRep Due	

Page __ of __

Distribution (not necessarily inclusive and may vary per incident)

- Director, Schiffert Health Center
- Medical Director, Schiffert Health Center
- Assistant Vice President - DSA
- Director of Housing and Residence Life
- Senior Associate Director for Housing
- Associate For Facilities
- Director, Dining Services
- Emergency Preparedness Planner, Division of Student Affairs
- Associate Director of Athletics for Sports Medicine
- Physician, Sports Medicine, Athletics
- Local Hospital(s) (as applicable)
- Montgomery County Health Department
- Director, Emergency Management
- Associate Vice President for University Relations
- Industrial Hygiene Manager, Environmental Health and Safety
- Industrial Hygienist, Environmental Health and Safety

APPENDIX G: HOUSING AND RESIDENCE LIFE HOUSEKEEPING GUIDELINES

Daily Cleaning Policy for Prevention of Exposure to Contagious Viruses in the Residence Halls

By authority: HOUSEKEEPING DEPARTMENT – STUDENT PROGRAMS

Presently includes the following: MRSA and Norovirus (Norwalk) and H1N1 virus

It is the policy of the Housekeeping Department to clean and disinfect on a daily basis public bathrooms, showers and fixtures, fitness rooms, water fountains and all other surfaces and points of human contact with specifically formulated disinfectant chemicals that are EPA registered. Surfaces are wiped and left wet for effective dwell time.

Each employee has an obligation to ensure that our residents and co-workers feel safe and secure while living and working in our facilities. Employees are trained in proper procedure, chemical usage and proper hand washing techniques. All employees are provided necessary protective equipment to prevent exposure in the workplace. Hand sanitizing stations are provided throughout the residence halls for employee and student use.

Daily Cleaning Schedule for Residence Halls

BATHROOMS

All fixtures, commodes, urinals, tubs, sinks, towel and tissue holders, trash receptacles, mirrors, windows, light fixtures, vents, pipes, drains, walls, doors, push plates, partitions and floors are cleaned, restocked and disinfected daily using Quat Stat.

SHOWERS

Cleaned and disinfected weekly all walls, floors, fixtures, partitions and shower curtains using Quat Stat.

FLOORS/TILES

Public areas mopped daily, buffed bi-weekly, top scrubbed/stripped and recoated when necessary and always during summer months.

FLOORS/CARPET

Public areas vacuumed daily; spot cleaned as needed; extracted two times yearly and interim cleaned as necessary.

KITCHENS

Cleaned and disinfected daily using Quat Stat.

LOUNGES/STUDY ROOMS

Cleaned and disinfected daily using Quat Stat.

WATER FOUNTAINS

Cleaned and disinfected daily using Quat Stat.

STAIRWAYS/HANDRAILS

Steps swept, mopped and disinfected daily using Quat Stat. Handrails wiped with disinfectant daily using Quat Stat.

ELEVATORS

Cleaned, mopped and disinfected daily using Quat Stat.

LAUNDRY ROOMS

Floors cleaned, mopped daily. Machines are cleaned inside and out with disinfectant using Quat Stat.

FITNESS ROOMS

Cleaned, mopped/vacuumed and machines cleaned and disinfected daily using Quat Stat. Disinfectant solution wipes using Quat Stat are provided for use by students to wipe machines before and after each use.

Housing and Residence Life/Dining Services: H1N1 StrategiesHousing and Residence Life:

- Hand sanitizing stations have been ordered for each residence hall.
 - Brand: Germstar
 - Sanitizing Agent: Ethyl Alcohol
- Housekeeping staff clean and sanitize all restrooms and touch points within residence halls.
 - Brand: Quat Stat
 - Sanitizing Agent: Quaternary Ammonia
- Housekeeping staff has been trained on bloodborne pathogens and how to clean up and dispose of body spills. Has body spill “kits” for cleaning up body spills.
- Housing H1N1 plan calls for students to self-isolate in their room. There is no availability or plans for “isolation rooms” on campus.
- Housing will provide, at no charge, to its entire general wage staff, classified staff, and faculty a seasonal flu shot, and the two shot regimen of H1N1 shots, provided that these same shots are not provided by another entity at “no charge” to the staff.

Dining Services:

- Hand sanitizing stations have been placed in each dining facility.
 - Brand: Germstar
 - Sanitizing Agent: Ethyl Alcohol
- Dining Services instituted a strict Norovirus protocol two years ago that is applicable to H1N1. It calls for any employee exhibiting symptoms to not come to work and to stay home 72 hours after the symptoms have subsided.
- Dining staff clean and sanitize the dining facilities and touch points.
 - Brand: Steramine
 - Sanitizing Agent: Quaternary Ammonia
- Dining Services will provide, at no charge, to its entire general wage staff, classified staff, and faculty a seasonal flu shot, and the two shot regimen of H1N1 shots, provided that these same shots are not provided by another entity at “no charge” to the staff.
- Dining Services will provide “sick meals” to students via a roommate/suitemate/hallmate voluntary delivery system.
- Dining Services simplified its “sick tray” policy to facilitate an easy and hassle-free meal pick-up by the voluntary roommate/suitemate/hallmate.
- Dining Services will add to each dining facility a microwavable soup that will meet the normal requirements of a liquid diet.



COMMUNICATIONS PLAN

Annex E to Crisis and Emergency Management Plan

June 2019

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

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RECORD OF CHANGES

Table 1 Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
A Marinik	10/2016	2	All	Title and formatting. Nomenclature.
A. Marinik E. Thompson	12/2017	2.1	All	Updated university branding.
P. McCann	7/26/18	2.2	All	Updated channel descriptions, titles, and departments as appropriate
P. McCann A. Marinik	6/26/2019	2.3	All	Minor updates to reflect ENS and Siren system advancements.

1. PURPOSE

Effective and sophisticated communication systems are essential to the daily operation of a large university enterprise. These systems need to have sufficient voice and data capacity and redundancy to meet communication requirements during an emergency; providing communication channels for public emergency notification and information; first responder interoperability; and support incident situational awareness and a common operating picture. The Virginia Tech Communications Plan describes the university communication infrastructure, redundant systems and protocols to manage and maintain effective communication. The plan provides for the operable, interoperable, and sustained communications across the Virginia Tech enterprise before, during, and after an emergency.

The Communications Plan addresses the areas of preparedness, response, recovery, and mitigation and has taken into consideration the hazards identified by Virginia Tech Emergency Management's most recent Hazards Vulnerability Assessment (HVA). Success in providing information technology and telecommunications service in times of emergency is predicated upon good planning.

2. COMMUNICATIONS

2.1 ORGANIZATION AND RESPONSIBILITIES

Virginia Tech Emergency Management (VTEM)

The VTEM is responsible for the operational readiness of the Virginia Tech Emergency Notification System (ENS). The system is tested daily to maintain optimal functionality. Opportunities to improve the efficacy of the system and leverage constituent communication preferences are pursued. Protocols have been developed that provide clear system expectations for those receiving as well as those responsible for sending emergency messages. Specific information regarding the ENS can be found in the notification section of the plan.

In an emergency, agencies with communications systems used in support of established responsibilities will normally retain operational control of those systems and equipment during operations. Virginia Tech Emergency Management may exercise overall coordination of communications systems belonging to Virginia Tech and may also coordinate the use of external communication resources.

Virginia Tech Emergency Management will manage situational awareness and a common operating picture as part of the activation of the Incident Management Team (IMT) or the establishment of an Emergency Operations Center (EOC). In addition, the office maintains external communication with the Montgomery County Emergency Services Coordinator, the Virginia Department of Emergency Management (VDEM), and other local, state, and federal stakeholders. VDEM has numerous communications resources at their disposal, including the Commonwealth of Virginia Mobile Communications Caches and other regional radio resources. Requests for these resources are made through the Montgomery County Emergency Services Coordinator.

Virginia Tech Emergency Management maintains a very high frequency (VHF) land mobile radio (LMR) cache that can be used by its staff or distributed to key emergency personnel during an incident or a large event to supplement communications capabilities. The VTEM LMR cache is composed of VHF hand-held radios, mobile radios, and base stations. A Commonwealth regional radio cache is available through the emergency management official of the respective locality. VDEM Regions 4 & 6 have a

mobile radio interoperability asset that can be deployed to coordinate disparate radio systems. A request for this resource is made to the Region 4 or 6 VDEM Regional Coordinator. The services of the Virginia Tech Amateur Radio Association (KDKDJ), local Amateur Radio Emergency Service (ARES), and the Radio Amateur Civil Emergency Service (RACES) chapters may be leveraged to supplement Virginia Tech's communications capabilities. A Communication Unit Leader may be assigned to coordinate the management of these assets.

Virginia Tech Police Department

The Virginia Tech Police Department operates a 24/7 Security Center on Virginia Tech's Blacksburg campus. The Security Center serves as the University's initial communications, alert, and warning point for emergency operations. All emergency dispatch services are provided for by the regional Public Safety Answering Point (PASP) authority New River Valley Emergency Communications Regional Authority (NRV911).

The Security Center has direct LMR radio communication capability with the following external stakeholders: the Blacksburg Police Department, the Christiansburg Police Department, and the Montgomery County Sheriff's Office. In addition, the Security Center has direct LMR communication capability with the following internal stakeholders: Virginia Tech Emergency Management, Virginia Tech Electric Services, Housing and Residence Life, Parking Services, and Facilities Services.

The radio communications infrastructure that supports the daily operations of emergency personnel on campus is a robust and redundant system. The infrastructure uses a simulcast link, between two repeater sites, to maximize the range of radio transmissions. If power is lost to either repeater site a battery backup system continues to power the equipment without interruption. Each of the sites is equipped with a generator shoreline should a sustained power outage occur.

University Relations

University Relations will work with university administration and first responders/local law enforcement to provide information and updates to the news media, the campus community, and the general public. During an emergency, University Relations will coordinate with the Assistant Vice President for Emergency Management, or designee, to notify essential University Relations personnel, and staff the Joint Information Center (JIC) and/or the university EOC, if activated. The Public Information Officer (PIO) is a member of the Safety and Security Policy Committee (SSPC). University Relations coordinates the dissemination of information, identifying unmet communication needs, establishing ongoing dialogue and information exchange with the community, media and the public-at-large. University Relations coordinates the development of incident messages and communications with the Incident/Unified Command and/or Safety and Security Policy Committee.

Network Infrastructure & Services

The lead department responsible for data and voice communications is the Virginia Tech Network Infrastructure & Services (NI&S), which is part of the university's Information Technology organization. NI&S provides a comprehensive array of complex, critical telecommunications infrastructure and information technology services to conduct and support the university's teaching, learning, research, and outreach services. NI&S participates in the deployment of wide-area, high-performance computing and communications networking to provide the university with direct access to high-speed, national and international, research networks and facilities. Linking various locations through these networks enables massive data transfers, allows the visualization of results and provides remote access to specialized scientific equipment. The linkage to mobile devices continues to increase the utilization of wireless and

broadband access. NI&S can and has leveraged and reprioritized systems to support incident response and management.

Whether the infrastructure is used for teaching, learning, research, administration, public safety or community service and engagement, Virginia Tech has access to gigabit Ethernet, wireless local area networks, wired and wireless voice communications, video and related services, broadcast-quality teleconferencing, and a cable television system. In all cases, essential technical, security, and help desk support are integral to daily and emergency infrastructure operations. Based on a diverse and robust optical core, the enhanced network will provide the university with advanced communications capabilities and high-performance computing technologies to support the university. During an emergency NI&S may be tasked with optimization of internet connectivity, EOC communication support, call center activation, enhanced telephony services, coordination with third party providers and other missions directly related to maintaining and optimizing communication resources.

University Departments

The Continuity of Operations Plan (COOP) provides guidance on how to continue or rapidly restore departmental Essential Functions in the event of an emergency that disrupts daily operations. A COOP is designed to address three types of disruptions that could occur individually or in any combination: the loss of access to a facility or portion of a facility (building, laboratory, classroom, residence hall, dining hall, etc.), the loss of services due to equipment or utilities failure (telephone, IT systems, electricity, or water), and loss of services due to a reduced workforce (widespread illness or inclement weather). COOPs are maintained at the department level at Virginia Tech and these plans contain a contact list of key personnel for continuity and recovery operations.

The departmental template comprises two components, the Narrative and the Essential Functions. Additional guidance for each of these components can be found here:

<https://emergency.vt.edu/plans/COOPs.html>.

2.2 COMMUNICATIONS CAPABILITIES

Virginia Tech Emergency Management, in conjunction with its stakeholders, seeks continuous improvement of its emergency communications capabilities. The following matrix describes current University capabilities:

Table 2 Communication, Notification, and Alert & Warning Capabilities

Systems	Non - Emergency	Emergency	Fixed Location	Mobile
Campus Telephone	X	X	X	
Cellular Telephone	X	X	X	X
Email (Exchange)	X	X	X	X
Email (Google)	X	X	X	X
Emergency Notification System (ENS)		X	X	X
External Network Connections (Internet)	X	X	X	
IMT Notification System		X	X	X
Internal Network Connections (Intranet)	X	X	X	
Land Mobile Radio (UHF, VHF, HF)	X	X	X	X
Mail and Delivery Service	X	X	X	X
Safety and Security Policy Committee (SSPC) Notification System		X	X	X
Siren System	X	X	X	
Social Media	X	X	X	X

Table 3 Higher, Lateral, and Subordinate Stakeholder Engagement Methods

System	SSPC	Incident Management Team (IMT)	Emergency Personnel	Campus Community	External Stakeholders & Constituents
Communications Systems					
Campus Telephone	X	X		X	
Cellular Telephone	X	X	X	X	X
Email (Exchange)	X	X	X		
Email (Google)			X	X	X
External Network Connections (Internet)	X	X	X	X	X
Internal Network Connections (Intranet)	X	X		X	X
Land Mobile Radio (UHF, VHF, HF)			X		X
Mail and Delivery Service	X	X	X	X	X
Social Media				X	X
Notification Systems					
IMT Notification System		X			
SSPC Notification System	X				
Alert & Warning Systems					
Emergency Notification System (ENS)	X	X	X	X	X
Siren System	X	X	X	X	X

3. NOTIFICATION

3.1 ORGANIZATION AND RESPONSIBILITIES

Emergency and Key Personnel

The receipt, relay, and initiation of emergency information to key decision makers and emergency personnel consist of the activation and notification of the SSPC and the Virginia Tech IMT. These groups may be notified in response to an incident or emergency that causes a disruption to operations of the university.

