Crisis and Emergency Management Plan (CEMP)

FOR

(Name of Institution)

(INSERT COPY OF SEAL)

(Month)   (Year)

Crisis & Emergency Management Plan Graphic Layout

The [College/University] Crisis and Emergency Management Plan (CEMP) is organized to the following diagram.

In this area insert a graphical representation of the organization of the institution's CEMP that illustrates the overall methodology behind how incidents are managed by the institution.

Plan Documentation

Legal

Disclaimer

The information contained in the [College/University] Crisis and Emergency Management Plan (CEMP) has been prepared for use by [College/University]. 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 [College/University] of the sufficiency of the information contained herein and [College/University] assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

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, [College/University] is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to [College/University] [Designee].

Each public institution of higher education (IHE)is required by §23.1-804 of the Code of Virginia to develop, adopt and keep current a written crisis and emergency management plan and the governing board of the college/university shall adopt the plan every four years.

Promulgation Statement

The [College/University] Crisis and Emergency Management Plan (CEMP) is a multidiscipline, all-hazards plan that establishes a comprehensive framework for the management of incidents, emergencies, and events at any [College/University] campus in the [Local Jurisdiction] region. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires planning, training, and exercising prior to a real world event to respond effectively. This plan represents a commitment by [College/University] leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

Pursuant to the provisions of the *Code of Virginia* §23.1-804 the following Crisis and Emergency Management Plan for [College/University] is hereby promulgated.

_____   _____
[Designee]   Date

_____   _____
[Designee]   Date

Each public institution of higher education (IHE)is required by §23.1-804 of the Code of Virginia to develop, adopt and keep current a written crisis and emergency management plan and the governing board of the college/university shall adopt the plan every four years.

Approval & Implementation

WHEREAS, the [Designee/Governing Body] of [College/University] is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the [Designee] is concerned with the health and well-being of its students, faculty, and staff and desires that the best possible emergency service be available to them; and

WHEREAS, the §23.1-804 of the *Code of Virginia* requires that any 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 the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by the [College/University] [College/University OEM] Staff in coordination with the Virginia Department of Emergency Management with input from various [College/University] departments and local municipal Emergency Management Agencies.

NOW THEREFORE BE IT RESOLVED that the [Designee/Governing Body], on this [X] day of [Month]**,** [Year] does hereby officially adopt the [College/University] Crisis and Emergency Management Plan, to include plans and procedures for both natural and human-caused disasters.

I, [Designee], do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the [Designee/Governing Body] of [College/University] at a meeting held on the [X] day of [Month]**,** [Year].

_____

[Name, Title]
[College/University]
Commonwealth of Virginia

The College/University should document the distribution of the CEMP. Copies available to the public should not include sensitive or personal information.

Record of Distribution

It is the intent, based on the sensitivity of information contained within this document that distribution is limited to those personnel, offices, departments, and agencies that have an operational "need to know." The following list is not all inclusive; additional copies may be distributed at the direction of the [Designee] or [Designee]. All recipients listed below will receive an electronic copy of the CEMP. Distribution beyond the recipients listed below may not be made without authorization from the [Designee] or [Designee]. Requests for additional distribution of electronic or hard copies will be submitted to the [Designee] or [Designee].

Agency/Department	Recipient Title	Distribution Method

The Record of Changes table reflects changes to the CEMP during the period between plan adoptions. The Record of Changes should contain, at a minimum, a change number, the section and/or page number of the change, a description of the change, the date of the change, and the initials of the person who made the change. Minor plan changes (such as grammatical or phone number changes) which do not affect the implementation of the plan do not need to be captured in the Record of Changes table.

Record of Changes

Submit recommended changes to this document to [Designee], [Title of Designee] at [Designee Email].

