

## Minutes

### GOVERNANCE AND ADMINISTRATION COMMITTEE

November 5, 2023

The Governance and Administration Committee of the Virginia Tech Board of Visitors held its semi-annual meeting in open session at The Inn at Virginia Tech in the Latham Ballroom, 901 Price's Fork Road, Blacksburg, VA 24061.

#### **Committee Members Present**

L. Chris Petersen (chair)  
Nancy Dye

#### **Absent**

Jeff Veatch

Other board members present were: Ed Baine (Rector), David Calhoun (Vice Rector), Carrie Chenery, Sandy Davis, Greta Harris, Anna James, and Letitia Long.

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Janice Austin, Mac Babb, Lynsay Belshe, Eric Brooks, Lori Buchanan, LaTawnya Burleson, Brock Burroughs, Cyril Clarke, Lance Collins, Al Cooper, Corey Earles, Alisha Ebert, Kay Heidbreder, Elizabeth Hooper, Chris Kiwus, Robert Knee, Sharon Kurek, Randy Marchany, Elizabeth McClanahan, Nancy Meacham, Joe Merola, Ken Miller, Mike Mulhare, April Myers, Justin Noble, Kelly Oaks, Mark Owczarski, Katie Polidoro, Jon Porter, Paul Richter, Amy Sebring, Brennan Shepard, Ken Smith, Will Storey, Aimee Surprenant, John Tarter, Don Taylor, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Emily Tirrell, Mary Trigiani, Rob Viers, Tracy Vosburgh, Gwen Walker, Lisa Wilkes, and other guests.

1. **Welcome and Opening Remarks.** Governance and Administration Committee Chair Chris Petersen convened the meeting at 4:10 p.m. and welcomed members, guests, and invited participants.
2. **Consent Agenda.** The committee approved the items listed on the consent agenda:
  - a. June 6, 2023, Meeting Minutes
  - b. Resolution to Approve an Appointment to the New River Valley Passenger Rail Station Authority.
3. **Report by the Executive Vice President and Chief Operating Officer.** Executive Vice President and Chief Operating Officer Amy Sebring provided a University Operations update, highlighting the team's focus on initiatives that enable the university's strategic vision including Enterprise Resource Planning (ERP) modernization, moving from an on-premises to a cloud-based platform; development of a Greater Washington, D.C. Metro Area operational support structure; resource

management and planning; and enhancing the university's research support infrastructure. University Operations is currently looking to switch from the long-time ERP software, Banner, in favor of a cloud-based software that can improve security and user experience, while also reducing the need for customizations. Currently, Operations is looking at various software options, but are also making updates to the current platform in use in order to maintain operations until a viable alternative is identified. The transition from on-premises to software-as-a-service will cost tens of millions of dollars and take several years of work. University Operations is also collaborating with the Beyond Boundaries Steering Committee to ensure that the faculty, staff, and students in the Greater Washington, D.C. Metro Area have the appropriate resources and capital to thrive. The EVP also shared that the search for the university's next vice president for information technology and chief information officer is entering its final stages and expects an announcement in the coming weeks. Virginia Cyber Range Director Dr. David Raymond was recognized for his interim leadership of the Division of Information Technology during the search process. Finally, Sebring welcomed Bob Broyden, associate vice president for campus planning and capital financing, who has agreed to serve as interim vice president for campus planning, infrastructure, and facilities while a national search for Dr. Chris Kiwus' replacement is undertaken.

**4. Resolution to Adopt the Virginia Tech Crisis and Emergency Management Plan.**

Assistant Vice President for Emergency Management Michael Mulhare briefed the committee on the university's updated comprehensive Crisis and Emergency Management Plan, which had been distributed to the entire board. Virginia Tech Emergency Management's mission is to build, improve, and sustain university resilience, departmental readiness, and individual preparedness. To reach this goal, the department provides various preparedness and mitigation programming, as well as community outreach. Per the Code of Virginia § 23.1-804, all public institutions of higher education must review and update their Crisis and Emergency Management Plan every four years. The 225-page Virginia Tech plan covers the emergency notification system, operations center, and support functions, as well as infection disease outbreak response, communications, resource management, recovery, and victim assistance information processes and procedures. Updates and revisions made in this iteration include technical updates, eliminating redundancy, clarifying staffing and responsibilities for different departmental units, and incorporating lessons learned from the COVID-19 pandemic.

**Upon hearing the presentation outlining the recent updates, the committee approved the resolution to adopt the Virginia Tech Crisis and Emergency Management Plan.**

**5. Annual Clery Report.** Chief of Police and Director of Security Mac Babb explained that a priority of the VTPD is developing relationships with the students so that they are comfortable talking to the police. He presented to the committee the 2022 Clery Report. Accredited by both the Commission on Accreditation for Law Enforcement and the International Association of Campus Law Enforcement Administrators, VTPD

consists of 52 sworn officers, eight security officers, seven security center representatives, and two civilian employees. The department also oversees the VT Rescue Squad which includes 44 active members, and 15 associate members. Community Outreach conducted by the department includes providing educational programming, the Residence Life Resource Officer Program, and participating in ongoing information sessions. In accordance with the Clery Act, VTPD records and publishes crime statistics, disseminates safety information, and circulates crime and safety policies and practices. As required by the Act, the university published the annual Campus Security and Fire Safety Report for 2022 on October 1, 2023. Publishing the report requires partnerships across campus, with data being cross-checked for accuracy between contributing sources. The 2022 plan includes significant updates to the sections related to Title IX, sexual assault response and prevention, Hokie Wellness programs, and mental health. Crime statistics included in the report cover criminal offenses, Violence Against Women Act offenses, hate crimes, and weapon and alcohol arrests and referrals. Crime numbers remain relatively low at the university in most categories, but there has been a slight increase in some of the statistics since the 2021 report. However, it is difficult to determine definitively if these statistics reflect an increase in crime, as the Clery Report reflects reporting statistics, not investigations or convictions. Therefore, statistics in the report could be more reflective of an increased willingness to report crimes. Additionally, the pandemic still impacts numbers, as activity on campus is still increasing after the global shutdown. Drug-related offenses have decreased exponentially due to the marijuana law. However, the region is experiencing a high usage of prescription amphetamines, such as Adderall, with increased use of fentanyl also noted in the majority of drug encounters. Today, methamphetamines come in pills that look professionally made, and fentanyl is being substituted into just about every drug the police department encounters. In response, the university has made Narcan available in residential halls, and ensures that the rescue squad and officers carry it as well. Additionally, there is now a training program for members of the community to learn to administer Narcan. VTPD also abides by the Good Samaritan Law and communicates this via resource officer programming in residential areas.

6. **Update on IT Security.** Information Technology Security Officer Randolph Marchany provided an annual report on IT Security. He explained that Virginia Tech operates under a zero-trust network model that focuses on protecting all data regardless of their physical location. By law, the university is required to report all breaches involving FERPA, PII, PCI, and export-controlled information. In the past year, there have been two breaches involving such information, one of which involved no data extraction. In addition to Virginia Tech's own network security, the university is being affected by the security flaws of third parties, such as those experienced by the National Student Clearinghouse, Audience View, TIAA, and VRS. As a courtesy, the university still reports the breaches of third parties but makes sure to note such breaches fall under the security responsibility of the third party. The IT Security Office Red Team has conducted 17 penetration tests this year to help mitigate possible hacking incidents. The Office also deployed the effective Bug Bounty Bonus Program, in which students, faculty, and staff have tested the systems and received a stipend for identifying

threats. This program led to the discovery and patching of four critical, 13 high, and 26 medium security risks. However, the program is currently on hold due to budgetary constraints. The IT Transformation effort has identified 47,599 technology resources across 128 organizations, of which 4,536 are considered high risk. Since March 1, 2023, the 24/7 Security Operations Center has been operational in partnership with Indiana University, allowing 1.5 terabytes of logs to be analyzed daily. As of September 2023, 71 percent of the endpoints identified have been secured. The IT Security Office continues to work with the Office of Audit, Risk, and Compliance to identify risks and works with distributed IT Units to ensure risks are addressed. The biggest challenges remain the risk of data exposure by internal users and third parties, the need to improve user cyber security awareness and training, and budgetary constraints.

- 7. Future Agenda Items and Closing Remarks.** Chair Chris Petersen briefly discussed the committee's future agenda items. The board's annual self-assessment will be conducted in the spring and results reported at the June meeting. He then offered closing remarks before adjourning the meeting at 5:16 pm.

## Open Session Agenda

### GOVERNANCE AND ADMINISTRATION COMMITTEE The Inn at Virginia Tech, Latham Ballroom A/B 4:00 pm November 5, 2023

#### **OPEN SESSION**

| <b><u>Agenda Item</u></b>   | <b><u>Reporting Responsibility</u></b> |
|---|--|
| 1. Welcome and Opening Remarks  | Chris Petersen                         |
| 2. Consent Agenda   | Chris Petersen                         |
| a. Approval of Minutes of the June 6, 2023, Meeting   |  |
| b. Resolution to Approve an Appointment to the New River Valley Passenger Rail Station Authority* |  |
| 3. Report by the Executive Vice President and Chief Operating Officer                             | Amy Sebring                            |
| *# 4. Approval of the Virginia Tech Crisis and Emergency Management Plan                          | Mike Mulhare                           |
| # 5. Annual Clery Act Report  | Mac Babb                               |
| #+ 6. Update on IT Security   | Randy Marchany                         |
| 7. Future Agenda Items and Closing Remarks  | Chris Petersen                         |

**\* Requires Full Board Approval**

**# Discusses Enterprise Risk Management Topic(s)**

**+ Discusses Strategic Investment Priorities**

## **Minutes**

### **GOVERNANCE AND ADMINISTRATION COMMITTEE**

**New Classroom Building 250**

**9:15 am**

**June 6, 2023**

#### **Open Session**

**Committee Members Present:** Shelley Barlow, Greta Harris, C.T. Hill

**Committee Members Absent:** Chris Petersen (Chair)

**Board Members Present:** Tish Long (Rector), Jeff Veatch

**Board Representatives Present:** Robert Weiss (Faculty Representative), Holli Drewry (A/P Faculty Representative)

**Virginia Tech Employees Present:** Janice Austin, Mac Babb, Lori Buchanan, Brock Burroughs, Allen Campbell, Sandee Cheynet, Lance Collins, David Crofts, Eric Earnhart, Kari Evans, Ron Fricker, Rachel Gabriele, Bryan Garey, Ellington Graves, Suzanne Griffin, Joe Griffith, Rebekah Gunn, Sharon Kurek, Chris Kiwus, Scott Midkiff, Mike Mulhare, April Myers, Justin Noble, Kim O'Rourke, James Perkins, Men Pratt, Tim Sands, Wayne Scales, Dee Dee Somervell, Kim Thomason, Lisa Wilkes

**Students Present:** Emily Tirrell

The meeting was called to order at 9:20 am.

- 1. Welcome and Opening Remarks.** Filling in for the Chair of the Governance and Administration Committee, committee member Greta Harris welcomed fellow committee members, participants, and guests.
- 2. Consent Agenda.** The committee approved the items listed on the consent agenda.
  - a. Approval of Minutes of November 13, 2022, Meeting
  - b. Resolution to Revise the Administrative and Professional Faculty Senate Constitution
  - c. Resolution to Revise the Staff Senate Constitution and Bylaws
  - d. Resolution to Appoint Representative to the NRV Emergency Communications Regional Authority
  - e. Resolution on Appointment to the Virginia Tech/Montgomery Regional Airport Authority
  - f. Approval of the Compliance, Audit, and Risk Committee Charter

- 3. InclusiveVT Update: Diversity Education and HBCU Partnerships.** Vice President for Inclusion and Diversity, Menah Pratt, introduced Associate Vice Provost for Research and Diversity Wayne Scales and Associate Vice Provost for Diversity and Inclusion Ellington Graves provided an InclusiveVT update focused on diversity education and partnerships with historically black colleges and universities (HBCUs).

For the past two years, Virginia Tech has focused on increasing HBCU partnerships in the STEM arena, as HBCUs are a source of untapped professional talent and doing so will promote expansion and diversification in economic development. Specifically for the university, such partnerships will help diversify the graduate student pipeline and expand funding opportunities for key research. Studies predict that it will take over 250 years to reach equity in engineering, as from 1990 to 2019 the number of black students that received engineering degrees remained at four percent, and the number of black engineers entering the workforce remained at three percent from 2009 to 2019. Due to stagnant degree and workforce entry rates, HBCUs have low numbers of black engineering faculty. Virginia Tech is currently ranked 10<sup>th</sup> for black engineering faculty with 12 faculty members in the field. Only four HBCUs have more than 12, with Howard University ranked first with 24 black engineering faculty. As a result, the university is in a good position to form partnerships with many research active HBCUs. In fact, the university has a number of alumni at HBCUs that are currently considered tier two research universities, some of which are predicted to become tier one in a few years. Currently, Virginia Tech has over a dozen ongoing partnerships already in place across the country. Programs include the HBCU Research Partnership Seed Investment Program, the Graduate School HBCU Summit, the Multicultural Academic Opportunity Program, and the New Horizons Graduate Scholars Program. The institution utilizes a data analysis portal to not only form strategic partnerships, but to access longitudinal studies of HBCU graduate pipelines and ongoing partnerships. HBCUs will play a critical role in building and supporting the workforce in the emerging field of Quantum Information Science and Engineering (QISE), creating numerous funding opportunities for partnerships. As a result, the university will be establishing a replica of the VT QISE laboratory at Virginia State University, the first laboratory of its kind at any HBCU. Following the success of the VT HBCU Quantum Partnership Workshop, where Vice President and Executive Director of the Innovation Campus Lance Collins offered opening remarks, the university will be hosting a second workshop in August of this year in Arlington. There are also more funding proposals in development in QISE associated technologies. The university's proposal strategy relies strongly on the usage of project-based learning labs, such as the quantum sensing and security lab that will be a part of the Innovation Campus. By partnering with HBCUs in the QISE field, Virginia Tech also hopes to matriculate masters' students into the Innovation Campus as well.

The US Department of Education has approved Virginia Tech as an Asian American, Native American, Pacific Islander Serving Institution (AANAPISI).

Requirements set by Title III of the Higher Education Act of 2008 state that 10% of the institution's undergraduate enrollment must consist of Asian, Pacific Islander, and Desi American (APIDA) undergraduate students. For the 2022-23 academic year, APIDA undergraduate enrollment reached over 12% (more than 3,500 enrolled) and has been showing steady growth since 2018. This statistic includes domestic students only and represents the second largest student population at the university. The AANAPISI status will increase grant eligibility for both proposals and partnerships with AANAPISI community colleges, designated Title III funding, and federal research funding, as well as increase support for APIDA students. As of October 1, 2023, the University will begin receiving an AANAPISI Part A grant of \$400,000 annually for the next five years from the Department of Education as part of the designation. Funds will support curricular development and faculty competency for courses addressing APIDA and Native American history, culture, and experience. This initiative will be led by Dr. Nina Ha, Director of the APIDA+ Center, and Dr. Melissa Faircloth, Director of the Indigenous Community Center. To support our AANAPISI status, a working group has been formed consisting of APIDA undergraduate and graduate students, instructional and administrative and professional faculty, and staff members. The group will also have expertise represented from Student Affairs, Undergraduate Academic Affairs, Inclusion and Diversity, and Enrollment Management. The working group will focus on the critical areas of mental health, internal diversity/disaggregation, campus climate, and recruitment and retention.

4. **Update on Job Architecture Project.** Vice President for Human Resources Bryan Garey updated the committee on the ongoing Job Architecture Project. Having seen a rise in Administrative and Professional (A/P) Faculty employees since the project began in February of 2022, there are now 2,500 A/P Faculty members with over 1,700 unique titles at the university. Reflecting both practices of higher education and industry, the job architecture project organizes these positions into functions, sub-functions, and disciplines to form a cohesive titling structure. Currently, functions are not organizational structures, as some functions are distributed across the university. The project is not meant to change the university's organizational structure, nor is it meant to change working titles. It is also not meant to increase or decrease salaries, but to provide a market range to help us remain competitive as the marketplace changes. Having completed the three research phases in April, position descriptions have been updated and job frameworks have been mapped, with 16 functional areas, 75 subfunctions, and 92 disciplines identified. Job leveling and career tracks were also identified. The career development aspect will make it possible for people in leadership positions to have good training to be managers and supervisors. The leveling of titles will enable people to understand how they fit in the organization and see a logical path for growth. Currently, we are 95% market competitive overall, and feel that we will be higher after merit increases this year. Going forward, the project will focus on implementation, which will require outreach and engagement throughout the summer months to explain the structuring. A website will be created for A/P faculty to see where they fit in the structure and how they compare to other titles and



current career pathing options. Change management is crucial and will involve outreach and engagement from the Board and senior leaders, as well as managers. The website will also allow managers to post positions quickly and pull market pay data for comparison. Human Resources will begin meeting with senior management areas to communicate and train individuals on market pay and data entry. There will be some necessary resistance management as well, as there will likely be angst from individuals who feel underpaid. However, the project has shown that a third of A/P faculty are currently salaried over market value, a third right in the market range, and a third that are slightly below market range.

- 5. Discussion on Early Childhood Education.** Vice President for Strategic Initiatives and Special Assistant to the President Lisa Wilkes led a panel discussion on the university's early childcare initiative. Panelists included: Program Manager of Early Childhood Education Kim Thomason, Chief Executive Officer of the Community Foundation of the New River Valley Jessica Wirgau, Vice Provost for Faculty Affairs Ron Fricker, and Vice President for Human Resources Bryan Garey.

Following the Staff Senate report presented to the board in 2018, the Early Childhood Education Initiative was launched to identify short- and long-term strategies to address childcare challenges impacting Virginia Tech employees and students. Within its first year, the initiative saw the creation of the Early Childcare Program Manager position, currently held by Kim Thomason, and the establishment of the supplemental bonus program for lower pay band employees. This year, the university piloted a back-up care program with Care.com, but will need to evaluate furthering the partnership due to a lack of providers in the area that utilize the service. The Provost's Office also piloted a faculty travel care program for faculty members with young children that must travel for work. Since 2006, the University has maintained a partnership with Rainbow Riders, which has proven to be a very effective recruitment and retention tool. As such, the university plans to expand partnership opportunities both with Rainbow Riders and new centers alike. At this time, agreements have been reached with three additional providers, one of which will be primarily for low-income employees, and one center that is located outside of Montgomery County for employees who live in the region but commute. The university has also sponsored centers to increase quality and provide professional development opportunities as well as strategies for recruiting and retaining employees. A partnership was initiated in 2022 with the New River Valley to sponsor a New River Valley Childcare Summit with representatives from all governmental entities in the region, 50 of the top employers of the region, and our local sister institutions. Program Manager Kim Thomason has also been working with family care providers in the area to obtain childcare licenses so that the university can promote them as a childcare resource, as we do not recommend any unlicensed providers or agencies. Research has shown that local centers are only at 50% capacity due to workforce challenges, so the initiative's focus has shifted from building more centers to aiding those already established. The government relations team has also been advocating for affordable and quality

care, as well as teacher pay, as parity with pre-K salaries without outpricing families is crucial. Established in 2016, the Community Foundation/VT Partnership is a regional initiative that supports early childhood education and development in the New River Valley. Through this partnership, Virginia Tech has built local support, shared models with NRV employers, shared statewide initiatives, and created a menu of options for financial support for the workforce. Looking forward, the initiative plans to explore space share programs for infants and toddlers in Blacksburg, and to evaluate opportunities to enhance programs already provided by the university. Regionally, supporting family care programs, supporting early education career pathways in local high schools, piloting stabilization strategies with local business leaders, and creating a recruitment program for future teachers are high priorities. In doing so, the Early Childhood Education Initiative supports the university's goal of becoming a talent destination, as well as invests in mid-career faculty recruitment and retention, and ultimately helps accelerate the goal in becoming a Global Top 100 University.

6. **Results of BOV Self-Assessment.** Secretary to the Board Kim O'Rourke presented a summary of the results of the annual Board Self-Assessment. The survey was completed by 13 of the 14 board members, 4 of the 5 constituent representatives, and the 8 administrators who work most closely with the board. Items were scored on a scale of 1-5, with 5 being the most favorable. As in past years, the category rated most highly was board culture, which refers to the manner in which the board conducts itself. Among other questions receiving the highest scores were those dealing with the conduct of meetings and committee structure as well as the board's commitment to freedom of expression, inquiry, and institutional autonomy. Overall, the report was very favorable, with only one question scored as low as 3.0. This score pertained to the perceived lack of a succession plan for the president. The Rector explained that the Executive Committee has long had a succession plan for the presidency but does not discuss it publicly. Areas possibly needing attention are those that deal with the board's fiduciary responsibilities, such as monitoring progress on the strategic plan, budget and financial planning, educational quality, staying abreast of issues and risks, and ensuring that all perspectives are heard to inform decisions. Top challenges identified were access and affordability; becoming a top 100 global research university; aligning priorities with financial resources and building financial resilience; attracting top talent; addressing student mental health issues; and reinforcing the value proposition for four-year and advanced degrees.
7. **Future Agenda Items and Closing Remarks.** Greta Harris discussed future agenda items and offered closing remarks.

There being no further business, the meeting was adjourned at 10:44 a.m.

*(Copies of the presentations and reports are filed  
with the permanent minutes and attached.)*



# Virginia Tech Crisis and Emergency Management Plan

MICHAEL J. MULHARE, P.E.

**NOVEMBER 2023**

# Emergency Management

*The mission of Virginia Tech Emergency Management is to build, improve, and sustain university resilience, departmental readiness, and individual preparedness.*

## PREPAREDNESS AND MITIGATION PROGRAMMING:

- Emergency Planning
- Emergency Training
- Emergency Exercises
- Outreach and Education
- Operational Response and Recovery
- UAS Team/Event and Incident Support
- VT Alerts (Emergency Notification System)

## COMMUNITY OUTREACH:

- Be Hokie Ready initiative
- Employee and Student Individual Preparedness Education
- Stop the Bleed, Weather Spotter, Incident Command, Hokie Ready, and internal stakeholder training programs.
- Event engagement and continuous education programs



# Crisis and Emergency Management Plan

Comprises the organizational structures, personnel, and processes for response to, and recovery from, a crisis.

## Base Plan

**Incident management structure, roles/responsibilities and order of succession.**

## Emergency Notification System (ENS) Protocols

**Provides notification process and messaging protocols.**

## Emergency Operations Center (EOC) Plan

**ILT, IMT, and EOC operations, roles/responsibilities, and communication**

## Emergency Support Functions (ESF) Annex

**Consolidates critical university operations into 16 ESFs**

## Infectious Disease Outbreak Response Capabilities

**Identifies and outlines response capabilities to manage an outbreak**

## Communications Plan

**Identifies and details university communications systems**

## Resource Management Plan

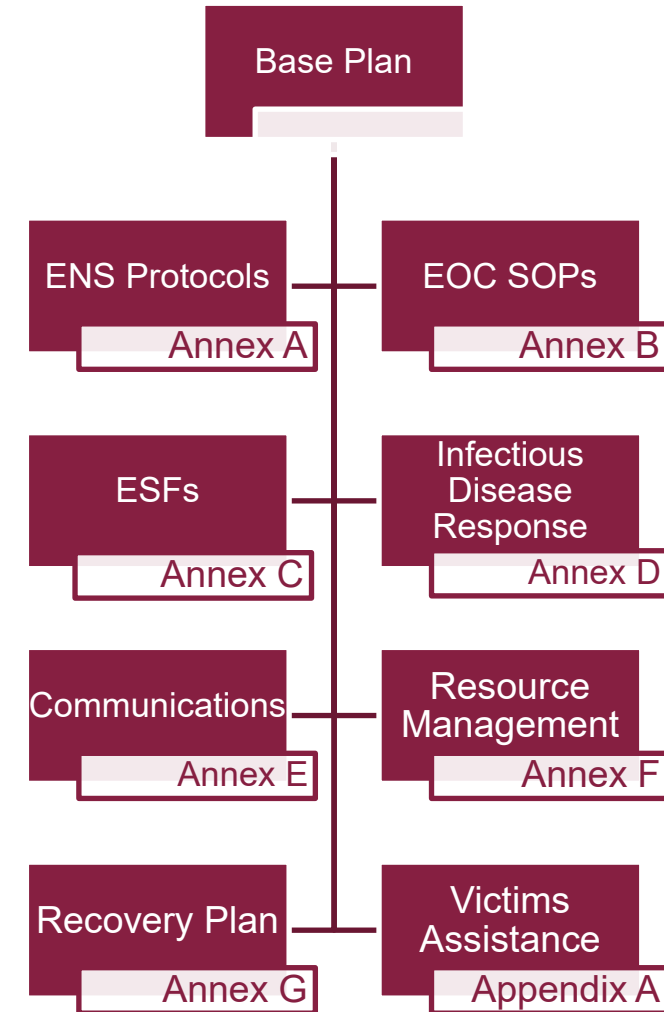
**Process for procuring, inventorying and distributing resources during crisis**

## Recovery Plan

**Configures support functions to assist institutional recovery**

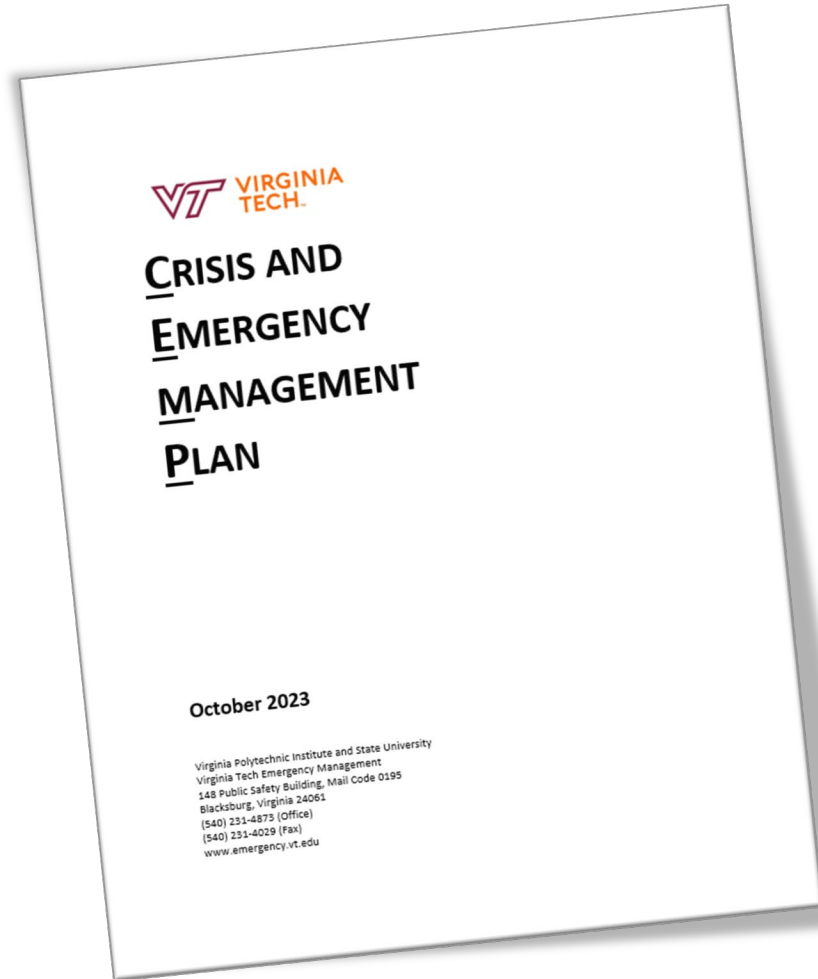
## Appendix A: Victim Assistance Contact Information

**As required by §23.1-804**



# Crisis and Emergency Management Plan

Comprises the organizational structures, personnel, and processes for response to, and recovery from, a crisis.