Safety and Security Policy Committee Notification

Key university officials have the ability to notify each member of the SSPC in the event they are needed, via a web-based paging service. The SSPC Notification System can also be activated through the Virginia Tech Police Department's communication center. The system utilizes email and office/personal phone alerts. The system includes a message receipt capability. The message initiator is able to track, via the online web service, each member of the SSPC that has confirmed the receipt of the notification message in real time. Both the SSPC notification system and the Virginia Tech ENS are maintained on redundant servers both on and off of the Virginia Tech campus.

Incident Management Team Notification

Virginia Tech Emergency Management maintains both a written and electronic copy of the Virginia Tech IMT contact list. In the event of a partial or full activation of the VT IMT, Virginia Tech Emergency Management is responsible for determining which Command and General Staff positions and ESFs are needed. Virginia Tech Emergency Management will notify the required personnel in the following order of priority:

- Office Administrative Assistant
- Office Phone
- Email
- Work Cell Phone
- Personal Phone

4. ALERT & WARNING

4.1 VIRGINIA TECH EMERGENCY NOTIFICATION SYSTEM

The purpose of the Virginia Tech emergency notification system (ENS) is to issue emergency alerts in an incident or when specific actions must be taken. The Virginia Tech ENS has multi-channel communication capabilities. The Virginia Tech ENS disseminates emergency information, provides pertinent instructions to the appropriate Virginia Tech campus (Blacksburg or regional location) within the Commonwealth of Virginia. The Virginia Tech ENS is designed to provide alerts and warnings to vulnerable populations, leveraging multimedia delivery that includes voice, auditory, visual, and data channels. The ENS Protocols, located in Annex A of the Virginia Tech CEMP, define the emergency notification process and organization. The protocols authorize decision-making at the operational response level enabling the university to expeditiously disseminate emergency information.

Virginia Tech ENS consists of the following channels:

- VT Subscribe Alerts is a messaging system controlled by a web-enabled management interface that allows an operator to simultaneously send outbound messages via the Short Message Service (SMS) or text messages, phone calls, and emails to non-VT addresses.
- VT Desktop Alerts posts an outbound message pane on the screens of all computers that are logged on to the internet and have downloaded the VT Desktop Alert application.
- Outdoor Sirens and Public Address is a system that consists of siren blasts from seven outdoor speakers located throughout the campus. It is also capable of playing a recorded message or live audio from the VTPD Security Center.
- Message Boards are LED display panels capable of scrolling through an emergency notification and repeating continuously; initiated by the web-enabled management interface.
- Fire Alarm Annunciators broadcast the emergency message over the fire alarm public announcement system; initiated by the web-enabled management interface.
- VT Email – all @vt.edu domain addresses in active status are sent the emergency notification message via the web-enabled management interface.
- Posts to the VT homepage and status page (www.vt.edu and www.vt.edu/status) may supplement VT Alerts with more in-depth information and instructions.
- Social Media is used as a delivery channel. VT Alerts are delivered through three Virginia Tech twitter accounts: @vtalerts (only alert messages), @vtnews (official news and information stream) and @virginia_tech (Virginia Tech information feed). ENS messages are also posted on the Virginia Tech Facebook site.

5. TESTING AND MAINTENANCE

The following table outlines the testing and maintenance program for the communications systems and infrastructure.

Table 4 Communications Systems Testing Schedule

System	Testing Frequency	Responsible Department	Department for Recording Issues	Results Documentation	Corrective Action Implementation
Campus Telephone	Continuous	NI&S	NI&S	NOC	Re-Test
Email (Exchange)	Continuous	NI&S	NI&S	NOC	Re-Test
Emergency Notification System (ENS)	Daily silent tests Semi- Annual public test	Virginia Tech Emergency Management & Virginia Tech Police Department	Virginia Tech Emergency Management & NI&S	Rave Alerts	Re-Test, Repair, & Re-Test

System	Testing Frequency	Responsible Department	Department for Recording Issues	Results Documentation	Corrective Action Implementation
External Network Connections (Internet)	Bi-weekly	NI&S	NI&S	NOC	Repair & Re-Test
IMT Notification System	Annual test	Virginia Tech Emergency Management	Virginia Tech Emergency Management	IMT Notification System Report	Re-Test
Internal Network Connections (Intranet)	Bi-weekly	NI&S	NI&S	NOC	Repair & Re-Test
Safety and Security Policy Committee (SSPC) Notification System	Daily silent tests Annual test	Virginia Tech Emergency Management & Virginia Tech Police Department	Virginia Tech Emergency Management & NI&S	Rave Alerts	Re-Test, Repair, & Re-Test
Siren System	Daily silent tests Semi-Annual public test	Virginia Tech Emergency Management & Virginia Tech Police Department	Virginia Tech Emergency Management & Virginia Tech Police Department	WeatherWarn Siren Log	Re-Test, Repair, & Re-Test

The Communications Plan will be reviewed annually by Virginia Tech Emergency Management.

6. ACRONYMS

AC	Alternating Current
CEMP	Crisis Emergency Management Plan
COOP	Continuity of Operations Plan
DC	Direct Current
EAP	Emergency Action Plan
ENS	Emergency Notification System
EOC	Emergency Operations Center

ESF	Emergency Support Functions
HVA	Hazards Vulnerability Assessment
ICP	Incident Command Post
IMT	Incident Management Team
IT	Information Technology
JIC	Joint Information Center
LMR	Land Mobile Radio
MEF	Mission Essential Functions
NI&S	Network Infrastructure & Services
PIO	Public Information Officer
PSAP	Public Safety Answering Point
RTO	Recovery Time Objectives
SSPC	Safety and Security Policy Committee
VEOC	Virginia Emergency Operations Center
VHF	Very High Frequency
Virginia Tech	Virginia Polytechnic Institute and State University
VT	Virginia Polytechnic Institute and State University
VTPD	Virginia Tech Police Department



Resource Management Plan

Annex F to Crisis and Emergency Management Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

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1. Plan Documentation

1.1. Confidentiality Statement

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 its Resource Management Plan from public disclosure. Refer any request for a copy of this document to Virginia Tech General Counsel.

The information contained in the Virginia Tech Resource Management Plan has been prepared for use by Virginia Tech. The information is guidance for resource management, recognizing that individual circumstance or incidents not anticipated by the Resource Management Plan may occur. The experience and judgment of those utilizing the Resource Management Plan is an important consideration in how and when the Resource Management Plan 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 Resource Management Plan 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.

1.2. Record of Changes

Table 1: Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
L. Shafer	May 2014	0	Plan Created	Virginia Tech Resource Management Plan created
L. Shafer	August 2014	1	Resource Management Procedures	Deactivation and Recall Procedures incorporated into the resource management procedures
L. Shafer	August 2014	2	Gap Analysis Results	Gap Analysis Results incorporated into Appendix C
A. Marinik	August 2014	3	Cover Page, Review Frequency (p12), Footers	Formatted cover page and footers to include revision date. Changed review frequency to annual.
A. Marinik	October 2016	4	All	OEM converted to VTEM
A. Marinik E. Thompson	December 2017	5	All	Updated university branding. Minor formatting adjustments.
C. Bolling	March 2018	6	All	Titles/Departments
A. Marinik M. Mulhare	June 2019	6.1	All	Formatting throughout; Appendix C. update, Section 5 update.

2. Authorities and Standards

2.1. Authorities

State

- Commonwealth of Virginia Emergency Operations Plan, updated March 2015

Virginia Tech

- Procurement Procedures & Guidelines
- Virginia Tech Crisis and Emergency Management Plan, as amended
- Virginia Tech Policy 3015: University Contract Signature Policy and Procedures
- Virginia Tech Policy 3630: Definition and Deposit of Private Funds
- Virginia Tech Policy 3950: Fixed Asset Accounting
- Virginia Tech Policy 12115: Accepting and Reporting Gifts-in-Kind

3. Introduction

The Resource Management Plan is a framework for managing the resource needs of the university. The Resource Management Plan and procedures consider all of the hazards identified in Virginia Tech's Hazard Vulnerability Assessment (HVA). The intent of this plan is to provide appropriate, high priority resources to the university during an incident in a timely manner.

3.1. Purpose

The plan provides an overview of resource management activities before, during, and after an incident at Virginia Tech. The plan identifies and summarizes the Emergency Operations Center's (EOC) logistical mission as part of the overarching Virginia Tech Crisis Emergency Management Plan (CEMP).

3.2. Objectives

1. Identify and anticipate internal and external resource needs.
2. Designate and establish a staging area to assist in the distribution of internal and external resources when required.
3. Use the Gap Analysis to identify and locate internal and external resources.
4. Use university procurement protocols to acquire internal and external resources in accordance with Virginia Tech Policy 3015: University Contract Signature Policy and Procedures and Procurement Procedures & Guidelines.
5. Communicate resource needs to the Virginia Emergency Operations Center (VEOC) through the Montgomery County Emergency Services Coordinator, according to the Virginia Department of Emergency Management's (VDEM) Resource Management Plan.
6. Account for resources, internal and external, utilized by Virginia Tech, provide documentation, procurement orders, claims, and other financial documentation to Virginia Tech's Office of Budget and Financial Planning and/or the Insurance and Risk Management Office.
7. Store internal resources in accordance with Virginia Tech Policy 3950: Fixed Asset Accounting.
8. Test and maintain resources in accordance with Virginia Tech Policy 3950: Fixed Asset Accounting.

4. Concept of Operations

To accomplish a smooth transition to incident management operations, Virginia Tech Emergency Management employs a framework supporting coordinated resource management activities that include logistics planning, implementation, and evaluation. Figure 1 describes the basic incident management structure used during a full activation of the university's EOC.

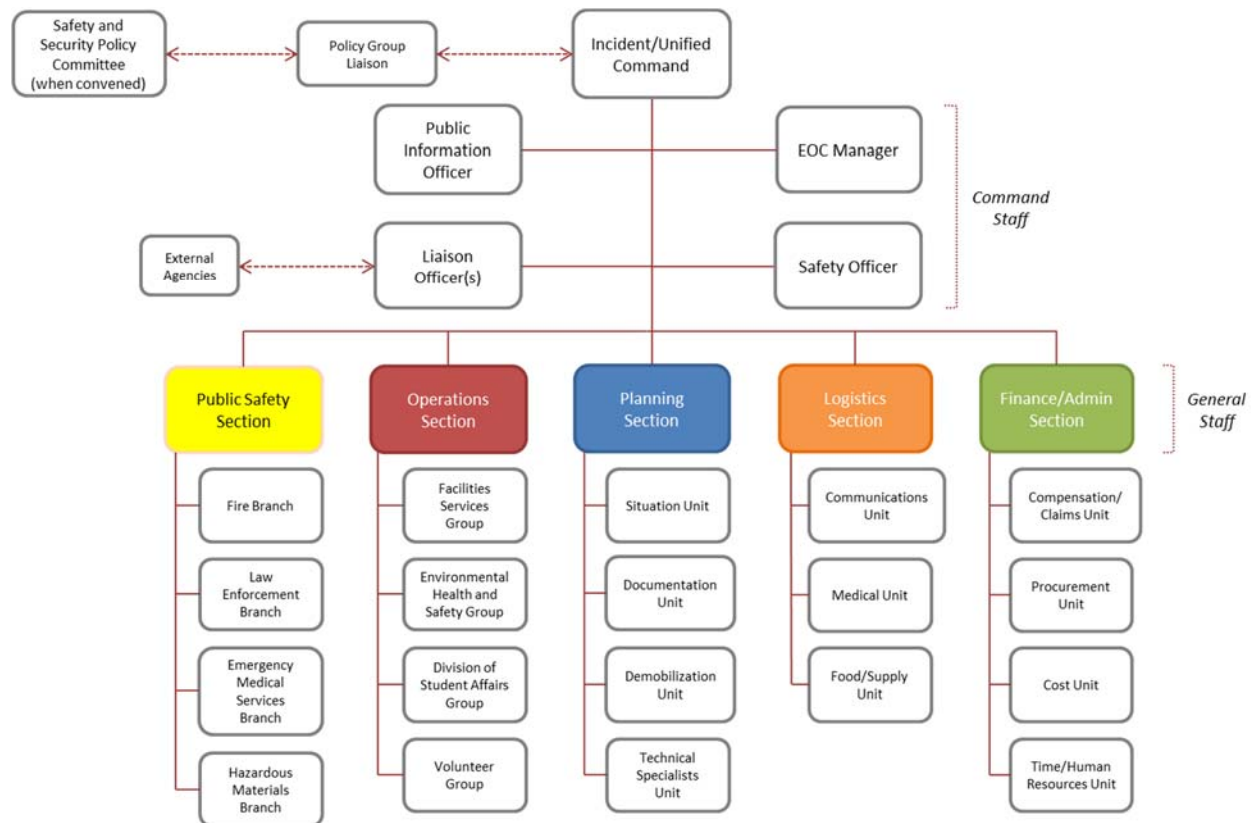


Figure 1 Virginia Tech Incident Management Structure

Logistics Section and Emergency Support Function (ESF) personnel are brought together when an emergency or threat of an emergency requires the activation of the university's EOC. During emergency operations, the Logistics Section is responsible for overall management of resources. ESFs and departments will prioritize, assign, track, and demobilize resources in coordination with and at the direction of the Logistics Section.

4.1. Routine Operations/Increased Readiness

Resource management is primarily focused on daily operations. Activities are escalated in anticipation of incidents that will require the expenditure of additional capital and personnel resources. Heightened

preparation includes contacting vendors with specialized equipment, stockpiling expendable commodities to provide essential life safety services and maintaining business operations.