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By

Authorities & Standards
Provides the legal basis for emergency operations and activities

Policies & Regulations

The [College/University] CEMP is authorized and guided by provisions in the following documents:

Federal
Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003
Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003
Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135
Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707
National Incident Management System, October 2017
National Response Framework (NRF), June 2016
National Disaster Recovery Framework (NDRF), June 2016
Americans with Disabilities Act
Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)
Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA)

State
Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended
The *Code of Virginia*, Title 1 Chapter 23
The *Code of Virginia,* Title 44
The *Code of Virginia* §19.2-11.01
The *Code of Virginia* §23.1-804
Commonwealth of Virginia Governor's Executive Order 102 (2005)
Commonwealth of Virginia Governor's Executive Order 41 (2011)
Commonwealth of Virginia Governor's Executive Order 50 (2012)
The Commonwealth of Virginia Emergency Operations Plan (COVEOP), March 2015, as amended

College/University

[Insert any college/university policies or regulations that are included in the plan here.]

References

FEMA Comprehensive Preparedness Guide 101, version 2.0, November 2010
FEMA Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013
Emergency Management Accreditation Program (EMAP) 2016 Emergency Management Standard
National Fire Protection Association 1600 Standard
Commission on Accreditation for Law Enforcement (CALEA)

Introduction

Mission

[College/University]

Insert a brief mission statement for your college/university.

[College/University] Office of Emergency Management

Insert a brief mission statement for your college/university's Office of Emergency Management or office that handles emergency management.

[College/University]'s incident response priorities are:
Protect life safety.
Secure critical infrastructure and facilities including:
- Buildings used by the [College/University] community
- Buildings critical to health and safety.
- Facilities that sustain the response.
- Classroom and research buildings.
- Administrative buildings
- Resume teaching and research programs.

Purpose

The [College/University] Crisis and Emergency Management Plan (CEMP) establishes the organizational framework for the [College/University] community and external partners to work together to effectively and efficiently prevent, mitigate against, prepare for, respond to, and recover from all-hazards incident, emergency, and event situations in a coordinated manner to provide for the health, safety, security, and mission continuity of the institution. The CEMP addresses the immediate requirements for an incident, emergency, or event in which normal operations are interrupted and special measures must be taken to:
- save lives and protect the health and safety of the [College/University] community, responders, and recovery workers;
- ensure security of the [College/University] community;
- provide and analyze information to support decision-making and action planning;
- manage [College/University] resources effectively in the emergency response;
- protect and restore critical infrastructure and key resources;
- ensure [College/University] leadership and administration continues to function before, during, and after the disruption;
- manage communication regarding emergency response and recovery operations;
- communicate critical information to the [College/University] community;
- protect property and mitigate damages and impacts to individuals, [College/University] at-large, and the environment;

- track response resources immediately and throughout response and recovery; and
- facilitate the recovery process for members of the [College/University] community and the environment.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place within [College/University]. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management of response operations and the early transition to recovery operations.

Scope

The CEMP outlines the roles, responsibilities, guidelines, and procedures necessary to implement the emergency management cycle of prevention, mitigation, preparedness, response, and recovery toward all-hazards incidents, emergencies, and events at all [College/University] campuses in the [Local Jurisdiction] region. The plan applies to all [College/University] students, faculty, staff, departments, units, divisions, colleges/ schools, contractors, all levels of governmental agencies, the private sector, volunteer organizations, and other external partners that may be requested to provide assistance whether in an actual incident or an imminent threat to the [College/University] community.

The CEMP is modeled in accordance with best practices in the emergency management field, including incorporation of the National Incident Management System (NIMS) to facilitate coordination and communication between all responding entities. [College/University] cooperates and collaborates with local, State, and Federal emergency management agencies and other stakeholders in the development, implementation, and execution of emergency management plans.

Situation Overview

Location & Geography

Insert a generalized statement describing the geography of your college/university. Possibilities include latitude and longitude coordinates, aerial photograph, description of the campus(es), and description of surrounding area around the campus(es).

Population

Insert a generalized statement describing the population of your college/university. Possibilities include census data for your college/university and number of countries represented at your college/university.