## § 23.1-804. Institutional Crisis and Emergency Management Plan

Every four years, each public institution of higher education shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board.



# Crisis and Emergency Management Plan

## Updates and Revisions

### Key Revisions throughout the CEMP:

- Personnel/Titles, Department Names, Contact Information updated.
- Eliminated redundant information across planning elements, using references across annexes and base plan.
- Aligned all plan elements to include ILT as senior leadership with authority and responsibility for incident strategy.
- Aligned all plan elements to clarify IMT staffing the EOC, with scalability for incident needs.
- Incorporated lessons learned from the COVID-19 Pandemic response.



# **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](http://www.emergency.vt.edu)



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# 1. INTRODUCTION

Virginia Tech’s Emergency Notification System (VT Alerts) leverages multi-channel communication capabilities to rapidly disseminate emergency information to the affected VT community members within the Commonwealth of Virginia. The VT Alerts system is designed to notify community members with information regarding an emergency incident and appropriate protective actions they may use to mitigate against the threat or hazard identified. The VT Alerts system comprises three subsystems: the human subsystem, the technological subsystem, and the task design. These Protocols provide explicit process, authority, and context for the appropriate use of VT Alerts.

These VT Alerts Protocols guide the activation of the technological subsystem when a threat or emergency situation is known to the Virginia Tech Police Department (VTPD) or Responsible University Authority (see 2.1), when operating within their direct area of responsibility and directly involved with the emergency response, for a safety-and-security incident at Virginia Tech. Authorizing decision-making at the leadership level closest to the incident enables VT to rapidly disseminate relevant emergency information to the campus community.

## 1.1. PURPOSE

The VT Alerts Protocols establish authority and a process to issue<sup>1</sup> safety and security alerts, warning, and notifications to the pertinent Virginia Tech community members when specific protective actions must be taken for safety and security at that VT campus or satellite facility.

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.” These protocols are designed to specify the key stakeholders responsible for, and the primary and alternate process for activating an immediate notification to the campus community.

## 1.2. AUTHORITY

These Protocols provide operational guidelines for issuing emergency notifications via VT Alerts and are integrated with and supplement the VT Crisis and Emergency Management Plan.<sup>2</sup> Protocols are

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<sup>1</sup> 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.

<sup>2</sup> 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>).

consistent with the safety and security policies of the University and have been approved by the President of Virginia Tech.

### 1.3. REGIONALIZATION

Virginia Tech community members move between and across regions to participate in educational opportunities, research, and outreach. To provide a relatively seamless user-centric emergency notification system, Virginia Tech has divided Commonwealth owned or leased facilities into seven regions. Virginia Tech community members can register to receive SMS, phone (voice), and email messages for seven regions across Virginia. The seven VT Alerts regions include the following university locations:

- **Abingdon (ABD)**
  - Southwest Virginia Higher Education Center
- **Blacksburg (NRV)**
  - Blacksburg campus of Virginia Tech
- **Danville (DNVL)**
  - Institute for Advanced Learning and Research
- **Hampton Roads (HR)**
  - Virginia Tech Hampton Roads Center (Virginia Beach)
  - Virginia Tech Hampton Roads Center (Newport News)
- **Greater Washington DC Metro Area (DC+)**
  - Innovation Campus (Alexandria, VA)
  - Marion DuPont Scott Equine Medical Center (Leesburg, VA)
  - Middleburg Agricultural Research and Extension Center
  - Northern Virginia Center (Falls Church)
  - Occoquan Watershed Monitoring Laboratory (Manassas, VA)
  - Virginia Tech Research Center (Arlington, VA)
  - Washington Alexandria Architecture Center
  - Language and Culture Institute (Fairfax, VA)
- **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 should be immediately engaged in any emergency, as their expertise will be valuable in assessing the severity of an incident. 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 VT Alerts. Periodic exercising also helps ensure that equipment and procedures are maintained in a constant state of readiness. Testing the VT Alerts technical subsystem can help identify issues and determine functionality before an emergency occurs.

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

VT recognizes that all employees may not be available in an emergency to perform their function under the ENS Protocols and accordingly is committed to cross-training employees on roles and responsibilities. New employees 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 designated by the President to authorize emergency notifications to provide alert, warning, and safety or protection instructions through the VT Alerts system:

- President
- Executive Vice President and Chief Operating Officer
- Associate Vice President for Public Safety
- Chief of Police and Director of Security
- Executive Director for Emergency Management
- VTPD Senior Officer on duty
- VTPD Security Center Representative (for tornado alerts)
- Regional ENS Coordinators (specific to their respective VT Alerts region)
- The following university officials, if they are directly involved with the emergency response for a safety or security incident at Virginia Tech:<sup>3</sup>
  - Vice President for Campus Planning, Infrastructure, and Facilities
  - Director, Schiffert Health Center
  - Assistant Vice President for Environmental Health and Safety

These positions are 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. VT ALERTS ACTIVATION

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 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.

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). For these types of incidents, it is anticipated that the VTPD Senior Officer on Duty will be the primary agent of confirmation. 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 contact the VTPD Security Center to authorize the VTPD Security Center Representative on-duty to issue the Immediate Notification. If the Responsible University Authority is trained in, and has direct access to, the VT Alerts interface, the Responsible

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<sup>3</sup> 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 community.

University Authority may issue the Immediate Notification directly, if necessary.<sup>4</sup> For regional incidents and/or emergencies, the Regional ENS Coordinator will contact the VTPD Security Center and provide the information required for the VTPD Security Center Representative to issue the emergency notification. If a Regional ENS Coordinator has been trained in, and has direct access to, the VT Alerts interface, they may issue the Immediate Notification directly, if necessary.

## 2.3. TRANSITION OF MESSAGING DURING AN INCIDENT

Communications and Marketing will assume responsibility for sending subsequent incident notifications as practicable. This transition requires the alert initiator to proactively communicate with a Communications and Marketing point of contact, confirm transition, and provide a verbal (or brief) situation report. In addition, Communications and Marketing may activate the transition at their discretion by confirming directly with the alert initiator, and in coordination with incident management personnel. Communications and Marketing should connect with the VTPD Security Center as soon as practical to coordinate subsequent messaging as early into the incident as possible. Message content will be developed jointly with incident management personnel.

For the other VT Alerts regions, the Security Center remains the mechanism by which the alerts are sent, and the regional RUA is responsible for crafting and communicating the messaging to the Security Center Representative for the duration of the incident. The regional RUA may work with Communications and Marketing to coordinate the transfer of messaging responsibilities. Transfer of subsequent messaging to Communications and Marketing by a regional RUA also requires active confirmation before the transfer of responsibility.

## 2.4. VIRGINIA TECH EMERGENCY NOTIFICATION SYSTEM CHANNELS

VT Alerts channels are the technological means by which the message is transmitted from the ENS console to the end-point devices for message delivery. 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 leverages multiple channels via the Common Alerting Protocol (CAP) triggered 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.

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<sup>4</sup> 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.

- 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 "X" (formerly Twitter) (@vtalerts and @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 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](http://www.vt.edu); [www.vt.edu/status](http://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."

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

## 2.5. EMERGENCY NOTIFICATION MESSAGE CHARACTERISTICS

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

1. VT Alert:
2. Regional Identifier in parenthesis
3. Nature of the incident,
4. Location, and
5. 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, research, 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.

VT ENS messages generated via these Protocols will follow formatting consistent with VT Alerts system characteristics. Therefore, regardless of channel used, the incident-initial 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) across all channels. An exception may be made for inclement weather alerts with sufficient warning time where email channels may use in excess of 160 characters to provide more detailed information.

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 status page ([vt.edu/status](http://vt.edu/status)) 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.

## 2.6. LEVELS OF EMERGENCY NOTIFICATION

There are two primary types of notifications under VT ENS: Immediate and Status Update/All Clear. 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.

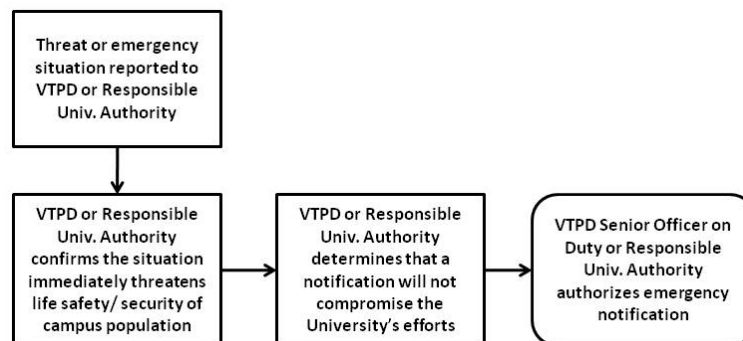
However, the VTPD Senior Officer on Duty, Regional ENS Coordinator, or other Responsible University Authority also has the authority *not* to authorize an Immediate Notification to the campus if issuing the message will create a more serious emergency and/or compromise the University's efforts to contain 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 Associate Vice President for Public Safety and Executive Director for Emergency Management of the situation, notifications authorized/issued (or not authorized/issued), and any other actions taken; as needed, the Associate Vice President for Public Safety then notifies the President and other university officials<sup>5</sup> 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



<sup>5</sup> 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.

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, Executive Director for Emergency Management, Associate Vice President for Public Safety, or other Responsible University Authority. The VTPD Security Center Representative is authorized to send an All Clear Notification when a Tornado Warning is lifted.

## 2.7. 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 Associate Vice President for Public Safety and Virginia Tech Emergency Management.

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

| Level                            | Authorized by  | Issued by  | Channels Activated   |
|----------------------------------|--|--|--|
| <b>IMMEDIATE</b>                 | VTPD Senior Officer on Duty, VTPD Security Center Representative (for tornado alerts), Regional ENS Coordinators, Executive Director for Emergency Management, or other Responsible University Authority   | VT Police Security Center Representative or other trained personnel <sup>6</sup> | <ul style="list-style-type: none"> <li>• VT ENS <ul style="list-style-type: none"> <li>○ VT Subscribe Alerts</li> <li>○ Text message</li> <li>○ Non-VT email</li> <li>○ Voice message</li> <li>○ VT Desktop Alerts</li> <li>○ VT email</li> <li>○ Message Boards</li> <li>○ VT homepage</li> <li>○ “X” (formerly Twitter)</li> <li>○ Fire Alarm Annunciators</li> </ul> </li> <li>• VT hotline</li> <li>• Sirens/PA, as needed</li> <li>• Other channels as developed</li> </ul> |
| <b>STATUS UPDATE / ALL CLEAR</b> | VTPD (including Security Center Representative post-tornado warning), Associate Vice President for Public Safety, Executive Director 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"> <li>• VT ENS <ul style="list-style-type: none"> <li>○ VT Subscribe Alerts</li> <li>○ Text message</li> <li>○ Non-VT email</li> <li>○ Voice message</li> <li>○ VT Desktop Alerts</li> <li>○ VT email</li> <li>○ Message Boards</li> <li>○ VT homepage</li> <li>○ “X” (formerly Twitter)</li> <li>○ Fire Alarm Annunciators</li> </ul> </li> <li>• VT hotline</li> <li>• Sirens/PA, as needed</li> <li>• Other channels as developed</li> </ul> |

<sup>6</sup> 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. ENS STAFF ASSIGNMENTS AND ACTION CHECKLISTS

This section describes the roles and actions assigned to VT employees for authorizing the implementation, and operation, of 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: Roles and Assignments Summary

| VT Position                         | Role   |
|-------------------------------------|--|
| VTPD Security Center Representative | <ul style="list-style-type: none"> <li>• Coordinate with the VT Senior Officer on Duty</li> <li>• Issue Immediate Notifications, including those for regional VT locations</li> <li>• Issue Immediate Notifications for tornado warnings for Montgomery County</li> <li>• Issue Status Update Notifications or All Clear Notifications as instructed</li> <li>• Activate the Outdoor Sirens and Public Address System as instructed</li> <li>• Notify VTPD Senior Officer on Duty when regional notification or tornado alert is sent and cleared</li> </ul>   |
| VTPD Senior Officer on Duty         | <ul style="list-style-type: none"> <li>• Confirm the emergency situation or threat</li> <li>• 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</li> <li>• Authorize the VTPD Security Center Representative to send out Immediate Notifications</li> <li>• 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</li> <li>• May authorize the VTPD Security Center Representative to send an All Clear Notification</li> </ul> |
| Regional ENS Coordinator            | <ul style="list-style-type: none"> <li>• Confirm the emergency situation or threat</li> <li>• 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</li> <li>• Contact the VTPD Dispatch Center at <b><u>540-231-6411</u></b></li> <li>• Authorize the VTPD Security Center Representative to send out Regional Emergency Notifications</li> <li>• Authorize the VTPD Security Center Representative to send a Status Update Notification and/or All Clear Notification</li> </ul>  |

| VT Position                                 | Role   |
|---|--|
| VT Chief of Police and Director of Security | <ul style="list-style-type: none"> <li>• 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</li> <li>• Receive information from the VTPD Security Center Representative that a Regional Emergency Notification has been sent</li> <li>• Provide executive direction to the VTPD on further messages or notifications</li> <li>• Notify the Associate Vice President for Public Safety and Executive Director for Emergency Management of the situation, notifications authorized/issued, and any other actions taken to contain the emergency</li> <li>• 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</li> <li>• May authorize the VTPD Security Center Representative to send Status Update Notification or All Clear Notifications</li> </ul> |
| Responsible University Authorities          | <ul style="list-style-type: none"> <li>• Confirm whether the emergency situation threatens the life safety or security of the campus population <i>for situations within the scope of the Responsible University Authority</i></li> <li>• Authorize the VTPD Security Center Representative or trained staff to issue an Immediate or Urgent Notification</li> <li>• Notify the VT Chief of Police and Director of Security and the Executive Director for Emergency Management</li> <li>• 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</li> <li>• May authorize the VTPD Security Center Representative or trained staff to send Status Update Notifications or All Clear Notifications</li> </ul>  |
| Associate Vice President for Public Safety  | <ul style="list-style-type: none"> <li>• Receive report of Immediate Notifications that have been sent and, as appropriate, notifications not sent</li> <li>• Authorize Urgent Notifications</li> <li>• Notify the President and other officials as necessary of the situation, notifications authorized/issued, and any other actions taken</li> <li>• May authorize the VTPD Security Center Representative or trained staff to send Status Update Notifications or All Clear Notifications</li> </ul>   |
| Executive Director for Emergency Management | <ul style="list-style-type: none"> <li>• Support the Associate Vice President for Public Safety with decisions on issuing Urgent Notifications</li> <li>• Receive report of Immediate Notifications that have been sent and, as appropriate, notifications not sent</li> <li>• Provide safety and security information for notifications as needed</li> <li>• Issue notifications or authorize the VTPD Security Center Representative or trained staff to send Immediate or Status Update/All Clear Notifications</li> <li>• Coordinate with service providers as needed to ensure system operability</li> </ul>  |

| VT Position  | Role  |
|--|---|
| Senior Associate Vice President for Communications and Marketing | <ul style="list-style-type: none"><li>• Support the Associate Vice President for Public Safety with decisions on or in issuing Urgent Notifications, as necessary</li><li>• Issue notifications</li><li>• Provide additional information on notification messages on the VT homepage, via voicemails, and on the hotline as required or appropriate</li></ul>   |
| Executive Director, Network Infrastructure and Services          | <ul style="list-style-type: none"><li>• Provide technical support to Virginia Tech Emergency Management, VTPD, the Associate Vice President for Public Safety, Senior Associate Vice President for Communications and Marketing, and other Responsible University Authorities in the operation of the VT ENS and associated networks and systems</li><li>• Coordinate with service providers as needed to ensure system operability</li></ul> |

## 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"> <li>• Issue VT ENS Immediate Notifications via the VT Alerts system, as authorized</li> <li>• Issue VT ENS Status Update Notifications or All Clear Notifications, as authorized</li> <li>• Activate the exterior sirens and public address system, as directed</li> <li>• Notify VTPD Senior Officer on Duty when a tornado alert or Regional Notification is sent</li> </ul> |
| Notification Level  | Immediate, and Status Update/All Clear, as authorized by VTPD Senior Officer on Duty, Regional ENS Coordinator, Executive Director for Emergency Management, or other Responsible University Authorities.   |
| Authorization   | VTPD Senior Officer on Duty, Regional ENS Coordinator, or other Responsible University Authority authorizes notifications. VTPD Security Center Representative is always authorized to issue notifications for Tornado Warnings within Montgomery County, Virginia.   |
| <b>PROCEDURES</b>   |   |
| <p>1. Receive incoming radio traffic/phone call regarding the incident and support VTPD and other required resources, receive call from a Regional ENS Coordinator, or receive teletype or weather alert notification for Tornado Warning in Montgomery County.</p>   |   |
| <p>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):</p> <ul style="list-style-type: none"> <li>• Log into VT Emergency Notification System at: <a href="http://www.getrave.com/login/vt">www.getrave.com/login/vt</a> or contact the vendor (RAVE) directly at 888-605-7163</li> <li>• Enter your username and password for Rave.</li> <li>• Select the most appropriate template.</li> <li>• Click the green "Select" button to the right of the Alert Template you are choosing.</li> <li>• Click the "Text" box under Alert Methods to reveal the dialogue box.</li> <li>• Complete in this order; <ul style="list-style-type: none"> <li>1. Click the check box to "Overwrite all alert methods with this text - warning: this will change all messages"</li> <li>2. Insert the location information within the dialogue box replacing "[Location]"</li> <li>3. Make any other needed changes to template.</li> </ul> </li> <li>• Ensure each alert method required is selected.</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click "Continue" at the lower left of the window.</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click "Send this Alert!"</li> </ul> <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"> <li>• The Regional ENS Coordinator's name.</li> <li>• Code word.</li> <li>• Phone number where they can be reached for the duration of the incident.</li> </ul> |   |

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### VT Police Security Center Representative Checklist (2 of 2)

|  |
|--|
| <ul style="list-style-type: none"><li>• Region(s) to be alerted</li><li>• Template to be used</li><li>• Incident Scenario</li><li>• Location of the incident, within the Region</li><li>• Actions regional community should take, if different than template.</li></ul>  |
| 3. As directed, send out Status Update Notifications and/or All Clear Notifications. Be aware of when previous messages have been sent so that SMS messages do not overlap. It can take several minutes for messages to be delivered.  |
| 4. 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. |
| 5. Notify the duty supervisor and VTPD Senior Officer on Duty. Transition the alert and warning process to Communications and Marketing for protracted incidents. Active confirmation from the individual assuming responsibility for issuing continued VT Alerts is required.   |



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

|  |   |
|--|---|
| Primary Responsibilities   | <ul style="list-style-type: none"> <li>• Confirm whether the emergency situation threatens the life safety or security of the campus population</li> <li>• Authorize the VTPD Security Center Representative to issue an Immediate Notification</li> <li>• 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</li> <li>• Notify the VT Chief of Police and Director of Security and Executive Director for Emergency Management</li> <li>• 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</li> <li>• Notify Chief of Police and Director of Security and Executive Director for Emergency Management or designee of Regional ENS Notifications issued</li> </ul> |
| Notification Levels  | Immediate, Status Update/All Clear  |
| Authorization  | This position is a Responsible University Authority, but information and updates should be provided to the VT Police Chief and Director of Security   |
| <b>PROCEDURES</b>  |   |
| <p>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.</p>   |   |
| <p>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 VT Alerts. Advise the template, scenario, location and any special information for the message.</p>  |   |
| <p>3. If necessary, issue a VT ENS notification:</p> <ul style="list-style-type: none"> <li>• Log into VT Emergency Notification System at: <a href="http://www.getrave.com/login/vt">www.getrave.com/login/vt</a> or contact the vendor (RAVE) directly at 888-605-7163</li> <li>• Enter your username and password for Rave.</li> <li>• Select the most appropriate template.</li> <li>• Click the green "Select" button to the right of the Alert Template you are choosing.</li> <li>• Click the "Text" box under Alert Methods to reveal the dialogue box.</li> <li>• Complete in this order; <ul style="list-style-type: none"> <li>1. Click the check box to "Overwrite all alert methods with this text - warning: this will change all messages"</li> <li>2. Insert the location information within the dialogue box replacing "[Location]"</li> <li>3. Make any other needed changes to template.</li> </ul> </li> <li>• Ensure each alert method required is selected.</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click "Continue" at the lower left of the window.</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click "Send this Alert!"</li> </ul> |   |

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

- |   |
|---|
| 4. 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.  |
| 5. 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).   |
| 6. 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. |

## Regional ENS Coordinator Checklist (Page 1 of 2)

|  |   |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
|--|---|--------------------------|-----------------|-------------------------|----------|----------------|-----------------|------|-----------------|-------------------|-------------------|--------------------------|--------|-----------|-----------------------|---------------|------|----------------------|------------------|-------------------|--|
| <b>Primary Responsibilities</b>  | <ul style="list-style-type: none"> <li>Confirm whether the emergency situation threatens the life safety or security of the campus population</li> <li>Utilize internal building notification procedures</li> <li>Contact local emergency services as needed</li> <li>Authorize the VTPD Security Center Representative to issue a notification</li> <li>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</li> <li>Authorize the VTPD Security Center Representative to send Status Update/All Clear Notifications</li> </ul> |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
| <b>Notification Levels</b>   | Immediate, Urgent, Status Update/All Clear  |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
| <b>Authorization</b>   | Self, but provide information and updates to appropriate university officials   |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
| <b>PROCEDURES</b>  |   |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
| <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.<br/> <b><i>If in an emergency situation, call 911 and utilize the expertise of local first responders.</i></b></p>   |   |                          |                 |                         |          |                |                 |      |                 |                   |                   |                          |        |           |                       |               |      |                      |                  |                   |  |
| <p>2. If the emergency presents a confirmed threat and a notification should be sent, contact the VTPD Security Center Representative at <b>(540) 231-6411</b> 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"> <li>Your name</li> <li>Code word – *****</li> <li>Phone number that you can be reached at for the remainder of the incident</li> <li>Region to be alerted <ul style="list-style-type: none"> <li>Abingdon, Danville, Hampton Roads, National Capital Region, Richmond, Roanoke</li> </ul> </li> <li>Specific location/address of the incident</li> <li>Emergency Notification Message Template and notification level (Immediate or Urgent) <ul style="list-style-type: none"> <li><b>Notification Message Templates</b></li> </ul> </li> </ul> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="padding: 5px;">Person with Gun</td><td style="padding: 5px;">Bomb Threat</td><td style="padding: 5px;">Personal Threat/Assault</td><td style="padding: 5px;">Flooding</td></tr> <tr> <td style="padding: 5px;">Active Shooter</td><td style="padding: 5px;">Tornado Warning</td><td style="padding: 5px;">Fire</td><td style="padding: 5px;">Utility Failure</td></tr> <tr> <td style="padding: 5px;">Hostage Situation</td><td style="padding: 5px;">Structural Damage</td><td style="padding: 5px;">Bomb or Explosive Device</td><td style="padding: 5px;">Custom</td></tr> <tr> <td style="padding: 5px;">Explosion</td><td style="padding: 5px;">Report of Shots Fired</td><td style="padding: 5px;">Health Threat</td><td style="padding: 5px;">Test</td></tr> <tr> <td style="padding: 5px;">Hazmat Spill or Leak</td><td style="padding: 5px;">Hostile Intruder</td><td style="padding: 5px;">Weather Emergency</td><td style="padding: 5px;"></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"> <li>• Provide executive direction to the VTPD on Immediate Notifications</li> <li>• Provide support to Associate Vice President for Public Safety for Urgent Notifications</li> <li>• Notify the Associate Vice President for Public Safety and the Executive Director for Emergency Management of emergency situations that threaten or may threaten the campus</li> </ul> |
| Notification Levels  | Immediate, Urgent, Status Update/All Clear   |
| Authorization  | Self, but provides information to the Associate Vice President for Public Safety and the Executive Director for Emergency Management   |
| <b>PROCEDURES</b>  |  |
| 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 Associate Vice President for Public Safety and the Executive Director 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"> <li>•</li> <li>• Log into VT Emergency Notification System at: <a href="http://www.getrave.com/login/vt">www.getrave.com/login/vt</a> or contact the vendor (RAVE) directly at 888-605-7163</li> <li>• Enter your username and password for Rave.</li> <li>• Go to the Alerts Tab, and select the appropriate template.</li> <li>• Click the green “Send” button to the right of the Alert Template you are choosing.</li> <li>• Click the “Text” box under Alert Methods to reveal the dialogue box.</li> <li>• Complete in this order; <ul style="list-style-type: none"> <li>▪ Click the check box under the word “English”</li> <li>▪ Insert the location information within the dialogue box replacing “[Location]”</li> <li>▪ Make any other needed changes to template.</li> </ul> </li> <li>• Ensure each alert method required is selected.</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click “Continue” at the lower left of the window.</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click “Send this Alert!”</li> </ul> |  |
| 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 Associate Vice President for Public Safety 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 Checklist<sup>7</sup>

|   |  |
|---|--|
| Primary Responsibilities  | <ul style="list-style-type: none"> <li>• 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></li> <li>• Authorize the VTPD Security Center Representative or trained staff to issue an Immediate or Urgent Notification</li> <li>• 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</li> <li>• Notify the VT Chief of Police and Director of Security/VTPD</li> <li>• 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</li> </ul> |
| 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   |
| <b>PROCEDURES</b>   |  |
| 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 Executive Director 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 Associate Vice President for Public Safety, Executive Director 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.   |  |

<sup>7</sup> Those Responsible University Authorities with separate tasks should refer to those in addition to this checklist.