Divisions with resource management roles are:

- Athletics
- Office of the Executive VP and Provost
- Division of Operations
- Division of University Relations
- Office of Budget and Financial Planning
- Division of Operations IT
- Office of the VP for Research and Innovation
- Division of Student Affairs

During the transition from day-to-day operations to an incident management framework, a scalable organizational structure is developed that may include a Logistics Section and/or ESFs, according to the EOC Standard Operating Procedures (SOPs) found in Annex B of the CEMP. Logistics Section and/or ESF personnel responsibilities include:

- Anticipate expanding needs based on the HVA, historical data, and forecasted information.
- Identify and locate internal and external resources.
- Participate in decision-making meetings.
- Develop logistics plans.
- Establish communications and coordination among internal stakeholders, vendors, and external community partners.
- Identify available resources, utilizing the gap analysis as a reference tool.

4.2. Response Operations

Incident Command of first responder actions is typically established first, followed by the convening of the Safety Security Policy Committee and the Incident Management Team (IMT). During a short duration, high intensity incident no further organizational expansion may be required.

The Operation and Public Safety Sections determine incident specific resource needs and priority. The Logistics Section is tasked with managing the provision of required resources. Depending on the severity and duration of the incident, the Virginia Tech Office of Budget and Financial Planning can establish incident specific cost codes and encumber funds to support emergency operations. It is important that actual and anticipated costs are overseen. The Logistics and Finance Sections work closely to efficiently manage operational resources and associated costs. Unified Command, the Operations Section, or the Public Safety Section may establish a staging area to account for and track operational resources.

The Logistics Section can be grouped into three primary Units:

1. Communications Unit
 - Acquisition
 - Equipment management
 - Coordination
 - Completion of Incident Command System (ICS) forms
2. Medical Unit
 - Medical support for responders

- Completion of ICS forms
- 3. Food/Supply Unit
 - Coordination of food and water resources
 - Supply management
 - Completion of Incident Command System (ICS) forms

The university will use existing resources and supply chains prior to requesting external support. Competing needs may require the prioritization of available resources. To facilitate this process, resource requests should include:

- What is needed and why, as specific as possible.
- How much is needed.
- Who needs it.
- Where it is needed.
- When it is needed.

The resource request is routed through a structured review process as described below:

- Resource request is received.
- Prioritization is determined.
- Determine if the resource request can be filled by university vendors, mutual aid partners, or state contracts.
- Identify additional resource providers.
- Allocate and track resources.

4.3. Facilities and Spacing Management

University facilities are to be used whenever possible and practical.

4.4. Limitations of the Plan

Personnel – Personnel may be limited in responding due to multiple factors including, but not limited to the following:

- Directly affected by the incident
- On leave and/or unable to be recalled in a timely fashion

In the event that this occurs, other personnel will be tasked to fill their positions. These personnel may include Virginia Tech employees with the appropriate subject matter expertise.

State-Owned Equipment and Materials – In the event of a large-scale statewide disaster, the resources available to the Commonwealth of Virginia may be affected. The overall effect may or may not include:

- Response Time (Transportation Issues)
- Quantity of Materials and Equipment
- Contractor Availability

5. Plan Maintenance

The Resource Management Plan will be reviewed annually as part of the Crisis and Emergency Management Plan (CEMP) by Virginia Tech Emergency Management in conjunction with stakeholders, and informed by the most recent Gap Analysis according to the appropriate procedure in the *Virginia Tech Emergency Management Procedures Manual*.

Appendix A. Resource Management Procedures

A.1. Purpose

Describe the operational procedures for resource management as supported by the Virginia Tech EOC.

A.2. Concept of Operations

Mission

The Virginia Tech EOC is activated during large-scale incidents at Virginia Tech. In the performance of this mission, EOC staff conducts the following activities: overall incident management and coordination of response actions, gather and disseminate information, process requests for assistance, provide subject matter expertise, facilitate interdepartmental communications, and other duties as assigned. In times of emergency, the EOC is staffed by the Virginia Tech Incident Response Team (IRT) which is composed of representatives from across the Virginia Tech community. IRT members increase the incident management response and recovery capabilities of Virginia Tech.

Operational Objectives

Define the resource request and request for assistance processes. The procedures outline specific response capabilities; identifies how resource requests are received, processed, and tracked; and provides for a management system with documentation capabilities that improve services provided to Virginia Tech stakeholders.

A.3. Activation of Resource Management Process

The resource management process is ongoing during non-emergency times. The emergency resource management process is activated once Unified Command begins receiving resource requests from members of the Safety Security Policy Committee, university departments or first responder entities. Unified Command may coordinate the resource management process in the absence of a Logistics Section or an ESF. It is the decision of Unified Command to expand the ICS organization to include an ESF or a Logistics Section.

Unified Command can track an incident in the EOC management portal. The following information is captured:

- Incident Name
- Incident Number
- Incident Date and Time
- Type of Incident
- Incident Status
- Brief Description
- Status Updates

The EOC management portal can be used by relevant stakeholders to share information both formally and informally, request and track resources, and capture incident-specific information.

Resource Request Process

Resource requests will typically originate from departments, ESFs, or the Safety Security Policy Committee. Requests will be managed by the EOC. Requests will be tracked and prioritized in the EOC management portal.

Resource Request Information

The following information is tracked in the EOC management portal:

- What is needed and why, as specific as possible.
- How much is needed.
- Who needs it.
- Where it is needed.
- When it is needed

A.4. Dispatching of Resources

Upon receiving requests, the EOC will begin to identify the needed resources. The information gathered in the request will assist in identifying the kind and type of resource needed to fulfill the request.

University departments are responsible for storing, maintaining, and testing their equipment in non-emergency times in accordance with Virginia Tech Policy Number 3950: Fixed Asset Accounting. External resources requested by Virginia Tech are to be stored, maintained, and tested according to the policies and procedures of the providing jurisdiction. External jurisdictions do not transfer responsibility for their equipment, personnel, or systems to Virginia Tech during an emergency.

The university is responsible for tracking resources ordered during emergency and non-emergency times. Individual departments are responsible for tracking requested resources according to Virginia Tech Policy Number 3950: Fixed Asset Accounting.

The EOC is responsible for tracking and documenting the costs of the resources. Resource requests can be documented in the EOC management portal. The following information can be captured in the portal:

- Date/Time
- Incident Name and Number
- Resource Request
- Point of Contact
- Contact Number
- Purpose of Resource
- Delivery/Location Reporting
- Resource Status
- Status Updates

The EOC can track the progress of resource requests within the EOC management portal. The tracking steps include:

- **1** – New Request
- **2** – Request Acknowledged
- **3** – Request In Progress
- **4** – Request Completed
- **5** – Resource Demobilized
- **6** – Request Denied

Resource requests can be seen by all members of the emergency response organization. Depending on the severity of the incident, a staging area may be required. The staging area will be established a safe distance from the scene and will serve as an assembly point for resources prior to their deployment.

Acquiring Resources

The EOC will fill the resource requests with internal resources first and, if they are unavailable, will use external resources. Figure 2 is the university's emergency resource procurement flow chart.

The EOC will reference the Gap Analysis (see Appendix E) to ascertain whether or not the university is in possession of the requested resources. If the university is in possession of the resources, the EOC will contact the appropriate departmental personnel to request the resources.

If state contracts are unable to provide the desired resources, the EOC may reach out to local and regional entities to obtain the desired resources with university Purchasing Cards (P-Cards). If the emergency's complexity and duration is expected to challenge response procurement capabilities, the EOC will work with the University's Office of Budget and Financial Planning.

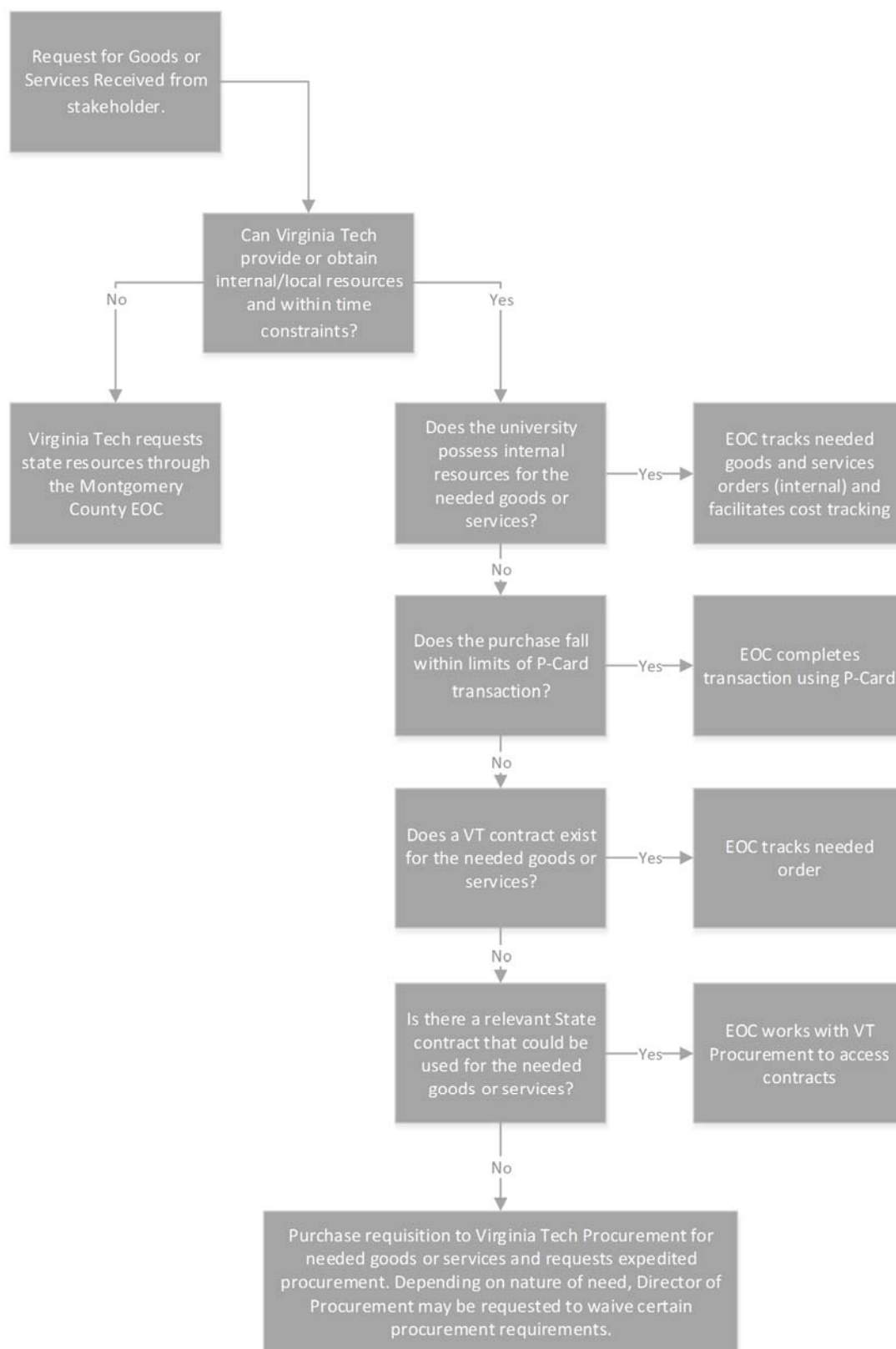


Figure 2 Flowchart of potential steps for emergency response procurement of goods or services.

Requesting State Resources

The EOC will also work with the VEOC through the Montgomery County Emergency Services Coordinator to request resources.

- The request for state resources is coordinated through the Local Emergency Management Coordinator or their designee with the exception of state agency to state agency assistance. The Local Emergency Management Coordinator for Virginia Tech Blacksburg campus is the Montgomery County Emergency Services Coordinator.
- The request for resources is submitted to the VEOC via WebEOC (locality account), faxed to (804) 674-2419, emailed to veoc@vdem.virginia.gov, or phoned into the VEOC at (804) 674-2400 or (800) 468-8892. The preferred method is WebEOC.
- **State Agency to State Agency Assistance** – This type of resource assistance is coordinated by the agency’s senior leadership with the understanding that cost recovery is the responsibility of the assisting state agency through the requesting state agency’s finance section. Prior to contacting state agencies for resource support, the VDEM should be made aware of the situation.
- **Statewide Mutual Aid** – The statewide mutual aid program is coordinated through the VEOC by the Logistics Section. This program allows localities to seek resource support from across the Commonwealth outside of their normal mutual aid agreements. The statewide mutual aid program is primarily a “resource tracking and cost recovery” coordination based program. Upon receiving a resource request, the VEOC Logistics Section will send out an email to all jurisdictions via their point of contact requesting support. Agreements are reached between the two parties and documented by the VEOC Logistics Section. In the event that statewide mutual aid resource requests go unanswered, the VEOC Logistics Section will contact the requesting agency with other sources which could include disaster contract vendors or Emergency Management Assistance Compact (EMAC) assistance requirements.
- **Disaster Contracts and Contract Vendors** – VDEM, in conjunction with the Department of General Services, has pre-established disaster contracts and contract vendors available to support the resource needs of the Commonwealth of Virginia and its stakeholders. A local emergency must be declared in order for disaster contracts to be implemented. Disaster contracts and contract vendor resource requests are coordinated by the VEOC Logistics Section and the Department of General Services.
- **EMAC** – EMAC is coordinated through the VEOC by the Logistics Section via the EMAC Coordinator or their designee. EMAC procedures allow states to seek resource support from other states and territories. EMAC requires a declaration of emergency from the Governor of the requesting state. The EMAC program is a pre-negotiated “resource tracking and cost recovery” program. For more information on EMAC, reference the EMAC 2013-2017 Strategic Plan.
- **Federal Support** – VDEM is responsible for submitting a written request for federal assistance through the Federal Emergency Management Agency (FEMA).

