CRISIS EMERGENCY MANAGEMENT PLAN
(FORMERLY THE EMERGENCY OPERATIONS PLAN)

Prepared by:

NSU Emergency Operations Planning Committee
700 Park Avenue
Norfolk, VA 23504

REVISED
JANUARY 2016
# NSU Crisis Emergency Management Plan

## Table Of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Tables</td>
<td>i</td>
</tr>
<tr>
<td>Promulagation Statement</td>
<td>ii</td>
</tr>
<tr>
<td>Resolution</td>
<td>iii</td>
</tr>
<tr>
<td>Approval and Implementation</td>
<td>iv</td>
</tr>
<tr>
<td>Disclaimer and Confidentiality</td>
<td>1</td>
</tr>
<tr>
<td>Document Review and Changes</td>
<td>2</td>
</tr>
<tr>
<td>Section I Purpose and Objectives</td>
<td>3</td>
</tr>
<tr>
<td>Section II General Situation</td>
<td>4</td>
</tr>
<tr>
<td>Section III Vulnerabilities</td>
<td>4</td>
</tr>
<tr>
<td>Section IV Hazards and Assumptions</td>
<td>5-7</td>
</tr>
<tr>
<td>Section V Concept of Operations</td>
<td>7-9</td>
</tr>
<tr>
<td>Section VI External Emergency Service Providers</td>
<td>10-11</td>
</tr>
<tr>
<td>Section VII Plan Activation</td>
<td>11</td>
</tr>
<tr>
<td>Section VIII Emergency Operations Center</td>
<td>12-13</td>
</tr>
<tr>
<td>Section IX Organizational Responsibilities</td>
<td>13</td>
</tr>
<tr>
<td>Section X Task List and Responsibilities</td>
<td>14-19</td>
</tr>
<tr>
<td>Section XI Emergency Notification Protocol</td>
<td>20-21</td>
</tr>
<tr>
<td>Section XII Basic Communications</td>
<td>22</td>
</tr>
<tr>
<td>Section XIII Designated Shelters</td>
<td>22</td>
</tr>
<tr>
<td>Section XIV General Preparedness</td>
<td>22-24</td>
</tr>
<tr>
<td>Section XV Direction and Control</td>
<td>25</td>
</tr>
<tr>
<td>Section XVI Incident Command</td>
<td>25-27</td>
</tr>
<tr>
<td>Section XVII Administration and Logistics</td>
<td>28-29</td>
</tr>
<tr>
<td>Section XVIII Functional Annexes and Responsibilities</td>
<td>29-31</td>
</tr>
<tr>
<td>Section XIX Plan Development and Maintenance</td>
<td>31</td>
</tr>
<tr>
<td>Section XX Exercises</td>
<td>32</td>
</tr>
<tr>
<td>Section XXI Training</td>
<td>32</td>
</tr>
<tr>
<td>Section XXI Acronyms</td>
<td>33</td>
</tr>
<tr>
<td>Section XXII Functional Annexes</td>
<td>34</td>
</tr>
<tr>
<td>AN1 - Warning and Notice</td>
<td>35-39</td>
</tr>
<tr>
<td>AN2 - Emergency Public Information</td>
<td>40-44</td>
</tr>
<tr>
<td>AN3 - Mass Care and Sheltering In Place</td>
<td>45-48</td>
</tr>
<tr>
<td>AN4 - Health and Medical Emergencies</td>
<td>49-52</td>
</tr>
<tr>
<td>AN5 - Evacuation</td>
<td>53-65</td>
</tr>
<tr>
<td>AN6 - Transportation</td>
<td>66-68</td>
</tr>
<tr>
<td>AN7 - Infectious Disease</td>
<td>69-71</td>
</tr>
<tr>
<td>AN8 - Fire and Rescue</td>
<td>72-76</td>
</tr>
<tr>
<td>AN9 - Hazardous Materials</td>
<td>77-84</td>
</tr>
<tr>
<td>AN10 - Inclement Weather</td>
<td>85-91</td>
</tr>
<tr>
<td>AN11 – Hurricanes and Tropical Storms</td>
<td>92-96</td>
</tr>
<tr>
<td>AN12 - Building Emergency</td>
<td>97-100</td>
</tr>
<tr>
<td>AN13 - Explosion</td>
<td>101-103</td>
</tr>
<tr>
<td>AN14 - Terrorism</td>
<td>104-107</td>
</tr>
<tr>
<td>AN15 - Bomb Threat</td>
<td>108-111</td>
</tr>
<tr>
<td>AN16 - Civil Disturbance</td>
<td>112-114</td>
</tr>
<tr>
<td>AN17 - Violence on Campus</td>
<td>115-118</td>
</tr>
<tr>
<td>AN18 - War / Attack</td>
<td>119-121</td>
</tr>
<tr>
<td>Section</td>
<td>Title</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>XXIII</td>
<td>Standard Operating Procedures Reference List</td>
</tr>
<tr>
<td>XXIV</td>
<td>Summary of Support Agreements and Contracts</td>
</tr>
<tr>
<td>XXV</td>
<td>Important Personnel Contact Information</td>
</tr>
<tr>
<td>XXVI</td>
<td>Important External Emergency Numbers</td>
</tr>
<tr>
<td>XXVII</td>
<td>University Organizational Chart</td>
</tr>
<tr>
<td>XXVIII</td>
<td>Norfolk State University Campus Map</td>
</tr>
<tr>
<td>XXIX</td>
<td>National Incident Management Glossary</td>
</tr>
<tr>
<td>XXX</td>
<td>Hazard Specific Appendices (included as attachments)</td>
</tr>
<tr>
<td>1)</td>
<td>Bomb Threat</td>
</tr>
<tr>
<td>2)</td>
<td>Building Emergency</td>
</tr>
<tr>
<td>3)</td>
<td>Civil Disturbance</td>
</tr>
<tr>
<td>4)</td>
<td>Demonstrations</td>
</tr>
<tr>
<td>5)</td>
<td>Fire Procedures</td>
</tr>
<tr>
<td>6)</td>
<td>Hostage Crisis</td>
</tr>
<tr>
<td>7)</td>
<td>Hurricane: Academic Affairs</td>
</tr>
<tr>
<td>8)</td>
<td>Hurricane: Athletics</td>
</tr>
<tr>
<td>9)</td>
<td>Hurricane: Departmental Checklist</td>
</tr>
<tr>
<td>10)</td>
<td>Hurricane: Design and Construction</td>
</tr>
<tr>
<td>11)</td>
<td>Hurricane: Emergency Management Coordinators</td>
</tr>
<tr>
<td>12)</td>
<td>Hurricane: Environmental Health and Safety</td>
</tr>
<tr>
<td>13)</td>
<td>Hurricane: Facilities Management</td>
</tr>
<tr>
<td>14)</td>
<td>Hurricane: General Information</td>
</tr>
<tr>
<td>15)</td>
<td>Hurricane: Housing</td>
</tr>
<tr>
<td>16)</td>
<td>Hurricane: Individual</td>
</tr>
<tr>
<td>17)</td>
<td>Hurricane: University Relation</td>
</tr>
<tr>
<td>18)</td>
<td>Hurricane: Library</td>
</tr>
<tr>
<td>19)</td>
<td>Hurricane: Risk Management</td>
</tr>
<tr>
<td>20)</td>
<td>Hurricane: Student Affairs</td>
</tr>
<tr>
<td>21)</td>
<td>Hurricane: Student Health</td>
</tr>
<tr>
<td>22)</td>
<td>Hurricane: University Police</td>
</tr>
<tr>
<td>23)</td>
<td>Inclement Weather: Lightning</td>
</tr>
<tr>
<td>24)</td>
<td>Infectious Disease, Biological Agent, Food Poisoning</td>
</tr>
<tr>
<td>25)</td>
<td>Medical Emergency</td>
</tr>
<tr>
<td>26)</td>
<td>Terrorism: Mail</td>
</tr>
<tr>
<td>27)</td>
<td>Terrorist Incident Response Checklist</td>
</tr>
<tr>
<td>28)</td>
<td>Threats or Incidences of Workplace Violence</td>
</tr>
<tr>
<td>29)</td>
<td>Tornado General Procedures</td>
</tr>
<tr>
<td>30)</td>
<td>Emergency Response Protocol</td>
</tr>
<tr>
<td>31)</td>
<td>Emergency Alert Text Messaging</td>
</tr>
<tr>
<td></td>
<td>Authorities and References</td>
</tr>
<tr>
<td></td>
<td>Appendix</td>
</tr>
<tr>
<td></td>
<td>Glossary</td>
</tr>
</tbody>
</table>
## NSU Crisis Emergency Management Plan

### List of Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1</td>
<td>Document Review and Changes</td>
<td>2</td>
</tr>
<tr>
<td>Table 2</td>
<td>Record of Distribution and Storage</td>
<td>2</td>
</tr>
<tr>
<td>Table 3</td>
<td>Master Copy Storage</td>
<td>2</td>
</tr>
<tr>
<td>Table 4</td>
<td>Emergency Management Coordinator Team [Incident Command]</td>
<td>7</td>
</tr>
<tr>
<td>Table 5</td>
<td>Emergency Operations Management Team [Response Personnel]</td>
<td>8</td>
</tr>
<tr>
<td>Table 6</td>
<td>Emergency Operations Planning Committee [Planning and Oversight]</td>
<td>9</td>
</tr>
<tr>
<td>Table 7</td>
<td>Incident Levels and Activation Requirements</td>
<td>12</td>
</tr>
<tr>
<td>Table 8</td>
<td>Task List and Responsibilities</td>
<td>14-19</td>
</tr>
</tbody>
</table>
NSU Emergency Operations Plan

Promulgation Statement

Norfolk State University, in accordance with Code of Virginia Title 23, Chapter 9.2 and Title 44, Chapter 3.2, is pleased to officially promulgate the University's 2013 Emergency Operations Plan. It specifies the authorities, functions, and responsibilities that pertain to establishing a coordinated, cooperative response by university, local, state and federal emergency services. By coordinating all phases of emergency management, the plan will help to save lives, protect property, sustain the university, and preserve the environment in and around the main campus. The plan is also an important part of the university's efforts to maintain a comprehensive internal process for conducting daily business before, during, and after an emergency incident or disaster on or around the campus. The support of outside assisting agencies and implementation of a unified command system is essential to the success of the plan. This Emergency Operations Plan addresses the four phases of emergency management as indicated below:

Prevention: Those activities that eliminate or reduce the probability of an incident;

Preparedness: Those activities developed to save lives and minimize damage;

Response: The immediate activities and emergency assistance that prevent loss of lives and preserve property; and

Recovery: The short term activities and procedures that ensure the return of all systems to normal or improved standards.

This plan is prepared in accordance with Commonwealth of Virginia requirements and is designed to be compatible with the National Incident Management System and Incident Command System. It will be tested, revised and updated as required. I encourage all recipients and emergency management personnel to become familiar with this plan and advise the Emergency Operations Management Committee of any opportunities for improvements.

Gerald E. Hunter, Vice President for Finance and Administration
RESOLUTION APPROVING THE NORFOLK STATE UNIVERSITY
CRISIS AND EMERGENCY MANAGEMENT PLAN

WHEREAS, the §23-9.2:9 of the Code of Virginia requires that each public institution of higher
education shall develop, adopt, and keep current a written crisis and emergency management
plan; and

WHEREAS, 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, the revised plan shall be formally adopted by the Board of Visitors of the
university, and such review shall also be certified in writing to the Virginia Department of
Emergency Management; and

WHEREAS, based upon the recommendation of the NSU Board of Visitors ("BOV") Finance
and Administration Committee, the NSU Board of Visitors unanimously authorized the NSU
BOV Executive Committee to review and approve on behalf of the NSU BOV the revised and
updated NSU University Crisis and Emergency Management Plan; and

WHEREAS, the President and Vice President for Finance and Administration for Norfolk State
University ("NSU") have confirmed to the Members of the NSU Executive Committee that a
comprehensive review and revision of the university’s crisis and emergency management plan
has been conducted and completed in addition to providing recommendations to the university
for appropriate changes to the plan; and

WHEREAS, the University administration further confirmed that the university Crisis and
Emergency Management Plan was developed in coordination with the Virginia Department of
Emergency Management with input from the Emergency Management Agency for the City of
Norfolk, Virginia; and

WHEREAS, the NSU BOV Executive Committee took into account and considered all of the
above information and, upon deliberation and unanimous vote;

NOW THEREFORE BE IT RESOLVED that per the authority provided by the NSU Board of
Visitors, the NSU Executive Committee formally approves and adopts the written Crisis and
Emergency Management Plan as presented and attached this 18th day of November, 2013.

Thomas N. Chewning
Title: Rector
Norfolk State University Board of Visitors

Signature

Date November 18, 2013
NSU Crisis Emergency Management Plan

APPROVAL AND IMPLEMENTATION

This Crisis Emergency Management Plan (CEMP) was prepared by Norfolk State University in order to develop and maintain a comprehensive approach to all hazardous activities, and to provide the efficient coordination of services across a broad spectrum of activities. This plan shall apply to all university personnel participating in mitigation, preparedness, response, and recovery efforts and is based on the “all-hazards” concept and plans for natural and man-made disasters and incidents.

Furthermore, the CEMP may be applied to any University sponsored events whether on or off campus and all public or private University sanctioned activities. Norfolk State University’s Chief of Police serves as the Emergency Operations Coordination Officer and shall be responsible for planning oversight and coordination with applicable stakeholders. The plan is flexible contingent upon the specific situation. The authority to declare a campus state of emergency rests with the University President or his/her designee. The University utilizes an Emergency Management Coordinator Team led by the President, and an Emergency Operations Management Team representing campus areas with various levels responder roles and responsibilities assigned under this CEMP.

This CEMP and its supporting contents are hereby approved, supersede all previous editions and are effective immediately.

Approved: [Signature] Date: 1/20/16
Troy J. Covington, Chief of Police
Norfolk State University

Approved: [Signature] Date: 1-20-16
Gerald E. Hunter, Vice President for Finance and Administration
Norfolk State University

Approved: [Signature] Date: 1/20/16
Eddie N. Moore, Jr., President
Office of the President
Norfolk State University
DISCLAIMER AND CONFIDENTIALITY

Disclaimer

Information contained in the Norfolk State University Crisis Emergency Management Plan (CEMP or the “Plan”) has been prepared as guidance and safe practices for emergency response and crisis management. As such, it cannot be assumed that the Plan takes into consideration all possible events, scenarios and/or circumstances. Therefore, the use of the plan is flexible and contingent upon individual circumstances, conditions and unforeseen events. While the plan has been developed in conjunction with federal, state and local emergency planning mandates, the experiences and judgments of those responsible for leadership and implementation will determine how and when the CEMP is utilized.