## Associate Vice President for Public Safety Checklist

|  |  |
|--|--|
| Primary Responsibilities   | <ul style="list-style-type: none"> <li>• Receive notification of emergency situations</li> <li>• Determine if Urgent Notifications should be sent</li> <li>• Notify the President of the emergency notifications</li> <li>• Coordinate with the Senior Associate Vice President for Communications and Marketing regarding ongoing release of notifications</li> </ul> |
| Notification Levels  | Urgent, Status Update/All Clear  |
| Authorization  | Self, provides information to the VT Chief of Police and Director of Security and the Executive Director for Emergency Management  |
| <b>PROCEDURES</b>  |  |
| 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, Executive Director for Emergency Management, Senior Associate Vice President for Communications and Marketing 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"> <li>•</li> <li>• Log into VT Emergency Notification System at: <a href="http://www.getrave.com/login/vt">www.getrave.com/login/vt</a> or contact the vendor (RAVE) directly at 888-605-7163</li> <li>• Enter your username and password for Rave.</li> <li>• Go to the Alerts Tab, and select the appropriate template.</li> <li>• Click the green "Send" button to the right of the Alert Template you are choosing.</li> <li>• Click the "Text" box under Alert Methods to reveal the dialogue box.</li> <li>• Complete in this order; <ul style="list-style-type: none"> <li>▪ Click the check box under the word "English"</li> <li>▪ Insert the location information within the dialogue box replacing "[Location]"</li> <li>▪ Make any other needed changes to template.</li> </ul> </li> <li>• Ensure each alert method required is selected.</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click "Continue" at the lower left of the window.</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click "Send this Alert!"</li> </ul> |  |
| 4. Notify the President of the emergency situation and the issuing of the emergency notifications.   |  |
| 5. Coordinate with the Senior Associate Vice President for Communications and Marketing 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.   |  |

### Executive Director for Emergency Management Checklist

|   |  |
|---|--|
| Primary Responsibilities  | <ul style="list-style-type: none"> <li>• Support the Associate Vice President for Public Safety with decisions on issuing Urgent Notifications</li> <li>• Provide safety and security information for notifications, as needed</li> <li>• Issue notifications, as described below</li> </ul> |
| Notification Levels   | Immediate, Urgent, Status Update/All Clear   |
| Authorization   | Self, provides information to the Associate Vice President for Public Safety and VT Chief of Police and Director of Security   |
| <b>PROCEDURES</b>   |  |
| 1. As requested, support the Associate Vice President for Public Safety 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 Executive Director for Emergency Management.  |  |
| 3. For situations within the responsibility of the Executive Director 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 Executive Director for Emergency Management, notify the VT Chief of Police and Director of Security.   |  |
| 5. For situations within the responsibility of Executive Director 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 Executive Director 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 Associate Vice President for Public Safety 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 Associate Vice President for Public Safety 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 Associate Vice President for Public Safety (VPO) or as directed be prepared to initiate the tasks and responsibilities in the VPO checklist.  |  |



## Senior Associate Vice President for Communications and Marketing Checklist

|   |   |
|---|---|
| Primary Responsibilities  | <ul style="list-style-type: none"> <li>• Support the Associate Vice President for Public Safety with decisions on issuing Urgent Notifications</li> <li>• Operate the VT ENS web portal to send out notifications</li> <li>• Provide additional information on the VT homepage (<a href="http://www.vt.edu">www.vt.edu</a>) as required or appropriate</li> </ul> |
| <b>PROCEDURES</b>   |   |
| 1. Support the Associate Vice President for Public Safety 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"> <li>• Log into VT Emergency Notification System at: <a href="http://www.getrave.com/login/vt">www.getrave.com/login/vt</a> or contact the vendor (RAVE) directly at 888-605-7163</li> <li>• Enter your username and password for Rave.</li> <li>• Go to the Alerts Tab, and select the appropriate template.</li> <li>• Click the green “Send” button to the right of the Alert Template you are choosing.</li> <li>• Click the “Text” box under Alert Methods to reveal the dialogue box.</li> <li>• Complete in this order; <ul style="list-style-type: none"> <li>▪ Click the check box under the word “English”</li> <li>▪ Insert the location information within the dialogue box replacing “[Location]”</li> <li>▪ Make any other needed changes to template.</li> </ul> </li> <li>• Ensure each alert method required is selected.</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click “Continue” at the lower left of the window.</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click “Send this Alert!”</li> </ul> |   |
| 3. Update the VT homepage ( <a href="http://www.vt.edu">www.vt.edu</a> ), voicemails, and hotline with additional information and instructions for the University population as required or appropriate.  |   |
| 4. Support the Associate Vice President for Public Safety 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.  |   |

## Executive Director of Network Infrastructure and Services Checklist

|  |  |
|--|--|
| <b>Primary Responsibilities</b>  | <ul style="list-style-type: none"> <li>• Provide technical support to Virginia Tech Emergency Management, VTPD, Associate Vice President for Public Safety, Senior Associate Vice President for Communications and Marketing and other Responsible University Authorities in the operation of the VT ENS and associated networks and systems</li> <li>• Coordinate with service providers/vendors as needed to ensure system operability</li> <li>• Assist in the development of new notification technologies as requested</li> </ul> |
| <b>PROCEDURES</b>  |  |
| 1. Support the Associate Vice President for Public Safety, VTPD, Executive Director for Emergency Management, the Senior Associate Vice President for Communications and Marketing 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.  |  |

## 4. ALERT MESSAGE CONTENT GUIDELINES AND TEMPLATES

This section includes a matrix of messaging guidelines and templates. Employees with the authority to develop and approve notifications may use the templates provided on the following pages or customize the notification message. Templated language is pre-loaded into the VT Alerts interface facilitating rapid access and dissemination.

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.*

Alerts and warnings sent through the VT Alerts system generally require one of the following three words in the message to be consistent with the Mobile Carriers 10DLC requirements: Urgent, Critical, or Emergency. Current VT Alerts templates already include the appropriate language, but all custom messages must include the appropriate wording to qualify for mass notification via SMS. The VT Alerts interface will flag users if attempting to issue an alert without one of the required terms.

Table 4.1: Approved Emergency Notification Message Templates

| Template Title                | Count | Template Language   |
|-------------------------------|-------|---|
| Active Shooter                | 115   | VT Alerts (###): Active Shooter reported at [LOCATION]. Urgent. Secure in place. Silence phones. Call 911 for help.   |
| All Clear                     | 101   | VT Alerts (###): All Clear. This is an all clear notification. The emergency at [LOCATION] has ended.   |
| Bomb Threat                   | 101   | VT Alerts (###): Bomb threat at [LOCATION]. Urgent. Evacuate location. Avoid area. Call 911 for help.   |
| Custom                        | 71    | VT Alerts (###): [Nature of Incident] [Location] Urgent. [Instructions]   |
| Blacksburg-Early Closing      | 156   | VT Alerts (###): Urgent Weather Advisory: Change in Blacksburg operations. At [Time AM/PM] in-person classes and activities canceled. Info at vt.edu/status |
| Explosion                     | 100   | VT Alerts (###): Explosion at [LOCATION]. Urgent. Evacuate location. Avoid area. Call 911 for help.   |
| Explosive Device              | 106   | VT Alerts (###): Explosive device at [LOCATION]. Urgent. Evacuate location. Avoid area. Call 911 for help.  |
| Fire                          | 131   | VT Alerts (###): Fire at [LOCATION]. Urgent. Evacuate, use stairs. Follow authorities' instructions. Avoid area. Call 911 for help.                         |
| Flooding                      | 95    | VT Alerts (###): Flooding at [LOCATION]. Urgent. Avoid area. Do not drive through flood waters.   |
| Hazmat Spill                  | 116   | VT Alerts (###): Hazardous material release at [Location]. Urgent. Evacuate location. Avoid area. Call 911 for help.  |
| Health Threat                 | 86    | VT Alerts (###): [NATURE OF INCIDENT]-[LOCATION-IF APPLICABLE]. Urgent. [INSTRUCTIONS]  |
| Hostage Situation             | 113   | VT Alerts (###): Hostage situation at [LOCATION]. Urgent. Secure in place. Avoid area. Call 911 if you need help.   |
| Hostile Intruder              | 112   | VT Alerts (###): Hostile intruder at [LOCATION]. Urgent. Secure in place. Avoid area. Call 911 if you need help.  |
| Blacksburg-MWF Delay          | 151   | VT Alerts (###): Urgent Weather Advisory: Blacksburg operational change, in-person classes and activities canceled until 10:00AM. Info at vt.edu/status     |
| Person with Gun               | 116   | VT Alerts (###): Person with a gun reported near [LOCATION]. Urgent. Secure in place. Avoid area. Call 911 for help.  |
| Personal Threat or Assault    | 105   | VT Alerts (###): [NATURE OF INCIDENT] [LOCATION]. Urgent. Secure in place. Avoid Area. Call 911 for help.   |
| Public Test Notification      | 116   | VT Alerts (###): This is a test of the V T Alerts emergency notification system. Thank you for your participation.  |
| Reports of Shots Fired        | 104   | VT Alerts (###): Shots Fired at [LOCATION]. Stay Inside. Secure in place. Avoid area. Call 911 for help.  |
| Structural Damage             | 112   | VT Alerts (###): [NATURE OF INCIDENT]-evacuate [LOCATION]. Urgent. Follow authorities' instructions. Avoid area.  |
| Blacksburg-TH Delay           | 150   | VT Alerts (###): Urgent Weather Advisory: Blacksburg operational change, in-person classes and activities canceled until 9:30AM. Info at vt.edu/status      |
| Tornado Warning               | 121   | VT Alerts (###): Tornado warning for [LOCATION]. Urgent. Shelter in place. Avoid windows and doorways. Call 911 for help.                                   |
| Utility Failure               | 107   | VT Alerts (###): [NATURE OF INCIDENT] [LOCATION]. Urgent. Follow instructions from authorities. Avoid area.   |
| Weather Emergency             | 125   | VT Alerts (###): Urgent Weather Alert: [NATURE OF INCIDENT]. Shelter in place. Avoid windows and doorways. Call 911 for help.                               |
| Blacksburg-University Closing | 128   | VT Alerts (###): Urgent Weather Advisory: All Blacksburg campus in-person classes and activities canceled. Info at vt.edu/status                            |

### - Represents the regional code as applicable.

## 5. ENS 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  |
|-------------------------------------|--|--|---|--|
| <b>VT Subscribe Alerts Channels</b> | <p>Web-enabled ENS management interface that sends notifications to VT Subscribe Alerts Channels which include:</p> <ul style="list-style-type: none"> <li>• SMS or text messages which may also convert to an audible message if the phone is answered</li> <li>• Phone calls and voice mails</li> <li>• Email to non-VT addresses</li> </ul> | <ul style="list-style-type: none"> <li>• Immediate, Status Update/All Clear Notifications</li> <li>• System tests</li> </ul> | <ul style="list-style-type: none"> <li>• Go to <a href="https://getrave.com/login/vt">getrave.com/login/vt</a></li> <li>• Enter user name and password*</li> <li>• Select a template.</li> <li>• Complete the template message with specific information, OR type a custom message</li> <li>• Select the Text, Email and Voice Channel</li> <li>• Ensure the appropriate Delivery Target is selected.</li> <li>• Click "Continue".</li> <li>• Verify the message, alert mode(s), and delivery target(s) are correct.</li> <li>• Click "Send this Alert!"</li> </ul> | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VTPD Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other trained personnel</li> </ul> |

| System                                   | Description  | Use  | Procedures   | System Operator   |
|--|--|--|--|---|
| <b>VT Desktop Alerts</b>                 | 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"> <li>• Immediate, Status Update or All Clear Notifications</li> <li>• System tests</li> </ul>  | <ul style="list-style-type: none"> <li>• Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels</li> </ul>   | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VTPD Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other trained personnel</li> </ul>  |
| <b>Message Boards</b>                    | Electronic signs show emergency notifications in red letters.  | <ul style="list-style-type: none"> <li>• Immediate, Status Update or All Clear Notifications for campus populations in classrooms and other applicable indoor locations</li> <li>• System Tests</li> </ul> | <ul style="list-style-type: none"> <li>• Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels</li> </ul>   | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/ VTPD Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other Trained personnel</li> </ul> |
| <b>Outdoor sirens and public address</b> | 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"> <li>• Notifications to alert persons outdoors to seek shelter immediately</li> <li>• System Tests</li> </ul>  | <ul style="list-style-type: none"> <li>• Operated at VTPD Dispatch – follow vendor protocol located at VTPD Dispatch</li> <li>• Redundant system located on the 7<sup>th</sup> floor of Lane Stadium.</li> </ul> | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VTPD Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other trained personnel</li> </ul>  |

| System  | Description   | Use  | Procedures   | System Operator  |
|---|---|--|--|--|
| <b>Fire Alarm Annunciator System</b>                      | 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"> <li>• Immediate, Status Update or All Clear Notifications for building occupants in applicable locations</li> <li>• System Tests</li> </ul> | <ul style="list-style-type: none"> <li>• Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels</li> </ul> | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VTPD Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other trained personnel</li> </ul> |
| <b>VT email</b>   | Email to <u>[name]@vt.edu</u> addresses   | <ul style="list-style-type: none"> <li>• Immediate, Status Update or All Clear Notifications</li> <li>• </li> </ul>  | <ul style="list-style-type: none"> <li>• Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels</li> </ul> | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VT Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other Trained personnel</li> </ul>   |
| <b>Posts to VT homepage (<u>www.vt.edu</u>) “Red box”</b> | Website for posting additional information and instructions   | <ul style="list-style-type: none"> <li>• Immediate, Status Update or All Clear Notifications</li> <li>• Additional Information</li> <li>• Post-Incident Updates</li> </ul>     | <ul style="list-style-type: none"> <li>• Simultaneously triggered via Common Alert Protocol from web-based system used for VT Subscribe Alerts Channels</li> </ul> | <ul style="list-style-type: none"> <li>• VTPD Security Center Representative/VT Senior Officer on Duty</li> <li>• Associate Vice President for Public Safety</li> <li>• Senior Associate Vice President for Communications and Marketing</li> <li>• Other Trained personnel</li> </ul>   |

| System                               | Description   | Use  | Procedures  | System Operator  |
|--------------------------------------|---|--|---|--|
| <b>VT hotline<br/>(540-231-6668)</b> | Recorded message which supports multiple concurrent callers | <ul style="list-style-type: none"> <li>• Immediate, Status Update or All Clear Notifications</li> <li>• Additional Information</li> <li>• Post-incident Updates</li> </ul> | <ul style="list-style-type: none"> <li>• Follow protocol located in university relations</li> </ul> | <ul style="list-style-type: none"> <li>• Senior Associate Vice President for Communications and Marketing</li> </ul> |



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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  
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# 1. INTRODUCTION

## 1.1 DOCUMENT PURPOSE

The purpose of this procedural document is to outline the incident management procedures and associated organizational structure as related to the Virginia Tech Emergency Operations Center (EOC) operations. The Virginia Tech Crisis and Emergency Management Plan (CEMP) is the overarching guide to response and recovery operations incidents affecting Virginia Tech.

## 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 Incident Leadership Team (ILT) 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 ILT may act as Unified Command and establish an EOC, without activation of the Incident 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 Executive Director for Emergency Management (or designee) may notify departments and entities as dictated by the needs of the incident (via phone, email, radio, or other means):

### 2.2 ACTIVATION LEVELS

At the discretion of the Executive Director 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  |
|------------|--|
| Monitoring | Incidents can be usually managed using normal response operations or coordination.<br>EOC may or may not be activated at an informal level.<br>Select Incident Management Team staff put on alert status and advised to monitor situation.   |
| Partial    | The incident or event can no longer be completely managed using normal day-to-day procedures.<br>The EOC is activated to coordinate and support response to the incident, or event<br>EOC staffing decisions are made by the EOC Manager (Executive Director for Emergency Management or designee) and depend on circumstances surrounding the incident. |
| 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.  |



### 3. EOC LOCATIONS

The EOC exists as a physical or virtual location from which to support or direct incidents, emergencies, or events. The EOC serves as the centralized location in which incident management staff will work to support, 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. Primary locations identified as suitable for EOC operations include:

- Virginia Tech Emergency Operations Center, Public Safety Building
- Lane Stadium, 5<sup>th</sup> floor, Media Room

Other locations that meet the needs of the incident may be used if the above locations are unavailable, or unsuitable. Additionally, virtual tools may be used to facilitate information sharing in a physical EOC or as a hybrid means for incident management when physical space is restricted.

## 4. EOC STAFFING

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

### 4.1 ACTIVATION PHASE

The process for activating the EOC depends on the level of activation. For monitoring, the EOC is typically activated with staff from Virginia Tech Emergency Management with any key stakeholders for the specific incident. A partial activation of the EOC includes a broader set of stakeholders as determined by the incident needs at the time. A full activation of the EOC requires notification to the IMT. Once safe to do so, IMT members are directed to report to the EOC consistent with the *Virginia Tech Incident Management Team Member Handbook*.

Upon arrival at the EOC personnel are expected to establish their workspace, obtain a briefing from VTEM or appropriate party, and provide a briefing for their representative area. Briefings may be formal, informal, verbal, or written as determined or directed by the EOC Manager.

### 4.2 OPERATIONS PHASE

During the operational phase of the incident, the personnel staffing the EOC are expected to work in concert to support the incident management process. Members of the IMT are directed by the EOC Manager, Operations Section chief, and/or UC/IC during operations. The EOC primarily serves to implement tactical solutions reflecting ILT strategies and UC/IC objectives. Additionally, the EOC serves as the incident information center across the university. Members of the IMT are expected to support the data collection, analysis, and situation reporting as part of the EOC operational phase.

The majority of IMT membership departments, offices, and agencies are assigned to the Operations Section. These members will be tasked with accomplishing incident objectives, reporting status, identifying needs, and forecasting issues for the next operational period. Throughout operations, the EOC may also be assigned to address logistical needs of the university specific to response and recovery efforts. From a planning perspective, the IMT staffing the EOC will support the development of Incident Action Plans for each operational period, as required.

For protracted incidents, the EOC staffing will rotate IMT members to cover their representative area throughout EOC operations consistent with the *Virginia Tech Incident Management Team Member Handbook*. The EOC Manager may also establish an operational schedule to manage the workload for the IMT while maintaining the functions of the EOC in support of response and recovery objectives. This decision will be coordinated with the ILT, UC/IC and in accordance with the dynamics of the incident.

The EOC will generally follow the Planning “P” approach to incident management for incidents affecting the Virginia Tech community. The majority of anticipated incidents that may affect the Virginia Tech community are expected to conclude, in terms of the operations phase, prior to a single operational period. In these incidents, IMT members are expected to support the initial response, resource acquisition and allocation, Spot Reporting, and information flow. These incidents may not require formal

IAPs, multiple briefings, or EOC shiftwork. Incident leadership will determine the approach taken and communicate this to the EOC. For more information about the Planning “P” and additional context, see Section 5.4.3.1 on page 13.

### 4.3 DEMOBILIZATION PHASE

As resource requirements reduce, the EOC will respond accordingly to demobilize personnel, equipment, space, and other resources from the incident. This is the process of returning resources to normal operations. Members of the IMT staffing the EOC will be notified by the EOC Manager or Operations Section Chief where they are to demobilize. Members should identify any unmet needs, open actions or tasks, and plans for the next operational period and communicate these to the EOC Manager or Operations Section Chief. Any outstanding Spot Reports or Situation Reports should be completed before demobilizing. As required and appropriate, personnel staffing the EOC should notify their personnel assigned to the incident of their status, collect any pertinent information for the incident and/or after-action review/reporting, and close out their workstation within the EOC. The EOC may demobilize as an entity, or may demobilize various elements as the incident response and recovery efforts reduce.

## 5. EOC ORGANIZATIONAL STRUCTURE

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

### 5.1 EOC ORGANIZATIONAL APPROACH

The Virginia Tech Incident Management Team is the primary staffing complement for the Virginia Tech Emergency Operations Center for crisis incidents. The organizational structure of the EOC during incident response and recovery operations is consistent with the National Incident Management System and follows a hybrid model blending standard Incident Command System elements with a departmental function-oriented structure. The majority of the VT IMT members operate within the Operations Section with several members filling roles in support of the Planning and Logistics sections.

While the EOC and all of Virginia Tech's emergency response and recovery structures are scalable, the typical structure includes three primary elements: Virginia Tech Incident Leadership Team, the Virginia Tech Incident Management Team (staffing the EOC), and a Unified Command/Incident Command component. See the *Virginia Tech Crisis and Emergency Management Plan Base Plan* for more details on the ILT and IMT. The ILT is responsible for the overall safety and security of the university community, operational continuity, and assets tasked with establishing incident response and recovery strategy. Unified command/Incident Command may exist within or without the EOC depending on the nature, scope, incident complexity, and incident progress translating ILT strategy to incident management objectives. In turn, the VT IMT is tasked with executing the incident objectives while acting to centralize information flow and resource allocation.