A.5. Deactivating and Recalling Resources

The EOC will coordinate the demobilization of resources during and after an emergency. The following tasks will be completed:

- Monitor the ongoing resource needs.
- Identify surplus resources and probable release time.
- Complete ICS Form 221 – Demobilization Check-Out.
- Evaluate logistics and transportation capabilities to support demobilization.
- Develop an Incident Demobilization Plan detailing the specific responsibilities and release priorities and procedures.
- Provide status reports on resources.

The Logistics Section will take the lead on demobilizing resources and maintain documentation on the use of the resources during the incident. Documentation will be maintained for all of the resources and these documents will be transferred to the Virginia Tech Office of Insurance and Risk Management and/or the Finance and Administration Section, if activated. Figure 3 is the university's resource deactivation and recall process flow chart.

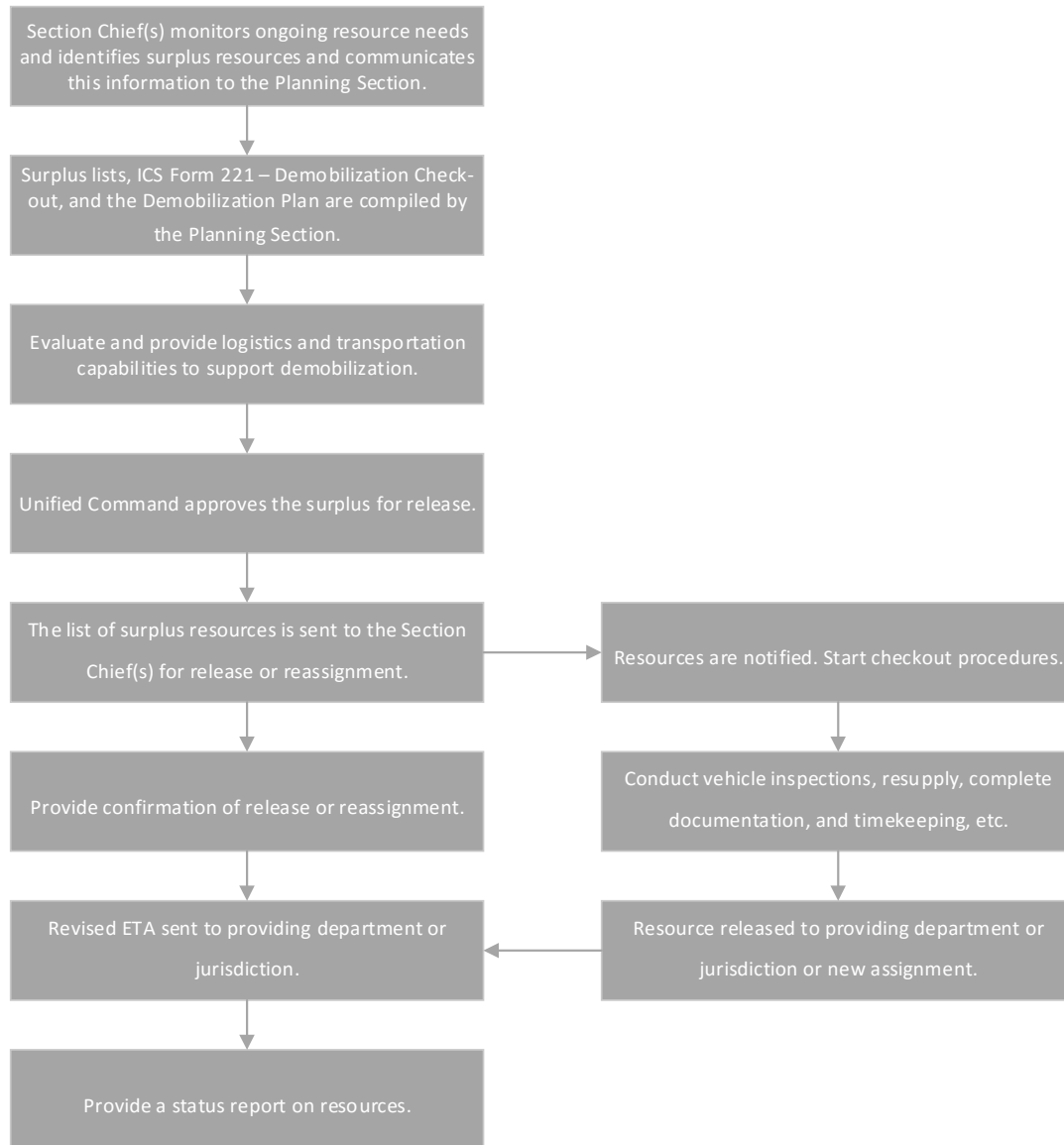


Figure 3 Flowchart for the deactivation/recall of resources.

Appendix B. Volunteer & Donation Management Process

B.1. Introduction

The EOC is responsible for maintaining situational awareness for an incident and anticipating needs. Emergent volunteers and the influx of donations, whether they are goods, materials, services, financial resources, or facilities, whether solicited or unsolicited, have the potential to challenge the capabilities of the IRT if not properly anticipated. Virginia Tech has identified lead and supporting departments, responsibilities, and contacts for volunteer and donations management. This information can be found in the Virginia Tech CEMP, Annex C, ESF #15 – Volunteer and Donations Management.

B.2. Acceptance of Volunteers and Donations

Monetary Donations

Virginia Tech may accept monetary donations from the public during an emergency; however the donations can only be used to support university operations. Per tax laws, these donations cannot be directed to individuals. More information on the acceptance of monetary donations on behalf of the university can be found at <http://www.vtf.vt.edu/content/resources/procedures> and in Virginia Tech Policy 3630: Definition and Deposit of Private Funds.

Since the university is unable to repurpose donations to individuals, a non-profit organization may be chosen by the university to manage funds for individuals. Student organizations are also able to collect donations for individuals.

Gifts-in-Kind

Virginia Tech may accept gifts-in-kind such as goods and materials. The EOC may designate a central collecting point for the acceptance of gifts-in-kind and may communicate this information to the general public.

The Virginia Tech Foundation may accept gifts-in-kind related to the mission of the university in accordance with Virginia Tech Policy 12115: Accepting and Reporting Gifts-in-Kind.

Facilities

Virginia Tech may accept donated facilities. The EOC may choose to use facilities that have been donated to the university for response and recovery operations.

Emergent Volunteers & Services

Virginia Tech may accept emergent volunteers and their services to assist in response and recovery operations. The EOC may work with internal and external partners to assist in the acceptance and management of volunteers.

B.3. Management of Volunteers and Donations

Depending on the influx of volunteers and donations, Unified Command may choose to activate the volunteer and donations management branch. In the event that the volunteer and donation management branch is activated, it will be incorporated into Virginia Tech's ICS structure as a branch under the Operations Section. A branch director will be identified and they will assist identified stakeholders in managing solicited and unsolicited services and volunteers, both affiliated and non-affiliated, memorabilia and artifacts, perishable goods, university monetary donations, and non-university monetary donations. The layout of the volunteer and donations management branch can be found in Figure 4 below.

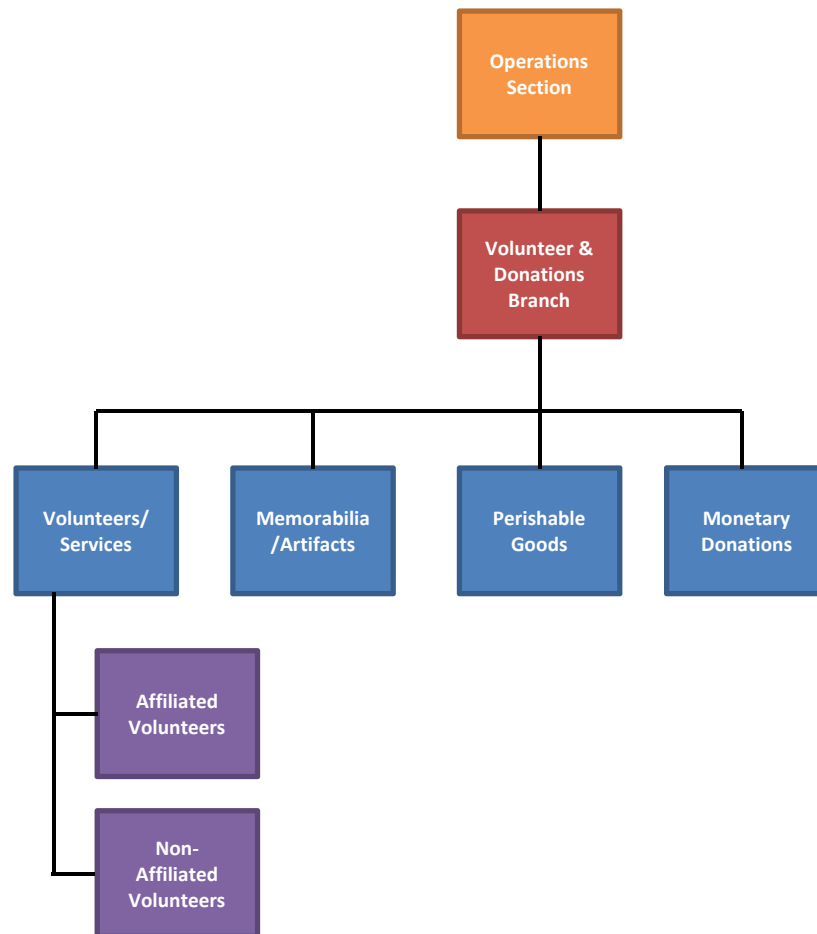


Figure 4 Virginia Tech Incident Management Structure

Each of the functions in Figure 4 **Error! Reference source not found.** has been assigned to internal and external stakeholders with subject matter expertise and resources that could be utilized to manage emergent volunteers and donations on the Virginia Tech campus. More information on the roles and responsibilities of the identified internal and external stakeholders can be found in the Virginia Tech CEMP, Annex C, ESF #15 – Volunteer and Donation Management.

Appendix C. Gap Analysis

At a frequency documented in the *Virginia Tech Emergency Management Procedure Manual* or at the discretion of the Assistant Vice President for Emergency Management, Virginia Tech Emergency Management will conduct a gap analysis according to the aforementioned procedure and generate a report summarizing the findings thereof. The findings of the Gap Analysis report will inform methods and strategies to address the identified gaps, and support the review and revision, if necessary, of the Resource Management Plan.

Appendix D. Acronyms

CEMP	Crisis Emergency Management Plan
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HVA	Hazard Vulnerability Assessment
ICS	Incident Command System
IMT	Incident Management Team
IRT	Incident Response Team
P-Card	Purchasing Card
SOP	Standard Operating Procedure
VDEM	Virginia Department of Emergency Management
VEOC	Virginia Emergency Operations Center

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RECOVERY PLAN

Annex G to Crisis and Emergency Management Plan

June 2019

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1. PLAN DOCUMENTATION

1.1 CONFIDENTIALITY STATEMENT

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 its Recovery Plan from public disclosure. Refer any request for a copy of this document to Virginia Tech University Legal Counsel.

The information contained in the Virginia Tech Recovery Plan has been prepared for use by Virginia Tech. The information is guidance for recovery, recognizing that individual circumstance or incidents not anticipated by the Recovery Plan may occur. The experience and judgment of those using the Recovery Plan is an important consideration in how and when the Recovery Plan 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 Recovery Plan 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.

1.2 RECORD OF CHANGES

Table 1: Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
J. Hoernig, MEP L. Shafer, MEP M. Mulhare, PE	January 2014	0	Plan Created	Virginia Tech Recovery Plan created
A. Marinik	August 2014	0.1	Cover page, footers for all pages, p6	Added automated revision dating. Corrected Code of Virginia citation
A. Marinik	August 2014	1.0	Cover page, p19	Updated address block on cover page. Changed review frequency to annual on p19.
A. Marinik	October 2016	2.0	All	Nomenclature and contact information.
A. Marinik E. Thompson	December 2017	2.1	All	Updated university branding.
A. Marinik P. McCann M. Mulhare	June 2019	2.2	All	Formatting, department and title name changes.

2. AUTHORITIES AND STANDARDS

2.1 AUTHORITIES

The Virginia Tech Recovery 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 Disaster Recovery Framework (NDRF)
- Federal Emergency Management Agency (FEMA) National Response Framework (NRF)
- Homeland Security Presidential Directive 5
- Homeland Security Presidential Directive 8
- National Incident Management System (NIMS)
- 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 2012
- Code of Virginia Emergency Services and Disaster Law of 2000 (Chapter 3.2, Title 44 of the Code of Virginia, as amended)

Virginia Tech

- Virginia Tech Crisis and Emergency Management Plan, as amended
- Virginia Tech Policy 5615: University Safety and Security

2.2 STANDARDS

The following standards were used in the development of this Recovery Plan:

- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

3. INTRODUCTION

3.1 MISSION

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. 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.

3.2 PURPOSE

The Virginia Tech Recovery Plan (hereinafter referred to as Recovery Plan) provides applicable, all-hazard, tiered guidance during the recovery phase of an incident. The Recovery Plan is designed as an extension of the Crisis and Emergency Management Plan (CEMP), primarily to continue recovery operations following the demobilization of response activities. It may be activated to facilitate short- and long-term recovery, restoring normalcy to the university in order to continue the mission of Virginia Tech.

For the purposes of this plan, 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 there is a significant disruption of normal business activities in all or a portion of the university. An incident may exceed internal response capabilities and may require external response support. Post-incident recovery begins during the response phase and can take days, weeks, months, or even years to fully realize. Recovery is defined as the process of returning normalcy to the campus community through the restoration and/or reestablishment of facilities, infrastructure, resources, programs, functions, and campus services to pre-incident or near pre-incident conditions.

3.3 SCOPE

The Recovery Plan and its contents apply to the Virginia Tech campus community at the Blacksburg campus and all other University-owned facilities.