Threat, Hazard, & Risk Assessment Summary

[College/University] is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt [College/University] operations, cause damage, and create casualties.

Through review of the [College/University]'s existing Hazard Mitigation Plan (HMP) and a subsequent quantitative and qualitative threat, hazard identification, and risk assessment (THIRA) process involving whole of [College/University] community input, a series of potential threats and hazards to the institution have been identified below. Assessment parameters included historical occurrence/probability, impacts to human capital/facilities/the institution as a whole, and the existing preparedness posture. Threats and hazards listed are not all-inclusive.

Natural	Technological	Human-Caused

For historical perspective, [College/University] has dealt with impacts from the following recent threats and hazards:

List historical incidents impacting your college/university

Additional examples of threats or hazards that have impacted (or have the potential to impact) the University are:

List threats or hazards that have impacted your college/university or have the potential to impact your college/university

Capability Assessment

[College/University] has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. [College/University]'s highly knowledgeable and experienced staff has responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, planners, and trades personnel. The [College/University] maintains relationships with pre-approved and vetted contractors with excellent histories of service. The University has a strong financial standing and continues to show a serious commitment to investing in emergency preparedness and business continuity.

Mitigation Overview

[College/University] must be positioned to effectively prevent, mitigate against, prepare for, respond to, and recover from disruptive incidents. A key tool to meet this objective is to develop, adopt, update, and maintain an institution-specific hazard mitigation plan. [College/University]'s Hazard Mitigation Plan, last released in [Year], addresses the institution's THIRA and provides a number of mitigation strategies and projects for consideration. Further, the [Year] [Local Jurisdiction] Hazard Mitigation Plan, of which [College/University] is associated vis-à-vis locality inclusion, establishes

the broad regional community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

Planning Assumptions

The following planning assumptions outline the assumed operating conditions and provide a foundation for establishing protocols and procedures:

The following are just samples of planning assumptions. These planning assumptions may be modified as needed for your college/university.

- *[College/University] maintains a current CEMP, trains personnel to evaluate and respond to incidents, emergencies, and events, and maintains a roster of emergency response personnel to make such response in an immediate and effective manner.*
- *Personnel assigned responsibilities in the CEMP are familiar with requirements in the CEMP and are prepared to identify and assist in response to an incident/emergency/event by developing plans within their respective campus or department that supports the CEMP.*
- *All departments and campuses maintain specific emergency response plans relevant to their areas and operations; ensure that all personnel are trained in and familiar with their responsibilities in the CEMP, including the respective departmental/campus plan and procedures; and ensure that staff members are capable of implementing them in a timely and effective manner.*
- *The roles of [College/University] officials include ensuring public safety at each [College/University] location and protecting [College/University] property. They also implement all phases (prevention, mitigation, preparedness, response, and recovery) of the emergency management cycle to ensure the efficiency and effectiveness of emergency operations.*
- *Assistance from local, State, and Federal agencies and from volunteer and private organizations may be available to supplement [College/University] resources. Through memoranda of understanding (MOUs), government agencies can agree to lend their resources and personnel to one another during an emergency. The response times of these organizations vary depending on the severity of the disaster. [College/University] may also be available to assist local, State, and Federal agencies as requested.*
- *An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning, potentially causing significant loss of life, property damage, environmental and economic impact.*
- *Some emergencies or disasters will occur with enough warning that appropriate emergency notification will be achieved. Other situations will occur with little or no advance warning.*
- *The succession of events in an emergency or disaster is not predictable; therefore, published operations plans, such as this one, only serve as a guide and may require modifications to meet the requirements of the emergency.*
- *As a part of their commitment to this plan, groups, departments, and agencies referenced in this plan will engage in systematic assessments of procedures, resources and training to ensure their continued ability to carry out their responsibilities as outlined in the plan.*