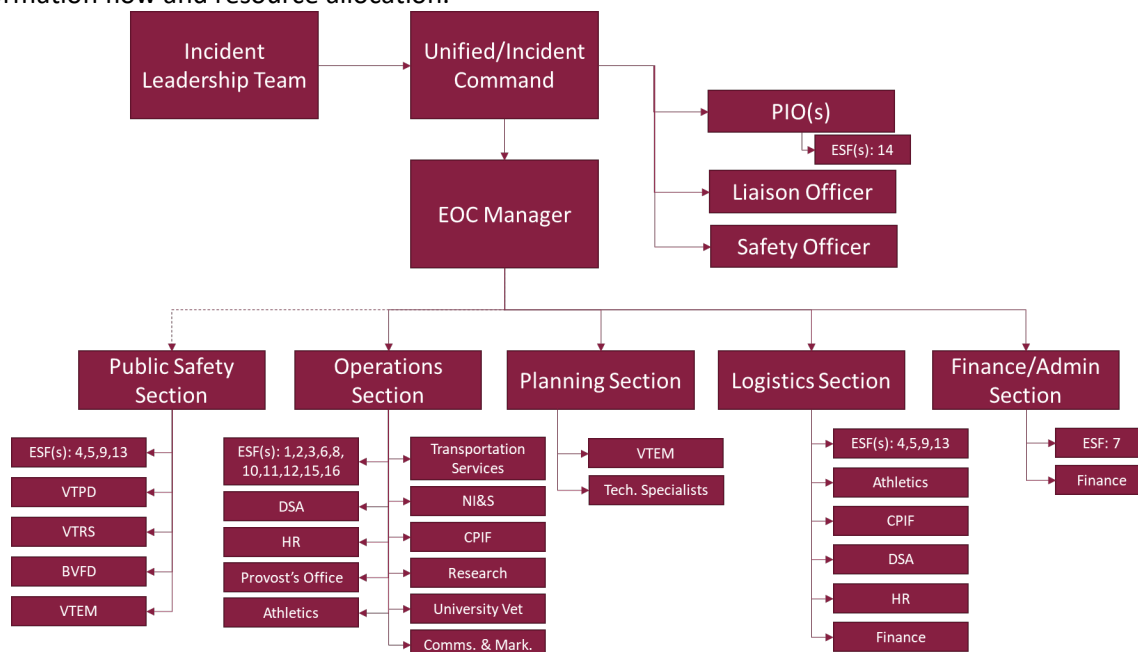


Figure 1 Example EOC Organization Chart

The EOC organizational structure typically includes an EOC manager staffed by Virginia Tech Emergency Management directing the Operations Section, Planning Section, and Logistics Section. The Operations Section comprises the IMT member organizations tasked with primary execution of response and recovery objectives in addition to collecting and centralizing incident information. The Operations

Section can be divided into both a Public Safety Section and an Operations Section where advantageous for incident command and control. In this case, the Public Safety Section is also focused on operations specific to public safety functions. The Planning Section, staffed by Virginia Tech Emergency Management, implements documentation, resource tracking, situation awareness, and incident briefings. Moreover, the Planning Section is responsible for managing the EOC operations, briefing and meeting tempo, and maintaining the incident management system. The Logistics Section comprises VT IMT member organizations in support of procurement, asset and resource acquisition, operational support, and finance.

This standard EOC organizational structure allows for scaling in accordance with standard Incident Command System principles, and the addition of external supporting agencies. Virginia Tech may activate mutual aid to support the incident management process with additional agencies, or personnel capable of staffing the EOC.

## **5.2 UNIFIED COMMAND**

Due to the inherent complexity and decentralized nature of large academic institutions, Virginia Tech will generally use Unified Command during emergency incidents. More information about incident command is found in the Crisis and Emergency Management Plan Base Plan. Unified Command will generally set the objectives assigned the Incident Management Team while staffing the EOC during response and recovery efforts. Further, Unified Command will be responsible for the outcomes of the incident management effort through the duration of the incident. Consistent with the NIMS process, an Incident Command may be used, and will fulfill the same role and responsibilities of the Unified Command with respect to the EOC as defined herein.

## **5.3 COMMAND STAFF**

### **5.3.1 EOC MANAGER**

The EOC Manager is a qualified individual, trained to lead the EOC incident management process. In most cases the EOC Manager position is staffed by the ranking member of VTEM operating within the EOC at the time. The EOC Manager is responsible for staffing for the EOC, and managing the support, coordination, and policy functions within the EOC. The EOC Manager is expected to be the primary point of contact for the Incident Leadership Team and Unified Command in terms of communication and coordination with the EOC.

### **5.3.2 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 ILT regarding message content. The PIO also establishes and coordinates Joint Information Center (JIC) operations when incidents require establishing a JIC.

Initial incident management strategy at Virginia Tech includes the use of Communications and Marketing leadership acting as the university spokesperson(s) fulfilling the role of Public Information Officer(s). Communications and Marketing personnel are embedded within the Virginia Tech Incident Management Team tasked with supporting the both the functions of the PIO and the JIC, when activated.

### 5.3.3 LIAISON OFFICER

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

### 5.3.4 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. For incidents where the Safety Officer position is not fulfilled in the field, the Environmental Health and Safety IMT members may be assigned the role in support of the EOC incident management process.

## 5.4 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. The VTEM Office Staff will staff or designate individuals to fill the needed General Staff Positions.

### 5.4.1 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 2.6 for details on ESF involvement*):

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

### 5.4.2 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 and 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 2.6 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, Mental 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

### 5.4.3 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 1), 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 2.6 for details on ESF involvement*).

#### 5.4.3.1 The Planning “P” Process

During the initial response period, incident operations have not yet transitioned to a continuous cycle of operational periods (i.e. shifts, usually between 8-12 hours).

1. The Incident/Event Starts
2. There is an initial response by Public Safety and others.
3. Command is established.
4. Initial response actions are taking place and additional resources are ordered as needed.
5. The ICS-201 form is prepared to document the current situation, actions taken, and resources ordered, using Incident Command System (ICS) forms.
6. The planning process begins with Incident Command/Unified Command (IC/UC) developing objectives for the next operational period.
7. The IC/UC holds a situation briefing, assigns tasks, and defines roles/responsibilities.
8. 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.
9. After the notes from the Tactics Meeting are compiled, a Planning Meeting is held to discuss resource and personnel availability, assignments, and decisions made.
10. 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.
11. The IAP is explained during an Operations Briefing, which marks the start of the next operational period.

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.

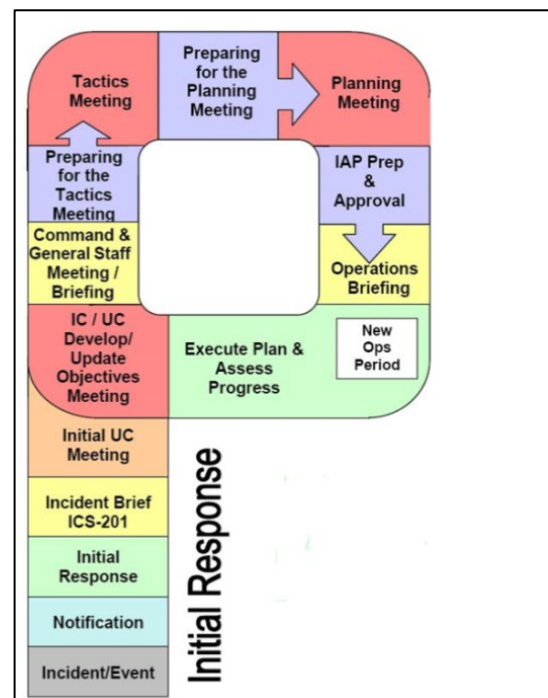


Figure 2 Planning “P” Process



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.

#### **5.4.4 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 Logistics Section Chief; rather, the Incident/Unified Command may assign a Logistics 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 2.6 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

#### **5.4.5 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, 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 2.6 for details on ESF involvement*):

- ESF 7 – Finance and Resource Management

## 5.5 EMERGENCY SUPPORT FUNCTIONS

In alignment with National Response Framework guidelines, Virginia Tech has grouped 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 EOC Manager consistent with objectives established by Unified Command/Incident Command. The activation of each ESF is dependent incident need and resource availability. Some or all of the ESFs may be activated at any time in response to the needs of the incident management process.

The membership of the incident management team overlaps with a majority of ESFs. Therefore, support functions are embedded capability of the team, EOC staffing, and Virginia Tech's initial incident management strategy. The EOC Manager may activate additional ESF support as required to accomplish management objectives.

Virginia Tech has 16 Emergency Support Functions:

- **ESF 1** – Transportation (Roadways, Traffic Control, Evacuation)
- **ESF 2** – Information Technology and Communications Systems
- **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
- **ESF 8** – Health, Mental Health, and Medical Services
- **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:** VTEM Staff and Technical Specialists
- **Logistics Section:** ESF 2, ESF 7, ESF 8
- **Finance/Administration Section:** ESF 7

## 6. EOC STAFF POSITION CHECKLISTS

The Emergency Operations Center contains hard copy 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.

### 6.1 COMMAND STAFF CHECKLISTS

The position specific checklists contained herein are designed to provide a starting point for personnel fulfilling these positions during the response and recovery phases of incident management. They are meant as guidance and may be updated or adjusted as required to optimize the process. The following positional checklists are included:

- Incident Commander/Unified Command Position Chec
- EOC Manager Checklist
- Public Information Officer Checklist
- Liaison Officer Checklist
- Safety Officer Checklist
- Virginia Tech IMT Member Checklist
- Public Safety Section Chief Checklist
- Operations Section Chief Checklist
- Division/Group Supervisor Checklist
- Strike Team/Task Force Leader Checklist
- Planning Section Chief Checklist
- Situation Unit Leader Checklist
- Documentation Unit Leader Checklist
- Demobilization Unit Leader Checklist
- Technical Specialist Checklist
- Logistics Section Chief Checklist
- Communications Unit Leader Checklist
- Medical Unit Leader Checklist
- Food Unit Leader Checklist
- Supply Unit Leader Checklist
- Finance/Administration Section Chief Checklist

The Virginia Tech Incident Management Team members are expected to follow the information provided in the *Virginia Tech Incident Management Team Members Handbook*, their training, and any applicable checklists here. Most often, IMT members will use the VT IMT Member Checklist to support the incident affecting the Virginia Tech community.

**6.1.1 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:
- \_\_\_ 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).

### 6.1.2 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 AVP for Public Safety (or ILT Representative) 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 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 IMT to ensure all EOC operations are appropriately equipped, staffed, and informed 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 operations that are no longer required, and ensure that all required documentation is completed prior to deactivation.
- \_\_\_\_ 10. Document all activity on Activity Log (ICS Form 214).

### 6.1.3 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 Incident Management Team (IMT) 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).



#### 6.1.4 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).

### 6.1.5 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).

## 6.2 GENERAL STAFF CHECKLISTS

### 6.2.1 VIRGINIA TECH IMT MEMBER 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 EOC Manager (or ranking VTEM Staff):
  - Determine current status of Incident (ICS Form 209 or equivalent).
  - Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
  - Identify point of contact for Communications and Marketing representative.
- \_\_\_ 2. Arrange for necessary work space, materials, telephones, and staff.
- \_\_\_ 3. Contact operational representatives in support of representative area:
  - Obtain operational status.
  - Determine any resource requirements, loss of essential functions, and/or information requirements.
  - Create communication pathways.
  - Obtain any essential elements of information.
- \_\_\_ 4. Participate in briefings:
  - Determine constraints on information process.
  - Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.
- \_\_\_ 5. Provide briefing of known impacts to representative area(s) upon request
  - Determine operational level(s) for area function(s)
  - Inform the EOC Manager and/or IMT of operational status changes.
- \_\_\_ 6. Support the activation, implementation, and operation of any related capabilities.
- \_\_\_ 7. Document actions taken, objectives in progress, and operationally impactful decisions in Veoci.
- \_\_\_ 8. Identify alternate member(s) for shift change relief as needed.
- \_\_\_ 9. Document all activity on Activity Log (ICS Form 214).

### 6.2.2 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).

### 6.2.3 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).

#### 6.2.4 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).



### 6.2.5 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).

### 6.2.6 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:
- \_\_\_ 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.

### 6.2.7 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).

**6.2.8 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.

### 6.2.9 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.



**6.2.10 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).

**6.2.11 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.

### 6.2.12 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).

### 6.2.13 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).

**6.2.14 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).

**6.2.15 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).

**6.2.16 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/Administration 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.



# **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](http://www.emergency.vt.edu)



## ANNEX C EMERGENCY SUPPORT FUNCTION CONTACTS

### ESF #1 – Transportation

**Parking and Transportation Office** – [www.parking.vt.edu](http://www.parking.vt.edu), (540) 231-3200

- Carrie A. Cox, Senior Director for Auxiliary Services
  - (540) 231- 2102 (w), (540)-267-1500 (c), [cacox@vt.edu](mailto:cacox@vt.edu)
- Pam Tate, Assistant Manager Parking Services
  - (540) 231-6136 (w), (540) 605-6242 (c), [ptate@vt.edu](mailto:ptate@vt.edu)

### ESF #2 – Information Technology and Communications Systems

**Division of Information Technology** – [www.it.vt.edu](http://www.it.vt.edu), (540) 231-4227

- David Raymond, Interim Vice President for Information Technology
  - (540) 231-3809 (w), [raymondd@vt.edu](mailto:raymondd@vt.edu)
- Kenneth McCrery, Chief of Staff and Deputy Chief of Information Technology
  - (540) 231-7096(w), [kmmccrery@vt.edu](mailto:kmmccrery@vt.edu)

**Network Infrastructure & Services** – [www.nis.vt.edu](http://www.nis.vt.edu), (540) 231-6460

- William Dougherty, Executive Director, Network Infrastructure and Services
  - (540) 231-2599 (w), (540) 818-2856 (c), [william@vt.edu](mailto:william@vt.edu)
- Ludwig Gantner, Director Special Projects and Initiatives, NI&S
  - (540) 231-8464 (w), (540) 315-0437 (c), [ludwig@vt.edu](mailto:ludwig@vt.edu)
- Brian Jones, Director, Operations Telecommunications Auxiliary
  - (540) 231-3930 (w), [bjones@vt.edu](mailto:bjones@vt.edu)

### ESF #3 – Facilities Services and Infrastructure

**Campus Planning, Infrastructure and Facilities** – [www.facilities.vt.edu](http://www.facilities.vt.edu), (540) 231-4300

- Chris Kiwus, Vice President Campus Planning, Infrastructure and Facilities – Facilities Services
  - (540) 231-6291 (w), (540) 750-6859 (c), [chkiwus@vt.edu](mailto:chkiwus@vt.edu)
- Jon Clark Teglas, Chief of Staff, CPIF
  - (540) 231-6455 (w), (540) 739-9029 (c), [jcteglas@vt.edu](mailto:jcteglas@vt.edu)
- Chris Kiel, University Building Official
  - (540) 231-4678 (w), [ckiel@vt.edu](mailto:ckiel@vt.edu)
- Liza Morris, Assistant Vice President for Planning and University Architect,
  - (540) 231-5343 (w), [lizamorris@vt.edu](mailto:lizamorris@vt.edu)



## ESF #4 Emergency Support Services

### Virginia Tech Emergency Management – [www.emergency.vt.edu](http://www.emergency.vt.edu), (540) 231-2438

- Andrew Marinik, Executive Director of Emergency Management, VTEM
  - (540) 231-4846 (w), (540) 449-9252 (c), [amarinik@vt.edu](mailto:amarinik@vt.edu)
- Elvis Rosario, Senior Emergency Coordinator, VTEM
  - (540) 231-3572 (w), (917) 676-7538 (c), [elvis66@vt.edu](mailto:elvis66@vt.edu)
- Chris Bolling, Senior Emergency Coordinator, VTEM
  - (540) 231-7659 (w), (540) 915-0480 (c), [cbollin3@vt.edu](mailto:cbollin3@vt.edu)

### Virginia Tech Police Department – [www.police.vt.edu](http://www.police.vt.edu), (540) 231-6411 (Dispatch)

- Mac Babb, Chief of Police and Director of Security
  - (540) 231-5123(w), (540) 529-3762 (c), [wmb1@vt.edu](mailto:wmb1@vt.edu)
- Tony Haga, Deputy Chief and Assistant Director of Security
  - (540) 231-8122(w), [tchaga@vt.edu](mailto:tchaga@vt.edu)

### Virginia Tech Rescue Squad – [www.rescue.vt.edu](http://www.rescue.vt.edu), (540) 231-7138

- Jake Wierer, Chief, VT Rescue Squad
  - (540) 231-7138 (w), [vtrschief@gmail.com](mailto:vtrschief@gmail.com)

## ESF #5 Emergency Management

### Virginia Tech Emergency Management – [www.emergency.vt.edu](http://www.emergency.vt.edu), (540) 231-2438

- Andrew Marinik, Executive Director of Emergency Management, VTEM
  - (540) 231-4846 (w), (540) 449-9252 (c), [amarinik@vt.edu](mailto:amarinik@vt.edu)
- Elvis Rosario, Senior Emergency Coordinator, VTEM
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- Chris Bolling, Senior Emergency Coordinator, VTEM
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- Tony Haga, Deputy Chief and Assistant Director of Security
  - (540) 231-8122(w), [tchaga@vt.edu](mailto:tchaga@vt.edu)



## ESF #6 Food, Water, and Housing Services

**Division of Student Affairs** – [www.dsa.vt.edu](http://www.dsa.vt.edu), (540) 231-8064

- Frances Keene, Vice President, DSA
  - (540) 231-8056 (w), (540) 230-3147 (c), [fbabb@vt.edu](mailto:fbabb@vt.edu)
- Ted Faulkner, Assistant Vice President for Dining, Housing, and Student Centers, DSA
  - (540) 231-5618 (w), (540) 357-1181 (c), [thfaulkn@vt.edu](mailto:thfaulkn@vt.edu)
- Ken Belcher, Director for Facilities and Operations, DSA
  - (540) 231-8058 (w), (540) 381-8241 (h), [kbelcher@vt.edu](mailto:kbelcher@vt.edu)
- Rebecca Caldwell, Director of Residential Wellbeing, DSA
  - [rcaldwell@vt.edu](mailto:rcaldwell@vt.edu)

## ESF #7 – Finance

**Office of Budget and Financial Planning** – [www.obfp.vt.edu](http://www.obfp.vt.edu), (540) 231-6419

- Ken Miller, Vice President for Finance
  - (540) 231-8775 (w), (540) 951-1964 (h), [mdsjr@vt.edu](mailto:mdsjr@vt.edu)
- Tim Hodge, Associate Vice President for Budget and Financial Planning
  - (540) 231-0419 (w), (540) 951-0538 (h), [tlhodge@vt.edu](mailto:tlhodge@vt.edu)
- Robert Broyden, Associate Vice President for Campus Planning and Capital Financing
  - (540) 231-8782 (w), [rbroyden@vt.edu](mailto:rbroyden@vt.edu)

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

**Division of Student Affairs** – [www.dsa.vt.edu](http://www.dsa.vt.edu), (540) 231-6272

- Mark Sikes, Dean of Students
  - (540) 231-6272 (w), (757) 345-1062 (c), [smsikes@vt.edu](mailto:smsikes@vt.edu)
- Chris Wise, Assistant Vice President for Health and Wellness
  - (540) 231-8291 (w), (540) 230-7988 (c), [wisecg@vt.edu](mailto:wisecg@vt.edu)
- Kanitta Charoensiri, Director, Schiffert Health Center
  - (540) 231-5313 (w), (540) 818-1539 (c); [charkx@vt.edu](mailto:charkx@vt.edu)
- Sarah Jones, Director, Cook Counseling Center
  - (540) 231-6557 (w), [sarahlj@vt.edu](mailto:sarahlj@vt.edu)

## ESF #9 – Hazardous Materials

**Environmental Health & Safety** – [www.ehss.vt.edu](http://www.ehss.vt.edu), (540) 231-3600

- Bernadette Mondy, Interim Assistant Associate Vice President, Environmental Health and Safety
  - (540) 231-8758 (w), (540) 320-8758 (c), [bmondy@vt.edu](mailto:bmondy@vt.edu)
- Zachary Adams, Assistant Director, Occupational Safety and Health Programs, EHS, Environmental Health and Safety
  - (540) 231-5985 (w), (540) 357-5985 (c), [adamysz@vt.edu](mailto:adamysz@vt.edu)



## ESF #10 – Academics

**Office of the Executive VP and Provost** – [www.provost.vt.edu](http://www.provost.vt.edu), (540) 231-6123

- Cyril Clarke, Executive Vice President and Provost
  - (540) 231-6123 (w), [provost@vt.edu](mailto:provost@vt.edu)
- Jeff Earley, Vice Provost for Resource Management and Institutional Effectiveness
  - (540) 231-6905(w), [jeasley@vt.edu](mailto:jeasley@vt.edu)
- Rick Sparks, Associate Vice Provost and University Registrar
  - (540) 231-7951 (w), [rasparks@vt.edu](mailto:rasparks@vt.edu)

## ESF # 11 – Research

**Office of the VP for Research and Innovation**– [www.research.vt.edu](http://www.research.vt.edu), (540) 231-6077

- Daniel Sui, Vice President for Research and Innovation
  - (540) 231-1483 (w), [dsui@vt.edu](mailto:dsui@vt.edu)
- Laurel Miner, Chief of Staff, Research and Innovation
  - (540) 231-7110 (w), [laminer@vt.edu](mailto:laminer@vt.edu)

## ESF #12 – Animal Services

**Virginia-Maryland Regional College of Veterinary Medicine** – [www.vetmed.vt.edu](http://www.vetmed.vt.edu), (540) 231-7666

- Terry Swecker, Hospital Director
  - (540) 231-7375 (w), [terry.swecker@vt.edu](mailto:terry.swecker@vt.edu)
- Anthony Graftsky, Hospital Administrator
  - (540) 231-4993 (w), [amgrafsky@vt.edu](mailto:amgrafsky@vt.edu)
- April Hylton, Assistant Dean for Administration
  - (540) 231-8684, [aghylton@vt.edu](mailto:aghylton@vt.edu)

**College of Agriculture and Life Sciences** – [www.cals.vt.edu](http://www.cals.vt.edu), (540) 231-5900

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

**Office of the University Veterinarian and Animal Resources and Care Division**

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



## ESF # 13 – Public Safety and Security

**Virginia Tech Police Department** – [www.police.vt.edu](http://www.police.vt.edu), (540) 231-6411 (Dispatch)

- Mac Babb, Chief of Police and Director of Security
  - (540) 231-5123(w), (540) 529-3762 (c), [wmb1@vt.edu](mailto:wmb1@vt.edu)
- Tony Haga, Deputy Chief and Assistant Director of Security
  - (540) 231-8122(w), [tchaga@vt.edu](mailto:tchaga@vt.edu)

## ESF #14 – Media Relations and Community Outreach

**Communications and Marketing** – [www.unirel.vt.edu](http://www.unirel.vt.edu), (540) 231-5396

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

## ESF # 15 – Volunteer and Donations Management

**Virginia Tech Emergency Management** – [www.emergency.vt.edu](http://www.emergency.vt.edu), (540) 231-2438

- Andrew Marinik, Executive Director of Emergency Management, VTEM
  - (540) 231-4846 (w), (540) 449-9252 (c), [amarinik@vt.edu](mailto:amarinik@vt.edu)
- Elvis Rosario, Senior Emergency Coordinator, VTEM
  - (540) 231-3572 (w), (917) 676-7538 (c), [elvis66@vt.edu](mailto:elvis66@vt.edu)
- Chris Bolling, Senior Emergency Coordinator, VTEM
  - (540) 231-7659 (w), (540) 915-0480 (c), [cbollin3@vt.edu](mailto:cbollin3@vt.edu)

**VT Engage** – [www.engage.vt.edu](http://www.engage.vt.edu), (540) 231-6964

- Meghan Kuhn, Director, VT Engage
  - (540)231-1356(w), [mweyrens@vt.edu](mailto:mweyrens@vt.edu)

**University Libraries** - [www.lib.vt.edu](http://www.lib.vt.edu), (540) 231-6170

- Kira Dietz, Assistant Director, Special Collections and University Archives, University Libraries
  - (540) 231-3810, [kadietz@vt.edu](mailto:kadietz@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](mailto:wynoka@vt.edu)



## ESF#16 - Agriculture and Natural Resources

**College of Agriculture and Life Sciences** – [www.cals.vt.edu](http://www.cals.vt.edu), (540) 231-5900

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

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

- Karen Hall, Animal Resource Manager, Teaching & Research Animal Care Support Service
  - (540) 231-4318 (c), [kgetzewi@vt.edu](mailto:kgetzewi@vt.edu)
- Pete Jobst, Director of Facilities, Vet Med
  - (540) 231-7599 (w), [pjobst@vt.edu](mailto:pjobst@vt.edu)

**Office of the University Veterinarian and Animal Resources and Care Division**

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





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# **Emergency Support Function**

## **#1: Transportation**

### **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) 231-4029 (Fax)  
[www.emergency.vt.edu](http://www.emergency.vt.edu)

# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Transportation Services
- Virginia Tech Police Department

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- Geospatial Information Systems
- 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, October 2021

## 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 Transportation Services 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 Transportation Services or designee, in conjunction with the Executive Director 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 the Transportation Services 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 Transportation Services 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.

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 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 Transportation Services, 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**

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](http://www.emergency.vt.edu)



# 1. INTRODUCTION

## LEAD DEPARTMENTS

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

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- Virginia Tech Communications and Marketing
- 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, October 2021

## 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 restore 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 systems are necessary to support 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 this 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 Executive Director 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 Executive Director for Emergency Management if EOC is not activated).
- Campus Planning, Infrastructure and Facilities
  - 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 Executive Director 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 Executive Director 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 & 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 & 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**

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](http://www.emergency.vt.edu)

# 1. INTRODUCTION

## LEAD DEPARTMENT

- Office of the Vice President for Campus Planning, Infrastructure and Facilities

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities – Facilities Operations
- Virginia Tech Campus Planning, Infrastructure and Facilities – Infrastructure
- Virginia Tech Campus Planning, Infrastructure and Facilities - Virginia Tech Electric Service
- Virginia Tech Campus Planning, Infrastructure and Facilities –Campus Planning and Capital Financing
- Virginia Tech Emergency Management
- Virginia Tech Office of the University Building Official
- Virginia Tech Environmental Health & Safety
- Virginia Tech Procurement
- 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, October 2021

## 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

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

### Activation

- The Vice President Campus Planning, Infrastructure and Facilities or designee, in conjunction with the Executive Director for Emergency Management or designee, is responsible for the activation of this ESF.