3.4 RELATIONSHIP TO THE VIRGINIA TECH CRISIS AND EMERGENCY MANAGEMENT PLAN

The primary focus of the CEMP is to provide effective emergency management to any incident as well as short-term and intermediate recovery activities that immediately follow or overlap incident response. The Recovery Plan does not directly address the response decisions and actions related to life-saving, property/environmental protection, and incident/community stabilization. However, decisions made and actions taken during the response and initial recovery phases can influence long-term recovery, necessitating a structure to consider and provide guidance on recovery operations (whether short- or long-term) during the early phases of incident management.

As response and short-term recovery activities are completed, the long-term recovery phase takes on a more central role in returning the university to normalcy. The guidance set forth within the Recovery

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

Plan maintains and builds upon the organizational structure and resources established within the CEMP to effectively address long-term recovery needs. The Recovery Plan may be activated when the response and short-term recovery objectives developed by the university's Incident/Unified Command are met.

4. SITUATION AND ASSUMPTIONS

4.1 SITUATION

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 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.

Situated in a small rural/urban interface, the Blacksburg campus of Virginia Tech encompasses 2,600 acres and 213 campus buildings totaling more than nine million square feet. There are approximately 11,700 faculty and staff employed by Virginia Tech. Virginia Tech's residential facilities can provide housing for 9,500 students.

As part of all-hazard planning, Virginia Tech conducts Hazards Vulnerability Assessment (HVA), an industry-accepted risk management tool, to identify natural, technological, and human-caused hazards that could impact the Virginia Tech campus. Hazards are analyzed by stakeholders to determine impact, vulnerability, and Virginia Tech's readiness for each through a rigorous process. More information on the results and methodology of the HVA can be found in Hazards Vulnerability Assessment Reports maintained by Virginia Tech Emergency Management.

4.2 ASSUMPTIONS

- The Recovery Plan is an all-hazard plan and considers the hazards and vulnerabilities most likely to affect Virginia Tech.
- An incident may occur with little or no warning.
- Incidents are managed at the local level by Virginia Tech.
- The recovery process could be delayed due to resource unavailability.
- Students, faculty, and staff may not be able to travel to or from campus.

5. CONCEPT OF OPERATIONS

5.1 PRIMARY RECOVERY GOALS AND OBJECTIVES

During and after the implementation of Virginia Tech's primary response phase objectives of protecting life safety, securing critical infrastructure/facilities, and resuming teaching/research programs, the following six (6) primary recovery and restoration goals and objectives are considered within **Error! Reference source not found.** below. It is important to note that not all goals and objectives (whole or in part) may be considered during the recovery phase.

Table 2: Virginia Tech's Primary Recovery & Restoration Goals/Objectives

Recovery & Restoration Goal/Objective	Description <i>(including but not limited to the following)</i>
Critical campus functions	<ul style="list-style-type: none"> • Safety and Security • Teaching/instruction • Research • Health/human services • Research animal/livestock care services
Campus services	<ul style="list-style-type: none"> • Incident response • Temporary medical care • On-campus student dining/housing • Mass sheltering • Debris removal/damage assessment
Vital resources	<ul style="list-style-type: none"> • Staffing
Facilities	<ul style="list-style-type: none"> • Dining space • Residential space • Administrative space • Classroom space • Research space
Programs	<ul style="list-style-type: none"> • Financial programs • Human Resources • Outreach
Infrastructure	<ul style="list-style-type: none"> • Water • Power • Sewer • Steam • Network • Transportation • Information Technology/Telecommunications

5.2 EMERGENCY SUPPORT FUNCTION – RECOVERY FUNCTION CROSSWALK

Virginia Tech’s recovery capabilities follow a similar planning framework as the response-oriented Emergency Support Functions (ESFs) outlined in Annex C of the CEMP. As the University’s response phase transitions to recovery, respective Recovery Functions may take the place of those ESFs being utilized.

Recovery Functions coexist with and build upon the CEMP’s ESFs. Recovery Functions are different from ESFs in that they have different mission objectives, partnerships, approaches, time spans and organizational structure. The objective of the Recovery Functions is to facilitate the identification and coordination of university recovery resources and efforts to restore the university to normalcy. The goal of the Recovery Functions is to assist in the acceleration of recovery, restoration and revitalization processes.

The processes used for facilitating recovery are more flexible, context based and collaborative in approach than the task-oriented approach used during the response phase of an incident. Recovery processes should be scalable and based on demonstrated recovery needs.

The CEMP’s ESFs typically operate within a time span of days and weeks; the Recovery Function operational timeframe is weeks to years. The Recovery Functions addressed in the Recovery Plan will likely be transitioned from the CEMP’s ESFs when long-term recovery operations are deemed necessary.

Error! Reference source not found. (next page) illustrates the crosswalk between the CEMP’s ESFs and the Recovery Plan’s Recovery Functions.

Table 3: ESF-Recovery Function Crosswalk

Functional Area	Emergency Support Function (ESF)	Recovery Function
Transportation	1	1
Information Technology and Communications Systems	2	1
Facilities Services and Infrastructure	3	1
Emergency Support Services	4	2
Emergency Management	5	2
Food, Water, and Housing Services	6	4
Finance	7	3
Health, Behavioral Health, and Medical Services	8	5
Hazardous Materials	9	2
Academics	10	6
Research	11	6
Animal Services	12	7
Public Safety and Security	13	2
Media Relations and Community Outreach	14	2
Volunteer and Donations Management	15	2
Agriculture and Natural Resources	16	7

5.3 RECOVERY CONTINUUM AND ASSOCIATED ACTIVITIES BY PHASE

The period between the onset of recovery activities and the realization of normalcy varies in length of time. The process may be relatively brief, such as in the cleanup after a thunderstorm, or could potentially take months to years following a major weather incident or catastrophic human-caused disaster. For planning purposes, recovery is divided into three phases: short-term, intermediate, and long-term.

The Recovery Continuum (**Error! Reference source not found.**, below) illustrates the relationship between the tiered recovery phases and the preceding preparedness and response phases of emergency management. Examples of activities associated with each phase of recovery follow.

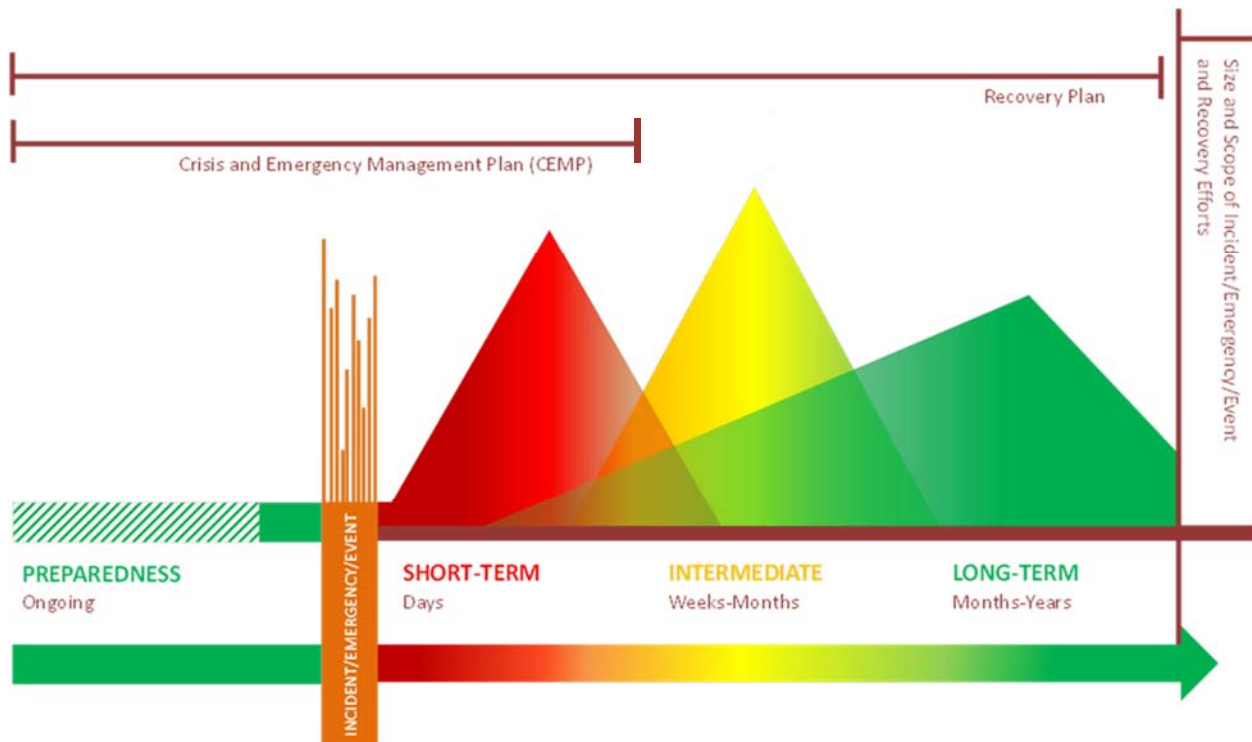


Figure 1: Recovery Continuum²

Preparedness Activity Examples

- Pre-incident recovery planning
- Mitigation planning
- University resilience-building
- Response and recovery training and associated exercises
- Partnership building (public and private)

Response Activity Examples

- Tactical law enforcement
- Medical care/triage/transport
- Fire suppression
- Search and rescue
- Hazardous material(s) cleanup
- Emergency Operations Center (EOC) activation
- Emergency Notification System (ENS) utilization

Short-Term Recovery

Short-term recovery, which begins during the response phase, generally consists of activities designed to address the most pressing needs to provide immediate relief to the university community. Depending

² Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011, pg. 8.

on the size of the incident, short-term recovery may be the only phase necessary to return the university to normal operations.

Short-Term Recovery Activity Examples

- Provide preliminary damage assessment and begin debris removal
- Activate employee telecommuting policy
- Reestablish class and teaching schedules
- Restart and/or maintain research projects and grant processes
- Provide health and human services to the campus community
- Provide animal/livestock health and care services
- Establish temporary or interim facilities if required
- Restore critical utilities (water, power, sewer, network, steam, etc.)

Intermediate Recovery

If the size and scope of the incident warrants, an extended recovery period may be required. Certain recovery elements may take weeks or months to fully implement.

Intermediate Recovery Activity Examples

- Continue short-term recovery activities
- Continuity of research
- Reestablish class and teaching schedules
- Provide interim housing and dining solutions
- Provide debris removal services
- Plan and implement repair and recovery efforts
- Reestablish office space for university faculty and staff
- Support deactivation of departmental and university COOP plans
- Conduct resiliency-building determinations

Long-Term Recovery

Catastrophic, high-profile incidents can pose significant challenges to the university community. Returning to normalcy may take months or years, depending on the nature of the incident. The progress of long-term recovery can be difficult to measure—while a destroyed dormitory can be rebuilt within a certain period using emergency resource allocations, the qualitative process of emotional recovery often takes a lengthy timeframe. Transitional events (legal proceedings, graduation, attrition, retirement, and others) must sometime take place for the recovery process to further advance.

Long-Term Recovery Activity Examples

- Continue emergency services as needed
- Ensure continuity of medical and psychological care
- Provide permanent housing and dining solutions
- Maintain research projects and grants
- Implement revitalization strategies
- Rebuild University facilities, programs, and functions
- Assess mitigation strategies

6. RECOVERY FUNCTION ROLES AND RESPONSIBILITIES MATRIX

As explained in Section 5.3, Virginia Tech’s Recovery Functions are likely to be transitioned from the CEMP’s ESFs when long-term recovery operations are deemed necessary. In **Error! Reference source not found.**, Recovery Functions are matched with examples of critical recovery responsibilities and associated with departments maintaining primary and secondary implementation responsibilities.

Table 4: Functional Responsibilities per Recovery Function
(“P” indicates primary responsibility, “S” indicates secondary responsibility)

Recovery Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	CALS	Campus Planning, Space, and Real Estate	Cook Counseling Center	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	University Legal Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Inn at Virginia Tech	Network Infrastructure and Services	Police Department	Provost	Procurement	Recreational Sports	Rescue Squad	Research	Risk Management	Safety and Security Policy Committee	Schiffert Health Center	Services for Studetns with Disabilities	Student Engagement and Campus Life	Student Health and Wellness Services	Parking and Transportation	University Building Official	University Relations	Veterinary Medicine	VT Engage
#1: Facilities & Infrastructure Systems	- Repair damaged facilities and infrastructure -Restore phone and network connectivity -Damage assessment -Debris removal		S						S	S	P			S	S			P	S		S										P	S	S		
#2: Emergency Management & Public Safety	-Emergency Medical Services -Coordination of recovery process -Emergency Operations Center management -Hazardous materials management -Law enforcement - Volunteer & Donations Management		S					S	P	S	S							S	P			P			S						S	P		P	
#3: Finance & Resource Management	-Documentation -Legal affairs -Payments and processing -Reimbursement -Risk management								S			P						S			S			S											

Recovery Function	Examples of Critical Responsibilities	Athletics	Blacksburg Fire Department	CALS	Campus Planning, Space, and Real	Cook Counseling Center	Dining Services	Division of Student Affairs	Emergency Management	Environmental Health and Safety	Facilities Services	Finance	University Legal Counsel	Geographic Information Systems	Housing and Residence Life	Human Resources	Inn at Virginia Tech	Network Infrastructure and Services	Police Department	Provost	Procurement	Recreational Sports	Rescue Squad	Research	Risk Management	Safety and Security Policy	Schiffert Health Center	Services for Students with Disabilities	Student Engagement and Campus	Student Health and Wellness Services	Parking and Transportation	University Building Official	University Relations	Veterinary Medicine	VT Engage
#4: Food, Water, & Housing Services	-Feeding -Housing/sheltering -Relief support	S				S	P	S	P					S	S	S		S				S				S	S								
#5: Health, Mental Health, & Medical Services	-Counseling services/ coordination -Family Assistance Center operations -Medical care				P		S	S							P							S	P			P	P								
#6: Instruction and Research	-Coordination/rescheduling of alternate learning space(s)/alternate learning methods -Restoration of research projects -Coordination of alternate research facilities				P			S			S						S		P					P								S			
#7: Agricultural & Animal Resources	-Animal/livestock care and well-being -Restoration of facilities and/or research -Restoration of agricultural operations - Lab research animals			P				S			S													P										P	