Norfolk State University does not make any guarantees or representation to the sufficiency of the CEMP, and does not assume responsibility in connection to the information, therein, or for additional information that may be required in the event of an emergency.

Confidentiality

The Norfolk State University Crisis Emergency Management Plan may contain confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, some elements of the CEMP may be withheld from public disclosure. Requests for copies of this document should be made to the Office of the Norfolk State University General Counsel.
### Table 1: Document Review and Changes

<table>
<thead>
<tr>
<th>Review Date</th>
<th>Reason For Changes and/or Brief Description</th>
<th>Approval</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>July 2014, January 2015 and January 2016</td>
<td>Annual Review by Emergency Operations Team</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Date</th>
<th>Name, Title</th>
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<tbody>
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### Table 3: Master Copy Storage

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<thead>
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<td>Office of Finance &amp; Administration</td>
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</table>
I. Purpose and Objectives

The primary objectives of the University’s preparedness and activities, as described in this Crisis Emergency Management Plan (CEMP) are to:

a) maximize the survival of students, staff, faculty and all campus visitors; and

b) preserve University property in the event of natural or other disasters, by making maximum use of available manpower, equipment, and abilities.

Regardless of how well city, state and federal governments are organized to provide assistance, the unpredictable nature of disasters and the time and space factors involved are such that, in the final analysis, the University must withstand much of the initial impact of a disaster on its own. An unavoidable period of self-sufficiency enforced on the University would vary, based on the nature and extent of the disaster. It is essential, therefore, to maximize the self-help and mutual support potential of the campus community, within the framework of existing University organization, in order to assure development and execution of effective emergency preparedness plans and programs.

Norfolk State University has developed this CEMP that provides sound basis for emergency preparedness, establishes the organizational and operational concepts and procedures designed to minimize loss of life and property, and expedites recovery from any disaster situation that might confront the University. To facilitate maintenance and use, the CEMP has been prepared in accordance with standards set forth by the National Incident Management System (NIMS). Unless otherwise stated, this plan is intended to cover the University’s Norfolk Campus and adjacent Housing and Residence Life facilities.

In preparation, emergency responsibilities have been assigned, to the extent possible, to departments and areas having the same or similar responsibilities under normal day-to-day operating conditions. For many, the CEMP represents a logical extension of existing functions; for others, plans and capabilities must be developed to perform newly assigned emergency functions. Departments and areas are responsible for updating their Standard Operating Procedures as necessary but at least annually. These are either attached to the master CEMP document as hazard specific appendices or referenced in the Appendix section under the title, ‘Standard Operating Procedures Reference List’. Recommended changes are to be submitted to the attention of the Chief of Police of the Norfolk State University Police Department.
II. General Situation

The NSU campus consists of 134 acres.

The University has a student enrollment of approximately 5,000 students. In addition, the University provides courses at two satellite campuses, the Virginia Beach Center for Higher Education and the Norfolk Naval Base.

Major highway access to the campus is via Interstates 64, 264 and 464. Hampton Roads Transit provides public bus transportation. Commuter rail lines serve the main campus at the NSU Station located above Brambleton Avenue, with access by elevator or stairs on the east side of Brambleton Avenue. The Ballentine / Broad Creek Station serves the eastern end of the campus and is located where Ballentine Avenue crosses the light rail tracks near Norfolk State University and at the entrance and exit ramps of Interstate 264.

The City of Norfolk provides fire, rescue and emergency response services. The nearest fire station is located within the campus boundaries, at 4200 East Virginia Beach Blvd, and has provisions for Engine, Ladder, Rescue and Hazmat. The Office of Risk Management in conjunction with the University's Safety Committee is responsible for identifying and mitigating workplace hazards.

Campus law enforcement is handled through cooperative relationships among several agencies to include the University Police, the Virginia State Police and the City of Norfolk Police Department. The Virginia State Police has Division Five headquarters at 1557 South Military Highway in the City of Chesapeake and Office 32 located at 814 Kempsville Road, Suite 105, in the City of Norfolk.

The nearest hospital is Sentara Norfolk General located 2.5 miles from the campus, at 600 Gresham Drive, Norfolk. It is a 600 bed facility with Level I trauma care and air medi-vac. Adjacent to the hospital is the Eastern Virginia School of Medicine.

III. Vulnerabilities

The campus has many low-lying areas and is adjacent to the Elizabeth and Lafayette Rivers. Advanced weather prediction is not always accurate and extreme precipitation can develop without adequate warning. The frequency of extreme weather events fluctuates from year to year, but the area is frequently threatened by hurricane and coastal storms between June and November.

There are major highways and transportation infrastructures in the vicinity of the University. Adjacent to the campus is the Norfolk Light Rail. The light rail’s route extends from the Eastern Virginia Medical School to Newtown Road. Brambleton Avenue and Virginia Beach Blvd are both major industrial and military truck routes that run directly past the campus.
IV. Hazards and Assumptions

Hurricane, floods, or other natural and man-made disasters could affect Norfolk State University, with or without warning. The President and other designated Emergency Operations Coordinators, in conjunction with the Emergency Management Operations Team, would take actions to maximize the preservation of life and property. The bracketed ratings are the relative planning significance.

Hurricane and Coastal Storms: [Significant]

The most probable natural cause of emergencies or disasters affecting the Norfolk campus is wind damage and flooding related to hurricanes and coastal storms that occur between June and November. Downed trees, power lines and significant flooding would result from even a Category I storm. Tornadoes affecting the campus area rarely occur, although there are occasional tornado watches for the Hampton Roads region.

Flood: [Significant]

Flooding is always a concern for several campus buildings and student residences due to its low-lying areas and its proximity to the Elizabeth and Lafayette Rivers. Although most buildings are sufficiently elevated, storm surges associated with such events will cause widespread flooding of campus streets and access ways.

Winter Storms: [Moderate]

Winter storms with snow, ice and freezing occur infrequently in Norfolk and the surrounding cities, but can be expected to occur up to several times per season. The City of Norfolk and the University are prepared to handle most winter emergencies.

Wars and National Emergencies: [Significant]

The risk of attack by foreign interests and terrorist organizations is low. Due to its proximity to ports and naval installations, however, the University could be at an elevated risk in the event of an occurrence.

Hazardous Materials: [Significant]

The University maintains some stores of hazardous materials such as potentially explosive and corrosive chemicals, radioactive substances and noxious gases. Many hazardous materials are also transported by rail and truck near the campus.
Infectious Disease: [Significant]
Outbreaks of specific, mostly non-threatening diseases historically have been known to occur on campuses of higher education. Requirements for immunization within the student body and efforts by the University Department of Environmental Safety and the City of Norfolk Department of Health help to minimize the risk. The Norfolk State University Spartan Health Center (757-278-3360; Spartan Station Suite 101) is prepared to handle limited occurrences, but would require external assistance for outbreaks of epidemic and pandemic proportions.

Military Accident: [Moderate]

There is some risk to the campus resulting from air and sea training maneuvers, water and surface transport of equipment and weapons by nearby naval and air-force installations.

Fire: [Significant]
Most University buildings are constructed to commercial standards and fire codes, including automatic sprinkler systems. The buildings are also sufficiently spaced. The general risk of a large-scale fire is low, but the risk to a given building is dependent upon the activities occurring within, and materials that are stored. While the University itself has no significant firefighting capabilities, the City of Norfolk Fire and Rescue station is located at 4200 East Virginia Beach Blvd (less than three miles from the University).

Bomb Threat: [Significant]
Universities are occasionally the targets of bomb threats. Many turn out to be pranks or false reports, but all must be taken seriously. The University Police has a cooperative relationship with the City of Norfolk, whereas the City responds to assist the campus with emergencies to include bomb threats. In addition to support from the City of Norfolk (which has its own bomb squad), the FBI (Norfolk Field Office) is located at 509 Resource Row, Chesapeake, Virginia.

Civil Disturbance: [Moderate]
Universities are occasional targets of civil disturbances and public demonstrations, due to factors such as research activities, visiting dignitaries, and the hosting of international events. The University Police in conjunction with the Virginia State Police and Norfolk Police Department is prepared to handle such events.

Building and Maintenance Emergency: [Moderate]
The University was established in 1935 and while many buildings were constructed within recent decades, there are older buildings still in service. Facilities Management, in conjunction with the Office of Risk Management, works to maintain safe structures and working environments. However, it is recognized that unforeseen structural weaknesses, external forces such as wind and water, and utility/mechanical problems could result in an emergency condition.
Emergencies of Limited Significance

Although this plan is designed to be applicable to a wide range of disasters and emergencies, it does not directly address disasters such as landslides, earthquakes, wildfires, drought, karst, or tsunami. The probability of such disasters affecting the Norfolk State University campus community is deemed to be very low.

V. Concept of Operations

Declaration of an Emergency

This Crisis Emergency Management Plan (CEMP) is designed to provide direction for Norfolk State University during an emergency situation. The authority to declare a campus state of emergency rests with the University President or his/her designee. The University utilizes an Emergency Management Coordinator Team led by the President, and an Emergency Operations Management Team representing various levels of responder roles and responsibilities assigned under this CEMP.

Operations conducted under this CEMP require a rapid and coordinated response by many University departments and possibly other non-University agencies listed in the tables below:

Table 4: Emergency Management Coordinator Team - [Incident Command]

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<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Office of the President</td>
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</tr>
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<td>Dr. Sandra J. DeLoatch</td>
<td>Office of the Provost</td>
<td>Provost and Vice President for Academic Affairs</td>
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<tr>
<td>Gerald E. Hunter</td>
<td>Finance &amp; Administration</td>
<td>Vice President for Finance &amp; Administration</td>
</tr>
<tr>
<td>Troy J. Covington</td>
<td>Police Department</td>
<td>Chief of Police/ Emergency Coordination Officer</td>
</tr>
</tbody>
</table>

*** Indicates this team member is designated as the emergency operations coordination officer

Table 5: Emergency Operations Management Team - [Response Personnel]
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Troy J. Covington</td>
<td>Police Department</td>
<td>Chief of Police/Emergency Coordination Officer***</td>
</tr>
<tr>
<td>Patricia Perkins-Smith**</td>
<td>Risk Management</td>
<td>Director/Alternate Emergency Coordination Officer**</td>
</tr>
<tr>
<td>Edward Willis</td>
<td>Student Affairs</td>
<td>Vice President*</td>
</tr>
<tr>
<td>Dr. John Anderson</td>
<td>Spartan Health Center</td>
<td>Medical Director</td>
</tr>
<tr>
<td>Anton Kashiri</td>
<td>Facilities Management</td>
<td>Associate Vice President*</td>
</tr>
<tr>
<td>Dr. Deborah Fontaine</td>
<td>University Advancement</td>
<td>Interim Vice President</td>
</tr>
<tr>
<td>Davida Harrell-Williams</td>
<td>Auxiliary Services</td>
<td>Director</td>
</tr>
<tr>
<td>Stevalynn Adams</td>
<td>Communications &amp; Marketing</td>
<td>Director</td>
</tr>
<tr>
<td>Chief Jeffrey Wise</td>
<td>City of Norfolk Fire &amp; Rescue</td>
<td>Fire Chief</td>
</tr>
<tr>
<td>Captain Daniel Plott</td>
<td>Virginia State Police</td>
<td>Captain</td>
</tr>
<tr>
<td>Deputy Chief Ryan</td>
<td>City of Norfolk Police Dept</td>
<td>Commanding Officer of HLS Unit</td>
</tr>
<tr>
<td>Patrick Campbell</td>
<td>Southeastern Virginia Red Cross</td>
<td>Senior Disaster Program Manager</td>
</tr>
<tr>
<td>Mona Adkins-Easley</td>
<td>Human Resources</td>
<td>Associate Vice President</td>
</tr>
<tr>
<td>Karla Amaya-Gordon</td>
<td>Office of Finance</td>
<td>Comptroller</td>
</tr>
<tr>
<td>Julia Wingard</td>
<td>Student Affairs</td>
<td>Associate Vice President*</td>
</tr>
<tr>
<td><strong>Crystal Square-Williams</strong></td>
<td>Wilder Center</td>
<td>Director</td>
</tr>
<tr>
<td>Tracci K. Johnson</td>
<td>Student Affairs</td>
<td>Dean of Students*</td>
</tr>
<tr>
<td>Faith Fitzgerald</td>
<td>Housing and Residence Life</td>
<td>Executive Director*</td>
</tr>
<tr>
<td>Andrea Di Fabio</td>
<td>Computing Communications</td>
<td>Acting Chief Information Officer*</td>
</tr>
<tr>
<td>Wanda Boone</td>
<td>Office of Parking Services</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Vanessa Jenkins-Hightower</td>
<td>Counseling Services</td>
<td>Director</td>
</tr>
<tr>
<td>Beverly Harris</td>
<td>OASIS</td>
<td>Director</td>
</tr>
</tbody>
</table>

*** Indicates this team member is designated as the emergency operations coordination officer  
** Indicates this team member is designated as alternate emergency operations coordination officer  
* Indicates this member is designated as a primary responder
Table 6: Emergency Operations Planning Committee - [Planning and Oversight]

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Troy J. Covington</td>
<td>Police / Public Safety</td>
<td>Chief of Police/Emergency Coordination Officer***</td>
</tr>
<tr>
<td>Patricia Perkins-Smith**</td>
<td>Risk Management</td>
<td>Director/Alternate Emergency Coordination Officer**</td>
</tr>
<tr>
<td>Dr. Deborah Fontaine</td>
<td>University Advancement</td>
<td>Interim Vice President</td>
</tr>
<tr>
<td>Lt. Leon White</td>
<td>Police / Public Safety</td>
<td>Operations Lieutenant</td>
</tr>
<tr>
<td>Andrea Di Fabio</td>
<td>Computing Communications</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Mona Adkins-Easley</td>
<td>Human Resources</td>
<td>Associate Vice President</td>
</tr>
<tr>
<td>Anton Kashiri</td>
<td>Facilities Management</td>
<td>Associate Vice President</td>
</tr>
<tr>
<td>Davida Harrell-Williams</td>
<td>Auxiliary Services</td>
<td>Director for Auxiliary Services</td>
</tr>
<tr>
<td>Edward Willis</td>
<td>Student Affairs</td>
<td>Vice President</td>
</tr>
<tr>
<td>Gerald Hunter</td>
<td>Finance and Administration</td>
<td>Vice President</td>
</tr>
<tr>
<td>Ernest Ellis</td>
<td>Internal Audit</td>
<td>Internal Audit Manager</td>
</tr>
<tr>
<td>Tracci Johnson</td>
<td>Student Affairs</td>
<td>Dean of Students</td>
</tr>
<tr>
<td>Faith Fitzgerald</td>
<td>Housing and Residence Life</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Dan Young</td>
<td>Facilities Management</td>
<td>Director</td>
</tr>
<tr>
<td>Stevalynn Adams</td>
<td>Communications and Marketing</td>
<td>Director</td>
</tr>
</tbody>
</table>

Response

Emergency operations commence when the President or other designated emergency management coordinator determines that the severity or length of the situation warrants plan implementation to reduce the threat to life and/or property to a minimum. If warranted, it is also their collective responsibility to alert and/or request assistance from external local, state and federal departments and agencies.