- *In time of emergency, the department heads will continue to be responsible for the protection and preservation of records essential for the continuity of government operations. Department and agency heads will establish lists of succession of key emergency personnel.*
- *Incidents are typically managed at the lowest possible level of leadership.*
- *There may be competition among the [College/University] and localities for scarce resources and widespread power and communications outages may require the use of alternate methods of providing public information and delivering essential services.*
- *Communications may be problematic due to demands exceeding capacities.*
- *Protection and restoration of critical infrastructure and key resources is a priority.*
- *Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System.*
- *The CEMP is the core plan for managing operations during [College/University] incidents/emergencies/events. Other supplemental plans, such as the IT Disaster Recovery Plan, departmental Emergency Action Plans, and other documents provide details on the authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (e.g., loss of IT infrastructure, hazardous materials spills, etc.). Higher-level functional, incident-specific, and support plans are vertically integrated into the CEMP as annexes. In many cases, [College/University] departments manage incidents under guidance provided by department-level plans using their own authorities. These supplemental plans, which are horizontally integrated into and may be implemented concurrently with the CEMP, are subordinate to the overarching core coordinating structures, processes, and protocols detailed in the CEMP.*

Concept of Operations

National Incident Management System

[College/University] has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management throughout the institution. The [Designee] or [Designee] is the single point of contact responsible for coordinating the ongoing implementation and maintenance of NIMS program activities for the [College/University]. As both a national best practice and a state compliance requirement, NIMS sets common goals across all fundamental incident management components, including a flexible, scalable, and modular organization; management of incidents at the lowest operational level possible; unified command wherever possible; Multi-Agency Coordination Systems; common terminology; standardized event and incident action planning; comprehensive resource management; integrated communications systems; and pre-designated facilities.

The [College/University]'s emergency response organization will implement a unified incident management strategy that aligns [Emergency Support Functions, Department/Agency Functions] within the Incident Command System to manage, coordinate, and direct resources committed to an incident, emergency, or event. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring personnel safety and accountability.

Direction, Control, & Coordination

Incident Command System

[College/University] utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies.

Unified Command

Unified Command (UC) will be used when there is more than one [College/University] department or organization with incident jurisdiction, or when incidents cross political jurisdictions. Departments will work together through the designated members of the UC to establish common objectives and strategies under a single Event/Incident Action Plan (EAP/IAP) while retaining and preserving respective authorities.

In large-scale incidents/emergencies/events, key [College/University] department heads, contractors, and other stakeholders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other departments/agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

Area Command

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization. An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

Multi-Agency Coordination System (MACS)

The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

The Multi-Agency Coordination System (MACS) consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

Emergency Operations Center (EOC)

One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the [College/University] EOC will be used. In some cases the EOC may also manage direction and control of the incident.

Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and the Commonwealth of Virginia EOC to coordinate response and recovery activities. The [College/University]'s EOC organization will be discussed in detail later in this Plan.

Department Operations Center (DOC)

A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Facilities Management to manage snow removal operations.

[College/University] departments may choose to establish a DOC to coordinate their emergency management activities. The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

Organization

On-Scene Incident Commander(s)

Most emergency situations are handled routinely by the front-line staff in departments such as [insert examples of departments/units here], and others, with response activities conducted at the field level. ICS is routinely implemented to organize response to the emergency or disaster, incorporating its associated functions, principles and components (unified command, action planning, span of control, hierarchy of command). Once an emergency or disaster has occurred or is imminent, the responding department establishes on-scene incident command, including the designation of an Incident Commander (IC) and establishment of an Incident Command Post (ICP). The IC provides command and control, which includes planning, accountability, and carrying out a plan to manage the situation. The IC allocates resources assigned to the incident, including those activated through local mutual aid agreements. In the event that multiple departments/areas within [College/University] are affected, an on-scene IC may be present at each of several separate incidents. Depending on the scope of the incident/emergency/event, resources needed, and coordination necessary within and outside the [College/University], the Emergency Operations Center (EOC) may be activated to provide support for IC field operations.