### Preparedness Actions

- Develop procedures for incident response and recovery for Campus Planning, Infrastructure and Facilities 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 Executive Director 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 Campus Planning, Infrastructure and Facilities. 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 Campus Planning, Infrastructure and Facilities 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.
- Assistant Vice President for 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.
- Assistant Vice President for Infrastructure 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 Campus Planning, Infrastructure and Facilities
  - Coordinates Campus Planning, Infrastructure and Facilities 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 Campus Planning, Infrastructure and Facilities 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 Executive Director for Emergency Management if EOC is not activated).
- Campus Planning and Capital Financing
  - 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 Campus Planning, Infrastructure and Facilities.
  - 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 Campus Planning, Infrastructure and Facilities, 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 Campus Planning, Infrastructure and Facilities, is responsible for the development of this ESF.



# **Emergency Support Function**

## **#4: Emergency Support Services**

### **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) 231-4029 (Fax)  
[www.emergency.vt.edu](http://www.emergency.vt.edu)

# 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 Campus Planning, Infrastructure and Facilities
- 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, October 2021
- 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 Executive Director 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

- Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director for Emergency Management if EOC is not activated).



- Virginia Tech Campus Planning, Infrastructure and Facilities
  - 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 Executive Director 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**

Virginia Polytechnic Institute and State University  
Virginia Tech Emergency Management  
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[www.emergency.vt.edu](http://www.emergency.vt.edu)

# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Emergency Management

## SUPPORTING DEPARTMENTS

- Virginia Tech Police Department
- Virginia Tech Campus Planning, Infrastructure and Facilities
- Virginia Tech Environmental Health & Safety
- Communications and Marketing
- 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, October 2021
- 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director for Emergency Management or designee to maintain and exercise this ESF.

### 4.2 EMERGENCY SUPPORT FUNCTION DEVELOPMENT

Executive Director 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**

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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 Campus Planning, Infrastructure and Facilities
- Virginia Tech Emergency Management
- Virginia Tech Athletics
- Virginia Tech Students Centers and Activities

## 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, October 2021

## 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). Virginia Tech Residential Wellness, in conjunction with the Executive Director 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 Executive Director for Emergency Management or designee notifies the Vice President for Student Affairs when an incident requires the activation of this ESF.

#### Activation

- Vice President for Student Affairs or designee, in conjunction with the Executive Director 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

- 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 Executive Director 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.
- Campus Planning, Infrastructure and Facilities
  - 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, Students Centers and Activities
  - 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**

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Blacksburg, Virginia 24061  
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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
- Virginia Tech Division of Student Affairs
- Virginia Tech Athletics
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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, October 2021
- 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 Associate 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 Associate 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 Executive Director for Emergency Management or designee notifies the Office of the Associate Vice President for Budget and Financial Planning when incidents have taken place and there is a need to activate this ESF.

#### Activation

- The Associate Vice President for Budget and Financial Planning or designee, in conjunction with the Executive Director 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

- Associate 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 Executive Director 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 Executive Director 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 Executive Director 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**

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# 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 Recreational Sports
- 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, October 2021
- 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 Executive Director 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 Executive Director 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 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 Executive Director 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 Executive Director 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 Executive Director 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 Executive Director 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**

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](http://www.emergency.vt.edu)

# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Environmental Health & Safety

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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), October 2021
- 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 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 Executive Director 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 Executive Director 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 Communications and Marketing and Virginia Tech Emergency Management.
- Campus Planning, Infrastructure and Facilities
  - 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**

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# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Office of the Executive VP and Provost

## SUPPORTING DEPARTMENTS

- Virginia Tech Office of the University Registrar
- Virginia Tech Division of Information Technology
- Virginia Tech Vice President for Enterprise Administrative and Business Services
- Virginia Tech VP and Dean for Graduate Education
- Virginia Tech Communications and Marketing
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 VP and Provost, Office of the VP for Research and Innovation, college deans impacted by an incident will be convened as needed to determine recovery and continuity actions. Communications and Marketing 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 VP 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 Executive Director 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 VP 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 and Chief Business Officer on university closings.

#### Departments

- Office of the Executive VP 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 Executive Director 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 Executive Director for Emergency Management if EOC is not activated).
  - Provide support for the continuance of academic programs.
- Campus Planning, Infrastructure and Facilities
  - 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 Executive Director 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 VP 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 VP 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**

Virginia Polytechnic Institute and State University  
Virginia Tech Emergency Management  
148 Public Safety Building, Mail Code 0195  
Blacksburg, Virginia 24061  
(540) 231-4873 (Office)  
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# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Office of the VP for Research and Innovation

## SUPPORTING DEPARTMENTS

- Virginia Tech Division of Information Technology
- Virginia Tech Office of the Executive VP and Provost
- Virginia Tech Division of Operations
- Virginia Tech VP and Dean for Graduate Education
- Virginia Tech Communications and Marketing
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 VP for Research and Innovation and college deans will be convened as needed to determine recovery and continuity actions. Communications and Marketing will provide incident-specific communications to the campus community.

### 2.2 PHASES OF MANAGEMENT

#### Notification

- The Office of the VP for Research and Innovation notifies the Executive Director 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 Executive Director 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 VP 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 VP for Research and Innovation
  - Maintains departmental 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'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 Executive Director 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 Executive Director for Emergency Management if EOC is not activated).
- Virginia Tech Campus Planning, Infrastructure and Facilities
  - 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 Executive Director 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 VP 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 VP 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

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Blacksburg, Virginia 24061  
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# 1. INTRODUCTION

## LEAD DEPARTMENTS

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

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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

Provide for basic animal care during or immediately following an incident.

## 1.3 AUTHORITIES/REFERENCES

- Virginia Tech Crisis and Emergency Management Plan (CEMP)
- Commonwealth of Virginia Emergency Operations Plan, October 2021

## 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 or designee and/or the University Veterinarian notifies the Executive Director 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 Cook Counseling Center or designee and/or Dean and/or the University Veterinarian or designee, in conjunction with the Executive Director 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 Sciences 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 departmental 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 Cook Counseling Center and Dean 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

- Campus Planning, Infrastructure and Facilities
  - 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 Executive Director 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 Virginia-Maryland Regional College of Veterinary Medicine Hospital Director or designee and/or Dean 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 Virginia-Maryland Regional College of Veterinary Medicine and the College of Agriculture and Life Sciences, 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

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# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Police Department

## SUPPORTING DEPARTMENT

- Virginia Tech Emergency Management
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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, October 2021
- 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 Executive Director 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 Executive Director 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 Executive Director for Emergency Management or designee and Vice President for Finance, 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 Executive Director for Emergency Management or designee and Communications and Marketing 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 Executive Director 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 Executive Director 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**

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



# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Communications and Marketing

## SUPPORTING DEPARTMENTS

- Virginia Tech Division of Student Affairs
- Virginia Tech Emergency Management
- Virginia Tech Division of Information Technology
- Virginia Tech Police Department
- Safety and 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 functions 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, October 2021
- 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 Communications and Marketing is responsible for receiving and disseminating information to the campus community and the general public. Communications and Marketing 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 Communications and Marketing staff for an anticipated or actual incident includes coordinating with the Executive Director for Emergency Management or designee, collecting relevant information, alerting required staff, and deploying staff to the Emergency Operations Center (EOC) if activated. Communications and Marketing coordinates the rapid dissemination of information, identifying unmet needs, establishing ongoing dialogue and information exchange. Communications and Marketing coordinates the development of incident messages and communications with the EOC and the Safety and Security Policy Committee.

### 2.2 PHASES OF MANAGEMENT

#### Notification

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

#### Activation

- The Senior Associate Vice President for University Relations or designee, in conjunction with the Executive Director 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 and Security Policy Committee, the Executive Director 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 Communications and Marketing. 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 Communications and Marketing
  - 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 Executive Director 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.

#### 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 Communications and Marketing, 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 Communications and Marketing, 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**

Virginia Polytechnic Institute and State University  
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# 1. INTRODUCTION

## LEAD DEPARTMENT

- Virginia Tech Emergency Management
- Virginia Tech Division of Student Affairs
- Virginia Tech Advancement
- Virginia Tech Universities Libraries

## SUPPORTING DEPARTMENTS

- VT Engage
- Virginia Tech Campus Planning, Infrastructure and Facilities
- Virginia Tech Communications and Marketing
- 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, October 2021
- 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.
- Advancement 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 Executive Director for Emergency Management (or designee), or the EOC if activated, shall notify applicable supporting departments and external agencies.

#### Activation

The Executive Director 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 Advancement 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. Advancement 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 Campus Planning, Infrastructure and Facilities will track and distribute perishables as needed.

### 3.2 RESPONSIBILITIES

Positions

- Executive Director for Emergency Management 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.

- Assistant Director, Special Collections and University Archives, 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 Executive Director for Emergency Management if EOC is not activated).
  - Other actions as necessary.
- Director, VT Engage, Division of Student Affairs
  - 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 Executive Director for Emergency Management if EOC is not activated).
  - Contact and direct volunteers as requested through the EOC. Other actions as necessary.
- Senior Associate Vice President for Advancement, Advancement
  - 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 Executive Director 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 Executive Director 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 Executive Director for Emergency Management if EOC is not activated).
  - Other actions as necessary.
- Campus Planning, Infrastructure and Facilities
  - 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 Executive Director for Emergency Management if EOC is not activated).
  - Support in-kind donation distribution through receipt, transport, and delivery.
  - Other actions as necessary.
- Communications and Marketing
  - 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 Executive Director 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 Executive Director 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**

Virginia Polytechnic Institute and State University  
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(540) 231-4029 (Fax)  
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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 and Care Division

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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, October 2021

## 1.4 SITUATION

An incident has occurred or 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 or designee and/or the Assistant Director of Teaching and Research Animal Care Support Service for Facilities or designee notifies the Executive Director for Emergency Management or designee incidents have taken place and there is a need to activate this ESF.

#### Activation

- The Dean or designee and/or the Assistant Director of Teaching and Research Animal Care Support Service for Facilities or designee, in conjunction with the Executive Director 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 or designee
  - Coordinates the implementation of this ESF.
  - Maintains departmental Continuity of Operations Plan (COOP).
  - Supports the development and maintenance of this ESF.
  - Serves within Virginia Tech's Incident Command System, as needed.
  - Evaluates the incident's impact and determines business continuity and recovery priorities.
  - Manages the agricultural and livestock programs during an incident.
  - Provides documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Executive Director for Emergency Management if EOC is not activated).
  - Provides periodic staff briefings as required.
- Animal Resource Manager for TRACSS or designee
  - Coordinates the implementation of this ESF.
  - Maintain departmental Continuity of Operations Plan (COOP). Supports the development and maintenance of this ESF;
  - Serves within Virginia Tech's Incident Command System, as needed.
  - Evaluates the incident's impact and determines business continuity and recovery priorities.
  - Manages the livestock operations during an incident.
  - Provides documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Executive Director for Emergency Management if EOC is not activated).
  - Provides periodic staff briefings as required.
  - The Office of the University Veterinarian and Animal Resources and Care Division collaborates with the College of Agriculture and Life Sciences and the Teaching and Research Animal Care Support Service to provide emergency veterinary care and containment services.
  - Serves within Virginia Tech's Incident Command System, as needed.

Departments

- Campus Planning, Infrastructure and Facilities
  - 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
  - Provides documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Executive Director 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.
  - Provides documentation of costs incurred for the response and recovery efforts to the EOC's Finance and Administration Section Chief (or Executive Director 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 or designee and/or the Teaching and Research Animal Care Support Service and/or the Office of the University Veterinarian and Animal Resources and Care Division College Farm Coordinator, 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 and Care Division, is responsible for the development of this ESF.

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# **INFECTIOUS DISEASE OUTBREAK RESPONSE CAPABILITIES**

**ANNEX D TO THE CRISIS AND EMERGENCY MANAGEMENT PLAN**

**September 2023**

Virginia Polytechnic Institute and State University  
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# 1 Introduction

## 1.1 PURPOSE

The purpose of the Virginia Tech Infectious Disease Outbreak Response Capabilities annex (the Plan) is to define and manage the university response to an infectious disease outbreak by coordinating the actions, protocols, and procedures of Schiffert Health Center (SHC), the Division of Student Affairs (DSA), Virginia Tech Emergency Management (VTEM) and other key stakeholders. The objectives of the Plan are to:

- Establish a Virginia Tech framework that works both independently and within greater local/state/national frameworks.
- Outline the management process, flow of communication, roles, and responsibilities.
- Develop and integrate inter-agency surveillance measures and communication networks for quick recognition of an outbreak.
- Introduce constant and appropriate responses/mitigation efforts to control disease spread, protect life, and continue operations.
- Accommodate outbreaks of all scales, including naturally occurring disease outbreaks and fluctuations, food-borne disease, pandemics, zoonotic disease, and bioterrorism.

This Plan is designed to complement rather than supersede or replace the SHC's Employee Exposure Plan or the Virginia Tech Department of Environmental Health and Safety's (EHS) Infection Prevention Plan and Exposure Control Plan. The Plan is constructed to work closely with state and national regulatory/health agencies, specifically the Virginia Department of Health (VDH) through the local district—New River Health District (NRHD).

## 1.2 SCOPE

The Plan applies to the Virginia Tech community as defined in the Virginia Tech Crisis and Emergency Management Plan. While the nature of infectious disease is necessarily proximity-based due to the nature of spread, The Plan applies to the entire Virginia Tech community to include all campuses, facilities, and operational locations. The location of the Virginia Tech community affected may alter the approach and means by which the university implements The Plan.

## 1.3 SITUATION

Virginia Polytechnic Institute and State University (Virginia Tech) is a comprehensive research university with more than 213 campus buildings on the 2,600-acre main campus in Blacksburg. Virginia Tech educational facilities extend across six regions throughout the Commonwealth of Virginia including: regional campuses in Roanoke and the D.C. Metro area; academic facilities in Abingdon, Richmond, Virginia Beach and Newport News; six 4-H centers; and 11 Agricultural Research and Extension Centers (ARECs).



High density housing, dining, events, and social gatherings can contribute to the rapid spread of communicable/infectious and food-borne disease. As of Fall 2021, Virginia Tech has a total enrollment of 37,279 students, living on and off campus. The main Blacksburg campus currently has the capacity to house 10,000 students in 46 on-campus residence halls. Over 20,000 students have on-campus dining plans. Dining Services generates over 7 million transactions a year, and serves over 5.4 million meals annually across 9 major campus dining centers and 49 shop and restaurant locations

Thousands of students participate in 57 fraternities and sororities, the Corps of Cadets, and intramural/club sports programs. Weekends during football season, Spring Commencement, and other large-scale events may bring in thousands of additional visitors to campus. Lane Stadium has a capacity of over 66,000, while Cassell Coliseum seats just over 9,200, and Burruss Hall seats 3,000.

In fiscal year 2020, the campus had a research portfolio of over \$556 million. Researchers are active in the fields of biotechnology, engineering, agriculture, medicine, and biomedical and veterinary sciences. Research facilities include the Virginia-Maryland College of Veterinary Medicine, the Virginia Tech Carilion School of Medicine, the Fralin Biomedical Research Institute, an 1,800-acre agricultural research farm, and facilities across campus and throughout the state. Interactions with animals through teaching and research activities can increase risk to zoonotic disease, particularly if working with rare or highly infectious agents. Access to extensive outdoor activities in the New River Valley and Roanoke County can also increase the chances of interacting with infected animal life (e.g., carrying Lyme disease or rabies).

Rare diseases may be introduced to the Virginia Tech community through students or faculty as they travel to, or conduct research in, areas of high endemic disease. Access to medical facilities in proximity to the main Blacksburg campus is limited. A 146-bed acute care hospital and Level II Trauma Center, Lewis Gale Montgomery Regional Hospital, is located 3 miles from campus. In addition, a Level III Trauma Center, Carilion New River Valley Medical Center, is located approximately 14 miles from campus. Carilion Roanoke Memorial Hospital, located 43 miles from campus, is the only Level I Trauma Center in the region.

It is imperative that an infectious disease outbreak control plan address Virginia Tech's role in working with internal and external partners to conduct surveillance, share information and initiate mitigative and response actions in accordance with state and federal law to minimize the spread of disease.

Active surveillance and communication are of paramount importance to quickly identifying a potential or actual disease outbreak. When Schiffert Health Center or the New River Health District suspects (or becomes aware of) an outbreak, they should disseminate key information to other relevant local agencies and university stakeholders for rapid mitigation of the threat.

## 1.4 CODES OF VIRGINIA

Virginia codes outline the powers of the Governor, State Veterinarian, State Health Commissioner, and localities during an emergency or public health threat. Special consideration/deference to these agencies is warranted during an infectious disease outbreak at Virginia Tech.

The locality maintains leadership and management during an incident in accordance with the principles of the National Incident Management System (NIMS). However, certain agencies such as the State Veterinarian, Virginia Department of Health (VDH), and the Governor have significant legal authorities during public health emergencies. Those agencies can initiate access to significant resources and expertise to help manage public health disasters. The Director of the New River Health District is the specific authority on matters of disease outbreak for the Virginia Tech Blacksburg campus.

The following code sections are relevant to infectious disease outbreak response:

§ 44-146.13 et seq.  
§ 3.2-5901 et seq.  
§ 32.1 et seq  
§ 15.2-1727 – 15.2-1736  
12 VAC 5-90-80  
12 VAC5-90-100

## 1.5 FEDERAL LAWS & RESOURCES

Federal Emergency Support Function (ESF) #8, the Public Health and Medical Services Annex, Homeland Security Presidential Directive – 5, and the Pandemic and All-Hazards Reauthorization Act (PAHPRA) are also applicable to infectious disease outbreak response. These and other relevant federal resources are linked below and described in Appendix B: Description of Federal Codes Applicable to an Infectious Disease Outbreak.

- Emergency Support Function (ESF) – 8
- Emergency Support Function (ESF) – 10
- Emergency Support Function (ESF) – 11
- Pandemic and All-Hazards Reauthorization Act (PAHPRA): Public Law No. 113-5
- Homeland Security Presidential Directive-5

## 2 Concept of Operations

Coordination of the university infectious disease control response will be led by Virginia Tech Emergency Management (VTEM). If circumstances require an elevation to an enterprise-wide approach, the Incident Leadership Team (ILT) and Incident Management Team (IMT) may be activated as outlined in the Crisis and Emergency Management Plan (CEMP) Base Plan.

Infectious disease outbreak response will be coordinated with Schiffert Health Center (SHC) and the New River Health District (NRHD) and will comply with current Centers for Disease Control and Prevention (CDC) and Virginia Department of Health (VDH) public health guidelines.

### 2.1 GENERAL PREPAREDNESS

Should an outbreak occur that affects a substantial portion of the university or surrounding communities, Virginia Tech will implement public health measures on campus, which (depending on the type of infection and route of transmission) may include physical distancing and wearing of face coverings. Ongoing surveillance of the university population through a testing program may also occur depending on scope of outbreak and capacity. These actions are intended to help lower the strength of transmission, and given widespread compliance, should reduce the intensity of outbreaks within the university population.

#### Virginia Tech Emergency Management

Virginia Tech Emergency Management (VTEM) requires each Virginia Tech department to submit Emergency Action Plans for immediate life safety during an emergency, as well as Continuity of Operations Plans for recovery actions to reduce interruptions on operations/business. Virginia Tech Emergency Management (VTEM) has created the Crisis and Emergency Management Plan (CEMP), which offers all-hazards guidance to protect life and property at Virginia Tech. This Plan is Annex D in the CEMP.

#### Environmental Health & Safety (EHS)

EHS's Infection Prevention Plan outlines the duties of EHS regarding infection control, including identifying "at risk" employees, employee training/classes, necessary occupational vaccination, and oversight/accountability of plan implementation/compliance. Personal Protective Equipment (PPE) Coordinators in each department conduct a departmental PPE hazard assessment. Universal precautions, Engineering and Work Practice Controls, and appropriate PPE (gloves, masks, respirators, etc.) are outlined in the plan. Bloodborne pathogen management information can be found through EHS's Exposure Control Plan, or through mandatory "Bloodborne Pathogens" training for anyone with potential occupational exposure to human infectious material. In the event of a known infectious disease outbreak, EHS is prepared to provide guidance on recommended or required PPE, offer appropriate PPE training, and conduct respirator fit testing for essential personnel. EHS follows guidelines and requirements outlined by Centers for Disease Control and Prevention (CDC), Virginia Department of Health (VDH), Virginia Department of Labor and Industry and the Virginia Occupational Safety and Health Administration guidelines.

### Schiffert Health Center

Schiffert Health Center (SHC) has a Potentially Infectious Disease Outbreaks Policy (9.04) that outlines proper steps when encountering possible communicable disease. Specific examples of additional SHC preparedness may include stockpiles of flu take-home kits, increased availability of emergency surge staff, options for phone/computer counseling, public health awareness campaigns, plans for external triage/treatment tents, etc. Schiffert Health Center also assists in the surveillance of infectious diseases by reporting specific illnesses to local public health officials.

### Division of Human Resources

Employee leave benefits, designations (e.g., essential or emergency personnel), and alternate work agreements are managed by the Division of Human Resources. During a declared state or federal public health emergency, this may include Public Health Emergency Leave, and additional guidelines for managing employees during a public health crisis that are set by the Virginia Department of Labor and Industry. During an infectious disease outbreak that impacts university operations, Human Resources plays an enterprise-wide role in identifying solutions to staffing issues and navigating employee leave, and communicating relevant university and state policies and procedures to employees.

### Information Technology

Information technology units reporting to the Executive Vice President and Chief Operating Officer, the Executive Vice President and Provost, and the Chief Information Officer play an integral role in a university-wide response to an infectious disease outbreak that impacts university operations and academic continuity. These units may be called upon to develop and/or implement alternate teaching and learning strategies, integrated data collection, registration and scheduling mechanisms, and deploy other technologies (e.g., Wi-Fi access, laptop computers) as required for the incident response.

### Campus Planning, Infrastructure and Facilities (CPIF)

Units in the division of Campus Planning, Infrastructure and Facilities (CPIF) may serve the main Blacksburg campus in many ways during an infectious disease outbreak response. Facilities Operations is responsible for maintaining buildings, including electrical/mechanical systems, and these units play a key role during an infectious disease outbreak. The Housekeeping team is responsible for cleaning approximately 5 million square feet of academic and administrative space across the university. Facilities Operations also contracts with outside vendors to clean an additional 1.2 million square feet of university and leased space. During an outbreak, Facilities Operations units may coordinate with other departments (e.g., Environmental Health and Safety, Emergency Management) to implement specialized cleaning and disinfection protocols, review and/or adjust building ventilation, distribute signage, etc.

### Division of Student Affairs

Units within the Division of Student Affairs (DSA) are responsible for the housing, feeding and wellbeing of the university student population. Schiffert Health Center (SHC) and Cook Counseling Center offer student medical and mental health services; Residential Wellbeing may be called upon to assist with student support functions in response to infectious disease outbreak. DSA Housing Services maintains a temporary sheltering plan that includes procedures for movement/rehousing of students on the Blacksburg campus. Dining Services has the capacity to feed students in 12 on-campus dining centers

and 2 mobile food trucks, or implement procedures for food delivery (e.g., using a commercial food delivery service) to residential students during an infectious disease outbreak requiring quarantine or isolation procedures.

## 2.2 UNIVERSITY OPERATIONS

Virginia Tech has established an emergency management structure designed to activate all required capabilities and resources for an infectious disease outbreak or other crisis affecting the university community. This structure includes an Incident Leadership Team comprising senior university administrators, an Incident Management Team staffing an emergency operations center, and subject matter experts as required. This organizational structure is activated and staffed consistent with the National Incident Management System using the concepts and functions of the Incident Command System. The inherent nature of Virginia Tech's organization, the Commonwealth of Virginia, and regional agencies, the response to most crisis includes the use of Unified Command. More information about the implementation and use of ICS or Unified Command may be found in VT Crisis and Emergency Management Plan section 5.2 *Incident Management Structure*.

### Academic Continuity

Should an infectious disease outbreak cause a disruption to university operations, the University Primary Continuity of Operations Plan (COOP) may be activated. Academic Continuity is an Essential Function of the university that should be maintained or quickly reconstituted following a disruption. Units under the Executive Vice President and Provost (e.g., Center for Excellence in Teaching and Learning, Technology-enhanced Learning and Online Strategies) may assist faculty with implementing alternative teaching and learning strategies to maintain continuity of teaching and learning to the extent possible during an infectious disease outbreak that impacts academics. If a virtual modality is not possible (e.g., courses and laboratories that require presence on-campus) and access to campus is restricted due to a public health emergency, the Executive Vice President and Provost will (provide guidance on how to proceed?).

