

THE VIRGINIA TECH CRISIS AND EMERGENCY MANAGEMENT PLAN

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

**RESOLUTION ON THE VIRGINIA TECH CRISIS AND
EMERGENCY MANAGEMENT PLAN**

WHEREAS, Section 23.1-804, Code of Virginia as amended requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and

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

WHEREAS, the Virginia Tech Office of Emergency Management, in coordination with the Virginia Department of Emergency Management, has a crisis and emergency management plan (CEMP) which was reviewed and approved by the University Safety and Security Policy Committee and promulgated by President Timothy Sands on October 19, 2016; and

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

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Tech Board of Visitors, hereby adopt the Virginia Tech Crisis and Emergency Management Plan, to include all-hazards plans and procedures for disasters. The Office of Emergency Management will update the CEMP as required during the interim between the Board of Visitors quadrennial review and adoption required by Section 23.1-804 of the Code of Virginia.

RECOMMENDATION:

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

November 7, 2016



C RISIS AND E MERGENCY M ANAGEMENT P LAN

October 2016

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- A. Victim Assistance Contact Information

1. CRISIS AND EMERGENCY MANAGEMENT PLAN GRAPHIC LAYOUT

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

The **Base Plan** illustrates the overall methodology for managing incidents at Virginia Tech.

The **Annexes** outline the incident management process regarding Emergency Operations Center (EOC) operations, the Emergency Notification System (ENS), and Emergency Support Functions (ESFs), as well as management for an infectious disease outbreak, communications, managing resources, and recovery.

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

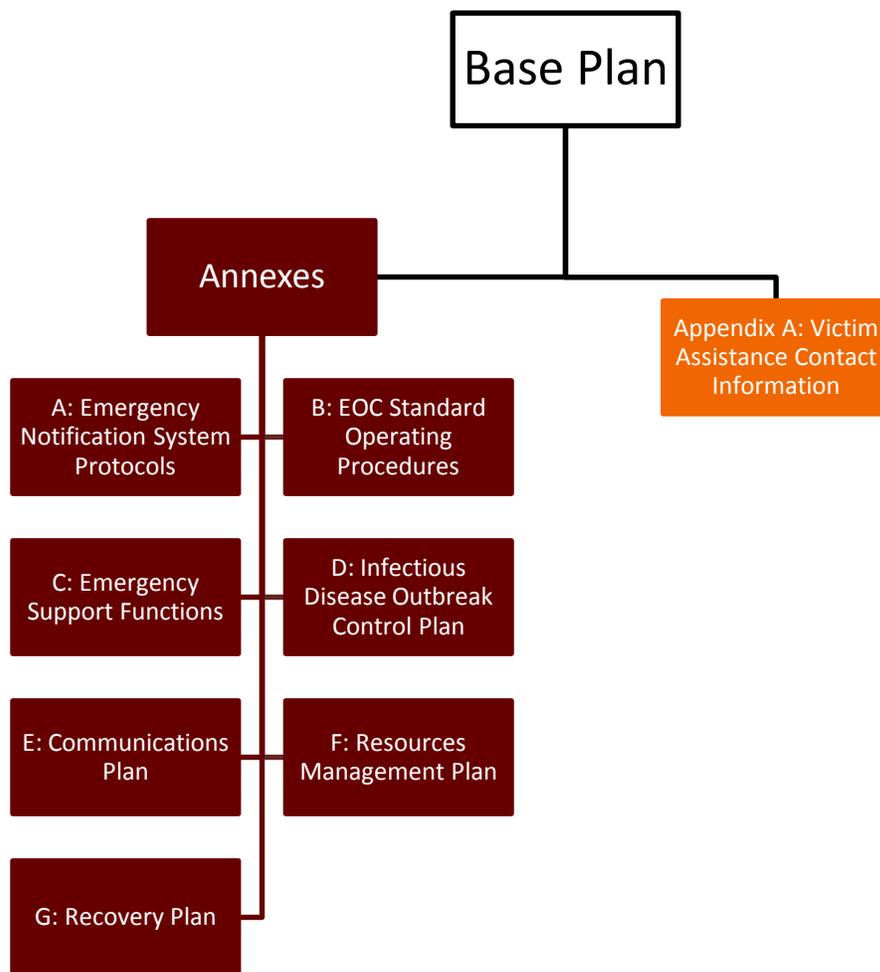


Figure 1 CEMP Graphic Layout

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2. PLAN DOCUMENTATION

2.1 PROMULGATION

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

From: Timothy D. Sands, President

Re: Virginia Tech Crisis and Emergency Management Plan

Virginia Tech, in accordance with Code of Virginia Title 23.1, Chapter 8 and Title 44, Chapter 3.2 has reviewed and revised the university's Crisis and Emergency Management Plan (CEMP, formerly Emergency Response Plan). The CEMP provides the university with flexible, scalable, all-hazards guidance applicable to all phases of emergency management.