7. LOGISTICS SUPPORT AND RESOURCE REQUIREMENTS

Table 5: Logistics Support and Resource Requirements of the Recovery Plan

Elements	Resources
Departments	<ul style="list-style-type: none"> • Bursar • Business Services • Deans (Colleges of): Agriculture and Life Sciences, Architecture and Urban Studies, Pamplin Business, Engineering, Liberal Arts and Human Sciences, Natural Resources and Environment, Science, Veterinary Medicine, University Libraries • Environmental Health & Safety • Facilities Services • Fralin Life Science Institute • Hokie Passport • Human Resources • Institute for Critical Technology and Applied Science • Insurance and Risk Management • Interdisciplinary Center for Applied Mathematics • Internal Audit • Office of Campus Planning, Space, and Real Estate • Office of Research Compliance • Office of Sponsored Programs • Parking and Transportation Services • Procurement • University Controller • Virginia Bioinformatics Institute • Virginia Tech Carilion Research Institute • Virginia Tech Emergency Management • Virginia Tech Intellectual Property • Virginia Tech Police Department • Virginia Tech Rescue Squad • Virginia Tech Transportation Institute • Vice President and Dean for Graduate Education • Vice President and Dean for Undergraduate Education
Communications/IT	<ul style="list-style-type: none"> • Access to hardware (e.g. computer workstations, office equipment) • Access to software (e.g. Microsoft Office suite) • Access to electronically stored data (e.g. Banner, COOP/EAP Portal) • Data connectivity • Telephony
Facilities	<ul style="list-style-type: none"> • Office/lab space • Specialized equipment • Leased space • Critical utilities • Special considerations (BSL lab containment)

Resources/Budgeting	<ul style="list-style-type: none">• Applicable vendor/contractual assistance• EOC equipment• HazMat storage and processing space/equipment• Public safety dispatch and applicable database access (e.g. VCIN)• Campus alert/warning interface• Public safety equipment• Animal care space and equipment
---------------------	---

8. PLAN MAINTENANCE

The Recovery Plan will be reviewed annually as part of the Crisis and Emergency Management Plan (CEMP) by Virginia Tech Emergency Management in conjunction with appropriate stakeholders

9. ACRONYMS

CALS	College of Agriculture and Life Sciences
CEMP	Crisis and Emergency Management Plan
CFR	Code of Federal Regulation
COOP	Continuity of Operations Plan
EMAP	Emergency Management Accreditation Program
ENS	Emergency Notification System
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HVA	Hazards Vulnerability Assessment
ICS	Incident Command System
NIMS	National Incident Management System
NDRF	National Disaster Recovery Framework
NRF	National Response Framework
NFPA	National Fire Protection Association
NIMS	National Incident Management System
SOP	Standard Operating Procedures
VDEM	Virginia Department of Emergency Management
VEOC	Virginia Emergency Operations Center
VMRCVM	Virginia-Maryland Regional College of Veterinary Medicine
VT	Virginia Tech
VTEM	Virginia Tech Emergency Management



RECOVERY FUNCTION #1: FACILITIES & INFRASTRUCTURE SYSTEMS

Appendix A to Virginia Tech Recovery Plan

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Blacksburg, Virginia 24061
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(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Office of the Associate Vice President and Chief Facilities Officer
- Virginia Tech Parking and Transportation
- Virginia Tech Division of Information Technology
- Virginia Tech Network Infrastructure & Services
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services—Facilities Operations (includes Central Chiller Plants), Utilities (Central Steam Plants), Virginia Tech Electric Services, and University Design and Construction
- Virginia Tech Emergency Management
- Virginia Tech Office of the University Building Official
- Virginia Tech Environmental Health & Safety
- Virginia Tech Purchasing Department
- Virginia Tech Geospatial Information Systems
- Virginia Tech Police Department
- Virginia Tech University Relations
- Virginia Tech Housing and Residence Life
- Other departments as required

1.1 OVERVIEW

Recovery Function #1—*Facilities and Infrastructure Services* outlines what campus infrastructure, central utility systems, telecommunications, and/or transportation recovery actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, building repair, restoration of infrastructure, debris removal and disposal, restoring and/or maintaining communications and networking operability, coordination and resumption of public transit, restoration of affected areas to pre-incident conditions, and the overall return to a normal state of facility and infrastructure systems operations.

1.2 PURPOSE

- Authorize and outline steps for restoration and repair of campus utilities, buildings, and infrastructure, debris removal and disposal, and the campus transportation system (services and infrastructure).
- Authorize and outline steps for organizing, establishing, and maintaining the communications and information system capabilities necessary to restore campus utilities, buildings, and infrastructure, information technology and communications infrastructure, and/or transportation infrastructure.

1.3 SITUATION

Virginia Tech may experience incidents which may disrupt campus utilities, buildings, and infrastructure, damage communications infrastructure, disrupt communications, overload systems and equipment,

and/or disrupt the campus transportation system. Such disruptions can impact the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- Interruption of some traditional methods of communications may have occurred.
- The incident may be localized or widespread.
- University recovery activities, which require use of utilities, buildings, and/or infrastructure, IT and communications infrastructure or services, and/or transportation infrastructure or services, might be difficult to accomplish if the same system(s) is/are disrupted.
- The university transportation system (infrastructure and/or services) may become disrupted or compromised.
- University utilities, buildings, and/or infrastructure may become disrupted, compromised, damaged, or destroyed.
- Depending on the nature of the incident, some employees may be unable to report for duty or unable to perform their duties.
- External resources may be required.
- External supporting agencies are responsible for the inspection, repair, and operations of its own equipment and services.
- Reliable telecommunications are necessary to support the day-to-day communications at all levels of the university, the issuance of warning of impending incidents, support recovery operations, and facilitate coordination with other university departments and divisions.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating the recovery of utilities, buildings, and/or infrastructure, IT and communications infrastructure, and transportation infrastructure. Management and tracking of recovery activities takes place in a collective manner through an ongoing post-response coordination.

2.2 Recovery

Example Recovery Actions

- Assess impact to campus utilities, buildings, and infrastructure, IT and communications systems, and transportation systems.
- Plan intermediate and long-term recovery strategies and tactics to address impacts, as applicable.
- Implement recovery operations with the assistance of other university departments and external supporting agencies.
- Coordinate with local and state governmental agencies.
- Coordinate with external supporting agencies and other service providers.

- Provide documentation of actions taken and costs incurred to facilitate cost recovery or disaster declaration in accordance with the requirements of the Office of Insurance and Risk Management.
- Provide ongoing damage assessment estimates to Virginia Tech Assistant Vice President for Emergency Management or designee.
- Compile lessons learned for inclusion into an after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Facilities Services
 - Coordinates Facilities Services support for the emergency construction, demolition, repair, restoration, operation, and management of essential University facilities and the inspection of those facilities during or following an incident.
 - Executes pre-incident contracts with applicable vendors.
 - Coordinates the inspection and repair of essential equipment, buildings, and utilities on campus.
 - Coordinates the acquisition and deployment of additional Facilities Services equipment, personnel, and resources necessary to reestablish all utilities affected by the incident.
 - Works with utility companies to restore all affected utility capabilities and services.
 - Provides assistance to the Information Technology department.
 - Provides utility companies with a restoration priority list for utilities prior to and/or following a major incident.
 - Maintains records of costs and expenditures.
- Virginia Tech Division of Information Technology
 - Responsible for planning and coordinating emergency telecommunications and information technology on the Virginia Tech campus.
 - Coordinates, maintains, and/or restores campus-wide telecommunications.
 - Coordinates the acquisition and deployment of additional telecommunications equipment, personnel and resources necessary to establish temporary telecommunications capabilities.
 - Coordinates ongoing functionality and/or restoration of computer networks during the recovery process.
 - Works with commercial communications companies to restore telecommunications capabilities and services.
 - Develops and maintains standard operating guidelines as necessary to support recovery operations.
 - Implements priority restoration of telephone services.
 - Maintains records of costs and expenditures.
- Virginia Tech Parking and Transportation
 - Coordinates the restoration of campus transportation systems and infrastructure.

- Reestablishes campus ingress and egress routes, as needed.
- Supports the development and maintenance of standard operating guidelines with Facilities Services, outside agencies, and volunteer organizations.
- Identifies resource requirements for transportation and oversees the coordination of their procurement and allocation.
- Maintains records of costs and expenditures.
- Virginia Tech Office of the University Building Official
 - Supports inspection of damaged (and later repaired) structures in order to determine safety status of these assets.
 - Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the University's recovery process.
 - Assists with implementing mutual aid and other agreements as needed to support Recovery Function #1 operations.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Assists Virginia Tech in assessing damage and impact on utilities, buildings, and infrastructure and telecommunications infrastructure on the campus.
- Assists Virginia Tech in assessing technology systems and network needs.
- Assists Virginia Tech with the assessment of damage and impact to transportation infrastructure on the campus.
- Manages resource requests through the Virginia Emergency Operations Center (VEOC).

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY

FUNCTION #2: EMERGENCY

MANAGEMENT & PUBLIC

SAFETY

Appendix B to Virginia Tech Recovery Plan

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1. INTRODUCTION

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- Virginia Tech Rescue Squad
- Virginia Tech University Relations
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Environmental Health & Safety
- Virginia Tech Office of the University Building Official
- Virginia Tech Division of Student Affairs
- Virginia Tech Division of Information Technology
- VT Engage
- Other departments as required

1.1 OVERVIEW

Recovery Function #2—*Emergency Management and Public Safety* outlines what emergency management, public safety, emergency services (e.g. firefighting, emergency medical services (EMS), search and rescue, etc.), and hazardous materials actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, the coordination of the recovery process, liaising with university, local, state, and/or Federal support, compilation of lessons learned into an after action report, ongoing provision of fire service, EMS, and/or search and rescue, ongoing provision of campus public safety and security during the recovery process, the restoration of affected areas to acceptable pre-incident conditions, the ongoing notification and communication with the university campus community and general public regarding recovery actions, providing communications monitoring, services, and support, and assisting in the return to a normal state of operations.

1.2 PURPOSE

- Authorize and outline steps for restoring normalcy to the campus community.
- Authorize and outline steps for ongoing emergency service support, campus public safety and security provisions, hazardous materials cleanup, decontamination, disposal, and monitoring, and communications via timely and accurate public information, news services, and support during the recovery process.
- Establish communication channels with departments/divisions and/or external supporting agencies involved in the recovery process.

1.3 SITUATION

Virginia Tech may experience situations which may disrupt one or more campus services or functions (e.g. transportation, utilities, academics, etc.). Such disruptions can reduce the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- In most situations, Virginia Tech's personnel and equipment, in conjunction with external services, are adequate to respond to a local incident.
- All identified university hazardous materials responders and contractors are trained in the types of recovery they may need to perform.
- Landline communications may be interrupted. Cellular and radio communications are relied upon heavily, if available. Congested frequencies are expected.
- The campus community is kept advised of the situation, potential dangers, and precautionary actions they should take.
- Up-to-date information is available to provided established contacts, relationships, and rosters of university officials, media, and students, faculty, and staff.
- The Recovery Function coordinates with the university stakeholders to ensure that information disseminated regarding the recovery process is accurate, timely, and consistent.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for the coordination of University and external supporting agency personnel, resources, and activities, hazardous materials support and services, public safety support and services, and media relations/community outreach during the recovery process.

2.2 Recovery

Example Recovery Actions

- Assess overall impact to university operations and campus public safety and security.
- Implement recovery operations with the assistance of other university departments and external supporting agencies.
- Coordinate with external supporting agencies to restore, repair, and reestablish disrupted campus services and functions, as needed and maintain ongoing public safety and security services for the campus community.
- Manage solicited and unsolicited gifts-in-kind, financial donations, volunteers, services, and facilities.

- Maintain ongoing provisions for fire suppression, EMS, search and rescue, and other incident activities as necessary.
- Keep the university informed concerning recovery operations.
- Accommodate ongoing media requests as necessary.
- Provide documentation of costs incurred by the recovery efforts of Virginia Tech Emergency Management, the Virginia Tech Police Department, the Virginia Tech Rescue Squad, Environmental Health & Safety, and University Relations
- Compile lessons learned for inclusion into an after action report, as requested.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Virginia Tech Emergency Management
 - Oversees university recovery process.
 - Works with university departments, leadership, and external supporting agencies.
 - Tasks responsible departments and/or Recovery Functions with actions necessary to meet recovery goals/objectives.
 - Coordinates development and integration of applicable standard operating procedures (SOPs) across all responsible agencies.
 - Forecasts and develops intermediate and long-term recovery strategies designed to return the university to normal operations.
 - Provides reports and requests for assistance to the VEOC (via Montgomery County liaison).
 - Maintains records of costs and expenditures.
- Virginia Tech Police Department
 - Identifies the need for law enforcement personnel, equipment, and support.
 - Identifies resource requirements for emergency support services and oversees coordination in conjunction with Virginia Tech Emergency Management.
 - Prioritizes law enforcement needs and provides requested recovery support.
 - Identifies essential facilities and develops procedures to provide for their security and continued operation.
 - Maintains police intelligence capability to alert other law enforcement agencies and the public to potential threats.
 - Implements existing mutual aid agreements with other jurisdictions, as necessary.
 - Provides law enforcement support as requested by the university.
 - Maintains records of costs and expenditures.
- Virginia Tech Rescue Squad
 - Identifies the need for continued emergency medical service personnel, equipment, and support.
 - Maintains records of costs and expenditures.