The University Registrar manages the academic schedule and may be called upon to assist with updates to reflect large-scale modality shifts or other changes to the class schedule (e.g., classrooms offline or reduced capacity) during an infectious disease outbreak that impacts academic continuity at the university level.

The decision to alter the academic schedule should be made as early as possible once academic continuity may be at risk. The University Registrar may offer guidance on the timing of decisions and how course enrollment or classroom availability may be affected.

### Continuity of Research

Continuity of Research is another Essential Function identified in the University Primary COOP and should be maintained or quickly reconstituted following a disruption. Because access to research laboratories may be restricted depending on the scope of the infectious disease outbreak, it is necessary to identify what research could continue and what may need to be suspended. Risk reduction strategies such as higher levels of personal protective equipment (PPE) and increased administrative and/or

engineering controls may be considered. Guidance from the Office of the Vice President for Research and Innovation and the Office of Research Compliance as well as the Institutional Biosafety Committee (IBC), the Institutional Animal Care and Use Committee (IACUC), the Office of the University Veterinarian, the Animal Resources and Care Division, and Environmental Health and Safety (EHS) should be considered during an incident that impacts research continuity.

#### Human Resources

Public Safety and University Operations are two of the Essential Functions that are identified in the Primary COOP; each of which have roles that require a predominantly on-site presence and thus may be impacted during an infectious disease outbreak that affects university staffing levels (e.g., due to potential isolation and quarantine requirements). Many roles across campus already have alternate work agreements, including remote or hybrid work schedules, or may be able to transition to remote/telework during the outbreak. Employees who are designated as Essential or Emergency Personnel (according to university Policies 5600 and 4305, and DHRM Policy 1.35) may be required to report to work on campus during an infectious disease outbreak when the university is closed. The Division of Human Resources will provide guidance during an incident regarding flexible work arrangements, leave benefits, including availability of Public Health Emergency Leave, and state DHRM policies.

#### Other Virginia Tech Campuses

Should infectious disease transmission reach the level of epidemic or pandemic, more than one Virginia Tech campus may be impacted. There may also be an infectious disease outbreak that impacts a regional campus but not the main Blacksburg campus. In either case, it is important for communication to flow between the campuses to maintain coordinated response operations and clear, concise messaging. A Regional Campuses Working Group may be convened through scheduled virtual meetings to facilitate this flow of information.

## **2.3 COMMUNICATION**

Information and messaging regarding an infectious disease outbreak that impacts operations will be communicated to the university community by processes identified in the Virginia Tech Crisis Communications Plan. Potential communications channels used during an infectious disease outbreak include emails, social media posts, the university status page, and incident-specific dashboards. Print materials and outreach campaigns may also be used to convey messages on university and/or Virginia Department of Health (VDH) and Centers for Disease Control and Prevention (CDC) procedures and individual health information and actions.

The scope and complexity of an outbreak may require the activation of a crisis call center. Virginia Tech may activate this capability consistent with the Virginia Tech Crisis Communications Plan through internal or external resources.

The types of information disseminated to the university community during an infectious disease outbreak or other public health emergency may include any of the following:

- Operational changes to academic and/or research functions
- University, state and federal guidance on Isolation and Quarantine
- Case management resources
- Personal Protective Equipment (PPE) guidelines and/or requirements Employee public health and/or other leave benefit information
- Virtual, cloud-based systems and resources in support of continuity
- Student absence verification process
- Travel abroad restrictions

### 3 Mitigation Strategies

Mitigation strategies include all medical and non-medical measures to control the spread of disease. Virginia Tech may implement any of the following strategies during an infectious disease outbreak.

#### Medical Mitigation Strategies:

Medical mitigation strategies will differ depending on the type of infectious disease impacting the community. Some strategies may include options such as vaccination, pharmaceuticals, or flu take-home kits. These efforts will be led by Schiffert Health Center in conjunction with partners such as the New River Health District who may coordinate with additional external partners, such as the CDC, in order to request and deploy medical resources as determined by the type and spread of disease.

#### Non-Medical Mitigation Strategies:

Non-medical mitigation strategies include any non-pharmaceutical means to keep infections from spreading between people or animals. Some methods of non-medical interventions, such as isolation or quarantine, may require enforcement by the NRHD health director.

Some examples of non-medical infection control strategies include:

- Hygiene & Sanitation – hand washing, coughing etiquette, hand sanitizer, increased disinfection of surfaces and high touchpoints, etc.
- Public health education – education about diseases, risks associated with certain activities, and prevention methods may be disbursed to the community through Communications and Marketing.
- Sick days – encouraging students and employees to take sick days and make accommodations as needed. Human Resources and Student Affairs should work with infected individuals to make appropriate arrangements.
- Remote Work and Instruction – providing opportunities to work remotely or complete online coursework where applicable. *This may require coordination with Human Resources, the Provost's Office, and the Division of IT.*
- Food/medicine delivery – volunteers throughout the community deliver food/medications to sick individuals.
- Personal Protective Equipment (PPE) – providing appropriate PPE for students, employees, and health care/food service workers, such as face masks, gloves, respirators, etc.
- Travel restrictions – controlling or restricting travel to and from areas of high risk. If this includes bringing study-abroad students and faculty home this will require coordination with the Virginia Tech Global Travel Oversight Committee (GTOC).
- Isolation – separating *infected* individuals from those who are not sick (in hospitals, healthcare facilities, or in their own residence).



- Quarantine – separating *exposed* individuals from those who are not sick (in hospitals, healthcare facilities, or in their own residence).
- Social distancing – restricting when and where people can gather (e.g., canceling classes, sports events, dances, club/Greek gatherings, mass transit, childcare, etc.) as well as initiating alternative work schedules to reduce the number of people on campus at one time.
- Physical distancing – maintaining a 6-foot distance between individuals to mitigate the transmission of respiratory illness (e.g., proximity to an infected person at a distance closer than 6 feet for more than 15 minutes over a 24-hour period may increase the likelihood of contracting a respiratory illness).
- Animal control – Reducing human-animal interaction in cases where a zoonotic infection can be transmitted from an animal to a person.

### 3.1 SURVEILLANCE & TESTING

Surveillance is the most important step in mitigating a potential infectious outbreak. Early identification of an infectious agent – viral, bacterial, fungal, prion, or parasitic – can allow for appropriate control measures that slow or stop the disease from spreading. The success of surveillance is dependent on two factors: the swift and proper identification of an infectious agent by a healthcare (or public health) system, and the effective dissemination of that information to other relevant stakeholders.

While a rigorous surveillance program will not prevent outbreaks from happening, it is another mechanism for monitoring the health of the Virginia Tech campus and providing the metrics to inform operational decisions. Categories previously identified in the Testing, Tracing, and Case Management Plan (2020) for priority testing within the Virginia Tech population during an infectious disease outbreak include the initial testing of residential students upon their return to campus, testing of individuals who exhibit symptoms, and individuals who have been identified through Virginia Department of Health (VDH) contact-tracing as having had close contact with someone who has lab-confirmed illness or who was diagnosed with the illness. Testing of students who are symptomatic or close contacts will continue through Schiffert Health Center (SHC).

Testing through take-home kits or providers may be focused on several categories (to inform operational decisions by university leadership):

1. Risk-Based Exposure – Testing of individuals who, due to the nature of their job or academic responsibilities, are in close contact with or have a higher interaction with the public or each other. For example, in the case of a respiratory disease with airborne transmission (e.g., COVID-19 or Influenza), these groups often cannot maintain physical distancing (within 6 feet for more than 15 minutes) to mitigate the spread of infection.

If an epidemic or pandemic occurs, the Virginia Department of Labor and Industry (DOLI) may implement an Emergency Temporary Standard (e.g., §16 VAC 25-220 during the COVID-19 pandemic) with specific requirements for employees.

2. Prevalence testing – Virginia Tech may choose to implement a prevalence testing program for residential and off-campus students to monitor the transmission levels within the campus and wider university community.
3. Student Athletes – due to the nature of close contact athletic events and daily activities, student athletes may be a sub-category of students that undergo testing depending on the type of outbreak. If a conference (e.g., ACC) or national organization (e.g., NCAA) implements guidelines for testing student athletes, Schiffert Health Center (SHC) will coordinate ongoing surveillance of student-athletes through the Sports Medicine Team.
4. Walk-in testing may also be implemented for asymptomatic individuals depending on the type of infectious disease outbreak.

### **3.1.1 TESTING SITES**

If an infectious disease outbreak occurs and testing kits are available for the pathogen responsible, testing sites may be activated across the affected area. During an isolated outbreak on the Blacksburg campus, testing will occur through Schiffert Health Center (for students) and employee's Primary Care Physicians (PCP). Testing sites may be activated in other campus facilities (e.g., McComas Hall, Sterrett Center) depending on the scope of the outbreak and route of transmission. Should an outbreak occur across the region or extend throughout the Commonwealth or beyond (i.e., endemic or pandemic event), testing sites may be activated by the Virginia Department of Health (VDH) in local health districts.

Should the university activate testing sites on the Blacksburg campus or implement testing at other Virginia Tech campus locations, (VTEM/HR/the IMT??) will coordinate logistics with VDH and local health districts and testing labs (e.g., Fralin Biomedical Research Institute, Quest Diagnostics, ARCpoint Labs) to staff testing sites (if no self-test is available), acquire test kits and perform sample analysis. Network and Infrastructure Services (NI&S) may provide ethernet/Wi-Fi access and computers/other technology as necessary for Blacksburg campus testing sites, and Business and Management Systems (BAMS) may provide online scheduling options (e.g., Hokie —forgot what the name was!!). Information about testing sites and procedures will be communicated to the university community along the process outlined in the Crisis Communications Plan.

If at-home test kits are available, Virginia Tech may offer this option to employees. This option may also be used for other Virginia Tech campuses and those who are not able to access other testing sites.

### **3.1.2 DISINFECTION**

Cleaning and disinfecting non-porous surfaces to eliminate pathogenic microorganisms (except bacterial spores) may be necessary as a precaution during an infectious disease outbreak. Generally, an EPA-registered hospital disinfectant (e.g., sodium hypochlorite or bleach solution) may be used according to the label's safety precautions and use directions. Environmental Health and Safety (EHS) will provide

pathogen-specific guidance on infection control, including disinfection procedures and appropriate Personal Protective Equipment (PPE) requirements.

In addition to EHS, the Division of Student Affairs (DSA) Housing Services, DSA Dining Services, Schiffert Health Center (SHC), and the Division of Campus Planning, Infrastructure and Facilities (CPIF) have disinfection procedures in place to respond to an infectious disease outbreak on the Blacksburg campus. EHS and CPIF will coordinate disinfection of space across the university. Should an outbreak occur that impacts university operations and is beyond the capabilities of individual units, coordination of the response will flow through the university incident management structure.

## 3.2 REPORTING, NOTIFICATION, & CASE MANAGEMENT

Schiffert Health Center (SHC) providers and the EHS Occupational Health team will notify students and employees involved in a campus testing program of a positive test result. SHC and EHS Occupational Health will report all positive test results of a [reportable disease](#) to the Virginia Department of Health (VDH) in accordance with applicable law and the Board of Health Regulations for Disease Reporting and Control. As the healthcare providers coordinating the testing program, SHC and EHS Occupational Health will notify the VDH to coordinate contact-tracing and provide additional information and support as requested. All close contact information will be provided to the VDH contact tracers.

Depending on the scope of the outbreak, Virginia Tech may choose to activate a university Case Management Team (CMT) to provide support to students and employees and act as a liaison to VDH. The Case Management Team will support all community members, inform monitoring, and eliminate duplication of efforts for those in isolation or quarantine. Support may include navigating return-to-work timelines, student absence verifications, identification of impacted work groups/units/residence halls, navigating isolation/quarantine requirements, responding to questions, and acting as liaisons to local health departments across the commonwealth. If a cluster of cases is identified by the VDH, the SHC and the CMT will support local health department efforts to identify the at-risk population.

Any outbreak that indicates the possibility of intentional exposure requires the immediate reporting to and partnership of the Virginia State Police (VSP) (§ 32.1-39). Additional notification should be made to the local FBI Joint Terrorism Task Force. Coordination efforts with VSP and FBI should be mediated by VT Police Department. Under certain circumstances with potentially intentional exposures, state VDH and/or NRHD may initiate discussions with Virginia State Police and/or the FBI.

Individuals who have tested positive or are presumed positive or are identified by a public health professional or health care provider as a close contact, are encouraged to self-disclose to the CMT. Early detection is a critical component of containment and mitigating risk to the Virginia Tech community. Notifying the CMT provides a chance to quickly identify potential health risks of university community members and allows for swift action to contain the spread and provide additional support if needed.

The Division of Campus Planning, Infrastructure, and Facilities (CPIF) and other units with contractors and vendors onsite will notify the Case Management Team if individuals within the contractor/vendor population have tested positive during a disease outbreak and provide information as necessary to help identify university groups that may be affected.

The CMT will include, but may not be limited to, a representative from the following areas:

- Schiffert Health Center
- EHS Occupational Health Clinic
- Human Resources
- Dean of Students Office
- Athletics
- Virginia Tech Emergency Management

All members of the CMT may be required to take FERPA Training as well as participate in just-in-time disease-specific training and review relevant university, state, and federal guidelines.

### 3.3 ISOLATION, QUARANTINE

The university manages over 10,000 beds in on-campus housing based on typical residence hall configurations. Most on-campus housing meets the definition of dense residential, which may present challenges in managing social distancing, quarantine, or isolation of residents during an infectious disease outbreak. The university may consider a combination of options to reduce exposures, maintain housing, and support on-campus residents during an infectious disease outbreak.

On-campus quarantine is a self-regulated reduction in engagement and exposure of others by individuals known, or suspected, to have an infectious disease. Typically, asymptomatic individuals known to have been exposed will be directed to maintain precautions and distance from others while monitoring for symptoms. In many cases these individuals will not be asked to relocate from their on-campus residence. Virginia Tech will provide guidance to both the individuals in quarantine and any roommates or others sharing residence to minimize potential exposures.

On-campus residents requiring isolation, typically infected individuals that are symptomatic, or their roommates, may be directed to relocate off-campus during the isolation period. Depending on the type and duration of infectious disease outbreak, isolation/quarantine requirements may be included as part of an addendum to residential student housing contracts.

Should infection rates be determined to have significant impact on residence halls, the university may configure residence halls to establish specific isolation space. In severe outbreaks, this technique may be employed to move infected students out of their designated living spaces and into an isolation space for a duration consistent with public health guidelines specific to the outbreak. This method for large scale isolation includes establishing support services for students within the isolation space to include communications, health-oriented check ins, food access or delivery services, and other logistics as determined necessary for the situation.

### 3.4 POINT OF DISPENSING (POD)

During an infectious disease outbreak, Points of Dispensing (POD) may be deemed necessary for the mass distribution of medical countermeasures (MCMs). Depending on the scope of the outbreak, Virginia Tech may participate in open and/or closed PODs.

If a public health emergency impacts the university and surrounding community, open PODs would likely be operated by the local health district (e.g., New River Health District), and MCMs would be administered to the public. Virginia Tech maintains an open POD Memorandum of Understanding (MOU) with the New River Health District (NRHD) for the purpose of cooperation and coordination in dispensing MCMs to residents of the local health district, including mass vaccination efforts. Virginia Tech has facilities with large floor space, handicap accessibility, parking, and utilities to serve the community. If an open POD is deemed necessary to administer MCMs to the public during a public health emergency, the university will work with the NRHD to implement the open POD MOU.

The university may also operate closed PODs to administer MCMs to the university population while continuing operations during a public health emergency. Virginia Tech maintains a closed POD MOU with the NRHD; the scope of the MOU includes operation of a closed POD, serving an estimated total population of 67,000 limited to Virginia Tech students, staff and faculty, and their immediate families.

The university maintains several indoor and outdoor locations that may be used as open or closed PODs, along with a list of resources required for set up and operation. Logistics and operations for open or closed PODs on campus will be coordinated through the Incident Management Team (IMT), if activated, or through a coordinated effort of Virginia Tech Emergency Management, Virginia Tech Police Department, Environmental Health and Safety, and Campus Planning, Infrastructure and Facilities.

The university may also use non-medical POD sites across campus to distribute medical supplies or personal protective equipment (PPE) as necessary during an infectious disease outbreak.

## 4 Definitions

**Bioterrorism:** the intentional release of viruses, bacteria, or other germs that can sicken or kill people, livestock, or crops.

**Communicable Disease:** an illness due to a specific agent or its toxic products that arises through transmission of that agent or its products from an infected person, animal, or inanimate source to a susceptible host, either directly or indirectly through an intermediate plant or animal host, vector, or the inanimate environment.

**Epidemic:** the occurrence, in a defined community or region, of cases of an illness with a frequency clearly in excess of normal expectancy. The number of cases indicating the presence of an epidemic varies according to the infectious agent, size and type of population exposed, previous experience or lack of exposure to the disease, and the time and place of occurrence.

**One Health:** a concept that emphasizes the health interconnectedness of humans, animals, and the environment. The CDC applies the One Health approach by working with physicians, veterinarians, and ecologists to address public health threats.

**Pandemic:** an epidemic that occurs on a global scale (two or more countries), usually afflicting a large number of people. The World Health Organization has a six-stage classification system for the development of pandemics over time.

**Quarantine:** restriction of activities for well persons or animals who have been exposed to a case of communicable disease during its period of communicability to prevent disease transmission during the incubation period if infection should occur.

**Surveillance of Disease:** the process of systematic collection, orderly consolidation, analysis, and evaluation of pertinent data regarding communicable diseases, with prompt dissemination of the results of those who need to know, particularly those who are in a position to act.

**Zoonosis:** an infection of infectious agent transmissible under natural conditions from vertebrate animals to humans and vice versa.

*Source: American Public Health Association Control of Communicable Diseases Manual: 20<sup>th</sup> Edition*

## 5 Abbreviations

**CDC** – Center of Disease Control and Prevention

**CEMP** – Crisis and Emergency Management Plan

**CPIF** – Campus Planning, Infrastructure and Facilities

**DSA** – Division of Student Affairs

**EHS** – Virginia Tech Environmental Health and Safety

**EOC** – Emergency Operations Center

**FBI** – Federal Bureau of Investigation

**ICS** – Incident Command System

**MOU** – Memorandum of Understanding

**MRH** – Lewis Gale Montgomery Regional Hospital

**NIMS** – National Incident Management System

**NRHD** – New River Health District

**POD** – Point of Dispensing

**PPE** – Personal Protective Equipment

**SHC** – Schiffert Health Center

**UC** – Unified Command

**VDH** – Virginia Department of Health

**VSP** – Virginia State Police

**VTEM** – Virginia Tech Emergency Management

**WHO** – World Health Organization

## Appendix A

### Descriptions of Virginia Codes Applicable to an Infectious Disease Outbreak

#### The Governor: § 44-146.13 et seq.

The Commonwealth of Virginia Emergency Services and Disaster Law of 2000 (§ 44-146.13 – 44-146.29) authorizes the Virginia Department of Emergency Management (VDEM) to take steps to prevent/reduce harmful consequences of disasters. VDEM works closely with local, state, and federal agencies to respond to incidents across the Commonwealth, reporting to the Secretary of Public Safety and to the Governor of Virginia. As the Director of VDEM (§ 44-146.17), the Governor can declare a state of emergency (§ 44-146.28) and enter into the Emergency Management Assistance Compact (§ 44-146.28:1). The Governor's executive orders carry force of law.

#### State Veterinarian and representatives: § 3.2-5901 et seq.

Employed by the Commissioner of Agriculture and Consumer Services and adherent to the regulations of the Board of Agriculture and Consumer Services, the State Veterinarian has broad powers to eradicate/prevent spread of animal disease (§ 3.1-5901 – 3.2-6003). This includes powers of animal/human quarantine (§ 3.2-6003 – 3.2-6006) and compelled execution of orders by law-enforcement officers (§ 3.2-6014). The State Veterinarian may also deputize, for a specific period of time, licensed veterinarians, including veterinarians employed by the Virginia-Maryland Regional College of Veterinary Medicine.

#### State Health Commissioner/Board (Virginia Department of Health): § 32.1 et seq.

The (Governor-appointed) State Health Commissioner acts as director of the Virginia Department of Health. The State Board of Health/Health Commissioner may make orders/regulations to meet any emergency when there's a threat to public health, enforceable by law (§ 32.1-13, 32.1-27, 32.1-42). This includes isolation (§ 32.1-48.01 et seq.) and quarantine orders (§ 32.1-48.09 et seq.), subject to court review.

The Board of Health is responsible for all surveillance and investigation of preventable diseases/epidemics. When an outbreak occurs, the Commissioner (with or without local health directors) shall be responsible for investigation (§ 32.1-39). The Commissioner may authorize normally-unauthorized persons to dispense necessary drugs/devices (§ 32.1-42.1). The Commissioner has the authority to require quarantine, isolation, immunization, decontamination, and/or treatment of any individual or group that he/she determines necessary to control the spread of any disease of public health importance (§ 32.1-43). Statutory authority to enforce the health laws of Virginia are conferred by the General Assembly to the Commissioner of Health. This Statutory authority is then delegated to the District Health Directors.

Division of Consolidated Laboratory Services (DCLS) provides analytical testing services for agencies of the Commonwealth of Virginia, federal agencies, and other states. DCLS functions as the State public health laboratory and works in partnership with Virginia Department of Health. DCLS also assists with radiological monitoring.



**Localities**

Any locality may, by ordinance, regulate or prohibit frequenting/loitering in any public place (private or public property), as well as enact curfew for minors ([§ 15.2-926](#)). Any locality or state-supported/private institution of higher learning may enter into reciprocal agreements with any external/federal localities for mutual aid ([§ 15.2-1727](#) – [15.2-1736](#)).

**Reporting of Disease: 12VAC5-90-80. Lists of diseases that shall be reported.**

The occurrence of outbreaks or clusters of any illness which may represent a group expression of an illness which may be of public health concern shall be reported to the local health department immediately by the most rapid means available, preferably by telephone.

**Regulations for Disease Reporting and Control: 12 VAC 5-90-100. Methods.**

The local health director or his designee shall review reports of diseases received from his jurisdiction and follow up such reports, when indicated, with an appropriate investigation in order to evaluate the severity of the problem. The local health director or his designee may recommend to any individual or group of individuals appropriate public health control measures, including but not limited to quarantine, isolation, immunization, decontamination, or treatment. He shall determine in consultation with the Office of Epidemiology and the commissioner if further investigation is required and if one or more forms of quarantine, isolation, or both will be necessary.

**External Assistance**

Local organizations such as the [Near Southwest Preparedness Alliance](#) and the [Medical Reserve Corps](#) have useful resources, expertise, and manpower for medical emergencies. National agencies can be elicited for assistance by using the Governor and ESF #8, as described in section 1.5. The Virginia State Police should be involved with suspected cases of biological agents used deliberately to cause harm, as per Virginia Code §32.1-39.

## Appendix B:

### Description of Federal Codes Applicable to an Infectious Disease Outbreak

#### Emergency Support Function (ESF)-8:

ESF-8 (Public Health and Medical Services Annex) of the National Response Framework provides the mechanism for coordinated federal assistance in the event of a public health/medical disaster. This is designed to supplement state, tribal, and local resources. The Secretary of Health and Human Services (HHS), through the Office of the Assistant Secretary for Preparedness and Response, is responsible for leading all federal public health/medical resources, with exception of the Armed Forces.

In the case of a zoonotic disease outbreak, ESF-8 will coordinate with ESF-11 (Agriculture and Natural Resources) to include the Department of Agriculture (USDA). In the case of an oil, chemical, biological, or radiological environmental contamination incident, ESF-8 will coordinate with ESF-10 (Oil and Hazardous Materials Response).

ESF-8 can utilize assets supportive of HHS, including the U.S. Public Health Service Commissioned Corps, National Disaster Medical System, Federal Civil Service employees, Department of Defense, Department of Veterans Affairs, Medical Reserve Corps, Strategic National Stockpile, National Veterinary Stockpile, Department of Homeland Security, Federal Emergency Management Agency, National Medical Response Teams, American Red Cross, and other partner organizations.

#### Pandemic and All-Hazards Reauthorization Act (PAHPRA): Public Law No. 113-5

The PAHPRA of 2013 advances national health security. Funds are allocated to public health/medical preparedness programs (e.g., the Hospital Preparedness Program and Public Health Emergency Preparedness Cooperative Agreement) and Project BioShield (provides medical countermeasures for chemical, biological, radiological, and nuclear threats). PAHPRA amends the Public Health Service Act to augment powers of the state health departments and the U.S. Food and Drug Administration.

#### Homeland Security Presidential Directive-5:

In the interests of national security, the Attorney General is responsible for conducting criminal investigations into acts or threats of terrorism. The Attorney General generally works through the FBI and other federal agencies/departments. As per the National Response Framework, all federal, state, local, and tribal agencies/departments must notify their local Joint Terrorism Task Force (JTTF) regarding threats of terrorism. The WMD Coordinator (FBI) serves as the conduit for federal assistance.