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

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

Signed,

Timothy D. Sands, President
Virginia Polytechnic Institute and State University

Date

2.2 RECORD OF CHANGES

Table 1 Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
G. DeVilbiss J. Hoernig, MEP M. Mulhare, PE	January 2012	1.0	Base Plan, all Annexes, all Appendices	Completely revised and updated entire Base Plan, all Annexes, and all Appendices. Changed title of document to Crisis and Emergency Management Plan.
G. DeVilbiss	January 2013	2.0	Base Plan Select Annexes Select Appendices	Updated Base Plan and select Annexes and Appendices with current titles and numbers.
A. Marinik	November 2013	2.1	Base Plan	Reflect changes of Policy 5615 succession list, and position change to distribution and policy group.
A. Marinik	February 2014	3.0	Base Plan all Annexes all Appendices	Updated Base Plan, Annexes, and Appendices for roles, titles, names, and contact information as appropriate.
A. Marinik	March 2014	3.1	Base Plan Annexes	Added references to the new annexes within the Base Plan, and added the Communications Plan, Resources Management Plan, and Recovery Plan as annexes.
L. Shafer M. Mulhare A. Marinik	June 2014	4.0	Base Plan Annexes	Review, update, and alignment of all sections of the CEMP.
L. Shafer M. Mulhare A. Marinik	August 2014	5.0	Base Plan Annex H	Added monitoring and detection section to Base Plan. Added deactivation and gap analysis results to Annex H.
A. Marinik	August 2014	5.1	Base plan, distribution chart, succession table	Updated Succession table with corrected titles, and changed two titles in distribution chart
M. Mulhare A. Marinik	November 2014	5.2	Annex A, Annex D	Annex A updated for the new ENS system. Annex D contact information updated.
M. Mulhare A. Marinik	April 2015	5.3	Base Plan	Updated Incident Management Structure (Section 5.2) to include SSPC Incident Response Team members and description.
A. Marinik	September 2016	6.0	Base Plan All Annexes All Appendices	Updated legislative reference, updated TOC for removal of annexes (E, F), appendices, updated all cover pages, changed IRT to CMT

2.3 LEGAL

Disclaimer

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

Confidentiality

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

2.4 RECORD OF DISTRIBUTION

Table 2 Record of Distribution

Agency	Department	Recipient Title/Department	Distribution
Virginia Tech	Safety and Security Policy Committee	President	Electronic and Hard Copy
		Chief of Staff, Office of the President	
		Executive Vice President and Provost	
		Vice President for Administration	
		Advisor to the President, Office of the President	
		Vice President for Advancement	
		Vice President for Finance and Chief Financial Officer	
		Vice President for Information Technology and Chief Information Officer	
		Vice President for Student Affairs	
		Athletic Director	
		Senior Associate Vice President for University Relations	
		Assistant Director of Government Relations	
		Director of Emergency Management	
		Assistant Vice President for News and Information	
		Associate Director of Athletics for Internal Affairs	
Chief of Police and Director of Security			
University Legal Counsel			
Virginia Tech	Administrative Services	Associate Vice President for Administration	Electronic
		Associate Vice President and Chief Facilities Officer	
		Assistant Vice President for Human Resources	
		Director, Environmental Health and Safety	
		Director, Facilities Operations	
		Director of Parking and Transportation	
		Director, Strategic Initiatives	
		Captain, Rescue Squad	
University Building Official			
Virginia Tech	Finance	Assistant Vice President for Finance and University Controller	Electronic
		Assistant Vice President for Budget and Financial Planning	
		Director of Capital Assets and Financial Management	
		Associate Director, Insurance and Risk Management	
Virginia Tech	Information Technology	Chief of Staff and Deputy Chief Information Officer	Electronic
		Executive Director, Network Infrastructure and Services	
		Executive Director, Converged Technologies for Security, Safety, and Resilience	
Virginia Tech	Student Affairs	Senior Associate Vice President	Electronic
		Dean of Students	
		Assistant Vice President (3)	
		Chief of Staff	
		Commandant of Cadets	
		Director, Cook Counseling Center	
		Director, Cranwell International Center	
		Director, Schiffert Health Center	
Associate Director for IT and Emergency Preparedness			
Virginia Tech	Research and Innovation	Vice President for Research and Innovation	Electronic
Veterinary Medicine	Administration	Hospital Director Safety & Emergency Coordinator	Electronic
Montgomery County	Emergency Management	Emergency Services Coordinator	Electronic
Town of Blacksburg	Town Administration	Town Manager	Electronic
VDEM	Preparedness Division	Local Planning Assistance Program Manager	Electronic