The President and other designated emergency management coordinators are responsible for execution of the plan and will provide primary command and direction. The Emergency Operations Management Team provides reporting and carries out their respective assignments in the event of a large-scale emergency. Heads of departments are responsible for carrying out
their respective emergency functions as specified in the Functional Annexes and Hazard Specific Appendices of this CEMP. Emergency operations activities will be conducted by University employees to the extent assigned under this core plan and as prescribed within the department’s standard operating procedures. The campus must integrate its efforts with the appropriate local, state, and Federal agencies and organizations.

Deans, Department Heads and Directors also appoint emergency planners and oversee preparation of emergency preparedness; business continuity and disaster recovery plans for their areas within the University. The offices of the Registrar, Human Resources and Housing maintain emergency notification data for faculty, staff, students and students’ parents and family. The Communications & Marketing Office and the University Police maintain emergency contact information for external assistance. The University Police, Environmental Health and Safety, and Facilities Management serve as primary emergency responders for incidents on the campus.

When activated by the President or designated emergency management coordinator, central control from the Emergency Operations Center (EOC) provides the requisite direction and coordination. The primary EOC is located in the University Police Department Headquarters.

The NSU Crisis Emergency Management Plan consists of this core plan, its associated functional annexes and hazard specific appendices. Supporting standard operating procedures are to be prepared and provided by departments and areas referenced within Table 8, ‘Tasks and Responsibilities’.

To maintain interoperability, this plan was designed to operate and work within the parameters of the National Incident Management System (NIMS) and Incident Command System (ICS). During an emergency or large-scale event, the University will activate its emergency operations center as part of a multi-agency coordination system. A more localized incident command post will be established for lesser emergencies to control and manage operations. A nationally recognized system, the Incident Command System creates an integrated organizational structure designed to meet the complexity and demands of whatever crisis may occur. The Incident Command System has proven effective in managing multiple agency and multiple jurisdictions for incidents of any nature. Listed in the functional annexes of this plan are the expected primary and secondary responding areas for each emergency considered.

VI. External Emergency Service Providers

The University has cooperative relationships with the City of Norfolk Fire and Rescue, the Virginia State Police, the City of Norfolk Police, and the City of Norfolk Department of Emergency Services. Norfolk State University benefits from a law enforcement mutual aid agreement among numerous local municipalities relative to providing law enforcement aid across jurisdictional lines. In addition, the University has a cooperative agreement with the City of Norfolk Police Department relative to a zone of concurrent police jurisdiction. These agencies participate as a part of the Emergency Operations Management Team. The University will require assistance from external emergency service providers for on-campus emergencies related to significant incidents involving building fires, building collapses, bomb threats or explosions, acts of war and terrorism, wide spread facilities destruction, large scale violence or
riots, major hazardous material releases, military or industrial accidents, hurricanes rated Category II or more, widespread biohazard, epidemics and pandemics.

The Norfolk office of the American Red Cross of Southeastern Virginia may be requested to support shelter and mass care operations. The American Red Cross participates on the Emergency Operations Management Team. The Chapter headquarters is located at 611 West Brambleton Avenue, Norfolk, Virginia.

The Virginia Department of Emergency Management is a principal assisting agency for the University in the event of major emergencies and the channel for requesting assistance from state agencies and/or the federal government.

The Virginia Department of Criminal Justice Services and the Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan where there are victims as defined by §19.2-11.01 (para 1). Contact information for the Virginia Department of Criminal Justice Services is 1100 Bank Street, Richmond, Virginia 23219 (804-768-4000). Contact information for the Criminal Injuries Compensation Fund (CICF) is 2201 West Broad Street, Suite 207, Richmond VA 23220 (800-552-4007).

VII. Plan Activation

Activation of the plan is dependent upon the nature and severity of the emergency condition. Table 7 lists incident levels with corresponding criteria and required CEMP activation levels. In general, Level I incidents do not require activation of this CEMP or the Emergency Operations Center, but may require an incident command post to be established. Level II incidents require partial or full CEMP and Emergency Operations Center (EOC) activation. The University is most prepared to directly respond to and manage Level II incidents. Level II incidents include weather related emergencies, flooding, minor hazardous material releases, non-violent protests, and minor building damage. Level III incidents are of a nature and/or magnitude that require immediate external assistance. These include those aforementioned in the section immediately above.
Table 7: Incident Levels and Activation Requirements

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria</th>
<th>Plan Activation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>The emergency is isolated and limited with respect to geographic locale, number of persons and property affected. The standard operating policies and procedures for one to a few university departments and areas are sufficient to respond and manage the emergency.</td>
<td>Does not require activation or implementation of this plan. A command post may be required, but the EOC does not need to be activated.</td>
</tr>
<tr>
<td>II</td>
<td>The emergency requires significant deployment of University resources, across more than a few departments or areas. The potential exists for conditions to exceed the university’s emergency response capabilities. Assistance from local or state agencies may be required.</td>
<td>Requires partial or full implementation of the plan. The EOC will be activated.</td>
</tr>
<tr>
<td>III</td>
<td>The emergency obviously exceeds the capabilities of University resources, will require external assistance, possibly at the Federal level.</td>
<td>Requires full activation of the plan and activation of the Emergency Operations Center. Response will follow a unified command. Evacuation, mass care and shelter may be necessary.</td>
</tr>
</tbody>
</table>

VIII. Emergency Operations Center

Although preliminary preparations may begin at any time, the authority to declare a campus state of emergency rests with the President and designated emergency management coordinators, including the Vice President for Finance & Administration, the Provost and Vice President for Academic Affairs, and/or the University Chief of Police or their respective designee. The EOC should be operational two hours after the order is given. Two hours and thirty minutes after the order is given, all EOC personnel, their alternates and others should report to the EOC for a formal briefing. EOC personnel are those listed in Table 5 as ‘primary emergency responders.’ Under direction of the Emergency Management Coordinator Team, the EOC staff may require augmentation or shift rotation to alternates.

Once activated, the Emergency Management Coordinators and primary responders of the Emergency Operations Management Team or their designees are required to be available to work in the EOC. The EOC will serve as the decision center for activities related to escalation and de-escalation, including communication with other local, state or federal responders. It will remain operational on a 24-hour basis throughout the response phase and into the early recovery phase. If incident command is transferred to an official from another agency, the University CEMP will remain activated to provide support and advice to Incident Command, for the duration of the emergency, or until directed otherwise by the Incident Commander.
The EOC may be deactivated and closed only on the authority of the President, Vice President for Finance & Administration, Provost and Vice President for Academic Affairs, or their designee. When the EOC is closed, the operation returns to the Emergency Coordinators on duty. The University Police will be responsible for supplying and maintaining the EOC including testing of equipment.

IX. Organization and Responsibilities

The role of the Board of Visitors is to designate the administrator ultimately responsible for emergency management (i.e., the President), and to ensure that the CEMP has been established, adopted and maintained. The Board identifies individuals to serve on the threat assessment committee, pursuant to § 23-9.2:10 of the Code of Virginia for the ultimate purpose of protecting the lives of the campus community as well as the property and assets of the institution.

The President, and/or designated emergency management coordinators, are authorized to declare an emergency, activate the emergency operations center, and convene to perform legislative and administrative duties as the situation demands, and shall receive reports relative to emergency management activities.

The President, and/or designated emergency operations management team members (including the Vice President for Finance & Administration, the Provost and Vice President for Academic Affairs, and the University Chief of Police or their designees), shall be the primary coordinators of emergency management activities and shall be responsible for organization, administration and operations.

The Emergency Operations Management Team, in conjunction with the Emergency Operations Planning Committee and under direction of the Emergency Management Coordinator Team, shall be responsible for planning and carrying out emergency management preparedness activities on campus.

Emergency response roles and responsibilities assigned to University areas and departments shall be the same or similar to their normal duties.

Employees of all University departments will participate in emergency management preparedness and response activities as appropriate, within their capabilities, assigned responsibilities, and available resources.

The Emergency Operations Management Team shall oversee the recruitment of non-university agencies to augment the personnel and resources of the University as necessary to support required emergency management operations and response.
X. Task List and Responsibilities

The following defines the general responsibilities, assigned under this plan to various University areas and departments. Heads of departments or their designated alternates are responsible for carrying out their assigned roles in accordance with this core plan, its annexes and hazard specific appendices. Where external agencies are listed, these are the expected roles and responsibilities based on prior agreements and discussion.

Table 8: Task List and Responsibilities
<table>
<thead>
<tr>
<th>Task Category</th>
<th>Task</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration of an Emergency</td>
<td>Activate the emergency operations center and convene to perform legislative and administrative duties as the situation demands.</td>
<td>The President and designated emergency operations management team members or coordinators, or their designees</td>
</tr>
</tbody>
</table>
| Planning and Implementation         | Responsible for planning and carrying out emergency management preparedness activities on campus. It is also the responsibility of the Emergency Operations Planning Committee to identify standard operating procedures for every process-oriented task or responsibilities assigned. | The Emergency Operations Management Team  
|                                    |                                                                      | The Emergency Operations Planning Committee  
|                                    |                                                                      | The Emergency Management Coordinator Team |
| Multi-Agency Coordination           | Provides the multi-agency coordination interface between both internal and external response teams. Receives detailed reports from the Emergency Operations Management Team as well as from external non-University emergency services. Primary point of contact for liaison with external government agencies, volunteer groups, and private sector organizations. | Emergency Management Coordinator Team |
| Law Enforcement                     | Receipt and dissemination of warnings  
|                                    | -Maintenance of law and order  
|                                    | -Control of traffic  
|                                    | -Controlling and limiting access to the scene of the disaster  
|                                    | -Prevention of looting  
|                                    | -Maintaining necessary radio-communications equipment and coordinating the operation of other radio networks and portable communications equipment  
|                                    | -Emergency first aid  
|                                    | -Transportation of casualties  
|                                    | -Light duty rescue         | University Police possibly assisted by the Virginia State Police or Norfolk Police Department. |
| Communications | Informing students, faculty, and staff of a decision to close the University because of inclement weather/emergencies or to postpone its opening. | Communications & Marketing  
Student Affairs  
Division of Finance & Administration |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Informing the Board of Visitors of crisis or emergency incidents</td>
<td>President</td>
</tr>
<tr>
<td>Communications</td>
<td>Information relative to closure or postponing opening on the University Web page and other Electronic Media information.</td>
<td>Communications &amp; Marketing</td>
</tr>
</tbody>
</table>
| Communications | Informational telephone systems have updated emergency information. These other telephone systems include:  
757-823-9000 Police Emergency  
757-823-8102 Non-Emergency | Division of Finance & Administration |
| Communications | Establish communications with responsible regulatory and support agencies. | University Police |
| Communications | Administration for parental notification | Division of Student Affairs |
| Communications | Coordination of all information disseminated to the press and public preparation of information releases for the public through the media during natural and other disasters. | University Advancement |
| Communications | Alert and Warning | University Advancement |
| Communications | Provision of status reports to the EOC, Command post or Unified Command | Emergency Operations Management Team |
| Funding and Procurement | Provides the funding and procurement of emergency provisions. | The Vice President for Finance and Administration |
| Communications | Serve as the Public Information Officer slot in EOC for duration of emergency or until relieved | University Advancement |
| Buildings | Verification of Physical Security | Facilities Management  
University Police |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>Opening/preparation (boarding up, etc.) of appropriate buildings for use as secondary emergency shelters.</td>
<td>Facilities Management</td>
</tr>
</tbody>
</table>
| Buildings | Inspection and Damage Assessment  
Short Term Recovery Reparations | Facilities Management |
| Buildings | Conduct facility inspections to identify at-risk safety and environmental conditions. | Environmental Health and Safety |
| Grounds   | Clearing of Debris and Refuse  
Tree Limb Trimming | Facilities Management |
| Grounds   | Flood preparation and relief (Sandbagging entry ways, emergency pumps, storm drain clearance) | Facilities Management |
| Utilities | Emergency Generators | Facilities Management |
| Utilities | Emergency Pumps | Facilities Management |
| Basic Supplies | Portable Water Supplies | Auxiliary Services |
| Basic Supplies | Gasoline and Diesel Fuel | Facilities Management |
| Basic Supplies | Medical and First Aid | Spartan Health Center |
| Basic Supplies | Temporary Sanitary Facilities | Facilities Management |
| Basic Supplies | Emergency Food Services | Auxiliary Services/Contracted Food Service Provider |
| Administration | Emergency Funding | Division of Finance & Administration |
| Documentation | Vital Record Retention | Office of Information and Technology  
Human Resources Department |
| Documentation | Record of Emergency Activities | University Departments  
University Advancement  
University Police |
<p>| Documentation | Student and Employee Records | Registrar, Human Resources |
| Documentation | Basic CEMP and Emergency Contact Information | University Police |
| Documentation | Keep copy of statements released to media, time issued, and individual to whom it was given | University Advancement |
| Documentation | Bring up-to-date list of media contacts and phone numbers to EOC | University Advancement |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evacuation</td>
<td>Applies to mass evacuation of those residing on campus</td>
<td>Student Affairs, Academic Affairs, University Police</td>
</tr>
<tr>
<td>Mass Care</td>
<td>Applies to sheltering and means to support those that have been evacuated or displaced.</td>
<td>Student Affairs, Academic Affairs</td>
</tr>
</tbody>
</table>
| Medical Care           | -Urgent medical care  
-Local hospital coordination  
-Issue health advisories  
-Medical support to those sheltered  
-Maintain adequate supplies  
-Control of communicable diseases  
-Coordination of removal of remains with the Medical Examiner/Coroner, Norfolk Police Department and/or City Public Health Department  
-Coordination of quarantined areas | Student Affairs, Spartan Health Center |
| Resource Management    | Applies to utilization and management of assets and resources that are allocated for emergency response                                                                                             | Department Heads, Finance & Administration |
| Fire and Rescue        | Major fires, search and rescue operations                                                                                                                                                               | City of Norfolk Fire and Rescue, Assistance provided by University Police |
| Support Services       | Providing support through Counseling Services and/or Disability Services                                                                                                                             | Student Affairs |
| Debriefing             | Post event analysis and recommendations                                                                                                                                                                 | Finance & Administration                     |
| Preparedness           | Awareness and Training; education of faculty, staff, managers, and administrators to reduce the frequency and seriousness of violent events;                                                              | Human Resources, University Police, Emergency Operations Planning Committee |
| Preparedness           | General activities, procedures, supplies, checklists and training of personnel to save lives and property.                                                                                               | All University Departments and Areas         |
| Pre-Event Activities    | Determine required staffing levels to perform task assigned under this plan  
Ensure support materials and equipment are in operational status  
Attend all briefings by Emergency Management Coordinators.                                                                                      | Emergency Operations Management Team        |
<table>
<thead>
<tr>
<th>Department</th>
<th>Responsibilities</th>
<th>Responsible Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazmat</td>
<td>Inspection of campus facilities for potential safety and environmental hazardous. Assist in emergency response, cleanup and inspection of hazardous spills. Preparation of hazardous waste storage areas. Instruct laboratory personnel to store hazardous material. Coordination of emergency response, cleanup and remediation of hazardous chemical or radioactive material spills and releases to the environment and subsequent reporting to the appropriate regulatory agencies as required. Inspection of academic and non-academic facilities where hazardous chemicals and/or radioactive materials are present and clearance of such facilities prior to entrance by University personnel and students.</td>
<td>Environmental Health and Safety and Risk Management</td>
</tr>
<tr>
<td>Transportation</td>
<td>Provision of buses and other vehicles that may be required to support evacuations or other emergency operations requiring mass transport of students, staff, faculty or other persons on campus.</td>
<td>Transportation Services Facilities Management</td>
</tr>
</tbody>
</table>
XI. Emergency Notification Protocol

The University has adopted a uniform method of informing the campus community of emergency situations, potential or actual hazards, and conditions that impact university operations, such as closure due to weather conditions. These are detailed in Section 30, ‘Emergency Response Protocol’.