# COMMUNICATIONS PLAN

## Annex E to Crisis and Emergency Management Plan

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UVirginia Tech Emergency Management  
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# 1. 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<br>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<br>A. Marinik   | 6/26/2019      | 2.3             | All                     | Minor updates to reflect ENS and Siren system advancements.          |
| J. Averill                | 2/5/2023       | 2.4             | All                     | Minor revisions  |
| A. Marinik                | 9/29/2023      | 2.5             | All                     | Formatting, SSPC to ILT updates                                      |

## 2. 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.

## 3. Communications

### 3.1 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. UVirginia Tech Emergency Management may exercise overall coordination of communications systems belonging to Virginia Tech and may also coordinate the use of external communication resources.

UVirginia 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.

UVirginia 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 UVirginia 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: UVirginia Tech Emergency Management, Virginia Tech Electric Services, Housing and Residence Life, Parking Services, and Campus Planning, Infrastructure and Facilities.

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

UUniversity 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, UUniversity Relations will coordinate with the Assistant Vice President for Emergency Management, or designee, to notify essential UUniversity 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 Incident Leadership Team (ILT). UUniversity 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. UUniversity Relations coordinates the development of incident messages and communications with the Incident/Unified Command and/or Incident Leadership Team.

#### Network Infrastructure & Services

The lead department responsible for data and voice communications is the Virginia Tech UNetwork 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>

## 3.2 COMMUNICATIONS CAPABILITIES

UVirginia 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      |
| Incident Leadership Team Notification   |                | X         | X              | X      |
| Siren System                            | X              | X         | X              |        |
| Social Media                            | X              | X         | X              | X      |

Table 3 Higher, Lateral, and Subordinate Stakeholder Engagement Methods

| System                                  | ILT | IMT | Emergency Personnel | Campus Community | External Stakeholders & Constituents |
|---|-----|-----|---------------------|------------------|--------------------------------------|
| <b>Communications Systems</b>           |     |     |                     |                  |                                      |
| 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                                    |
| <b>Notification Systems</b>             |     |     |                     |                  |                                      |
| IMT Notification                        |     | X   |                     |                  |                                      |
| ILT Notification                        | X   |     |                     |                  |                                      |
| <b>Alert &amp; Warning Systems</b>      |     |     |                     |                  |                                      |
| VT Alerts                               | X   | X   | X                   | X                | X                                    |
| Siren System                            | X   | X   | X                   | X                | X                                    |

## 4. Notification

### 4.1 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 ILT 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.

#### Incident Leadership Team Notification

Key university officials have the ability to notify each member of the ILT in the event they are needed, via a web-based paging service. The ILT 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 ILT that has confirmed the receipt of the notification message in real time. Both the ILT 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

UVirginia Tech Emergency Management maintains both a written and electronic copy of the Virginia Tech IMT roster. In the event of a partial or full activation of the VT IMT, UVirginia Tech Emergency Management is responsible for determining which Command and General Staff positions and ESFs are needed.

## 5. Alert & Warning

### 5.1 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](http://www.vt.edu) and [www.vt.edu/status](http://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 “X” (formerly Twitter) accounts: @vtalerts (only alert messages) and @virginia\_tech (Virginia Tech information feed). ENS messages are also posted on the Virginia Tech Facebook site.

## 6. 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<br>Semi- Annual public test | VTEM/VTPD              | Virginia Tech Emergency Management & NI&S                            | Rave Alerts                    | Re-Test, Repair, & Re-Test       |
| External Network Connections (Internet) | Bi-weekly                                      | NI&S                   | NI&S   | NOC                            | Repair & Re-Test                 |
| IMT Notification System                 | Annual test                                    | VTEM                   | Virginia Tech Emergency Management                                   | IMT Notification System Report | Re-Test                          |
| Internal Network Connections (Intranet) | Bi-weekly                                      | NI&S                   | NI&S   | NOC                            | Repair & Re-Test                 |
| ILT Notification System                 | Daily silent tests<br>Annual test              | VTEM/VTPD              | Virginia Tech Emergency Management & NI&S                            | Rave Alerts                    | Re-Test, Repair, & Re-Test       |
| Siren System                            | Daily silent tests<br>Semi-Annual public test  | VTEM/VTPD              | 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.

## 7. 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                               |
| ILT           | Incident Leadership Team                            |
| 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                            |
| 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  
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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<br>E. Thompson | December 2017  | 5               | All   | Updated university branding. Minor formatting adjustments.                                     |
| C. Bolling                | March 2018     | 6               | All   | Titles/Departments   |
| A. Marinik<br>M. Mulhare  | June 2019      | 6.1             | All   | Formatting throughout; Appendix C. update, Section 5 update.                                   |
| E. Rosario                | June 2023      | 6.2             | All   | Updated reference material dates, comments to title changes,6.3                                |
| E. Rosario<br>A. Marinik  | September 2023 | 6.3             | All   |  |

## 2. Authorities and Standards

### 2.1. Authorities

#### State

- Commonwealth of Virginia Emergency Operations Plan, updated October 2021

#### 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 by Virginia Tech and defined in the *Virginia Tech Hazard Glossary*, as updated. 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 and 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 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.

Logistics Section and Emergency Support Function (ESF) personnel may be assigned 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 Chief or designee. For more information on the use of ESFs, the Virginia Tech Emergency Operations Center, and the Virginia Tech Incident Management Team see the *Virginia Tech Crisis and Emergency Management Plan, Annex B Emergency Operations Center Standard Operating Procedures*.

### 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.

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 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 within university control.

### 4.2. Response Operations

Incident Command of first responder actions is typically established first, followed by the convening of the Incident Leadership Team and the Incident Management Team (IMT). During a short duration, high intensity incident further organizational expansion may not be required.

The Operations and Public Safety Sections (if activated) determine incident specific resource needs and priorities. The Logistics Section is tasked with managing the provision of required resources. Depending on the severity and duration of the incident, the Finance Section within the EOC can support establishing 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 primarily supports the acquisition and distribution of resources such as: communication equipment, medical supplies and support, and food and water resources required. This process supports first responders, incident management personnel, and the broader community as it relates to response and recovery efforts.

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 Space Utilization**

For the storage, inventory, or management of resources, supplies, and equipment, university facilities should be used whenever possible and practical. Staging of personnel resources and associated equipment will be determined for each individual incident. Initial consideration should be given to the Maintenance Lot and Chicken Hill Lot along the south end of the Blacksburg campus based on size, access, and proximity to existing public safety facilities and infrastructure.

For points of distribution pertaining to public health emergencies, see the Infectious Disease Response Capabilities plan, Annex D to the CEMP. Locations across the Blacksburg campus have been identified for public resource distributions points during emergencies. These locations are generally known to the campus community, highly visible, and offer a high volume of pedestrian traffic. This allows for rapid, continuous, and hassle-free means of delivering commodities and information to the campus community in response to, or recovery from, an emergency incident. These seven locations are:

- Information Desk in Squires Student Center
- Recreation Check-in Desk in McComas Hall
- Main Lobby in North End Center
- Alumni Mall Lobby in Newman Library
- VTPD Security Center in Public Safety Building
- Washington St. Lobby in the Student Services Building
- The Café, Dock C and the VMIA entrance at the Virginia-Maryland College of Veterinary Medicine building

## 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 resource needs, management, and inventory data.

## 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 Management Team (IMT) which is composed of representatives from across the Virginia Tech community.

#### *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 the Virginia Tech EOC begins receiving resource requests from members of the Incident Leadership Team, university departments or first responder entities. It is at the discretion of Unified Command to expand the ICS organization to support resource management with respect to the Logistics Section and additional ESF assets.

Resource requests processed through the EOC by the IMT are documented within the incident management system. The incident management system (Veoci) 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 Incident Leadership Team. Requests will be managed by the EOC. Requests will be tracked and prioritized in VT's incident management system.

#### *Resource Request Information*

The following information is tracked in the VT incident management system :

- 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 work to identify available 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 VT incident management system. The following information can be captured therein:

- 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 VT incident management system. The tracking steps include:

- **1** – New Request
- **2** – Request Acknowledged
- **3** – Request in Progress
- **4** – Request Completed/Closed – Resource delivered
- **5** – Resource(s) Demobilized)
- **6** – Request Rejected

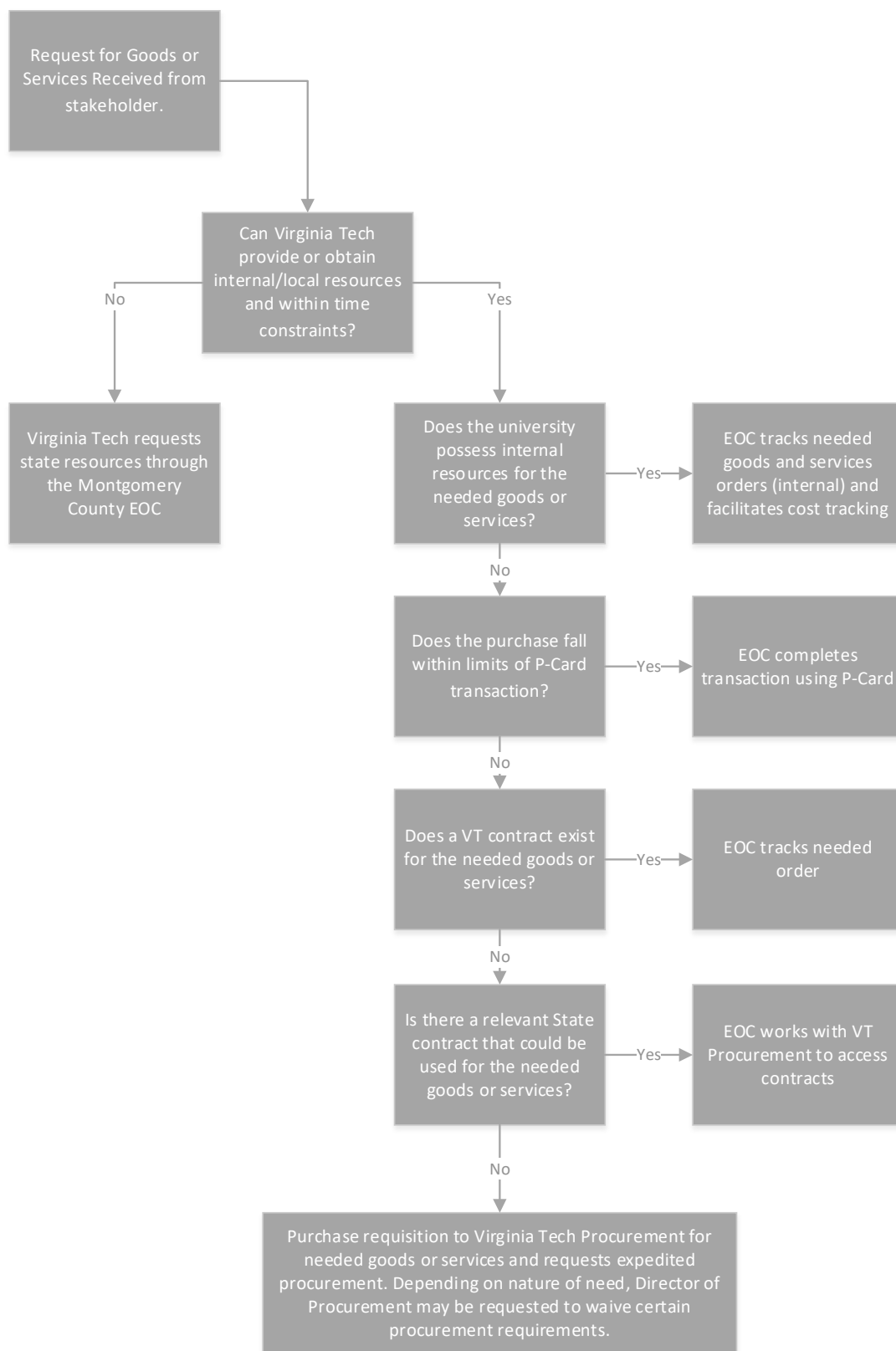
Resource requests can be seen by all members with access to Virginia Tech's Incident Management System (Veoci). Depending on the severity of the incident, a staging area may be required. The staging area will be established a safe distance from the scene and will serve as an assembly point for resources prior to their deployment.

Resources classified as consumable, disposable, nondurable or otherwise may be received, stored and/or deployed from a location or facility that is not a traditional staging area. Additionally, Virginia Tech may employ a resource distribution model where stakeholders acquire the ordered resource from one or more centralized locations depending on the nature or phase of the incident.

### *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 Logistics Section within the IMT/EOC will contact the appropriate departmental personnel to request the resources for redistribution as needed.

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 IMT/EOC Finance Section will lead the process of coordinating the appropriate approach.



**Figure 1 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 Emergency Services Coordinator to request resources.

- The request for resources is submitted to the VEOC via WebEOC, faxed to (804) 674-2419, emailed to [veoc@vdem.virginia.gov](mailto: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).

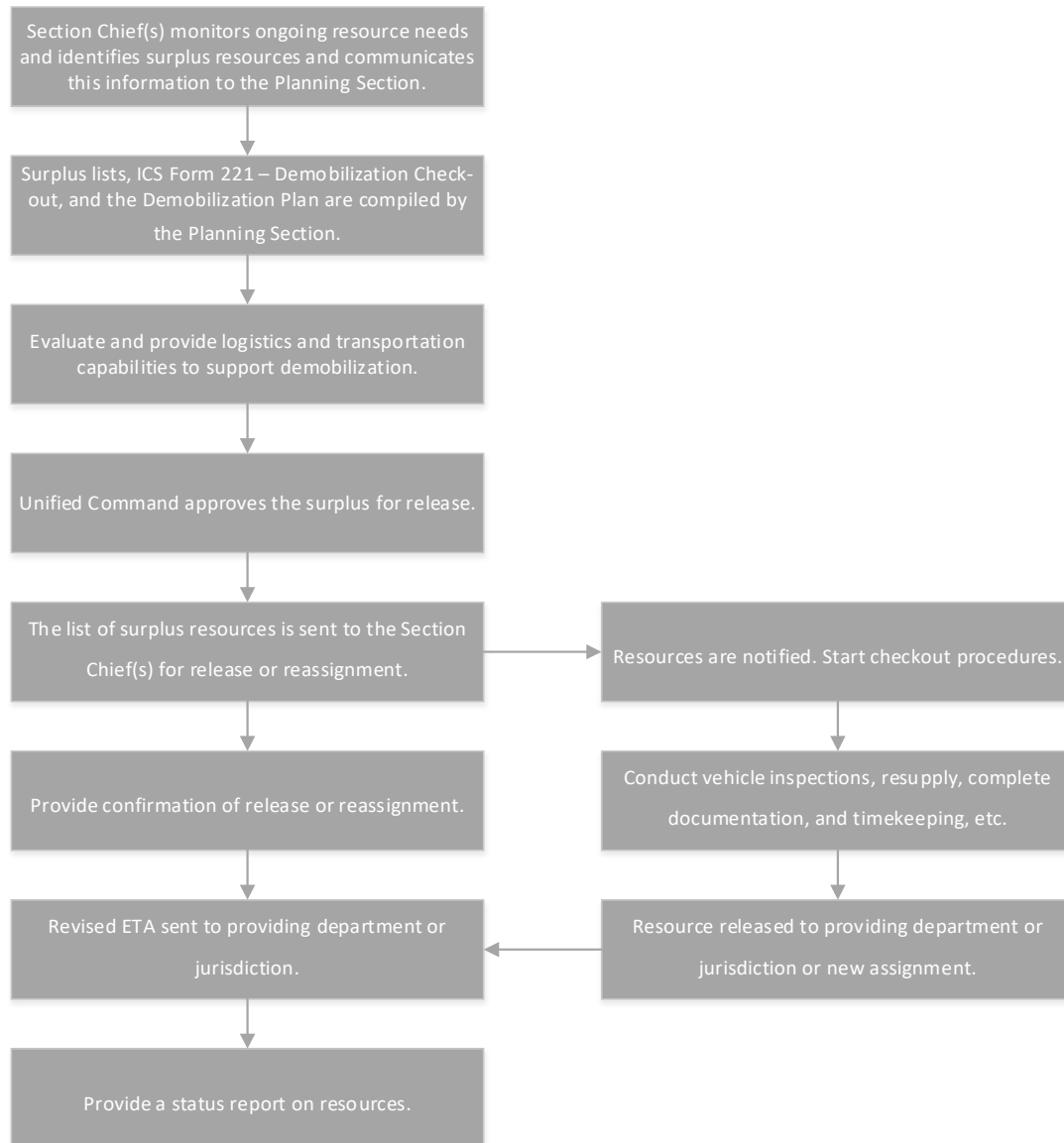
## **A.5 Deactivating and Recalling Resources**

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 2 Flowchart for the deactivation/recall of resources.**

## A.6 Volunteer & Donation Management Process

### 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 incident management personnel 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.

### 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.

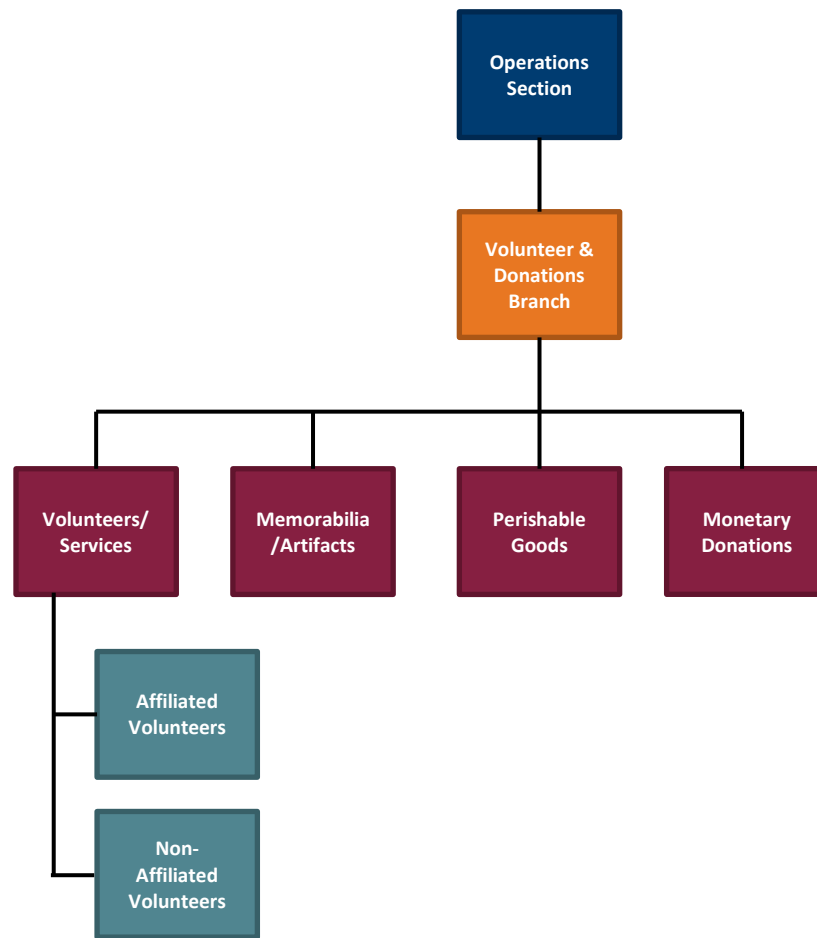
#### *Emergent Volunteers & Services*

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.

### 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 3 Virginia Tech Incident Management Structure**

Each of the functions in Figure 4 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 B. 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                    |
| ILT    | Incident Leadership Team                    |
| P-Card | Purchasing Card                             |
| SOP    | Standard Operating Procedure                |
| VDEM   | Virginia Department of Emergency Management |
| VEOC   | Virginia Emergency Operations Center        |



# RECOVERY PLAN

## **Annex G 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](http://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 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<br>L. Shafer, MEP<br>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<br>E. Thompson                           | December 2017  | 2.1             | All                                   | Updated university branding.  |
| A. Marinik<br>P. McCann<br>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.”<sup>1</sup> 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 CEMP

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.

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

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 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 safety 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 Table 2 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<br><i>(including but not limited to the following)</i>   |
|---------------------------------------|--|
| Critical campus functions             | <ul style="list-style-type: none"> <li>• Safety and Security</li> <li>• Teaching/instruction</li> <li>• Research</li> <li>• Health/human services</li> <li>• Research animal/livestock care services</li> </ul>            |
| Campus services                       | <ul style="list-style-type: none"> <li>• Incident response</li> <li>• Temporary medical care</li> <li>• On-campus student dining/housing</li> <li>• Mass sheltering</li> <li>• Debris removal/damage assessment</li> </ul> |
| Vital resources                       | <ul style="list-style-type: none"> <li>• Staffing</li> </ul>   |
| Facilities                            | <ul style="list-style-type: none"> <li>• Dining space</li> <li>• Residential space</li> <li>• Administrative space</li> <li>• Classroom space</li> <li>• Research space</li> </ul>   |
| Programs                              | <ul style="list-style-type: none"> <li>• Financial programs</li> <li>• Human Resources</li> <li>• Outreach</li> </ul>  |
| Infrastructure                        | <ul style="list-style-type: none"> <li>• Water</li> <li>• Power</li> <li>• Sewer</li> <li>• Steam</li> <li>• Network</li> <li>• Transportation</li> <li>• Information Technology/Telecommunications</li> </ul>             |

## 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.

Table 3 (next page) illustrates the crosswalk between the CEMP’s ESFs and the Recovery Plan’s Recovery Functions.

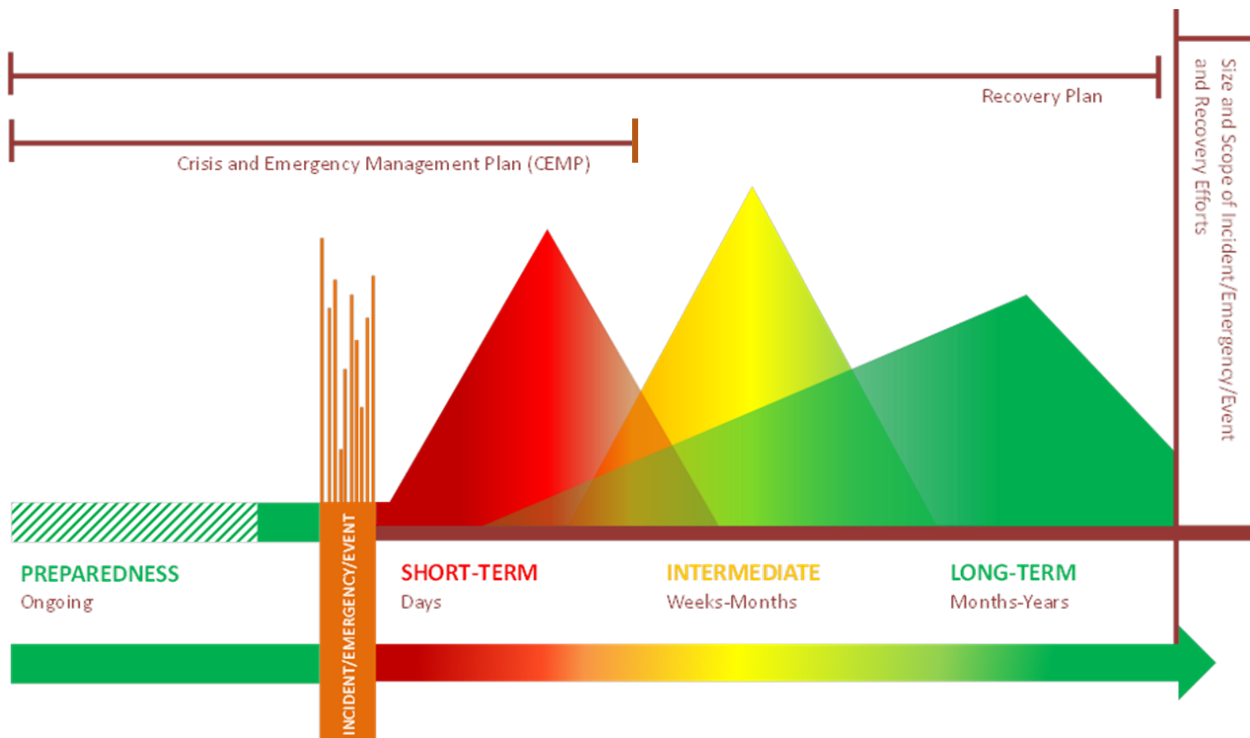
**Table 3: ESF-Recovery Function Crosswalk**

| 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 (Figure 1: Recovery Continuum, 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 Continuum<sup>2</sup>**

#### **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 on the size of the incident, short-term recovery may be the only phase necessary to return the university to normal operations.

<sup>2</sup> Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011, pg. 8.