3. AUTHORITIES AND STANDARDS

3.1 POLICIES AND REGULATIONS

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

Federal

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

State

- Code of Virginia, Title 23.1, Chapter 8
- Commonwealth of Virginia Emergency Operations Plan, September 2012
- Code of Virginia Emergency Services and Disaster Law of 2000 (Chapter 3.2, Title 44 of the Code of Virginia, as amended)
- Executive Order 41 (2011)

Virginia Tech

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

3.2 REFERENCES

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

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

4. INTRODUCTION

4.1 MISSION

Virginia Tech

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

Virginia Tech Emergency Management

The mission of Virginia Tech Emergency Management (VTEM) is to instill a culture of preparedness by building, sustaining, and improving: individual preparedness, departmental readiness, and university resiliency. The office accomplishes this mission by facilitating, coordinating and integrating operations necessary to build, sustain, and improve the functional capabilities of the university to mitigate against, prepare for, respond to, continue operations during, and recover from incidents.

Virginia Tech's incident response priorities are:

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

4.2 PURPOSE

The Virginia Tech's Crisis and Emergency Management Plan (CEMP) provides all-hazards guidance intended to preserve life, protect property, and manage an incident in order to continue the university's mission. An incident is defined as "an occurrence or event, natural or human-caused, which requires a response to protect life or property."¹ An incident may cause a significant disruption of normal business in all or a portion of the university. Incidents can range from a small utility failure or criminal act that can be managed locally to a major winter storm, flood event, or chemical/biological release that may exceed internal capabilities and requires external response support. The CEMP establishes an incident management structure for Virginia Tech. The Virginia Tech CEMP supersedes all previous university-wide emergency response plans. Nothing in the CEMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the CEMP.

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

4.3 SCOPE

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

4.4 SITUATION OVERVIEW

Dedicated to its motto, *Ut Prosim* (That I May Serve), Virginia Tech takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. As the commonwealth's most comprehensive university and its leading research institution, Virginia Tech offers 240 undergraduate and graduate degree programs to 32,663 students and manages a research portfolio of \$513 million. The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally, and across Virginia.

Founded in 1872, Virginia Tech has approximately 135 campus buildings, a 2,600-acre main campus, off-campus educational facilities in six regions, a study-abroad site in Switzerland, and a 1,800-acre agriculture research farm near the main campus. The campus proper is located in the Town of Blacksburg within Montgomery County and the New River Valley.

As part of an all-hazards approach to relative risk assessment, Virginia Tech Emergency Management lead an effort to perform a hazard, risk, and vulnerability assessment (HRVA) for the main campus, and 11 satellite facilities. The purpose of the HRVA was to identify the relative risk for natural, technological, and human-caused hazards that may pose a threat to the university infrastructure, satellite facilities, and the campus community. The HRVA tool used, accounts for probability of occurrence, impact of occurrence, and university preparedness for such an incident. The specific findings of the assessment are reported in the Hazard, Risk & Vulnerability Assessment, June 2013 final report. The results of the HRVA provided a relative risk ranking for all hazards assessed.