The President and designated emergency management coordinators, including the Vice President for Finance & Administration, Provost and Vice President for Academic Affairs, and University Chief of Police or their designees, are responsible for approval and periodic review of the protocol in use. General responsibilities during an emergency or disaster are described below.

**University Police:** (Emergency — 757-823-9000; NSU Chief of Police — 757-823-8102). The Chief of University Police assumes overall direction during an emergency and is responsible for employing the guidelines within the Emergency Response and Preparedness Plan.

**Declaration of a Campus State of Emergency:** (President’s Office — 757-823-8670). The authority to declare a campus state of emergency rests with the President and may be delegated to designated emergency management coordinators, including the Vice President for Finance & Administration, Provost and Vice President for Academic Affairs, and University Chief of Police or their designees.

**Campus Safety Officer:** (Environmental Health, Safety and Risk Office — 757-823-2451). The Environmental Health, Safety and Risk Manager will provide advice and/or assistance to Campus Emergency Officer during any emergency or disaster.

**Communications and Marketing:** (Communications and Marketing Office — 757-823-8373). The Office of Advancement/Communications and Marketing will coordinate media relations and serve as the link between the University and the public.

**Notification of Campus Personnel:** University Police staff will be responsible for notification of campus response personnel and campus administration.

**Student Wellness:** (Student Affairs Office — 757-823-8141). The Vice President for Student Affairs will direct and coordinate appropriate staff in response to crises that impact or involve students.

**Transportation, Buildings, and Grounds:** (Facilities Management Office — 757-823-8510). Associate Vice President for Facilities Management will organize and coordinate building and utility services, manpower, equipment, supplies, and transportation during a campus emergency.

In order to reach as many constituents as possible, the following approaches are recommended for use:

a) Faculty and staff e-mail addresses.

b) Student e-mail addresses, particularly non-university e-mail addresses.

c) Bright red printed flyers placed in strategic locations of public notice, such as bulletin boards, information centers, Dean’s and administrative offices, on doors to buildings.

d) Television and radio announcements are to be used only for the most life-threatening conditions or closures of facilities.
e) Emergency Alert mobile text messaging.
XII. Basic Communications

University responders and other responding agencies operating during an incident should utilize a common radio frequency. The University Police is responsible for assuring that NSU communications equipment is compatible with that utilized by the external agencies supporting this plan. This frequency will be used as a coordination channel and will allow agencies that normally are on different frequencies to communicate directly with each other. If available, communication by cellular networks and internet connections can also be utilized for voice and other messages.

XIII. Designated Shelters

Norfolk State University applies guidance from the City of Norfolk, Office of Emergency Preparedness, to identify emergency shelters that are in the proximity of the University. During a large-scale emergency, the City of Norfolk activates communications to residents, organizations and businesses about emergency shelters to minimize the impact of storms or other emergencies.

Information is posted on the city website at [http://www.norfolk.gov/Emergency/](http://www.norfolk.gov/Emergency/). Additional information is provided at the citizens’ automated information line (757-664-7200), and is announced on local media to include television, newspapers and Cox TV48 station, as well as other local cable news networks.

Main emergency shelters for the City of Norfolk include the following:

- Bayview Recreation Center, 8613 Willow Terrace - Norfolk, Virginia  23503
- Granby High School, 7101 Granby Street – Norfolk, Virginia  23505
- Norview High School, 6501 Chesapeake Blvd., Norfolk, Virginia  23513
- Maury High School, 322 Shirley Avenue, Norfolk, Virginia  23517
- Lake Taylor Middle School, 1380 Kempsville Road, Norfolk, Virginia  23502

The address for the program of the Norfolk Office of Emergency Preparedness is 3661 East Virginia Beach Boulevard, Norfolk, Virginia  23502. The office can be reached by telephone at (757) 441-5600.

XIV. General Preparedness

University preparedness is focused on training and awareness, department level pre-planning, pre-event activities and test exercises. The scope is defined by the nature of the emergency and the University’s capability to respond. In cases of major fires, industrial hazmat incidents, mass destruction or national emergencies, the University will require and has prepared to receive assistance by external agencies. Employees are encouraged to participate in the Virginia Anti-Terrorism Awareness Training. Emergency Management Coordinators and Operations Team members are required to complete at least the basic level NIMS courses. University Police and other first responders are expected to receive higher-level NIMS training.
All University areas are required to create and maintain risk assessment, disaster recovery and business continuity plans. In addition, departments that are represented on the Emergency Operations Management Team are required to maintain internal standard operating procedures describing how they will accomplish assigned responsibilities, and action oriented checklists that correspond to and address all tasks assigned under this plan. It is the responsibility of the Emergency Operations Planning Committee to identify and/or attach to this plan, department level; standard operating procedures for every process-oriented task or responsibilities assigned.

All plans and procedures are to be updated periodically according to a set schedule, implemented, and tested in the form of a drill or exercise at least annually. There should also be an after action review associated with all drills, exercises, and actual events to incorporate lessons learned to all plans and procedures from the event. NIMS compatibility, implementation and execution should be considered in the After Action Report (AAR).

Emergency management coordinators and the University Police shall maintain cooperative relationships with state, local and federal external agencies and organizations as indicated below.

**City of Norfolk Police**
100 Brooke Avenue  
Norfolk, VA 23510  
757-664-3277  
Non-Emergency Dispatch (City of Norfolk)  
Phone: 757-441-5610  
Emergency (City of Norfolk)  
Dial 9-1-1

**The Norfolk Office of Emergency Preparedness**
3661 East Virginia Beach Boulevard  
Norfolk, Virginia 23502  
Phone: (757) 441-5600.

**The Virginia State Police**
Area 32 Office (Cities of Norfolk and Virginia Beach)  
Norfolk: 6387 Center Drive, Building 2 Suite 1, Norfolk, VA 23502  
Mailing Address: 6387 Center Drive, Building 2 Suite 1, Norfolk, VA 23502  
Telephone: 757-455-3980

**Federal Bureau of Investigation (FBI)**
The FBI Norfolk Division Office  
509 Resource Row  
Chesapeake, VA 23320  
Phone: (757) 455-0100
The Virginia Department of Criminal Justice Services and the Criminal Injuries Compensation Fund

As defined by §19.2-11.01 (para 1), the Virginia Department of Criminal Justice Services and the Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan where there are victims. Contact information for both organizations is listed below:

The Virginia Department of Criminal Justice Services
1100 Bank Street
Richmond, Virginia  23219
804-768-4000

Criminal Injuries Compensation Fund (CICF)
2201 West Broad Street
Suite 207
Richmond VA 23220
800-552-4007
XV. Direction and Control

The Vice President for Finance and Administration, Vice President for University Advancement, and Director of Communications and Marketing must remain in or near the immediate vicinity of the emergency operations center or current incident command post at all times during an emergency.

The Vice President for Finance and Administration shall be responsible for consulting with the President and if not available, the Provost and Vice President for Academic Affairs. The decisions of this consultative process shall be considered final. The normal succession of command within the University incident command system is illustrated below. Should the person in the position listed be unavailable, or become unable to perform their responsibilities, command will precede to the next level.

XVI. Incident Command

The University’s incident command system is overseen by the Emergency Management Coordinator Team to assure proper alignment and prioritization of resource deployment, internal / external response, and allows for adjustments to be made in management and resources commensurate with magnitude of the event. The most senior coordinator that becomes aware of the situation or the first Emergency Operations Team responder assumes the responsibility of becoming the initial incident commander. Command may be transferred to more senior university officials, or to officials from non-University agencies should the situation escalate beyond the capabilities of the University or be required by law.

The University incident command organization consists of the following groups with defined roles and responsibilities.

Emergency Management Coordinator Team

Members of this team were listed previously in Table 4, and primarily oversee all aspects of incidence command in order to assure proper support and allocation of resources required to meet incident objectives. It provides the multi-agency coordination interface between both internal and external response teams. This team also receives detailed reports from the Emergency Operations Management Team as well as from external non-University emergency services. Requests made by external emergency services are also coordinated through this team. To maintain clear communication, the member of this team that is serving as the incident commander will also be the primary point of contact for liaison with external government agencies, volunteer groups, and private sector organizations.
Emergency Operations Management Team

Members of this team were previously listed in Table 5 and provide most of the support functions for the incident command. The team is divided into primary responders that report to the Emergency Operations Center or designated command post upon CEMP activation, and other whose role is to provide administrative and logistical support. The general activities carried out by this team are listed below.

a) Operational support- directs the activities necessary to meet defined response and recovery objectives. This team is also responsible for overseeing restoration objectives once set and approved by Emergency Coordinators.

b) Planning- provides the overall deployment status for all resources and reporting of event details to incident command.

c) Logistics- management of actual deployment of all resources based on prioritized allocations, in order to meet expected response and short-term recovery objectives.

d) Administration- provides for the funding and purchasing of related resources and supplies in support of planning/logistical needs.

e) Communications and Marketing- assemble and deploy all internal/external communications under direction of the Director of Communications and Marketing. Monitors other media coverage of the event and reports this to the Emergency Management Coordinators.

f) Law Enforcement- provides local security, traffic and crowd control.

g) Liaisons- work to bridge communications with external response agencies and assist the Emergency Coordination Team with multi-agency coordination tasks.

Multi-agency Coordination

When the current Incident Commander determines that an emergency has exceeded or threatens to exceed the capabilities of the University’s planned emergency response, a proclamation will be made to fully activate the plan and the emergency operations center. A request for city, state or federal assistance will be processed. Under such conditions, incident command will be transferred to the senior official from the first external responding organization. The University’s emergency organization will continue to coordinate efforts of the Emergency Operations Management Team, but will conduct itself in accordance with the Unified Command System. External responding organizations will include the following:
City of Norfolk Police
100 Brooke Avenue
Norfolk, VA 23510
757-664-3277

Non-Emergency Dispatch (City of Norfolk)
Phone: 757-441-5610
Emergency (City of Norfolk)
Dial 9-1-1

The Norfolk Office of Emergency Preparedness
3661 East Virginia Beach Boulevard
Norfolk, Virginia 23502
Phone: (757) 441-5600

The Virginia State Police
Area 32 Office (Cities of Norfolk and Virginia Beach)
Norfolk: 6387 Center Drive, Building 2 Suite 1, Norfolk, VA 23502
Mailing Address: 6387 Center Drive, Building 2 Suite 1, Norfolk, VA 23502
Telephone: 757-455-3980

Federal Bureau of Investigation (FBI)
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Suite 207
Richmond VA 23220
800-552-4007
XVII. Administration and Logistics

Resource Management

As part of their general preparedness, University departments and areas are required to acquire and maintain all equipment and supplies, establish mutual aid agreements, and train personnel as necessary to perform their roles and responsibilities as defined in this basic emergency plan.

During and after an emergency, the need for additional supplies, staff or other resources is to be communicated to the Emergency Management Coordination Team. The Vice President for Finance and Administration has overall responsibility for funding and procurement of emergency provisions.

Staff Augmentation and Personnel Coordination

As part of their general preparedness, department heads are to identify and arrange for staffing needs required to perform their roles and responsibilities as defined in this basic emergency plan. If staff augmentation should become necessary at any time before, during or after an emergency or disaster condition, department heads will coordinate these efforts through the Office of Human Resources.

Vital Record Retention

It is the responsibility of the manager or supervisor of each university department to establish procedures for the preservation of important records and equipment during and after disaster emergencies. A listing of what items need to be preserved will be maintained in each department. The Office of Information and Technology is responsible for taking necessary steps to secure all permanent University financial, employee and academic records before, during and after emergency events that threaten information systems. The University Library is responsible for taking necessary steps before, during and after emergency events that threaten its archives.

Emergency Funding and Procurement

The Office of Finance and Administration in coordination with Facilities Management will procure necessary emergency supplies during and immediately after the event. The Vice President for Finance and Administration is responsible for activities related to estimation and provision of required funding to support the plan during all phases of execution including short-term recovery activities.

Documentation / Debriefing

Actions and activities by the Emergency Management Coordinator Team, occurring during all phases of emergency response will be documented by the Office of University Advancement and Communications and Marketing. All Emergency Management Team Members are responsible for documenting their area’s response efforts. Documentation will be collected and compiled by the University Police. The final report, with recommendations made will be
distributed to all Emergency Coordinators, Operations Team Members and Emergency Planning Committee within three business days following the debriefing.

Administration and Logistics continued

The Vice President for Finance and Administration and Chief of Police will conduct a debriefing of Emergency Operations Center personnel and their designees within seventy-two hours of the closing of the EOC to identify and discuss problems and make recommendations for future EOC operations and emergency planning.
XVIII. Functional Annexes and Responsibilities

The NSU emergency operations plan consists of this core plan with the appropriate annexes to cover emergency operations as follows. In brackets are persons, areas and agencies with responsibilities under the annex.

ANNEX 1. Warning and Notice: [Chief of Police, Communications & Marketing] Includes means for receiving and disseminating warnings for disasters and emergency conditions.

ANNEX 2. Public Emergency Information: [Emergency Management Coordinators, Communications & Marketing] Includes actions for providing: a flow of accurate and official information and instructions to the general campus community and their families through all means of communications available before, during, and after an emergency or disaster.