- Blacksburg Fire Department
 - Identifies the need for continued fire service personnel, equipment, and support.
 - Maintains records of costs and expenditures.
- Virginia Tech Environmental Health & Safety
 - Assesses the impact of a hazardous materials incident on university operations (specifically health and safety).
 - Plans and implements hazardous materials recovery operations.
 - Coordinates environmental monitoring and inspections, as needed.
 - Conducts safety audits during applicable repair, rebuilding, and restoration actions, as required.
 - Provides personnel, equipment, supplies, and other resources necessary to coordinate hazardous material recovery plans and procedures.
 - Provides technical information as needed.
 - Identifies resource requirements for hazardous materials recovery and oversees the coordination of their procurement and allocation.
 - Coordinates recovery efforts with local, state, and federal agencies, as needed.
 - Maintains records of costs and expenditures.
- Virginia Tech Office of University Relations
 - Assesses the impact of an incident on the university communications strategy.
 - Plans and implements recovery operations with regard to internal and external communications.
 - Coordinates the release of information through public broadcast channels, the emergency alert system, and written documents.
 - Arranges press briefings.
 - Coordinates and integrates overall public information efforts.
 - Maintains records of costs and expenditures.
- Virginia Tech Facilities Services
 - Coordinates utility, building, and infrastructure repair, restoration, and recovery actions on campus.
 - Supports the delivery of supplies, equipment, and materials needed to support recovery efforts.
 - Supports relocation of personnel and operations as requested.
 - Maintains records of costs and expenditures.
- Virginia Tech Office of the University Building Official
 - Supports inspection of damaged structures in order to determine safety status of these assets.
 - Maintains records of costs and expenditures.

County of Montgomery

- Liaises with the Virginia Department of Emergency Management (VDEM), nongovernmental organizations, and other external entities, as necessary.

- Assists Virginia Tech with emergency management needs, as needed.

Commonwealth of Virginia

- Assists Virginia Tech with recovery supports as determined by the university.
- Assists Virginia Tech in assessing the need for and/or augmenting emergency support services as requested.
- Assists Virginia Tech with public information and community outreach needs as requested.
- Assists Virginia Tech with any law enforcement needs, as requested.
- Assists Virginia Tech in assessing hazardous materials resource needs.
- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY FUNCTION #3: FINANCE AND RESOURCE MANAGEMENT

Appendix C to Virginia Tech Recovery Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENT

- Virginia Tech Office of Budget and Financial Planning
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Budget and Financial Planning
- Virginia Tech Office of Capital Assets and Financial Management
- Virginia Tech University Controller
- Virginia Tech Purchasing and Surplus Property
- Virginia Tech Insurance and Risk Management
- Virginia Tech Division of Information Technology
- Virginia Tech Emergency Management
- Virginia Tech Hokie Passport
- Other departments as required

1.1 OVERVIEW

Recovery Function #3—*Finance and Resource Management* outlines what financial and resource recovery actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, post-incident fiscal activities (including reimbursement) and the procurement/distribution of needed resources.

1.2 PURPOSE

- Authorize and outline steps for financial and resource management during the post-incident recovery process.
- Identify communication channels with departments/divisions and/or external supporting agencies involved in management of financial and resource recovery programs and initiatives.

1.3 SITUATION

Virginia Tech may experience incidents which may disrupt normal financial operations and/or the physical resources, supplies, and equipment of the university. Such disruptions can reduce the University's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- The university has contracts and agreements with local and regional vendors and agencies to address post-incident resource needs.
- Students are able to use their Hokie Passport Card to access residential buildings, debit purchases, ID and general purchases throughout the campus and community.
- Following an incident, departments, business units, and agencies participating in the recovery effort will maintain accurate records, including but not limited to expenses, emergency procurement, hours worked in support of recovery, etc.

- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating financial and resource recovery support and services.

2.2 Recovery

Example Recovery Actions

- Assess the impact to financial and resource management programs.
- Plan intermediate and long-term financial recovery strategies to address impacts, as applicable.
- Implement financial recovery operations with the assistance of other university departments and external supporting agencies.
- Coordinate with external supporting agencies to identify and procure resources needed during the recovery efforts.
- Provide documentation of costs incurred by the recovery efforts.
- Compile lessons learned for inclusion into post-incident after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Virginia Tech Office of Budget and Financial Planning
 - Assesses the impact of an incident on overall university financial and resource management programs.
 - Plans and implements financial system recovery operations (i.e. reimbursement).
 - Coordinates and integrates overall purchasing and procurement efforts.
 - Identifies university resource requirements and oversees the coordination of their procurement and allocation.
 - Contracts for resources, equipment, and personnel, as necessary.
 - Maintains records of costs and expenditures.
- Virginia Tech Insurance and Risk Management
 - Compiles an accurate accounting of the incident's impacts on facilities, equipment, materials and supplies.
 - Coordinates recovery of spent funds and restoration of damaged assets using insurance and state/federal resources.
 - Maintains records of costs and expenditures.

- Virginia Tech Division of Information Technology
 - Ensures the operational integrity of computers and networks needed to support this Recovery Function.
 - Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the university's recovery process.
 - Supports the development and maintenance of SOPs with the Division of Budget and Financial Management, outside agencies and other organizations.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY FUNCTION #4: FOOD, WATER AND HOUSING SERVICES

Appendix D to Virginia Tech Recovery Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Division of Student Affairs
- Virginia Tech Facilities Services
- Other departments as required

SUPPORTING DEPARTMENTS

- Inn at Virginia Tech
- Virginia Tech Dining Services
- Virginia Tech Housing and Residence Life
- Virginia Tech Police Department
- Virginia Tech Emergency Management
- Virginia Tech Schiffert Health Center
- Virginia Tech Athletics
- Virginia Tech Students Centers and Activities
- Virginia Tech Recreational Sports
- Virginia Tech Human Resources
- Other departments as required

1.1 OVERVIEW

Recovery Function #4—*Food, Water, and Housing Services* outlines what on-campus dining and housing recovery activities may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, the restoration of food sourcing, storage, and delivery services, the reestablishment of campus housing operations, and the overall return to a normal state of on-campus dining and housing operations.

1.2 PURPOSE

- Authorize and outline steps for restoring dining and housing programs.
- Identify communication channels with departments, divisions, and/or external supporting agencies involved in the recovery process.

1.3 SITUATION

Virginia Tech may experience situations which may disrupt on-campus dining and housing programs. Such disruptions can reduce the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- Dining Services will, to the best of its ability, strive to continue to provide uninterrupted dining services to the campus community after an incident.
- Virginia Tech can obtain both food stocks and prepared food from local vendors if the normal supply chains are interrupted.

- Adequate potable water will be made available to provide for hydration, sanitation, and food preparation.
- Dining Services and Housing and Residence Life will support any sheltering needs and services.
- Depending on the nature of the incident, on-campus housing options may be rendered unavailable, requiring execution of pre-established agreements and contracts with off-campus contractors and partners.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating dining and housing program recovery.

2.2 Recovery

Example Recovery Actions

- Assess the impact to campus dining and housing programs.
- Determine long-term housing and sheltering needs for the university.
- Plan intermediate and long-term recovery actions to address impacts, as applicable.
- Implement recovery operations with the assistance of other university departments and external supporting agencies.
- Coordinate with external supporting vendors and agencies to reestablish food sourcing, delivery services, and on- and off-campus housing, as needed.
- Provide documentation of costs incurred by the recovery efforts of the Division of Student Affairs.
- Compile lessons learned for inclusion into post-incident after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Division of Student Affairs
 - Assesses the impact of an incident on the university dining and housing program.
 - Plans and implements dining and housing program recovery operations.
 - Coordinates participation of supporting departments, external support agencies and vendors in the recovery process.
 - Manages logistical and fiscal activities for this Recovery Function.
 - Provides for emergency sheltering for displaced students.
 - Coordinates distribution of food and water for mass feeding.

- Identifies resource requirements for dining and housing and oversees the coordination of their procurement and allocation.
- Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the university's recovery process.
 - Coordinates sheltering operations with the American Red Cross.
 - Maintains records of costs and expenditures.
- Virginia Tech Police Department
 - Provides security and access control.
 - Maintains records of costs and expenditures.
- Virginia Tech Schiffert Health Center and Human Resources
 - Coordinates and supports services for the university community.
 - Maintains records of costs and expenditures.
- Virginia Tech Facilities Services
 - Supports the transportation of students to housing and shelter locations.
 - Coordinates with localities and vendors to recover from any water supply impacts.
 - Assists with the movement of materials, equipment, and supplies.
 - Maintains records of costs and expenditures.
- Virginia Tech Athletics, Students Centers and Activities, Recreational Sports, Inn at Virginia Tech
 - Provides operational support to identified campus housing and shelters.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Assists Virginia Tech with the implementation of mass care plans, as needed.
- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY FUNCTION #5: HEALTH, BEHAVIORAL HEALTH, AND MEDICAL SERVICES

Appendix E to Virginia Tech Recovery Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Schiffert Health Center
- Virginia Tech Cook Counseling Center
- Virginia Tech Rescue Squad
- Virginia Tech Human Resources (HR) (Employee Assistance)
- Services for Students with Disabilities
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Emergency Management
- Virginia Tech Division of Student Affairs
- Virginia Tech Recreational Sports, Health Education, and Alcohol Abuse Prevention
- Other departments as required

1.1 OVERVIEW

Recovery Function #5—*Health, Mental Health, and Medical Services* outlines what health, mental health, and medical recovery actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, the coordination of injured students, staff, and faculty support, and the administration and delivery of mental health services to help return the University to normalcy.

1.2 PURPOSE

- Authorize and outline steps for coordination of injured student, staff, and faculty support and ongoing community mental health care during the recovery process.
- Identify communication channels with departments, divisions, and/or external supporting agencies involved in providing medical and mental health care, services, and support.

1.3 SITUATION

Virginia Tech may experience situations which may adversely affect the health or mental health of the campus (in whole or in part). Such disruptions can reduce the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- Local health districts or offices on campus specializing in healthcare coordinate recovery actions through the Virginia Tech Schiffert Health Center or alternate specified lead.
- Local campus groups and/or external support agencies specializing in mental health care coordinate recovery actions through the Cook Counseling Center or alternate specified lead.
- An incident may render the Schiffert Health Center and/or Cook Counseling Center inoperable.
- There may be an increased need for medical and mental health recovery services.

- An incident may exceed the resources of the Schiffert Health Center, the Cook Counseling Center, or the Virginia Tech Rescue Squad. Local, private, state, and federal emergency resources may be required.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating health and mental health recovery support and services to assist in restoring Virginia Tech to a normal state of operations.

2.2 Recovery

Example Recovery Actions

- Assess the impact to the health and mental health of the campus community.
- Plan intermediate and long-term recovery actions to address impacts, as applicable.
- Implement recovery operations with the assistance of other university departments and external supporting partners.
- Coordinate with external partners to provide continuity of care.
- Provide documentation of costs incurred by the recovery efforts.
- Compile lessons learned for inclusion into an after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Virginia Tech Division of Student Affairs
 - Assesses the impact of an incident on the overall health and mental health of students.
 - Plans and implements health and mental health recovery operations.
 - Coordinates with supporting departments and external supporting partners.
 - Provides personnel, equipment, supplies, and other resources necessary to coordinate plans and programs for health and mental health recovery activities.
 - Assists in coordination of the Disaster Behavioral Health Plan.
 - Identifies resource requirements for ongoing health and mental health care and oversees the coordination of their procurement and allocation.
 - Maintains records of costs and expenditures.
- Virginia Tech Rescue Squad
 - Provides ongoing emergency medical treatment, care, and transport for the campus community.

- Maintains records of costs and expenditures.
- Virginia Tech Human Resources
 - Assists in coordination of the Disaster Behavioral Health Plan recovery activities.
 - Coordinates employee benefits and support programs as needed.
 - Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the university's recovery process.
 - Assists with implementing mutual aid and other agreements as needed to support health and mental health recovery operations.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Assists Virginia Tech in assessing medical and mental health needs, as requested.
- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY FUNCTION #6: INSTRUCTION & RESEARCH

Appendix F to Virginia Tech Recovery Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech Office of the Executive Vice President and Provost
- Virginia Tech Office of the Vice President for Research and Innovation
- Associate Vice President for Campus Planning, Space, and Real Estate
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Office of the University Registrar
- Virginia Tech Division of Information Technology
- Virginia Tech Office of the Executive Vice President and Provost
- Virginia Tech Vice President and Dean for Undergraduate Education
- Virginia Tech Human Resources
- Virginia Tech Vice President and Dean for Graduate Education
- Virginia Tech University Relations
- Virginia Tech Facilities Services
- Virginia Tech Emergency Management
- Other departments as required

1.1 OVERVIEW

Recovery Function #6—*Instruction & Research* outlines what research and academic recovery actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, the restoration of research programs and activities, instructional activities and schedules, and the return to pre-incident instructional and research operations.

1.2 PURPOSE

- Authorize and outline steps for the restoration of university research programs and the academic environment.
- Identify communication channels with departments, divisions, and/or external supporting agencies involved in the restoration of academic, instructional, and/or research programs.

1.3 SITUATION

Virginia Tech may experience situations which may disrupt the university academic and research environment. Such disruptions can reduce the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- Disruption of the university may affect research.
- The length of a suspension of classes or a campus closing can affect the delivery of academic programs.

- Loss of power may temporarily disrupt research activities in affected buildings.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating academic and/or research recovery support and services to assist in restoring Virginia Tech's normal state of operations.

2.2 Recovery

Example Recovery Actions

- Assess impact to the university academic environment and research programs.
- Plan intermediate and long-term recovery operations to address impacts, as applicable.
- Implement recovery operations with the assistance of other university departments and external supporting agencies.
- Provide documentation of costs incurred by the recovery efforts.
- Compile lessons learned for inclusion into an after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Departments

- Office of the Executive Vice President and Provost
 - Assesses the impact of an incident on the university academic environment.
 - Plans and implements academic and instructional program recovery operations to include undergraduate and graduate studies.
 - Identifies resources requirements for academic and instructional recovery and oversees the coordination of their procurement and allocation.
 - Maintains records of costs and expenditures.
- Office of the Vice President for Research and Innovation
 - Assesses the impact of an incident on the university research environment.
 - Plans and implements research program recovery operations.
 - Identifies resource requirements for research program recovery and oversees the coordination of their procurement and allocation.
 - Maintains records of costs and expenditures.
- Virginia Tech Division of Information Technology
 - Coordinates restoration of information technology services.