4.5 PLANNING ASSUMPTIONS

- The CEMP is an all hazard plan.
- An incident may occur with little or no warning.
- Incidents are managed at the local level by Virginia Tech.
- Virginia Tech will have written mutual aid agreements with neighboring jurisdictions.
- The response of outside resources or assistance may be delayed.
- Students, faculty, and staff may not be able to leave and/or travel to campus.
- Virginia Tech will use a hybrid Incident Command System (ICS) – Emergency Support Function (ESF) model during incident response operations, that can transition into a conventional ICS model as required
- Any special facilities on the campus (Schiffert Health Center, Veterinary Medicine College, adult day care, and child care facilities, etc.) are required to develop emergency plans in accordance with their licensing regulations, or industry standards
- All departments are to have current Continuity of Operations (COOP) and Emergency Action Plans (EAPs).
- Faculty, staff, students, and visitors will follow instructions given by first responders and university leadership.

4.6 PHASES OF EMERGENCY MANAGEMENT

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

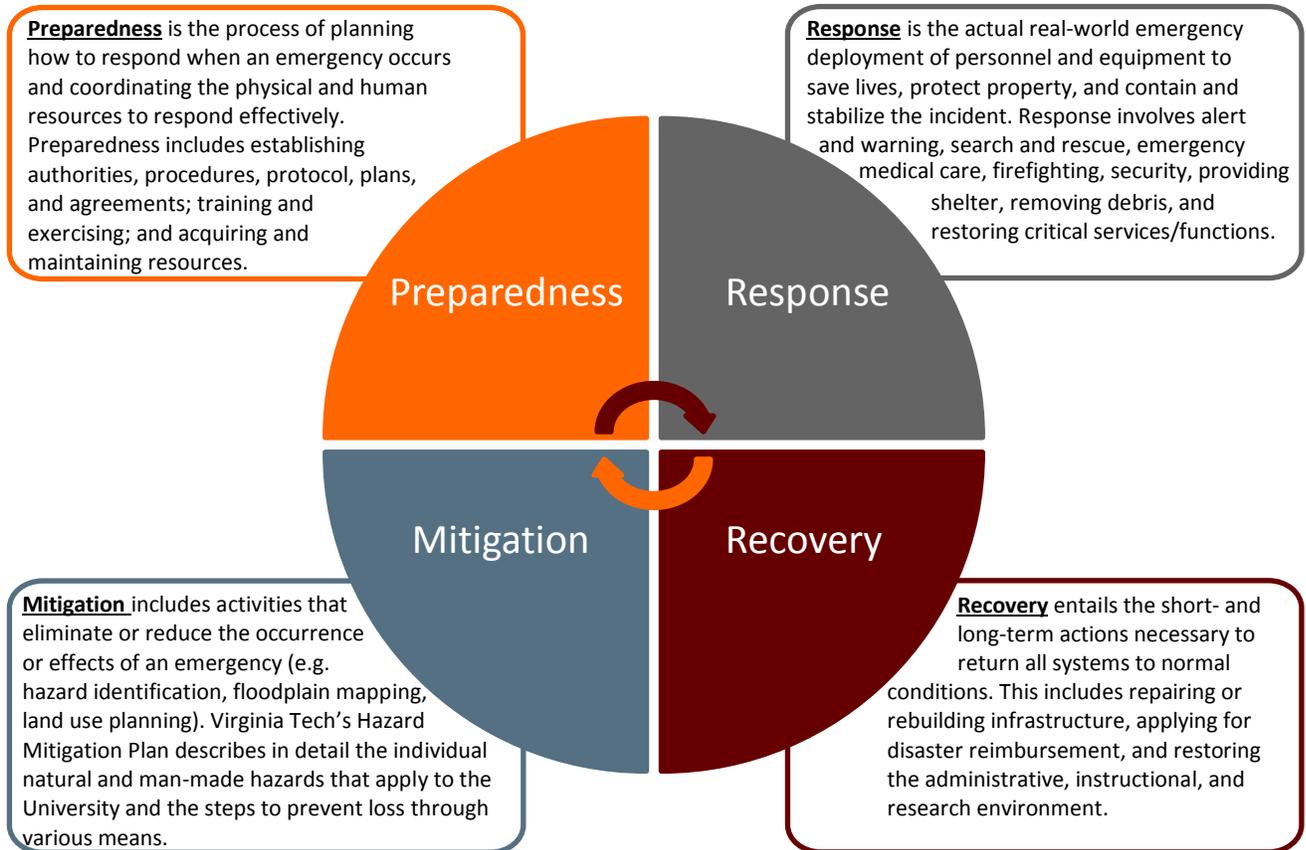


Figure 2 Phases of Emergency Management

5. CONCEPT OF OPERATIONS

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

5.1 CRISIS AND EMERGENCY MANAGEMENT USE

The CEMP may be used—in whole or in part—whenever action is required to:

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

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

5.2 INCIDENT MANAGEMENT STRUCTURE

Incident Command System

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

- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are used (and demobilized) in an effort to maximize productivity and minimize cost and duplication of effort.
- **Incident Action Planning:** A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operating picture during response and recovery operations.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.
- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.