ANNEX 3. Mass Care and Shelter: [Emergency Management Coordinators, Auxiliary Services, Student Affairs, Red Cross, City of Norfolk Social Services] Includes actions to protect the campus community before, during, and after disasters by establishing best available shelters and/or feeding, registering, clothing and social services.

ANNEX 4. Health and Medical Emergency: [Spartan Health Center, City of Norfolk and Virginia Departments of Public Health, City of Norfolk Emergency Medical Services, Sentara Norfolk General Hospital, Eastern Virginia School of Medicine] Includes identifying and coordinating University and external agency resources to handle both isolated and larger scale medical emergencies related to trauma, hazardous exposure and general illness.

ANNEX 5. Evacuation: [Emergency Management Coordinators, University Police, Housing & Residence Life, Environmental Health and Safety, Facilities Management] Includes actions to protect the campus community before, during and after disasters by establishing evacuation routes, safe areas, transportation and coordination with shelters.

ANNEX 6. Transportation: [Housing & Residence Life, Transportation, City of Norfolk HRT and private bus lines] Includes actions and activities necessary to arrange for and to coordinate the safe evacuation of those without their own mode of transportation.

ANNEX 7. Infectious Disease: [Spartan Health Center, City of Norfolk and Virginia Departments of Public Health, City of Norfolk Emergency Medical Services, Sentara Norfolk General Hospital, Eastern Virginia School of Medicine] Includes identification and coordination of University and external agency resources to prevent and effectively limit the spread of communicable diseases.

Functional Annexes and Responsibilities continued
ANNEX 8. Fire and Rescue: [City of Norfolk Fire Department, University Police] Includes actions to limit or prevent loss of life and property from fire or threat of and assisting in rescue, warning and evacuation.

ANNEX 9. Hazardous Materials: [City of Norfolk Fire and Rescue, Environmental Health and Safety, University Police] includes the identification of HAZMAT facilities and transportation routes within the campus. It also outlines responsibilities for responding to a HAZMAT incident within the campus.

ANNEX 10. Inclement Weather: [University Police, Communications and Marketing, Facilities Management] Includes actions to protect the campus community before, during and after weather related events that endanger lives and property.

ANNEX 11. Hurricane: [University Police, Communications and Marketing, Facilities Management] Includes actions to protect the campus community before, during and after named Hurricanes and Coastal storms that endanger lives and property.

ANNEX 12. Building Emergency: [Facilities Management, City of Norfolk Department of Public Works, Virginia Dominion Power (gas/electric)] Includes actions to prevent and respond to emergencies specific to building and infrastructure for the protection of health, life and property of people in and around these structures.

ANNEX 13. Explosion: [City of Norfolk Bomb Squad, University Police, Facilities Management] Includes preparedness activities and response actions to protect the campus community and University property from these types of incidents, including multi-agency response coordination as appropriate for the scope and nature of the explosion.

ANNEX 14. Terrorism: [University Police, Virginia State Police, City of Norfolk FBI Office] Includes activities and actions necessary to prepare and effectively respond to acts of terrorism, either local to the campus, regional or national events that affect the campus community, including multi-agency response coordination as appropriate for the scope and nature of the incident.

ANNEX 15. Bomb Threat: [University Police, Virginia State Police, City of Norfolk FBI Office, City of Norfolk Police Department, City of Norfolk Bomb Squad] Includes activities and actions necessary to prepare and effectively respond to the bomb threats against the Norfolk campus, including multi-agency response coordination, to limit or prevent loss of life and property.

ANNEX 16. Civil Disturbance: [University Police, Virginia State Police, City of Norfolk Police Department] Includes activities and actions necessary to prepare and effectively respond to local protests, uprisings and civil unrest, which affect the campus community or University property.

Functional Annexes and Responsibilities continued
ANNEX 17. War / Attack: [University Police, Virginia State Police, City of Norfolk Police Department, Norfolk FBI Office, Virginia National Guard, United States Military] Includes activities and actions necessary to prepare for attacks against the local region or United States. It is expected that during emergencies of this nature the University will play a supportive role to the local community, and act under direction of state and federal coordinating agencies.

The emergency tasks designated in the Functional Annexes are related to day-to-day activities assigned by University policy or where applicable existing local, state and federal law. Each University department has the responsibility of preparing written standard operating procedures, with delineation of the staffing, alerting and actions necessary to accomplish its assigned tasks. Development of these will be coordinated with the Emergency Operations Planning Committee, in conjunction with the Emergency Operations Management Team and updated annually by department head. Standard operating procedures and associated checklists are attached to this core plan as hazard specific appendices.

XIX. Plan Development and Maintenance

The Leader of the Emergency Operations Management Team, currently the University Chief of Police, has overall responsibility for plan development, maintenance and distribution.

Development

The Emergency Operations Planning Committee developed this Emergency Operations Plan (CEMP) for the Norfolk State University Campus. It is implemented with the approval and knowledge of all individuals and organizations with assignments or responsibilities in the plan. Participants have agreed to perform emergency response functions to the best of their ability within the guidelines provided. It is intended that this CEMP be the primary outline for University emergency or disaster operations.

Plan Maintenance

The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review. Following any exercise or actual emergency or disaster, the Emergency Operations Management Team will compare response activities with the appropriate sections of the plan to determine if operations were in accord with the plan. The President or other Emergency Coordinators may call a meeting of University response personnel in order to adjust the plan to reflect emergency actions, or recommend changes in procedure to improve effectiveness. This plan will be revised whenever any significant change occurs, or if there is a proposal received that will enhance the University’s emergency response capability.
XX. Exercise

The Emergency Management Coordinator Team in conjunction with the Emergency Operations Management Team Leader has overall responsibility for testing of the CEMP. Exercises shall be conducted annually to determine response time, familiarize the staff members with procedures, and determine opportunities for improved planning and training.

XXI. Training

The Emergency Operations Management Team Leader has overall responsibility for training members of the response teams listed in Tables 4 through 6. It is the responsibility of each department head to ensure that their personnel receive adequate training. Requests for training courses or assistance in training personnel will be coordinated through the Emergency Operations Management Team Leader. It is recommended that all emergency managers, coordinators, planning and response personnel, including those persons employed by departments that have been assigned specific functional roles under this CEMP, receive appropriate National Incident Management, System (NIMS), Incident Command System (ICS) and Campus Community Emergency Response Team (C-CERT) training.
ACRONYMS (SEE APPENDICES FOR ADDITIONAL ACRONYMS)

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AAR</td>
<td>After Action Review</td>
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<tr>
<td>C-CERT</td>
<td>Campus Community Emergency Response Team</td>
</tr>
<tr>
<td>CEMP</td>
<td>Crisis Emergency Management Plan</td>
</tr>
<tr>
<td>CICF</td>
<td>Criminal Injuries Compensation Fund</td>
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<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
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<tr>
<td>EBS</td>
<td>Emergency Broadcast System</td>
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<tr>
<td>ECO</td>
<td>Emergency Coordination Officer</td>
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<td>EOC</td>
<td>Emergency Operations Committee</td>
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<td>EOP</td>
<td>Emergency Operations Plan</td>
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<td>EWAS</td>
<td>Emergency Warning System</td>
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<tr>
<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>FOIA</td>
<td>Freedom of Information Act</td>
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<td>HAZMAT</td>
<td>Hazardous Material</td>
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<tr>
<td>ICS</td>
<td>Incident Command System</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<tr>
<td>NOAA</td>
<td>National Oceanic and Atmospheric Administration</td>
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<td>NAWAS</td>
<td>National Warning System</td>
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<td>NSU</td>
<td>Norfolk State University</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
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<td>WARN</td>
<td>Wide Area Rapid Notification</td>
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</tbody>
</table>

Section XXII
Functional Annexes

This section contains the following functional annexes in support of this core plan.

AN1 - Warning and Notice
AN2 - Public Emergency Information
AN3 - Mass Care and Shelter
AN4 - Health and Medical Emergency
AN5 - Evacuation
AN6 - Transportation
AN7 - Infectious Disease
AN8 - Fire and Rescue
AN9 - Hazardous Materials
AN10 - Inclement Weather
AN11 - Hurricane
AN12 - Building Emergency
AN13 - Explosion
AN14 - Terrorism
AN15 - Bomb Threat
AN16 - Civil Disturbance
AN17 – Violence on Campus
AN18 - War / Attack
## Functional Annex

### Public Warning

<table>
<thead>
<tr>
<th>Primary University Respondents</th>
<th>AN1</th>
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<tbody>
<tr>
<td>Communications and Marketing</td>
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<tr>
<td>Division of Student Affairs</td>
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<tr>
<td>University Police</td>
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<tr>
<td>Supporting Areas / Agencies</td>
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<tr>
<td>Finance and Administration</td>
<td></td>
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<tr>
<td>Documents and Policies</td>
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<tr>
<td>Emergency Notification Protocol</td>
<td>University Police Department Policy Manual</td>
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<tr>
<td>Hazard Specific Appendices / SOP</td>
<td>Student Affairs (SOP)</td>
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<td></td>
<td>Emergency Alert Text Messages (Appendix)</td>
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<td>Emergency Response Protocol (Appendix)</td>
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</tbody>
</table>

### Purpose

This Annex details the protocols and guidelines for warning the public and first responders of a potential, impending emergency situation.

### Scope

Functional protocols and strategies for notifying the public and first responders about emergency or potential disaster situations affecting the University community using currently available assets will be addressed.

### Situation and Assumptions

1) Emergency management operations often begin with warning of the public when the emergency is large in scope.

2) The function of providing timely Public Warning is an imperative task. Public Warning efforts can mitigate loss of life and property, allowing the public to take protective actions.

3) The objective of Public Warning is to motivate the public to monitor the media outlets for information regarding an impending emergency situation, thereby allowing them the opportunity to take protective action.

4) A variety of emergency situations can rapidly affect the safety of lives and property. Public Warning messages may not reach certain members of the public and others may be unable to take action or be apathetic about taking action.

5) Certain members of the population will be unable to take protective action on their own.

6) Assets for Public Warning, ranging from basic to the state-of-the-art, are in place throughout the campus.

7) Assets are in place for the purpose of warning all operational personnel.

8) University Police works in conjunction with state and local officials in regards to 911
telecommunications efforts.

Functional Annex AN1 Public Warning continued

Concept of Operations

A. General

1) The objective of the first phase of Public Warning is to draw the attention of the public in order to compel them to begin monitoring media outlets, email and internet for emergency information. This phase may also direct the public to take immediate protective action if time is of the essence.

2) The objective of the second phase of Public Warning is to provide information to advise the public of an emergency situation including that information necessary for the public to take protective action against threats to life and property.

3) It is critical that all available Public Warning methods be utilized in order to reach as many people as possible.

B. Primary Agency

1) The Emergency Management Coordinators are primarily responsible for ordering activation of the Public Warning Plan.

   a) The Emergency Management Coordinators will notify the Vice President for Finance and Administration and Provost/Vice President for Academic Affairs as early as possible of all conditions.

   b) The Vice President for Finance and Administration and Provost/Vice President for Academic Affairs are designated as the authority to close the University for emergency reasons. The authority will be exercised in consultation with the other Vice Presidents and the University Chief of Police. Closing decisions will be communicated directly to the other Vice Presidents. In either of the Vice Presidents’ unavailability to perform this function, the responsibility for this function shall pass to the administrators in the following order of priority:

      1) Vice President for Student Affairs
      2) Vice President for University Advancement
      3) Vice Provost
      4) Dean of College of Liberal Arts
      5) Dean of College of Sciences

2) The Emergency Management Coordinators may receive warning information from local, state and federal officials through the following methods.
a) Telephone  
b) Radio  
c) National Oceanic and Atmospheric Administration (NOAA) Weather Radio  
d) National Warning System (NAWAS)

*Functional Annex AN1 Public Warning continued*

3) Initial Public Warning messages should contain general information about the type of threat, location of the affected area, anticipated duration of the threat and instructions to the public for protective action.

4) After initial Public Warning implementation, the Crisis Communications Plan should be activated to update the public on the situation and status of the emergency.

5) The local media outlets will be informed immediately and urged to broadcast the closing. They will also be called if a decision has been made to remain open during emergency.

C. **Secondary Agency(s)**

1) The mission of secondary agencies is to disseminate Public Warning messages through the procedures stipulated for each jurisdiction below.

2) University Police 757-823-9000

   a) University Police may be the first agency to be aware of an impending or occurring incident through an emergency call.

   b) Upon receipt of information regarding an impending emergency incident, University Police will contact the Emergency Management Coordinators who will make a determination regarding the need for Public Warning.

   c) Once a decision has been made to implement Public Warning procedures, University Police will conduct those measures as soon as possible and without delay.

   e) University Police will also conduct notification of local officials, per policy, any time Public Warning procedures are conducted.

**Organization and Responsibilities**

Responsibility for Public Warning messages will be distributed to three distinct groups.

1) University Police. They will respond to assist with execution of the Public Warning Plan and/or to assist the public, as needed.

2) University Advancement/Communications and Marketing. Communications and Marketing Staff will disseminate Public Warning messages to local and campus populous.
3) Communications and Marketing shall be responsible for providing information relative to closure or postponing opening on the University Web page and other Electronic Media information.

Functional Annex AN1 Public Warning continued

4) The Vice President for Finance and Administration shall ensure that other informational systems in his/her area have the updated information to ensure notification of the University President and the Executive Cabinet. These other telephone systems include:

- Police Emergency
- Non-Emergency

5) The Vice President for Student Affairs shall notify Housing and Residence Life and Spartan Health Center personnel as well as other necessary departments within Student Affairs.

D. Notification Methods – Recommendations Outgoing

1) Emergency Warning System (EWAS). Formerly known as the Emergency Broadcast System (EBS).

2) Rapid text messaging.

3) Outdoor Warning Siren System. This is recommended for future use, to be determined at a later date and time.

4) Wide Area Rapid Notification (WARN) System. This recommended for future use, to be determined at a later date and time.

Direction and Control
Directional and Control as described in Section XV of this core plan applies to this annex.

Continuity of Command
Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Administration and Logistics
Administration and Logistics as described in Section XVII of this core plan applies to this annex.
Annex Development and Maintenance

The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance and will be responsible for keeping this plan up-to-date by an annual review.

The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendations accordingly. The President or other Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Functional Annex

Emergency Public Information

<table>
<thead>
<tr>
<th>Primary University Respondents</th>
<th>AN2</th>
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<tr>
<td>Communications and Marketing</td>
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<td>Student Affairs</td>
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<td>University Police</td>
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</table>

Purpose

This establishes guidelines for timely and accurate dissemination of emergency related warnings, information and instructions to the public during and following a major incident as well as the coordination of media and public inquiries through the Incident Command and Command staff.