- Maintains records of cost and expenditures.
- Virginia Tech Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of recovery objectives.
 - Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the university's recovery process.
 - Assists in the implementation of academic and research recovery.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Assists Virginia Tech with the assessment of academic and research needs, as requested.
- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



RECOVERY FUNCTION #7: AGRICULTURAL & ANIMAL RESOURCES

Appendix G to Virginia Tech Recovery Plan

Virginia Polytechnic Institute and State University
Virginia Tech Emergency Management
148 Public Safety Building, Mail Code 0195
Blacksburg, Virginia 24061
(540) 231-4873 (Office)
(540) 231-4029 (Fax)
www.emergency.vt.edu

1. INTRODUCTION

LEAD DEPARTMENTS

- Virginia Tech College of Agriculture and Life Sciences (CALS)
- Office of the Office of the University Veterinarian and Animal Resources
- Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM)
- Other departments as required

SUPPORTING DEPARTMENTS

- Virginia Tech Facilities Services
- Virginia Tech Emergency Management
- Other departments as required

1.1 OVERVIEW

Recovery Function #7—*Agricultural & Animal Resources* outlines what agricultural, animal, and livestock care and/or disease outbreak recovery actions may take place after an incident, when these actions may take place, and who is responsible. Responsibilities include, but are not limited to, the restoration of routine animal and livestock care operations (including feeding, sheltering, research activities/programs, etc.), the control, containment, and/or recovery from an infectious disease outbreak, and the resumption of agricultural research and support programs.

1.2 PURPOSE

- Authorize and outline steps for the restoration of normal animal and livestock care operations and/or agricultural research.
- Identify communication channels with departments, divisions, and/or external supporting agencies involved in restoration of animal and livestock care programs.

1.3 SITUATION

Virginia Tech may experience situations which may disrupt normal animal and livestock care operations (by way of natural or human-caused incident and/or infectious disease outbreak among animal and livestock populations) or agricultural research programs (by way of natural or human-caused incident and/or infectious disease outbreak among crops or other plants). Such disruptions can reduce the university's ability to meet the requirements of its mission.

1.4 ASSUMPTIONS

- An incident may disrupt normal animal and/or livestock management.
- An incident may require the relocation of animals and/or livestock.
- Agricultural research may be disrupted, damaged or destroyed.
- The university and department Continuity of Operations Plans will guide decision-making related to the care of animals and livestock and/or the restoration of agricultural research programs.
- Depending on the nature of the incident, employees may be unable to report for duty or unable to perform their duties.

2. CONCEPT OF OPERATIONS

2.1 GENERAL

The lead and supporting departments may be responsible for coordinating the ongoing feeding, sheltering, and caring of animals and livestock and the resumption of agricultural research activities after an incident to assist in restoring Virginia Tech to a normal state of operations.

2.2 Recovery

Example Recovery Actions

- Assess the impact to university-owned animals, livestock, and agricultural research activities.
- Provide for the care of research animals and livestock.
- Plan intermediate and long-term recovery operations to address impacts, as applicable.
- Implement recovery operations with the assistance of other university departments and external supporting agencies.
- Provide documentation of costs incurred by the recovery efforts.
- Compile lessons learned for inclusion into an after action report, as requested.
- Other actions as necessary.

3. RESPONSIBILITIES

3.1 RESPONSIBILITIES

Department

- CALS
 - Assesses the impact of an incident on the university's agricultural resources.
 - Assesses the impact of an incident on the overall health and care of the university animal and livestock population and/or continuity of agricultural research programs.
 - Plans and implements animal and livestock care and/or agricultural recovery operations.
 - Identifies resource requirements for maintaining animal and livestock care, resuming agricultural research programs, and overseeing the coordination of their procurement and allocation.
 - Maintains records of costs and expenditures.
- VMRCVM
 - Assesses the impact of an incident on the VMRCVM hospital operations.
 - Plans and implements restoration of VMRCVM hospital operations.
 - Coordinates animal response team services.
 - Identifies resource requirements for ongoing care and oversees the coordination of their procurement and allocation.
 - Maintains records of costs and expenditures.
- University Veterinarian

- Serves as a resource and consultant to lead and other supporting departments.
 - Collaborates with CALS and VMRCVM in the provision of emergency veterinary care services.
 - Assists with the care and movement of animals and livestock, animal and livestock housing, animal and livestock supplies and services in support of recovery objectives.
 - Coordinates movement of relocated research and teaching animals and livestock back to home housing after appropriate safety assessments and decontamination processes have been completed.
 - Maintains records of costs and expenditures.
- Virginia Tech Facilities Services
 - Assists with the delivery of materials, equipment, supplies and services in support of recovery objectives.
 - Maintains records of costs and expenditures.
- Virginia Tech Emergency Management
 - Coordinates the university's recovery process;
 - Supports the development and maintenance of academic and research reconstitution plans with VMRCVM, support departments, outside agencies, and volunteer organizations.
 - Assists CALS and VMRCVMS with the implementation of mutual aid and other agreements as needed to animal, livestock, and agriculture recovery operations.
 - Maintains records of costs and expenditures.

Commonwealth of Virginia

- Assists Virginia Tech with animal and livestock care and infectious disease containment needs for both agricultural resources and animals and livestock; and,
- Manages resource requests through the VEOC.

Federal

- Provides support as requested and in accordance with applicable laws and regulations.



VICTIM ASSISTANCE CONTACT INFORMATION

Appendix A to Crisis and Emergency Management Plan

Virginia Polytechnic Institute and State University
Office of Emergency Management
Public Safety Building, Mail Code 0195
Suite 148
330 Sterrett Drive
Blacksburg, Virginia 24061
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(540) 231-1401 (Fax)
www.emergency.vt.edu

APPENDIX A: VICTIM ASSISTANCE CONTACT INFORMATION

1.1 EXPLANATION

Any incident meeting the definition of an emergency in accordance with the Virginia Tech Crisis and Emergency Management Plan and where there are victims as defined by §19.2-11.01 of the Code of Virginia, it is required that the Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) shall be contacted immediately to deploy assistance. Chapter 19.2-11.01 defines a victim as; *“(i) a person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony or of assault and battery in violation of § 18.2-57 or § 18.2-57.2, stalking in violation of § 18.2-60.3, sexual battery in violation of § 18.2-67.4, attempted sexual battery in violation of § 18.2-67.5, maiming or driving while intoxicated in violation of § 18.2-51.4 or § 18.2-266, (ii) a spouse or child of such a person, (iii) a parent or legal guardian of such a person who is a minor, (iv) for the purposes of subdivision A 4 of this section only, a current or former foster parent or other person who has or has had physical custody of such a person who is a minor, for six months or more or for the majority of the minor's life, or (v) a spouse, parent, sibling or legal guardian of such a person who is physically or mentally incapacitated or was the victim of a homicide; however, "victim" does not mean a parent, child, spouse, sibling or legal guardian who commits a felony or other enumerated criminal offense against a victim as defined in clause (i)”*.

1.2 CONTACT

Virginia Criminal Injuries Compensation Fund (VCICF)

Kassandra Bullock, Director
Virginia Criminal Injuries Compensation Fund
PO Box 26927
Richmond VA 23261
(800) 552-4007 (Toll Free)
(804) 786-3973 (Office)
(804) 921-6933 (Cell)
(804) 225-3583 (Fax)
cicfmail@cicf.virginia.gov

Shannon Freeman, Ombudsman (alternate contact)
Virginia Criminal Injuries Compensation Fund
PO Box 26927
Richmond VA 23261
(800) 552-4007 (Toll Free)
(804) 367-1018 (Direct)
(804) 614-5567 (After Hours)
(804) 367-1021 (Fax)
shannon.freeman@cicf.virginia.gov

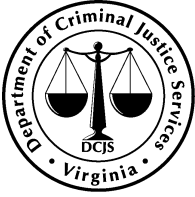
Virginia Department of Criminal Justice Services (DCJS)

Amia Barrows, Victim Services Programs Specialist
The Department of Criminal Justice Services, Victim Services
1100 Bank Street, 11th Floor
Richmond VA 23219
(804) 225-4060 (Office)
(804) 840-7276 (Cell)
(804) 225-3583 (Fax)

DCJS Infoline, staffed Monday-Thursday: (888) 887-3418

Online contact form: <http://www.dcjs.virginia.gov/research/reportemergency/>

See following page for faxable Word format contact form. Be advised that faxed information may not receive immediate attention if received after normal business hours.



EMERGENCY REPORTING FORM

This form may be used by public schools, state institutions of higher education, the Board of Health, regional emergency medical services councils, the Virginia Department of Emergency Management and local emergency management officials to contact the Department of Criminal Justice Services in the event of an emergency, as defined in the emergency response plan, when there are victims as defined in §19.2-11.01. Contacting the Department of Criminal Justice Services when these events occur is required as a result of the passage of HB2612 and SB1150 (affects the *Code of Virginia* §22.1-279.8, 23-9.2:9, 32.1-111.3, 32.1-111.11, 44-146.18, and 44-146.19)

Name of Person Reporting Incident:		
Title:		
Phone Number:		
Email Address:		
Agency:		
Locality:		
Date of Incident: (ex. 01/01/2009)		
Time of Incident: (ex. 07:30 am)		
Nature of Incident		
Please briefly describe the incident that you are reporting: (if additional space is needed, please attach to this form)		
Potential number of crime victims as defined by §19.2-11.01:		
Has an Incident Command Center opened?		
If an incident command center is not opened, is one expected to open?		
Name and telephone number for the on-site liaison:		
Is a Family Assistance Center expected to open within the next 24 hours?		
Name and telephone number for the on-site liaison:		
Has the local victim/witness program been notified?		
Additional Comments:		

CEMP COVID-19 Addendum; Effective date May 1, 2020

The Virginia Tech Crisis and Emergency Management Plan (CEMP), in accordance with Code of Virginia §23.1-804, defines the university approach to response to and recovery from emergencies. At its core the CEMP documents the university structures, processes, and people responsible for, and capable of, managing an incident disrupting university operations. Virginia Tech takes an all-hazards approach to emergency management with the philosophy that a modular, element-based solution of skilled personnel with balanced processes, and appropriate organizational structures is the most effective means of resolving a crisis.

Within the Virginia Tech CEMP, there are three primary organizational structures for incident management: The Safety and Security Policy Committee (SSPC), the Incident Management Team (IMT), and Emergency Support Functions (ESFs). The SSPC comprises university leadership tasked with developing overarching strategy and policy in response to an incident. The SSPC also includes subject matter experts necessary to guide and counsel decision-making and inform response and recovery strategy. Within the SSPC there is a subset of members termed the Immediate Response Team (IRT) designed to provide a more agile tool capable of rapid response to an incident. The IRT is tasked with immediate assessment and provision of direction to the university, and specifically the IMT, if activated. The SSPC IRT is designed as a structure to support response to a high-intensity, short duration incident. The full SSPC can be activated for longer duration incidents, and recovery.

The IMT comprises a broad representation from across the university capable of bringing expertise and resources to the response and recovery effort. University departments and divisions represented on the IMT are typically responsible, or partially responsible, for mission essential functions; and therefore, are also responsible for maintaining operational continuity. The IMT is tasked with translating SSPC strategy into tactics and implementing them consistent with the established objectives. The IMT is also responsible for gathering information and providing analysis to the SSPC in decision support. Finally, the ESFs are functionally specific groups of experts capable of solving specific challenges relative to essential capabilities.

In February 2020, Virginia Tech's Global Travel Operations Committee (GTOC), with additional subject matter experts, focused on the emerging threat of an unknown virus spreading from China to several other countries. The GTOC had identified the viral outbreak as a potential threat to Virginia Tech students and faculty abroad and were evaluating the risk to their health, research, and operational continuity. As SARS-COV-2 spread across the globe, Virginia Tech transitioned their response from the GTOC to the IMT and the SSPC IRT. From early March 2020 through April 2020 the SSPC IRT and IMT operated according to the CEMP in managing the university response to the novel Coronavirus pandemic. In late April 2020, the SSPC IRT recognized the potential for the incident to extend for months and adjusted the leadership structure.

University leadership identified three existing structures to maintain strategic direction for the response to the pandemic incident, while minimizing duplicative processes, increasing needed engagement, and maintaining critical operations during this protracted “black swan” event. In effect, by May 2020, Virginia Tech shifted from the SSPC and SSPC IRT as the primary strategy function for the pandemic response to: the President’s Cabinet, the President’s Council, and the President’s COVID-19 Advisory Team.

The President’s Cabinet and Council provided for a broader, more inclusive approach to enterprise wide planning with respect to operations moving forward. University leadership understood that academic, research, and administrative operational success moving forward required integration of COVID-19 mitigation strategies with university operations. These two structures, their associated processes, and representation of skilled and experience personnel in planning, managing, and implementing policies and programs offered the best option for successfully continuing operation in what appears to be a lengthy and challenging incident.

The President’s COVID-19 Advisory Team was created as a small, responsive, adaptive, and well-informed group of key stakeholders functionally capable of enhancing the previous role of the SSPC IRT in three primary ways: strategy, communication, and situational awareness. The President’s COVID-19 Advisory Team maintains the authority and responsibility of establishing strategy and final decision-making on issues requiring a more immediate and concerted response. Moreover, the President’s COVID-19 Advisory Team serves as the primary communications conduit with the Incident Management Team.

Virginia Tech anticipates operating under this Addendum, with these organizational structures in place, until sufficient changes to the operational environment occur (e.g., availability and distribution of a vaccine). In addition, Virginia Tech remains capable of standing up the SSPC and shifting focus of the IMT, and activating appropriate ESFs in response to a short-duration, high intensity incident requiring emergency management assets for response to and recovery from a cascading incident should that occur.