- **Unified Command:** Representatives from multiple affected departments collaborate together to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and documentation all contribute to effective accountability throughout the incident management process.

Unified Command

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

Safety and Security Policy Committee

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

The SSPC, in accordance with university policy 5615, performs the following functions:

- Reviewing, evaluating, and determining requirements concerning safety and security assessments, plans, programs, and education, including changes that may affect the quality of the university's living, learning and working environment.
- Overseeing reviews of the university's assessment of vulnerabilities, hazards and risks related to the safety and security of individuals and the physical campus.
- Ensuring that sufficient university resources and funding are available to perform necessary emergency management, safety, and security functions, and that these resources are consistent with anticipated regulatory changes.
- Overseeing the education and prevention of violence on campus in accordance with Title 23.1 Chapter 8 of Code of Virginia including (i) creation of university safety and security policies, and (ii) providing direction to the Campus and Workplace Violence Prevention Committee and the Threat Assessment Team on the development and implementation of violence prevention procedures, education and guidance regarding recognition and reporting of individuals whose behavior may pose a threat, assessment of such individuals and means of action to resolve potential threats.
- Overseeing the Safety and Security Policy and other policies that have implications for emergency management, safety, and security, including but not limited to facilities use,

sponsorship of entertainment and events, threatening or intimidating conduct, facilities access control, environmental health and safety, and violence prevention.

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

The SSPC consists of the following members:

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

The SSPC Immediate Response Team consists of the following members:

- | | |
|---|--|
| • President | • Senior Associate Vice President for University Relations |
| • Executive Vice President and Provost | • Director of Emergency Management |
| • Vice President for Administration | • Chief of Police and Director of Security |
| • Vice President for Student Affairs | • University Legal Counsel |
| • Chief of Staff, Office of the President | • Scribe(s) |

Incident Management Team

The Incident Management Team (IMT) is a group of university representatives that may act with Virginia Tech Emergency Management and the SSPC to manage an incident, which does not require an EOC. The membership of the IMT aligns with the lead departments for the ESFs (Annex C). This broad set of capabilities in an efficient method to manage the early stages of an incident. Representatives from the following entities comprise the IMT:

- | | |
|--|--|
| • Athletics | • Network Infrastructure & Services |
| • Division of Student Affairs | • Office of the Vice President for Research |
| • Environmental Health & Safety | • Parking and Transportation |
| • Facilities Services | • Office of the Executive Vice President and Provost |
| • Human Resources | • Vice President of Administration |
| • Information Technology for Administrative Services | • Virginia Tech Police Department |

Emergency Operations Center & Crisis Management Team

An incident may impact university operations for a prolonged period of time, the Director of Virginia Tech Emergency Management (or designee) may activate the university's Emergency Operations Center (EOC) to centralize the command, control, and coordination necessary to manage the incident. Unified Command is usually employed in the EOC to enhance decision-making and accountability. The Crisis Management Team (CMT) staffs the EOC and performs the following functions:

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

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

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

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

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

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

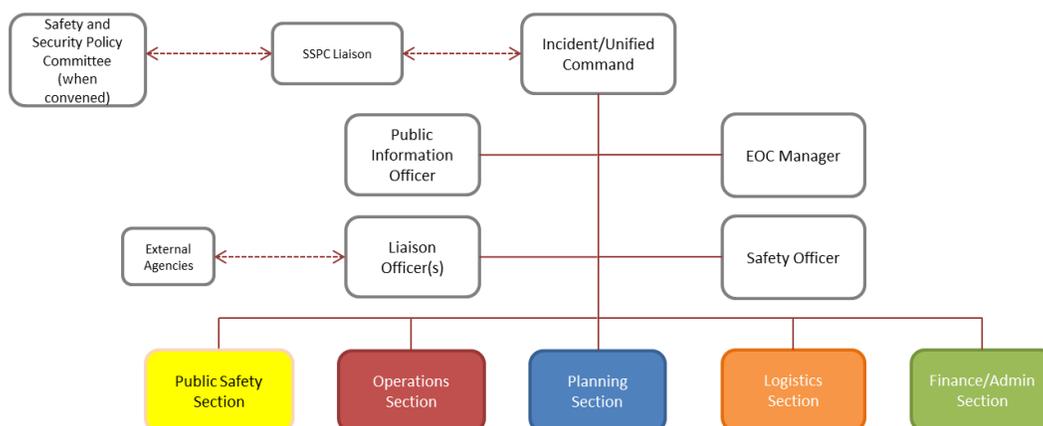


Figure 3 Virginia Tech’s Emergency Operations Center Organization Chart

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

³ The EOC Manager (Director of VTEM or designee) will appoint a Section Chief for each section as appropriate for the scale of the incident. Not all sections may be activated for every incident.

External Support

Incidents may also impact the surrounding community. If this occurs, Virginia Tech will make every effort to coordinate and work with local, State, and federal officials in their delivery of emergency services. For coordination purposes with State agencies, the Director of Emergency Management serves as the university's Emergency Coordination Officer (ECO). In the Director's absence, Virginia Tech Emergency Management's Assistant Director of Emergency Management will assume ECO responsibilities.

The Montgomery County Emergency Services Coordinator will serve as the point of contact to Virginia Tech when making resource requests to the Virginia Emergency Operations Center (VEOC). This operational policy to channel resource requests through the local government is consistent with the Code of Virginia §44-146.18, and §23.1-804, which mandates a state institution of higher education to maintain a Crisis and Emergency Management Plan, update it regularly, and integrate it with the local emergency operations plan.

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

5.3 MONITORING, DETECTION, ALERT, AND WARNING

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

5.4 EMERGENCY NOTIFICATION SYSTEM

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

- Nature of incident
- Location of incident
- Actions to be taken

Annex A to the CEMP, the ENS Protocols provide operational guidelines for issuing emergency messages via the VT ENS. The Protocols contain system background information, a list of responsible university authorities, how and when the Protocols are to be used, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates.

5.5 CAMPUS COMMUNITY: ROLES AND RESPONSIBILITIES

This section outlines the roles and responsibilities of students, faculty and staff, Building Emergency Coordinators, and deans/department heads during day-to-day activities and incidents.

Students

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

Faculty and Staff

- **General Responsibilities**
University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should understand departmental EAPs and building evacuation procedures in areas where they work and teach. Faculty and staff may likely be the first person to arrive at an incident. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in EAPs and the Classroom Emergency Preparedness Guide provided by Virginia Tech Emergency Management.
- **Role During an Incident**
Faculty and staff involved in an incident should assess a situation quickly and as thoroughly as possible, and use common sense when determining how to respond. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

Building Emergency Coordinators

- **General Responsibilities**
Building Emergency Coordinators (BECs), serve as the Chair of the building's Emergency Preparedness Committee, as well as the point of contact to receive and disseminate safety and emergency preparedness information. BECs in concert with the building Emergency Planning

Committee (EPC) develop EAP building annexes and act as an informational conduit for Virginia Tech Emergency Management and other first responders.

- **Role During an Incident**

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

Deans/Department Heads

- **General Responsibilities**

Deans and department heads serve as leaders and are responsible for providing overall guidance in an incident. Deans and department heads should be familiar with department and building emergency procedures as well as understand the overall emergency response procedures for the university.

- **Role During an Incident**

Deans and department heads involved in an incident should assess a situation quickly and thoroughly, and use common sense when determining how to respond. Deans and department heads should follow department emergency and building evacuation procedures and report emergencies to the Virginia Tech Police Department. Early in an incident, deans and department heads should begin to consider implementation of departmental Continuity of Operations Plans and long-term recovery strategies if required.