Scope

This annex defines activities and assigns responsibilities necessary to coordinate the function of providing information to the public for emergencies affecting the University community.

Situation and Assumptions

1) The majority of the public does not prepare for most disaster situations and may feel at risk, frightened or confused.

2) Providing timely information to the public can help save lives and property, speed recovery and results in less confusion and fewer rumors.

3) The media will be a part of the response package for major emergencies and will report a story.

4) If the media is not provided with clear information, the result may be inaccurate information provided to the public.

5) Uncoordinated information provided to the media from different sources can be conflictive and result in confusion and lack of confidence in the response.

6) The electronic and print media are readily available in the metropolitan area and are willing to participate in the response by reporting information to the public.
7) A coordinated public information system, when included as a part of the command staff, insures a consistent message, promotes confidence in the response effort and pleases the media by making their job easier.

8) Infrastructure failures (i.e., power or telephone system failure) or technical issues can delay Emergency Public Information from reaching the public from an incident scene.

9) All response personnel must understand that statements to the public or the media come only from the Director of Communications and Marketing unless otherwise instructed.

**Concept of Operations**

A. General

1) The basic concept of Emergency Public Information is to provide *unified messages* of information to the public. This means that all departments involved in the response should participate in coordination and delivery of Emergency Public Information, speaking with one voice.

2) In the event of an emergency/disaster incident, the Emergency Public Information Plan must be in place as a part of the Incident Command.

B. Primary Agency

1) Dissemination of Message

   a) Communications and Marketing will disseminate Emergency Public Information to local and campus populous. The following news media will be informed immediately and urged to broadcast the closing. They will also be called if a decision has been made to remain open during emergency:

   - WTKR-TV 3
   - WVEC-TV 13
   - WAVY-TV 10
   - WHRO/WHRV-FM 89.5
   - WNIS-AM 850
   - WNSB 91.1

   b) The Director of Communications and Marketing shall be responsible for providing information relative to closure or postponing opening on the University web page and other electronic media information. The Vice President for Finance and Administration shall ensure that other informational telephone systems in his/her area have the updated information. These other telephone systems include:

   - Police Emergency
   - Non-Emergency
2) Incident Command

a) Director of Marketing and Communications will serve as a part of the command team. If necessary, coordinate this appointment with the Emergency Operations Center.

b) Empower the Director of Marketing and Communications to coordinate Emergency Public Information with the command team and with the Emergency Operations Center.

c) Provide the Director of Marketing and Communications with necessary briefings and assist with responding to media and public inquiries.

d) In the event of a Unified Command, insure that all members of the command staff coordinate Emergency Public Information.

e) In the event of a protracted incident, consider establishing a Joint Information Center (JIC) comprised of representatives from all responder agencies and jurisdictions.

f) As appropriate, participate with all members of the command team in media briefings. Allow function-specific issues and questions to be addressed by the appropriate commander.

3) Director of Marketing and Communications (or on-scene Public Information Officer)

a) Maintain communication with the Incident Command, the rest of the command team and the Emergency Operations Center to coordinate Emergency Public Information.

b) If possible, coordination with the Emergency Operations Center should occur by phone.

c) Establish and manage a media briefing area or Joint Information Center in an appropriate location at the scene.

d) Work within the command structure to respond to media or public inquiries.

e) As necessary, set up media briefings and interviews.

f) Insure that response participants in media interviews are briefed and that all are unified in their message.

C. Supporting Agencies

1) University Police

a) Ensure that the Director of Marketing and Communications position has been established at the scene and that proper coordination is occurring (NIMS requirement).

b) Ensure that proper communication/coordination is occurring between the on-scene
Marketing and Communications and Emergency Operations Center personnel.

c) Ensure that the university switchboard (757-823-8600) or the University Police (757-823-9000) are aware of that media calls should be directed to Marketing and Communications staff.

d) Remember that the media monitors University Police and amateur radio repeater frequencies during emergency events. Therefore, phone or some other secure communications conduit best accomplishes coordination with the on-scene Communications staff.

D. Dealing with the media

1) During even a routine emergency, it is a given that the media will be a part of the response. In the event of a disaster situation, the media response may be overwhelming, especially if the incident is of national news significance. The news media is a valuable resource for providing emergency-related information and rumor control to the public. Therefore, Command staff should reasonably accommodate their job-related needs while managing their access to the incident site. If we summarily deny any access to the media, they will still do their story based on information gathered from external sources not connected with the response/management to the incident. Therefore, it is always prudent to anticipate the media’s response, as follows:

a) Incident Commander should appoint an on-scene Public Information Officer and establish an Information Center, or media staging area.

b) Make sure information provided to the media is coordinated through the Emergency Operations Center.

E. Emergency Public Information with local, state or other authorities

As necessary, Marketing and Communications staff should coordinate with outside authorities depending upon the scope of the incident.

Direction and Control

Directional and Control as described in Section XV of this core plan applies to this annex.

Continuity of Command

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Administration and Logistics

Administration and Logistics as described in Section XVII of this core plan applies to this Annex.
NSU Crisis Emergency Management Plan

Annex Development and Maintenance

1) The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Functional Annex

**Mass Care**  
**Sheltering In Place**

<table>
<thead>
<tr>
<th>Primary University Respondents</th>
<th>Supporting Area / Agencies</th>
<th>Documents and Policies</th>
<th>Hazard Specific Appendices / SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Affairs</td>
<td>University Police</td>
<td>University Police Policy Manual</td>
<td></td>
</tr>
<tr>
<td>University Police</td>
<td>Facilities Management</td>
<td>Auxilliary Services (SOP)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Auxiliary Services</td>
<td>Southeastern Virginia Red Cross</td>
<td></td>
</tr>
</tbody>
</table>

**AN3**

**Purpose**

This Annex is to ensure appropriate provisions and planning are in place to support the function of providing mass care, and shelter-in-place in response to a range of multiple threats and emergencies affecting the campus community.

**Scope**

Execution of this Annex is intended when emergency conditions do not allow for safe mass evacuation of the campus community, and the decision is made to activate the shelter-in-place protocol until conditions become more favorable.

**Situations and Assumptions**

Emergency situations can quickly escalate to levels that eliminate the ability to safely evacuate members of the campus community to previously arranged off-site locations. In these instances, the implementation of the emergency operation protocols for mass care and/or shelter-in-place would be put into effect.

**Current Operations**

1) The current mass care and shelter-in-place protocol was developed in the anticipation of responding to the emergency needs of members of the campus community, i.e. students, staff, faculty and guests that are physically on the campus at the time the protocol was activated.

2) After determination that the shelter-in-place protocol is to be activated, the Emergency Management Coordinator will inform the Vice President for Student Affairs that a mass care site would have to be prepared to receive patients. The Vice-President for Student Affairs would contact the Executive Director of Housing and Residence Life. The Director of Spartan Health Center and the Executive Director of Housing and Residence Life will work jointly to identify the appropriate residence hall space(s) and prepare the mass care unit(s).
3) If a large-scale disaster were to occur, necessitating mass care, the initiating notification would come from FEMA, local fire, police or medical agencies in the area. The Emergency Management Coordinators, through the University's Incident Command System would notify the Director of Spartan Health Center and/or the Vice-President for Student Affairs. Depending on the nature, scope and anticipated duration of the need for mass care, other unit heads would be contacted for service, support and supplies; Auxiliary Services for food and water provisions, Environmental Health for decontamination of the affected area, Facilities Management for moving or removing furnishings to create a functional mass care unit(s).

**Organization and Responsibilities**

1) To support the mass care protocol, a command post would be established at the Spartan Health Center. All persons assigned to the mass care site(s) are required to be cleared and assigned to the specific locations by the Director of the Spartan Health Center. Once on location, the professional staff of Housing and Residence Life would assume responsibility for maintaining of order and delivery of non-medical support services.

3) Under the non-medical shelter-in-place protocol, Housing and Residence Life would serve as the command center. Assignments to residence hall spaces would be under the supervision of the professional staff. Housing and Residence Life would assume responsibility for maintaining order and the coordination of delivery of non-medical support services.

4) To support mass care, Food Services will have on hand enough water/beverages and food to support 2000 people over a period of three days. The supplies for the disaster will be located in Echols Arena.

5) The operations at Echols Arena will need to supply Food Services a generator to run 3 walk in refrigerators and freezers along with some Auxiliary power and/or gas to be able to prepare the food to a temperature that is consistent with all health department regulations. Food Services will also have an adequate supply of paper supplies and disposable pans that will meet the needs of 2000 people over the course of three days in the event that water is not potable.

**Direction and Control**

1) Direction and Control as described in Section XV of this core plan applies to this Annex.

2) The protocol as it is designed can be sufficiently managed by internal departments and agencies, but it is acknowledged that the event that activated the protocol may require external agency assistance, and under the Incident Command System, direction and control may be transferred.
Continuity of Command

1) Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

2) In the event of a medical emergency the Director of Spartan Health Center is unable or unwilling to assume the duties associated with the efficient implementation and supervision of the mass care protocol, the Director of Spartan Health Center and/or the Associate Vice President of Student Affairs will assume responsibility for oversight and coordination of the protocol.

3) In the event of an emergency, the Director of Food Services is available to assume this role; the Operations Director will assume responsibility for oversight and coordination of the protocol.

4) For non-medical events causing activation of the shelter-in-place protocol, if the Executive Director of Housing and Residence Life is unable or unwilling to perform associated duties and responsibilities, the Dean of Students would facilitate administration and coordination.

Administration and Logistics

1) Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

2) When mass care areas have been identified and are operational, the Director of Spartan Health Center would identify and assign persons to the appropriate mass care units for treatment and care. Discharge procedures would also be handled through the Director of Spartan Health Center.

3) The Executive Director of Housing and Residence Life coordinates the delivery of non-medical supplies and services.

Annex Development and Maintenance

1) The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or other members of the Emergency Management Coordinator Team may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change
occurs, or at least annually as part of the general CEMP review and revision process.
Functional Annex

Health and Medical Emergencies

Primary University Respondents
- University Police
- Spartan Health Center

Supporting Area / Agencies
- City of Norfolk Emergency Medical Services
- Sentara Norfolk General Hospital

Documents and Policies
- University Police Policy Manual
- Emergency Notification Protocol

Hazard Specific Appendices / SOP
- Medical Emergencies General Procedures

Purpose
To establish procedures for proper and effective response to Health and Medical Emergencies that may affect the campus community.

Scope of Work
To identify the responsibilities and expected activities of all University, local, and state agencies that may be involved in responding to this particular situation.

Situation and Assumptions
1) There are many factors that could contribute to an incident of a Health and/or Medical Emergency on the campus.

2) The University is involved in scientific research.

3) There are hazardous materials situated on the campus.

4) The nature and scope of the Health and/or Medical Emergency would dictate levels of preparedness and response.

5) If the Health and/or Medical Emergency required facilities for observation and treatment on site, the Spartan Health Center staff would identify appropriate locations for treatment and the Mass Care and Shelter in Place protocols would be implemented.

6) If the Health and/or Medical Emergency required transport to facilities off campus, the NSU Evacuation protocol would be implemented.

The University is not equipped to respond to a Health or Medical Emergency involving large numbers of individuals without the support and cooperation of local medical and emergency response units.
Concept of Operations

A. General Response
1. The nature and severity of the incident will determine the extent of response and resources allocated.
2. If it appears that an injury is severe and requires immediate attention, 911 and the University Police will be called and an officer will be dispatched to the scene.
3. An Emergency Medical Team consisting of the Spartan Health Center personnel and the University Police will convene and provide assistance as necessary.

B. In the Residence Halls
1. The residence hall staff on duty will contact the Executive Director of Housing and Residence Life who will determine if the Dean of Students should be notified immediately.
2. The Executive Director will notify the Vice President for Student Affairs if the Dean of Students cannot be reached.

C. On Campus -- Not in the Residence Halls
1. If the victim is conscious, the incident commander or responding officer will make the individual aware of medical assistance options.
2. After consulting with the physician on duty or other members of Emergency Medical Team, the officer will determine if the victim(s) requires medical attention and if the victim declines assistance, then he/she will be asked to sign a medical assist form.
3. If a victim’s condition is felt to be life threatening or potentially life threatening and the victim refuses medical care, the physician must be contacted through University Police for a medical detaining order. The officer will then provide a status report to the Area Coordinator-Residence Director in the victim's building or the Area Coordinator/Residence Director on duty (if the victim is a resident of the residence halls). In the case of a non-resident victim, notify the Associate Vice President for Student Affairs. Spartan Health Center will be sent a copy of the medical form.
4. If the victim is incoherent or if the student is unconscious, 911 and University Police will be called and Norfolk EMT will transport the victim to the nearest appropriate medical.

D. Off Campus - Not in the Residence Halls
If a victim calls the dispatcher in the University Police with a medical emergency, the dispatcher will call 911 and/or assist with the call, as appropriate.
Organization and Responsibilities

A. Organization
1) The NSU Crisis Emergency Management Plan describes the high level incident response. The University Police directives manual and Spartan Health Center standard operating procedures contain the detailed response activities to be carried out for various health and medical related incidents and emergencies that may affect the University Community.

B. Assignment of Responsibilities
1) The Incident Commander will determine the extent of the emergency, and provide notification to the University Police and request additional assistance at the appropriate levels.
2) The University Police will:
   a) contact 911 emergency services, if warranted;
   b) contact Spartan Health Center, if warranted;
   c) secure the site of the incident and if necessary provide crowd and traffic control; and
   d) make notification to the Physician and Emergency Management Coordinator(s).
3) During business hours, the Medical Director or Clinic Manager will contact and if necessary convene the Emergency Medical Team.

Direction and Control

The Incident Command Center for a localized, contained incident will be established in the Spartan Health Center in the Spartan Station. Emergencies of greater magnitude due to extent of threat and numbers of persons involved will require activation of the primary University Emergency Operations Center.

1) All response would be under the direction of the medical personnel in the Spartan Health Center or if mandated under the direction of other local or state medical personnel.

2) Direction and Control, as a function, is covered in section XV on page 16 of the CEMP.

Continuity of Command

Continuity of command as described in Section XI on page 14 of the CEMP. Emergency Notification Protocol and Section XVI on page 16-17 Incident Command in the CEMP apply to this Annex.
Administration and Logistics

1) The University provides for accountability of its response efforts through the University Police and Spartan Health Center.

2) External agency memoranda of understanding (MOU) agreements specific to automatic and/or mutual aid – exist or are pending with numerous adjacent jurisdictions, and include:
   a) City of Norfolk Police Department
   b) City of Norfolk Emergency Services
   c) City of Norfolk Fire and Rescue
   d) City of Norfolk 911 Emergency Dispatch

3) Administration and Logistics as described in Section XVII on pages 18-19 in the CEMP applies to this Annex.