Executive Policy Group

The Executive Policy Group (EPG) provides strategic-level direction and guidance during an incident, relying on the On-Scene Incident Commander(s), the Incident Management Team, and functional units to execute the plan. The EPG is comprised of the President's cabinet as follows:

- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]
- [Designee]

Depending on the type/scale/nature of the incident/emergency/event, not all members of the EPG may be activated. For incident/emergency/event subject matter expertise, support, and/or resources, additional ad hoc members/liaisons may be appointed/activated at the request of the [Designee] and/or [Designee].

Emergency Operations Center & Incident Management Team

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

- 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 Incident Management Team consists of trained representatives from the following key campus units:
These are just examples below, modify as needed to mirror your college/university.

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

While staffing the EOC, members of the Incident Management Team will be grouped within the [College/University]'s ICS organizational structure. The ICS structure includes Command Staff (Liaison, Safety, and Public Information Officers) and General Staff (Operations, Planning, Logistics, and Finance/Administration Section Chiefs).

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:
- **Operations Section:** Direct and coordinate all operations, receive and implement Event/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 Event/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 illustrates the lines of direction, communication, and authority present during EOC activation:

Insert EOC organizational chart here, if your college/university utilizes an organizational chart.

External Support

Incidents may also impact the surrounding community. If this occurs, [College/University] 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 [Designee] serves as the university's Emergency Coordination Officer (ECO). In the [Designee] absence, the [indicate appropriate office] [Designee] will assume ECO responsibilities.

The [Local Jurisdiction] Emergency Services Coordinator will serve as the point of contact to [College/University] 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.

Emergency Notification System

If your college/university implements an Emergency Notification System, input a brief description of its capability and functions. Reference a protocol for use here.

Campus Community: Roles & 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 [College/University] emergency messaging 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 [College/University Website]

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 other outreach materials provided by the [insert responsible department].

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 coordinate the development of building EAP annexes and act as an informational conduit for the Office of Emergency Management and other first responders.

Role During an Incident
BECs involved in an incident serve as the primary 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 [College/University] Police Department *(if applicable)*. Early in an incident, deans and department heads should begin to consider long-term recovery strategies if required.

Media Relations

[College/University] Public 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.

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.

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 [Designee] will provide strategic guidance to the EOC and/or Office of Emergency Management and other university departments.

Organization & Assignment of Responsibilities

Succession of Authority

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

Department	Order of Succession

Emergency Support Function Matrix

If your college/university utilizes Emergency Support Functions, input the Emergency Support Function Matrix here. If you utilize the Department/Agency format, input a responsibility chart here.

Plan Development & Maintenance

Program Roles, Responsibilities, & Administration

Board of Visitors
In accordance with *Code of Virginia* §23.1-804, the governing board 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 chief executive officer shall annually review the institution's CEMP, certify in writing that the President and Vice Presidents have reviewed the plan, and make recommendations to the institution for appropriate changes to the plan.

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

The Director of Emergency Management will coordinate the annual review of the CEMP by the chief executive officer 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 governing board.

Emergency Support Functions (if applicable)
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. [College/University] OEM manages the departmental EAP and COOP program in concert with CEMP administration as part of a continuous and comprehensive emergency management program.

Training & Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of [College/University]'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.

Exercise Program

Briefly describe your college/university exercise program and how you conduct exercises on campus throughout the year.

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 [College/University]'s emergency management program and associated plans and procedures.

Glossary & Acronyms

Glossary

Campus Community: Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, [College/University] 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 effective manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.

Emergency Action Plan: A department/area/unit specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).

Emergency Operations Center: A centralized location from which emergency operations can be directed and coordinated with the campus and community.

Exercise: A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full scale exercises.

Hazard: Any source of danger or element of risk to people or property.

Hazard Mitigation Plan: A risk management tool used to identify natural and human caused hazards facing the [College/University] 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 representative departments that will manage the early stages of an incident with the Office of 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.

Acronyms

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