5.6 MEDIA RELATIONS

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

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

5.7 DEMOBILIZATION

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

5.8 CAMPUS RECOVERY

Aligning with the university's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. The SSPC will provide strategic guidance to the EOC and/or Virginia Tech Emergency Management and other university departments. *See Annex G Recovery Plan for more information on specific recovery guidance to effectively address long-term recovery needs.*

6. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

6.1 SUCCESSION OF AUTHORITY

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

Table 3 Succession of Authority

Department	Order of Succession
Safety and Security Policy Committee	<ol style="list-style-type: none"> 1. President 2. Vice President for Administration 3. Executive Vice President and Provost 4. Vice President for Finance and CFO 5. Vice President for Student Affairs
Athletics	<ol style="list-style-type: none"> 1. Director of Athletics 2. Deputy Athletics Director 3. Senior Associate Director of Athletics for Internal Affairs and Sports Performance
Dining Services	<ol style="list-style-type: none"> 1. Director of Dining Services 2. Associate Director of Dining Services (A) 3. Associate Director of Dining Services (B)
Division of Student Affairs	<ol style="list-style-type: none"> 1. Vice President for Student Affairs 2. Senior Associate Vice President for Student Affairs 3. Assistant Vice President for Student Affairs 4. Director of Housing and Residence Life
Emergency Management	<ol style="list-style-type: none"> 1. Director of Emergency Management 2. Assistant Director of Emergency Management 3. Emergency Coordinator 4. Emergency Coordinator
Environmental Health and Safety	<ol style="list-style-type: none"> 1. Director 2. Assistant Director 3. Assistant Director
Facilities Services	<ol style="list-style-type: none"> 1. Associate Vice President and Chief Facilities Officer 2. Deputy Chief Facilities Officer, FS 3. Director of Facilities Operations, FS 4. Director of Utilities and Strategic Initiatives, FS
Finance	<ol style="list-style-type: none"> 1. Vice President for Finance and CFO 2. Assistant Vice President of Budget and Financial Planning 3. Director of Capital Assets and Financial Management
General Counsel	<ol style="list-style-type: none"> 1. University Legal Counsel 2. Associate University Legal Counsel 3. Associate University Legal Counsel
Geospatial Information Systems/Center for Geospatial Information Technology	<ol style="list-style-type: none"> 1. Executive Director, Converged Technologies for Security, Safety, and Resilience 2. Senior GIS Architect, GIS
Housing and Residence Life	<ol style="list-style-type: none"> 1. Director of Housing and Residence Life 2. Senior Associate Director for Housing Services 3. Associate Director of Residence Life

Table 4 Succession of Authority *continued*

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

7. PLAN DEVELOPMENT AND MAINTENANCE

7.1 PROGRAM ROLES, RESPONSIBILITIES, AND ADMINISTRATION

Board of Visitors

In accordance with Code of Virginia §23.1-804, the board of visitors shall develop, adopt, and keep current a written crisis and emergency management plan. The plan shall include a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in the Code of Virginia §19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

University President

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

Director of Emergency Management

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

The Director of Emergency Management will coordinate the annual review of the CEMP by the President and applicable Vice Presidents and document the process per Code of Virginia §23.1-804. In addition, every four years the Director of Emergency Management will oversee a comprehensive review of the CEMP and secure its formal adoption by the Board of Visitors.

Emergency Support Functions

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

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

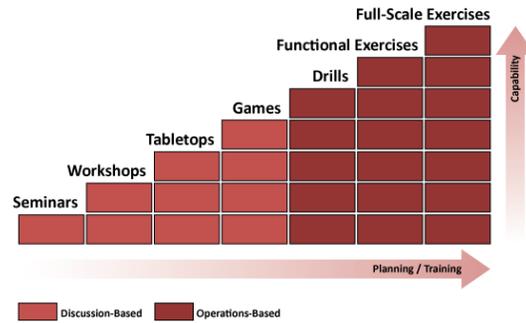
7.2 TRAINING AND EXERCISES

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

7.3 EXERCISE PROGRAM

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

Figure 7.1: Building-block approach to exercises



- **Seminar:** A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.
- **Workshop:** A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- **Tabletop Exercise:** A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem solving process.
- **Game:** A game features a realistic scenario in a tabletop exercise to test existing and potential strategies, and prepare for more complex exercises.
- **Drill:** A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- **Functional Exercise⁴:** A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- **Full-Scale Exercise:** A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

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

7.4 AFTER ACTION REVIEW

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

⁴ Per Code of Virginia § 23-9.2:9 Section D, Virginia Tech will conduct an annual university-wide functional exercise.

8. GLOSSARY AND ACRONYMS

8.1 ACRONYMS

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

8.2 GLOSSARY

- **Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, Virginia Tech campus property.
- **Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.
- **Crisis and Emergency Management Plan:** An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.
- **Emergency:** An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus.
- **Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.

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

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