4) In the event the Director of Spartan Health Center is unable or assume the duties associated with the efficient response to the Health or Medical Emergency, the Associate Vice President for Student Affairs will assume responsibility for the oversight and coordination of the protocol.

Annex Development and Maintenance

The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance and will be responsible for keeping this plan up-to-date by an annual review.

The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the annex.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this annex provided satisfactory support, and make recommendation accordingly. The President or other members of the Emergency Operations Management Team may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose
The purpose of this Annex is to establish procedures for the orderly and coordinated evacuation of all or any part of the campus community to ensure the effective evacuation of persons in response to conditions or immediate or imminent danger, if it is determined that such action is the most effective means available for protecting the population from the effects of an emergency situation.

Scope of Work
The scope of this Annex describes the responsibilities and activities of the primary University areas responsible for implementing all activities pursuant to the removal of persons from an endangered campus area.

Situation and Assumptions
A. Situation
1) There are a wide variety of emergency situations that might require an evacuation of all or part of the University or adjacent community.

a) Limited evacuation of specific areas might be needed as a result of an event such as a hazardous materials transportation incident, major fire, bomb or other threat, natural gas leak, or localized flash flooding.

b) Larger scale evacuation could be required in an event such as a major hazardous materials spill, terrorist attack with chemical agent or major hurricane. Both the City of Norfolk and Commonwealth of Virginia have provisions for declaring mandatory evacuation of specific geographic areas. Enforcement may be difficult. Local authority may take ownership of the event.
B. Assumptions

1) Most people at risk will evacuate when University Police or local officials recommend that they do so. The proportion of the population that will evacuate typically increases as a threat becomes more obvious to the public or more serious.

2) Some individuals will refuse to evacuate, regardless of the threat.

3) When there is sufficient warning of a significant threat, some individuals who are not at risk will evacuate.

4) Evacuation planning for known hazard areas can and should be done in advance.

5) While some emergency situations are slow to develop, others occur without warning. Hence, there may be time for deliberate evacuation planning or an evacuation may have to be conducted with minimal preparation time. In the case of short notice evacuations, there may be little time to obtain personnel and equipment from external sources to support evacuation operations.

6) In most emergency situations, the majority of evacuees will seek shelter with relatives or friends or in commercial accommodations rather than in public shelter facilities.

7) Most evacuees will use their personal vehicles to evacuate; however, transportation may need to be provided for evacuees without personal vehicles. Reference Functional Annex AN6—Transportation.

8) Shelter and provisions will be required for evacuees that are permanent campus residents.

Concept of Operations

A. General

1) Evacuation, moving persons away from the hazard, is one means of protecting the campus community from the effects of a hazard. In planning for evacuation, the characteristics of the hazard and its magnitude, intensity, speed of onset, and anticipated duration are all significant factors. These will determine the number of people to be evacuated; the distance people must be moved to ensure their safety, the need for receiving facilities, and the extent of auxiliary services to be provided.

2) The University must be prepared to conduct both small-scale and large-scale evacuations at all times of the day both from known hazard areas and from unexpected incident locations. A General Evacuation Checklist, provided in the Appendices section, has been developed to guide such operations.
B. Decision to Evacuate

1) The Emergency Operations Coordinator shall assess the need for evacuation, plan evacuations, and coordinate support for the evacuation effort. Evacuation planning should resolve the following questions:

a) What areas or facilities are at risk and should be evacuated?
b) How will the campus community be advised of what to do?
c) What do evacuees need to take with them?
d) What travel routes are to be used by evacuees?
e) Where will permanent student residents be sheltered?
f) How will resident student’s families be kept informed?
g) Will it be necessary to activate local shelter and mass care facilities?
h) How will campus facilities and assets be secured post evacuation?
i) Is adequate fuel available for evacuation?

2) Evacuations that must be conducted because of incidents that occur without warning may have to be planned quickly and carried out with only those resources that can be mobilized rapidly. The decision to recommend and conduct rapid evacuation in and around the area of an incident site will be made by the Incident Commander managing that incident.

3) For developing situations such as Hurricanes, the Emergency Operations Coordinator shall have authority to declare the need for larger-scale campus evacuations.

4) Based on severity of threat to human life, immediate evacuation may be initiated by any duly recognized emergency response force (police, fire, emergency services, etc.). The Incident Commander will notify the Emergency Operations Coordinator of all emergency evacuation decisions, and the conduction of operations for the overall complete evacuation process (warning, movement, mass care, and reentry) will remain with the Emergency Operations Coordinator.

5) The Emergency Operations Coordinator will provide necessary communication and notifications to the Commonwealth of Virginia Department of Homeland Security and Emergency Management and supporting agencies of the City of Norfolk.
C. Hazard Specific Planning

Additional hazard-specific evacuation information is included in the appendix section. This information identifies potential evacuation routes and, where appropriate, transportation pickup points or assembly areas. Depending on the incident’s scope, the Emergency Operations Coordinator, with work with University Police and/or local law enforcement and fire department personnel to identify likely major evacuation areas. Hazardous material risk areas and potential evacuation routes from those areas are to be described and depicted, including any maps, in an appendix to this annex.

D. Transportation

1) It is anticipated that the primary means of evacuation for commuter students and employees will be their personal vehicles. Individuals that do not own vehicles and others will need assistance in evacuating and provisions must be made to provide public transportation for these individuals (pre event fueling is a must).

2) A rapidly unfolding event may require emergency transportation, which may be provided by Hampton Roads Transit authority, ambulances, emergency rescue, and police vehicles.

3) In the case of large-scale evacuations with advance warning, the Emergency Management Coordinator will work with campus areas to arrange designated pickup points, process requests for transportation, and secure suitable facilities to shelter those who are permanent campus residents.

E. Public Information

Messages announcing the immediate or impending need to evacuate, updates and instructions will be communicated through all available channels, provided that they are operational following the event. Refer to Functional Annex AN2, Emergency Public Information.

F. Warning and Public Information

The Incident Commander will normally arrange to warn people to be evacuated in and around an incident site. The EOC will normally disseminate warnings for large-scale evacuations beyond the incident site or where evacuation is being conducted because of an imminent threat. Refer to Functional Annexes AN1—Public Warning and AN2—Emergency Public Information.
Functional Annex AN5 Evacuation continued

G. Advance Notice of Possible Evacuation

1) In slowly developing emergency situations, advance warning should be given to the campus community as soon as it is clear that evacuation may be required. Such advance notice is normally disseminated through email, website, recorded phone messages and resident hall assistants. Advance warning should address suitable preparedness actions, such as securing property, assembling disaster supplies, and fueling vehicles, and identifying evacuation routes.

2) Residence Halls and University Departments shall be requested to review and be prepared to implement their disaster recovery and continuity plans and to keep the Emergency Operations Center informed of their status and any requirements for assistance. Student destination rosters should be developed prior to the event.

H. Evacuation Warning

1) Evacuation warning should be disseminated through all available communication channels and warning systems. See Functional Annex AN01—Public Warning, for further information.

2) In the case of immediate evacuation in and around an incident site, University Police and/or City of Norfolk Police, Fire and Rescue will provide route alerts using siren and speaker-equipped vehicles moving through the affected area. Door-to-door notification shall be considered for large buildings and in remote areas where residences may be some distance from the road. See Functional Annex AN01—Public Warning, for further information.

3) Special facilities may be notified directly by on-scene authorities or by the EOC staff. However, if both the incident command staff and the EOC will be making notifications, a specific division of responsibilities for notification should be made so that no facilities are inadvertently overlooked.

4) Law enforcement personnel should sweep the evacuation area to ensure all those at risk have been advised of the need to evacuate and have responded. Persons who refuse to evacuate will be left until all others have been warned and then, time permitting, further efforts may be made to persuade these individuals to leave.

I. Emergency Public Information

1) Warning messages disseminated through warning systems alert the public to a threat and provide basic instructions. The University community will require additional information on what to do during an evacuation. The Emergency Operations Coordinator in conjunction with Communications and Marketing will ensure that such information is provided to the media on a timely basis for further dissemination to the students, staff, faculty, and the public. Provisions must be made to disseminate information to individuals with special needs, including the blind and hearing impaired. Specific public information procedures are contained in Functional Annex AN2—Emergency Public Information.
2) Instructions for an evacuation may include information on the location of shelter and mass care facilities, specific evacuation routes, guidance on securing offices and residences, and the need for evacuees to take certain items with them during an evacuation. Instructions for evacuations will include information necessary for University Police and Facilities Management to implement emergency plans. Reference University Police General Orders Manual.

3) When the incident that created the need for evacuation is resolved, evacuees must be advised when it is safe to return to campus facilities and residences.

J. Special Facilities and Circumstances
1) Special on-campus facilities, such as day care centers, are responsible for the welfare and safety of their students and occupants. These facilities are required to have an emergency plan that includes provision for emergency evacuation, but in order to effectively implement their plans they must be warned of emergency situations. These areas do not typically possess significant transportation resources and may require government assistance in evacuating. These facilities will require significant University resources to support their evacuation plans.

K. Access Control & Security
1) In an evacuation, the security of evacuated areas is extremely important. University Police should establish access control points to limit entry into evacuated areas and, where possible, conduct periodic patrols within such areas to deter theft by those on foot. To the extent possible and necessary, arrangements will be made by the University Police with City of Norfolk fire departments to ensure continued fire protection.

2) If an evacuated area has sustained damage and cannot be reoccupied for an extended period of time, University Police under direction from the Emergency Operations Coordinator will set up a system to limit access to NSU employees, emergency workers, utility workers, and contractors restoring damaged structures and removing debris.

L. Return of Evacuees
a) Return of students, faculty and staff to residences and facilities evacuated areas requires the same consideration, coordination, and control as the original evacuation. For limited incidents, the Incident Commander will normally make the decision to return evacuees and disseminate it as appropriate. For large-scale evacuations, that decision will normally be made by the Emergency Operations Coordinator and disseminated through Communications and Marketing.

Functional Annex AN5 Evacuation continued
b) Temporary housing will need to be established for students and employees who cannot return to their homes and University residence halls. Refer to Functional Annex AN03—Mass Care.

3) The following conditions should prevail in the evacuated area before evacuees are authorized to return:

   a) The threat that caused the evacuation has been resolved.
   b) Road travel to and from the University campus from the Tidewater and/or Hampton Roads regions should be sufficiently free from hazards for safe passage.
   c) Secondary safety hazards such as downed power lines or ruptured gas, water, and sewer lines have been repaired in areas to be reoccupied and other significant dangers have been eliminated. It is not required that all campus areas be opened concurrently and utility services may not yet be fully restored.
   d) Structures have been inspected and determined to be safe to reoccupy.
   e) It will be necessary to provide transportation for relocated students, staff, and faculty who were originally evacuated by private bus or public transportation.
   f) Public information intended for returnees should address such issues as:
      • Documenting damage for insurance purposes.
      • Caution in reactivating utilities and damaged appliances.
      • Cleanup instructions.
      • Removal and disposal of debris.
      • Accounting for all staff, students and faculty.

M. Mitigation Activities

1) Where possible, undertake mitigation for known hazards that have in the past led to evacuation.

2) Discourage development, particularly residential construction, in potential risk areas, including floodplains, areas downstream from suspect dams and dikes, and areas adjacent to facilities that make, use, or store hazardous materials.

3) Seek improvement to preplanned evacuation routes if needed.

4) Enhance warning systems to increase warning times and reduce the need for hasty evacuations.

Functional Annex AN5 Evacuation continued
N. Preparedness

1) Identify areas where previous major evacuations have occurred and additional areas that may require large-scale evacuation in the future due to known hazards. Reference the Appendix section of this core plan for potential major evacuation areas. Determine the population of risk areas and identify facilities that may require special assistance during evacuation (disability services, day care centers) to determine potential transportation requirements.

2) To the extent possible, identify individuals with special needs who would require assistance in evacuating and maintain contact information for those individuals.

3) Identify primary and alternate evacuation routes, taking into account road capacities.

4) Review the disaster preparedness plans of special facilities and advise facility operators of any changes that may be needed to assure that they are and remain interoperable with this plan.

5) Include evacuations in the scenario of periodic emergency drills and exercises.

6) Conduct programs to increase awareness of possible reasons for evacuation, preplanned evacuation routes, availability of transportation, the need to take appropriate food, clothing, and other disaster supplies during an evacuation, and the desirability of helping neighbors who may need assistance during an evacuation.

7) Promulgate procedures for protecting University resources from known hazards by relocating them.

Organization and Responsibilities

A. Organization

1) The NSU Emergency Operations Plan will be the primary document for planning and executing evacuation procedures and return / recovery procedures.

2) Incident Command System (ICS) – Emergency Operating Center (EOC) Interface

a) The Incident Commander will normally determine the need for, organize, and conduct limited evacuations in the immediate vicinity of the incident site. If large-scale evacuation is required, the Emergency Operations Coordinator should make the recommendation for such evacuation to the campus community.

b) The Incident Commander will normally manage evacuation operations at the scene, while the Emergency Operations Coordinator will direct operations beyond the incident site from the EOC, such as coordinating evacuation priority, routing, arranging for the activation of shelter and mass care facilities, and advising other areas and agencies of the evacuation.

Functional Annex AN5 Evacuation continued
B. Assignment of Responsibilities

1) The Emergency Operations Coordinator will:
   a) For emergencies and disasters, recommend that the University community evacuate, when appropriate.
   b) Approve release of warnings, instructions, and other emergency public information relating to evacuation.
   c) Coordinate evacuation planning with other local law enforcement agencies where appropriate and is to include:
      • Movement control and selection of suitable evacuation routes, based on recommendations from University Police or local law enforcement.
      • Transportation arrangements.
      • Shelter and mass care arrangements.
   d) Direct the relocation of at risk essential resources (personnel, equipment, and supplies) to safer areas.
   e) Direct the opening of local shelter and mass care facilities, if needed.
   f) Declare activation of the Emergency Operations center for coordinating off-site activities.

4) The Incident Commander will:
   a) Identify risk areas in the vicinity of the incident site and determine protective actions for people in those risk areas.
   b) Coordinate efforts with other local, state and federal responders.
   c) Request support from the EOC to assist the Emergency Operation Coordinator in coordinating evacuation activities beyond the incident site, such as activation of shelter and mass care facilities, if required.

3) The Emergency Operations Management Planning Committee will:
   a) Develop and maintain evacuation planning information for known risk areas, and primary evacuation routes.
   b) Review the evacuation plans of special facilities within known risk areas and determine specific needs for evacuation support.