**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 Table 4, 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<br>-Restore phone and network connectivity<br>-Damage assessment<br>-Debris removal   |           | S                          |      |   |                        |                 |                             | S                    | S                               | P                   |         |                          | S                              | S                          |                 |                      | P                                   | S                 |         | S           |                     |              |          |                 |                                      |                         |   |                                    |                                      | P                          | S                            | S                    |                     |           |
| #2: Emergency Management & Public Safety | -Emergency Medical Services<br>-Coordination of recovery process<br>-Emergency Operations Center management<br>-Hazardous materials management<br>-Law enforcement<br>- Volunteer & Donations Management |           | S                          |      |   |                        |                 | S                           | P                    | S                               | S                   |         |                          |                                |                            |                 |                      | S                                   | P                 |         |             | P                   |              |          | S               |                                      |                         |   |                                    |                                      |                            | S                            | P                    |                     | P         |
| #3: Finance & Resource Management        | -Documentation<br>-Legal affairs<br>-Payments and processing<br>-Reimbursement<br>-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 Studetns 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<br>-Housing/sheltering<br>-Relief support  | S         |                            |      |                                  | S                      | P               | S                           |                      | P                               |                     |         |                          | S                              | S                          | S               |                      | S                                   |                   |         | S           |                     |              |          |                 | S                          |                         | S                                       |                               |                                      |                            |                              |                      |                     |           |  |
| #5: Health, Mental Health, & Medical Services | -Counseling services/coordination<br>-Family Assistance Center operations<br>-Medical care  |           |                            |      | P                                |                        |                 | S                           | S                    |                                 |                     |         |                          |                                | P                          |                 |                      |                                     |                   |         | S           | P                   |              |          |                 | P                          | P                       |   |                               |                                      |                            |                              |                      |                     |           |  |
| #6: Instruction and Research                  | -Coordination/rescheduling of alternate learning space(s)/alternate learning methods<br>-Restoration of research projects<br>-Coordination of alternate research facilities |           |                            |      | P                                |                        |                 |                             | S                    |                                 | S                   |         |                          |                                |                            |                 | S                    |                                     |                   | P       |             |                     | P            |          |                 |                            |                         |   |                               |                                      |                            | S                            |                      |                     |           |  |
| #7: Agricultural & Animal Resources           | -Animal/livestock care and well-being<br>-Restoration of facilities and/or research<br>-Restoration of agricultural operations<br>- 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"> <li>• Bursar</li> <li>• Business Services</li> <li>• 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</li> <li>• Environmental Health &amp; Safety</li> <li>• Campus Planning, Infrastructure and Facilities</li> <li>• Fralin Life Science Institute</li> <li>• Hokie Passport</li> <li>• Human Resources</li> <li>• Institute for Critical Technology and Applied Science</li> <li>• Insurance and Risk Management</li> <li>• Interdisciplinary Center for Applied Mathematics</li> <li>• Internal Audit</li> <li>• Office of Campus Planning, Space, and Real Estate</li> <li>• Office of Research Compliance</li> <li>• Office of Sponsored Programs</li> <li>• Transportation Services</li> <li>• Procurement</li> <li>• University Controller</li> <li>• Virginia Bioinformatics Institute</li> <li>• Virginia Tech Carilion Research Institute</li> <li>• Virginia Tech Emergency Management</li> <li>• Virginia Tech Intellectual Property</li> <li>• Virginia Tech Police Department</li> <li>• Rescue Squad</li> <li>• Virginia Tech Transportation Institute</li> <li>• VP and Dean for Graduate Education</li> <li>• VP and Dean for Undergraduate Education</li> </ul> |
| Communications/IT | <ul style="list-style-type: none"> <li>• Access to hardware (e.g. computer workstations, office equipment)</li> <li>• Access to software (e.g. Microsoft Office suite)</li> <li>• Access to electronically stored data (e.g. Banner, COOP/EAP Portal)</li> <li>• Data connectivity</li> <li>• Telephony</li> </ul>  |
| Facilities        | <ul style="list-style-type: none"> <li>• Office/lab space</li> <li>• Specialized equipment</li> </ul>   |

|                     |   |
|---------------------|---|
|                     | <ul style="list-style-type: none"> <li>• Leased space</li> <li>• Critical utilities</li> <li>• Special considerations (BSL lab containment)</li> </ul>  |
| Resources/Budgeting | <ul style="list-style-type: none"> <li>• Applicable vendor/contractual assistance</li> <li>• EOC equipment</li> <li>• HazMat storage and processing space/equipment</li> <li>• Public safety dispatch and applicable database access (e.g. VCIN)</li> <li>• Campus alert/warning interface</li> <li>• Public safety equipment</li> <li>• Animal care space and equipment</li> </ul> |

## 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

|               |   |
|---------------|---|
| <b>CALS</b>   | College of Agriculture and Life Sciences                  |
| <b>CEMP</b>   | Crisis and Emergency Management Plan                      |
| <b>CFR</b>    | Code of Federal Regulation                                |
| <b>COOP</b>   | Continuity of Operations Plan                             |
| <b>EMAP</b>   | Emergency Management Accreditation Program                |
| <b>ENS</b>    | Emergency Notification System                             |
| <b>EOC</b>    | Emergency Operations Center                               |
| <b>ESF</b>    | Emergency Support Function                                |
| <b>FEMA</b>   | Federal Emergency Management Agency                       |
| <b>FOIA</b>   | Freedom of Information Act                                |
| <b>HVA</b>    | Hazards Vulnerability Assessment                          |
| <b>ICS</b>    | Incident Command System                                   |
| <b>NIMS</b>   | National Incident Management System                       |
| <b>NDRF</b>   | National Disaster Recovery Framework                      |
| <b>NRF</b>    | National Response Framework                               |
| <b>NFPA</b>   | National Fire Protection Association                      |
| <b>NIMS</b>   | National Incident Management System                       |
| <b>SOP</b>    | Standard Operating Procedures                             |
| <b>VDEM</b>   | Virginia Department of Emergency Management               |
| <b>VEOC</b>   | Virginia Emergency Operations Center                      |
| <b>VMRCVM</b> | Virginia-Maryland Regional College of Veterinary Medicine |
| <b>VT</b>     | Virginia Tech   |
| <b>VTEM</b>   | Virginia Tech Emergency Management                        |



# **RECOVERY FUNCTION #1: FACILITIES & INFRASTRUCTURE SYSTEMS**

## **Appendix A 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  
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(540) 231-4029 (Fax)  
[www.emergency.vt.edu](http://www.emergency.vt.edu)

# 1. Introduction

## LEAD DEPARTMENTS

- Office of the Vice President Campus Planning, Infrastructure and Facilities
- Virginia Tech Transportation Services
- Virginia Tech Division of Information Technology
- Virginia Tech Network Infrastructure & Services
- Other departments as required

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities—Facilities Operations (includes Central Chiller Plants), Utilities (Central Steam Plants), Virginia Tech Electric Services, and Campus Planning and Capital Financing
- Virginia Tech Emergency Management
- Virginia Tech Office of the University Building Official
- Virginia Tech Environmental Health & Safety
- Virginia Tech Procurement
- 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

- Campus Planning, Infrastructure and Facilities
  - 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 Campus Planning, Infrastructure and Facilities 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 Transportation Services
  - 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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[www.emergency.vt.edu](http://www.emergency.vt.edu)

# 1. Introduction

## LEAD DEPARTMENTS

- Virginia Tech Emergency Management
- Virginia Tech Police Department
- Virginia Tech Rescue Squad
- Virginia Tech University Relations
- Other departments as required

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 Campus Planning, Infrastructure and Facilities
  - 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  
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[www.emergency.vt.edu](http://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](http://www.emergency.vt.edu)

# 1. Introduction

## LEAD DEPARTMENTS

- Virginia Tech Division of Student Affairs
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 Campus Planning, Infrastructure and Facilities
  - 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](http://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 the 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](http://www.emergency.vt.edu)

# 1. Introduction

## LEAD DEPARTMENTS

- Virginia Tech Office of the Executive VP and Provost
- Virginia Tech Office of the VP 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 VP and Provost
- Virginia Tech VP and Dean for Undergraduate Education
- Virginia Tech Human Resources
- Virginia Tech VP and Dean for Graduate Education
- Virginia Tech University Relations
- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 VP 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 VP 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 Campus Planning, Infrastructure and Facilities
  - 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](http://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 and Care Division
- Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM)
- Other departments as required

## SUPPORTING DEPARTMENTS

- Virginia Tech Campus Planning, Infrastructure and Facilities
- 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 Campus Planning, Infrastructure and Facilities
  - 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.

# IT SECURITY AND RISK UPDATE

Board of Visitors  
Governance and Administration Committee  
Compliance, Audit, and Risk Committee

RANDY MARCHANY  
UNIVERSITY INFORMATION TECHNOLOGY SECURITY  
OFFICER

NOVEMBER 2023



# VIRGINIA TECH BUSINESS PROCESS IT SECURITY MODELS



## Administrative

- Process that runs the university
- Security: **CORPORATE**



## Academic / Instructional

- Process that supports teaching/learning
- Security: **ISP\***

\*Internet Service Provider



## Research

- Process that supports VT Research
- Security: **HYBRID**

*Challenge: create overall security architecture blending these 3 business process IT security requirements*



# THE UNIVERSITY IT SECURITY MODEL IS SIMILAR TO A MUSEUM



Photo by Pueri Jason Scott,  
[https://commons.wikimedia.org/wiki/File:Mona\\_lisa\\_crowd.jpg](https://commons.wikimedia.org/wiki/File:Mona_lisa_crowd.jpg). Licensed under the  
[Creative Commons Attribution-Share Alike 3.0 Unported](#) license.

- **Control Access:** we have limited but **free-flowing** access points with additional protection around high-risk assets.
- **Pervasive Outbound Monitoring:** We invest in monitoring and quick response to threats to protect users, data, and systems. We assume hostiles are inside already.
- **Active Response:** rapid isolation of compromised machines, data
- **Recovery Measures:** backups, cybersecurity insurance, data trackers

We have long followed what is now called the “zero-trust network” model. Each computer should be appropriately secured. We focus on protecting data, regardless of where they physically reside.



# DATA NOTIFICATION REQUIREMENTS

- **FERPA:** ITSO -Notify US Dept of Education within 24 hours of actual or suspected breaches of student data
- **PII (Personally Identifiable Info):** Legal - Notify VA Attorney General office within 72 hours of actual or suspected breach of SSN, CCN, Bank, DMV numbers
- **PCI (Credit Card):** Bursar – Notify credit card companies within 24 hours of suspected or actual breach
- **Export Controlled:** OESRC – notify ASAP

# Major Incidents

- 3<sup>rd</sup> party supply chain
- Local VT



# DATA EXPOSURES: Nov 2022 – Sept 2023

- Civil & Environmental Engineering (**CEE**) – 363 records exposed. No Exfil
- Division of Student Affairs (**DSA**) - ~86,000 records exposed. Data Exfil.
- **National Student Clearinghouse** - ~51,500 records exposed
- **Audience View** (ticket mgt system) - ~20 student records exposed
- **TIAA Kapsic, TIAA CREFF** - ~3,125 records exposed
- **VRS** – unknown
- 3<sup>rd</sup> party security flaws are affecting VT data security

# PENETRATION TESTS & VT BUG BOUNTY PROGRAM

- 17 penetration tests of VT system done by IT Security Office Red Team
- Allows us to fix dangerous flaws before the attackers find them
- VT faculty, staff, students only eligible for bug bounty bonus payment
- On hold, bounty fund exhausted
- <https://bugbounty.iso.vt.edu>

|  |              |
|--|--------------|
| <b>Bug Reports Submitted 1/2023-9/2023</b> |              |
| <b>SEVERITY</b>                            | <b>TOTAL</b> |
| Critical                                   | 4            |
| High                                       | 13           |
| Medium                                     | 26           |

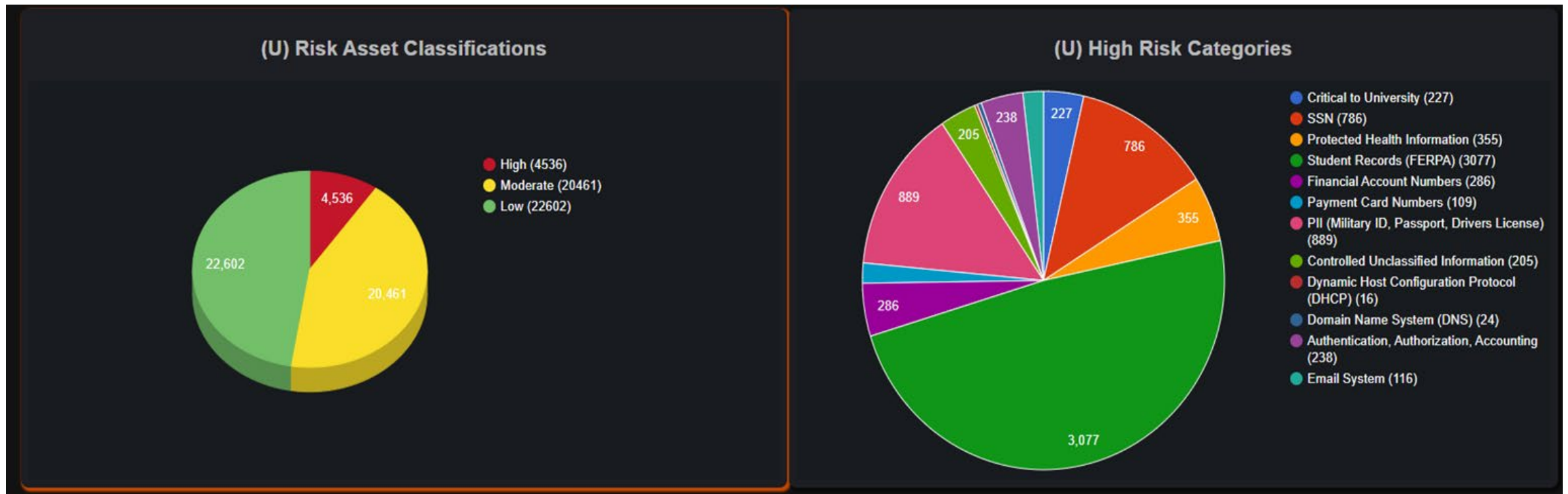
# IT Transformation - Cybersecurity

- **Project 6.1** - Enforce the Center for Internet Security (CIS) Implementation Group 2 (IG2)
- **Project 6.2** – Deploy 24x7 Security Operations Center (SOC)
- **Project 6.6** – Create procedure guides for Minimum Security Standards

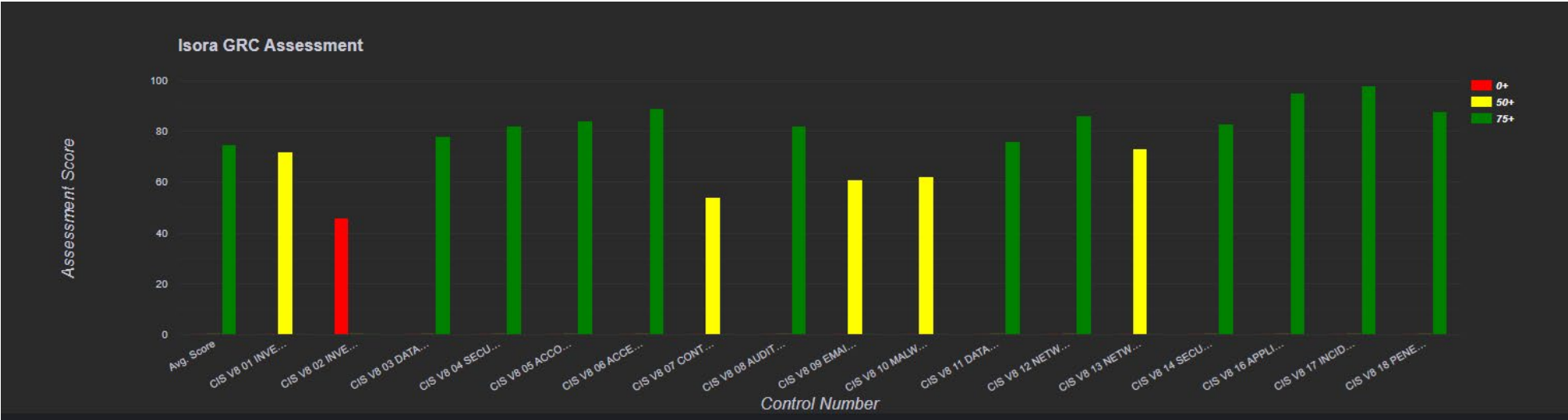


## 6.1 ELEVATE TO CIS IG2 - INVENTORY

- Number of technology resources – 47,599 (as of 10/6/23)
- Number of organizational units – 128



# 6.1 INITIAL ASSESSMENT RESULTS





## 6.2 VT 24x7 SOC

- VT 24x7 Security Operations Center (SOC) operational since 3/1/23
- VT contracted with Indiana University's OmniSOC service
- VT feeds 1.5TB of logs to OmniSOC daily
- 29 tickets opened by OmniSOC, none after hours
- Non-SOC tickets
  - 66 accounts compromised between 1/2023-9/2023, almost all via phishing



# INCIDENT MITIGATIONS



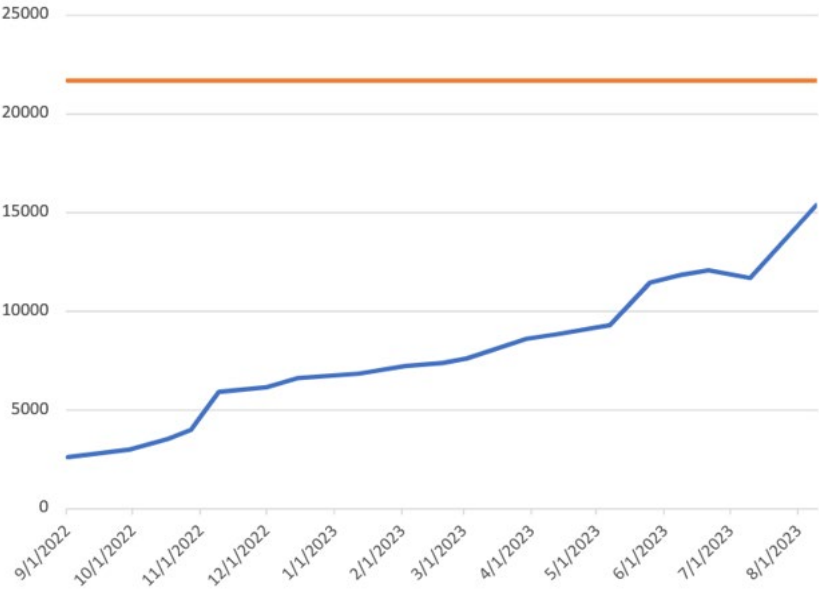
- Intercept/block callbacks to known bad sites using Threat Intelligence
- Streamlined IT Risk Assessment process for departments
- [https://security.vt.edu/policies-and-compliance/it\\_risk\\_assessments/](https://security.vt.edu/policies-and-compliance/it_risk_assessments/)
- IT Transformation 6.1 – Elevate Minimum Security Controls to CIS IG2
- Increased security awareness, phishing awareness, skills campaigns
- [https://security.vt.edu/services/security\\_training/](https://security.vt.edu/services/security_training/)
- Policies, standards
  - VT IT Policies & Standards: <https://it.vt.edu/resources/policies.html>
- Emphasis on data analytics



# 6.3-6.4 ENDPOINT DETECTION & RESPONSE (EDR) METRICS



|                                  |        |
|----------------------------------|--------|
| Total assets with MDE (Sep 2023) | 15,342 |
| ISORA device count (May 2023)    | 21,634 |
| % Endpoints covered (Sep 2023)   | 71%    |
|                                  |        |
| Total Departments (Sep 2023)     | 36     |



# ITSO, OARC, DISTRIBUTED IT

- The IT Security Office and the Office of Audit, Risk, and Compliance working together to assess risks and identify noncompliance
- The IT Security Office and distributed IT units working together to ensure risks are addressed
- We will continue to report our progress to the Board of Visitors

# TOP 3 CHALLENGES



- In-house, vendor, distributed computing risks
  - Risk of data exposure – internal, 3<sup>rd</sup> party
  - Vendor questionnaires allow risk assessment
  - Staff shortages to evaluate these issues



- User cybersecurity awareness
  - User training and awareness
  - Technical training for IT staff
  - Need to “see something, say something”



- Budget
  - Funding for cybersecurity initiatives
  - “Pay me now or pay me later”

# Reference Slides

## Background Information

# ENTERPRISE RISK MANAGEMENT



## RISK OVERVIEW

Attacker goals over the past 30 years fall into three basic categories:

- **Data Theft and/or Disclosure**
- **Data Destruction**
- **Attacking other sites using organization's assets**

The university faces significant risk exposure in areas of IT security and operations from both internal and external threats. Increasing regulatory and compliance requirements require significant resources and expertise to manage and mitigate.



## RISK EXAMPLES

- **Cyber attacks originating from University assets**
- **Cyber attacks leading to deliberate exposure or loss of high or medium risk data**
- **Accidental exposure of high or medium risk data**

Increased compliance and regulatory requirements and heightened regulatory scrutiny for data and IT systems

Loss of institutional reputation and trust



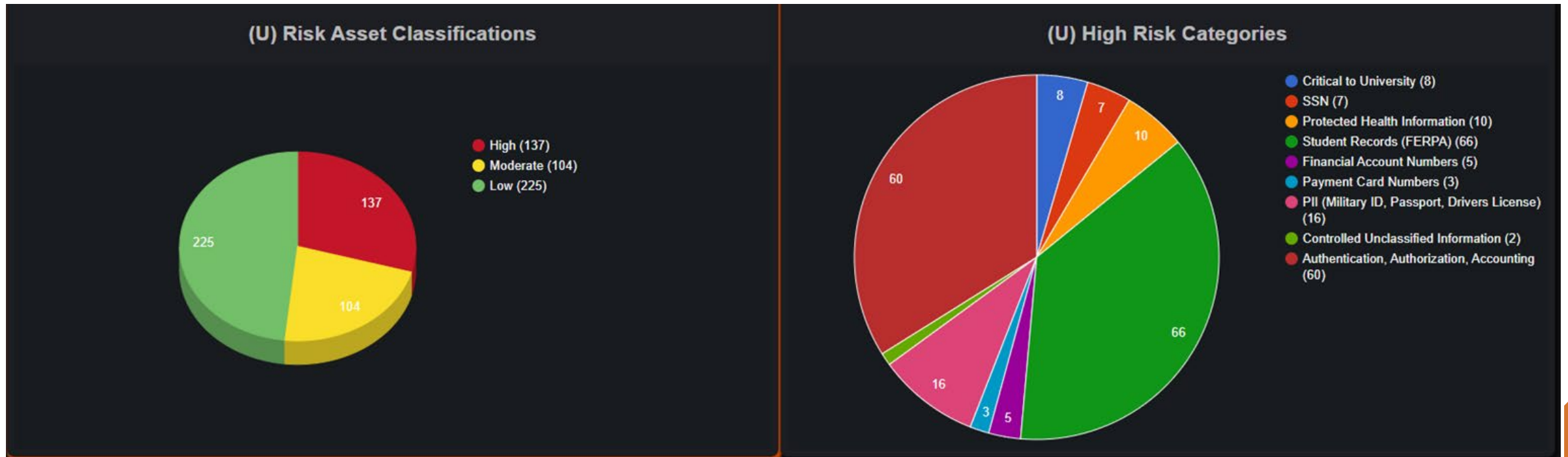
## MITIGATION EXAMPLES

- **IT Transformation Initiative 6**
- **Continuous network monitoring**
- **IT security reviews; vulnerability scans; internal penetration testing; digital forensic services**
- **Security awareness training**
- **Computing enclaves to ensure compliance**
- **Embedding IT security practices in University business processes**



## 6.1 Elevate to CIS IG2 – Software Inventory

- In-house developed software apps
- Number of custom applications - 466





# SHARED RESPONSIBILITY MODEL



Responsibility is  
bottom-up.

Enforcement is  
top-down.

All security is local.

- All VT policies for IT security apply to the individual regardless whether they're faculty, staff, student, alumni, guest, etc.
- Individuals are responsible for all actions from their user IDs or devices they own or manage on behalf of the university
- Departments/colleges work with ITSO, OARC to ensure policy compliance
- Enforcement of IT security policies delegated to the VPIT/CIO; further delegated to the ITSO

# AUDIT ISSUES & MITIGATIONS

## ISSUES

- Not scanning for high risk data such as SSN, Driver's License numbers, passport numbers, bank and debit account numbers on a regular basis
- Lack of consistent software patching
- Lack of high risk data encryption
- Inconsistent logging practices
- Unapproved software on endpoints
- Endpoint administrative privileges not restricted
- Staff shortages

## MITIGATIONS

- MINIMUM security standards for endpoint, servers and applications
- Vulnerability scanning of high risk assets on a regular basis
- DoIT central endpoint management tools coming online
- Department action plans to address IT Transformation 6 (Cybersecurity)
- Training and awareness programs for general users and for users who need endpoint administrative privileges
- ITSO Risk Assessment team working with departments to complete their IT risk assessment
- Improving efficiency of software procurement security reviews