*Functional Annex AN5 Evacuation continued*
4) University Police will:
   a) Recommend evacuation routes to the Incident Commander or EOC staff.
   b) Assist in evacuation by providing traffic control.
   c) Protect property in evacuated areas and limit access to those areas.
   d) Coordinate law enforcement activities with other emergency services.
   e) Assist in alerting the campus community and adjacent public.
   f) Provide information to the Director for Communications and Marketing.
   g) Close and supervise evacuation of facilities.
   h) Ensure assigned personnel are trained and have knowledge of evacuation procedures.

5) Facilities Management will:
   a) Assist in closing facilities to be evacuated.
   b) Assist in coordination of appropriate transportation for evacuees.
   c) Assist in locating suitable host and mass care facilities.
   d) Assist in damage assessment and blocking off areas not safe for entry.

6) Common Tasks of University Areas.
   a) If time permits, secure and protect facilities in evacuation areas.
   b) If time permits, relocate essential equipment, supplies, and records to non-risk areas.

**Direction and Control**

A. General

1) The Emergency Operation Coordinator has the general responsibility for recommending evacuation, when that is the most suitable means of protecting the campus community from a hazard.

2) In situations where rapid evacuation is critical to the continued health and safety of the campus community, the on-scene Incident Commander may recommend evacuation of people at risk in and around an incident scene and direct the required evacuation.

3) Large-scale evacuations and evacuations conducted on the basis of imminent threat where there is no current incident scene will normally be coordinated and directed by the Emergency Operation Coordinator.

*Functional Annex AN5 Evacuation continued*
B. Evacuation Area Definition

1) Areas to be evacuated will be determined by those with the authority to recommend evacuation based on the counsel of those individuals and agencies with the necessary expertise, the use of specialized planning materials or decision aids, the recommendations of state and federal agencies, and, where appropriate, advice from other subject matter experts. Evacuation recommendations to the University community should clearly describe the area to be evacuated with reference to known geographic features, such as familiar roads, well-known campus buildings and landmarks.

2) The hazard situation, which gave rise to the need for evacuation, should be continually monitored in case changing circumstances, such as an increase in rainfall or wind shift, change the potential impact area and, thus, the area that must be evacuated.

Continuity of Command

1) The lines of succession for the Emergency Operation Coordinator and University Police are outlined in Section XV, Direction and Control, of this core plan.

2) Each department shall according to the standard operating procedures establish the lines of succession for each department.

Increased Readiness Actions

A. Normal Conditions

Refer to mitigation and preparedness activities in the Appendices Section.

B. Increased Readiness

Increased readiness may be appropriate if there is a greater than normal threat of a hazard which could necessitate evacuation. Actions may include:

1) Reviewing information on potential evacuation areas, facilities at risk, and evacuation routes.
2) Monitoring the situation.
3) Informing first responders and local officials of the situation.
4) Checking the status of potential evacuation routes, transportation arrangements and shelter/mass care facilities.

C. High Readiness
High readiness may be appropriate if there is an increased risk of a hazard, which may necessitate evacuation. Actions may include:

1) Monitoring the situation.
2) Alerting response personnel for possible evacuation operations duty.
3) Coordinating with special facilities to determine their readiness to evacuate.
4) Checking the status of resources and enhancing short-term readiness, if possible.
5) Monitoring the availability of transportation assets and drivers.
6) Advising the public and special facilities to monitor the situation.

D. Maximum Readiness

1) Maximum readiness is appropriate when there is a significant possibility that evacuation operations may have to be conducted. Actions may include:
2) Activating the Emergency Operations Center to monitor the situation and track resource status.
3) Placing first responders and transportation providers in an alert status; placing all duty personnel on standby.
4) Updating the status of resources.
5) Checking the status of evacuation routes and pre-positioning traffic control devices.
6) Updating plans to move University equipment to safe locations.
7) Selecting shelter/mass care facilities for use.
8) Providing information to the public on planned evacuation routes, securing their homes, and what items they need to take with them. Preparing to issue public warning if it becomes necessary.

Administration and Logistics

A. Reporting
Large-scale campus evacuations should be reported to Norfolk Emergency Management and other agencies that may be affected in the periodic Situation Report prepared and disseminated during major emergency operations.

B. Records
Activity Logs. The Incident Commander and, if activated, the Emergency Operations Center personnel, shall maintain accurate logs recording evacuation decisions, significant evacuation activities, and the commitment of resources to support evacuation operations.

C. Documentation of Costs
Expenses incurred in carrying out evacuations for certain hazards, such as radiological
accidents or hazardous materials incidents, may be recoverable from the responsible party. Hence, all departments and agencies will maintain records of personnel and equipment used and supplies consumed during large-scale evacuations.

D. Resources
General emergency response resources that may be required to conduct an evacuation are listed in the Emergency Evacuation Operations Plan which may be obtained from the Office of Environmental Health, Safety and Risk Management.

E. Post-Incident Review
For large-scale evacuations, the Emergency Operations Management Team shall organize and conduct a review of emergency operations by those tasked in this annex in accordance with the guidance provided in this core plan. The purpose of this review is to identify needed improvements in this plan, procedures, facilities, and equipment.

F. Exercises
Local drills, tabletop exercises, functional exercises, and full-scale exercises shall periodically include an evacuation scenario based on the hazards potentially faced.

Annex Development and Maintenance

1) The Emergency Operations Management Team is responsible for developing and maintaining this annex.

2) Recommended changes to this annex should be forwarded as needs become apparent.

3) This annex will be revised annually and updated in accordance with the schedule outlined in this core plan.

4) Departments and agencies assigned responsibilities in this annex are responsible for developing and maintaining standard operating procedures covering those responsibilities.
Purpose
The purpose of this annex is to establish procedures for transporting members of the University Community, especially students, to safer environments in the event of an emergency requiring evacuation or relocation due to immediate danger to personal safety and/or resulting from widespread facilities damage.

Situations and Assumptions
Certain emergency conditions are relatively common for this region, i.e., hurricanes, floods and others that have the potential to create an emergency situation, i.e., pandemic or hazardous materials release, which may require members of the University community to be evacuated and transported from the physical environs of the campus.

Concept of Operations
Although this Annex has been expressly designed for emergency evacuation and transport of resident and non-resident students on the campus, its functionality is adaptable to serve and support other persons of the University community as may be required.

1) The Vice President for Student Affairs or the Dean of Students would notify the Executive Director of Housing and Residence Life to implement the evacuation plan for resident students.

2) The Executive Director of Housing and Residence Life will immediately contact the Transportation Coordinator to arrange for bus transport.

3) The Executive Director of Housing and Residence Life will call together the senior management team of the department to notify and prepare the students for evacuation.

4) The senior management staff will instruct students on how to prepare to be evacuated and begin moving them to their designated locations for transport.
5) For the purposes of evacuation from the residence halls, the Office of Housing and Residence Life would serve as the command post for this operation.

*Functional Annex AN6 Transportation continued*

**Organization and Assignment of Responsibilities**

The Office of Student Housing and Residence Life and the Transportation Services will coordinate together the evacuation and transportation of the resident and non-resident student members.

All persons seeking transport from the physical environs of the University will have to provide proof of identification for the purposes of rescue and recovery if that should become necessary. This responsibility will be coordinated through the Office of the Vice President of Student Affairs.

**Direction and Control**

1) Direction and Control as described in Section XV of this core plan applies to this Annex.

2) The protocol as it is designed can be sufficiently managed by internal departments and agencies, but it is acknowledged that the event that activated the protocol may require external agency assistance, and under the Incident Command System, direction and control may be transferred.

**Continuity of Command**

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

**Administration and Logistics**

1) Resident students and their respective staffs would report to their pre-assigned locations for pick up by the transportation mechanisms.

2) The staff members would maintain rosters of the students within their area of responsibility that have been transported from the University.

4) Non-resident students would be required to show their University ID or driver’s license, staff would be requested to present staff identification to gain access. Each person would be asked to speak his or her name as the staff person at the bus looks at the ID. These names would be recorded (tape recorded) to expedite loading of the bus.

5) Administration and Logistics as described in Section XVII of this core plan applies to this Annex.
Annex Development and Maintenance

1) The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Management Operations Team Leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or the Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Functional Annex

**Infectious Disease**

<table>
<thead>
<tr>
<th>Primary University Respondents</th>
<th>Spartan Health Center</th>
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</thead>
<tbody>
<tr>
<td>Supporting Area / Agencies</td>
<td>Norfolk Department of Health</td>
</tr>
<tr>
<td></td>
<td>Virginia Department of Emergency Mgmt</td>
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<tr>
<td></td>
<td>Centers for Disease Control (CDC)/World Health Organization (WHO)</td>
</tr>
<tr>
<td>Documents and Policies</td>
<td>Response to Avian / Pandemic Flu</td>
</tr>
<tr>
<td></td>
<td>Emergency Notification Protocol</td>
</tr>
<tr>
<td>Hazard Specific Appendices / SOP</td>
<td>Infectious Diseases, Biological Agents and Food Poisoning</td>
</tr>
</tbody>
</table>

**Purpose:**
To establish procedures for appropriate response level to a possible occurrence of an infectious disease outbreak at the University.

**Scope of Work**
To identify the responsibilities and expected activities of all University, local, state and/or federal agencies that may be involved in responding to this situation.

**Situation and Assumptions**
1. As an open campus community with a majority commuting population the likelihood that an outbreak of an infectious disease is possible.
2. Awareness and notification that such a circumstance is imminent could potentially arrive through:
   a. Sick student(s) seeking medical assistance from the Spartan Health Center because an awareness of a pattern or reoccurrence of symptoms becomes evident
   b. Notification from the Norfolk Health Department or local health departments
   c. Information from local hospitals of increased frequency of visits for common symptoms
   d. Notification from regional or federal CDC agencies
3. Depending on the magnitude of the spread of the disease, assistance and/or management of the response may be requested and/or assumed by local or state health care agencies.

**Concept of Operations**
1. The Command Center for response to the situation would be located in the Spartan Health Center.
2. All response to treatment areas will be under the direction of the medical personnel in the Spartan Health Center or if mandated under the direction of local or state medical personnel.
3. Spartan Health Center, Emergency Response personnel and the trained core of volunteers are to be called to report to the Command Center, issued appropriate protective wear and assigned duties and responsibilities in response to the emergency based on need.

4. If the nature and magnitude of the disease were such that transport to local medical facilities is not available, previously identified locations would be utilized for observation, isolation and treatment. Mass Care and Sheltering-in-Place protocols and procedures would be implemented.

5. If transport were available, Spartan Health Center and University Police would coordinate the transport of individuals to local medical facilities. Evacuation procedures and protocols would be implemented.

6. Transportation arrangements include:
   a) area emergency rescue service
   b) local ambulance services
   c) local fire department

Organization and Assignment of Responsibilities

1) If it is decided that an epidemic or biological emergency does exist, the Director of the Spartan Health Center, along with the staff of the center, will use appropriate references to form a plan of action (e.g., Control of Communicable Diseases Manual, Virginia State Health Division of Epidemiology Immunization Program. See also Spartan Health Center Clinical Manual for more information on Clinical Recognition and Management of Suspected Bio-terrorism Events). Contacts with the Center for Disease Control and World Health Organization (foreign travel alerts) may be made as directed by the NPHD.

2) If appropriate, the Vice President for Student Affairs will request that the Emergency Operations Management Coordinator(s) be convened. At that meeting, the Emergency Operations Management Coordinator(s) will be briefed about the recommendations and requirements of the Health Department. Should quarantine, mass screening, mass post exposure prophylaxis or closing of the University be recommended, plans for such will be discussed at that time. The Vice Presidents through the deans and directors will make notification to the campus community and the public. The Vice President for University Advancement will coordinate efforts with the media.

3) If a case of bacterial meningitis or other reportable communicable disease occurs the Public Health Department is to be notified by the health care provider/laboratory confirming the diagnosis. Contact tracing is done by public health officials to recommend antibiotic prophylaxis for close contacts. The Director of the Spartan Health Center will assist with contact tracing and initiation of prophylactic antibiotics for students who are close contacts of the original case.
Direction and Control
1) External assistance will be requested as necessary by the Spartan Health Center.
2) A command post shall be established at the Spartan Health Center.
3) If the situation warrants the opening of the NSU and/or Norfolk Emergency Operations Center, the Incident Commander shall assure that communications with the respective EOC are established and he or a designee shall go to the respective EOC to provide information and coordination.
4) Direction and Control, as a function, is covered in Section XV of this core plan.

Continuity of Command
Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Administration and Logistics
1) The University provides for accountability of its response efforts through the University Police, Office of Risk Management and the Office of Environmental Health and Safety.
2) External agency memoranda of understanding (MOU) agreements specific to automatic and/or mutual aid – exist or are pending with numerous adjacent jurisdictions, and include:
   a) City of Norfolk Police Department
   b) City of Norfolk Emergency Services
   c) City of Norfolk Fire and Rescue
   d) City of Norfolk Norfolk 911 Emergency Dispatch

Annex Development and Maintenance
The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

The Emergency Operations Planning Committee developed this Annex to support the NSU Emergency Operations Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the annex.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose
A major fire, flood, building collapse and or other emergency incident could occur on the NSU campus. The purpose of this Annex is to:

1) To establish procedures to ensure the effective response to these and/or to control the threat to the health, welfare, safety of the campus community and university property;
2) To assist in warning and evacuation; and
3) To assist and cooperate with external responding agencies and departments.

Scope of Work
The scope of this annex describes the responsibilities and expected activities of all University areas and external agencies in providing incident response services to the campus community. Key elements in the response to these types of emergency incidents are trained Police and Public Safety Officers and the support and response by Norfolk Fire and Rescue. This plan describes the procedures meeting the National Incident Management System and Incident Command System that will guide the response. This Annex is intended for use with large and small-scale incidents occurring on campus, requiring fire service response.

Situation and Assumptions
1) Most University buildings are constructed to commercial standards and fire codes including automatic sprinkler systems and buildings are sufficiently spaced. The risk of a large-scale fire is low, but the risk to a given building is dependent upon the activities that occur within, and the materials stored within.

2) While many buildings were constructed within recent decades there are older buildings still in service. Facilities Management in conjunction with the Office of Risk Management and Environmental Health and Safety, work to maintain safe structures and working environments. However, it is recognized that unforeseen structural weaknesses, external forces such as wind shear, and utility problems could result in an emergency condition.
3) The University is not staffed or equipped to handle building fires or major search and rescue operations, and relies on the City of Norfolk to provide these services. Norfolk Fire and Rescue has primary responsibility for responding to fire and rescue missions on the campus.

4) First reports will likely be to Norfolk 911 dispatch or University Police.

**Emergency Preparedness**

1) The Office of Risk Management, its Fire Safety Officers and the University Police engage in activities to mitigate the risk of fire in campus buildings including inspection and test of fire prevention equipment such as portable extinguishers and sprinkler systems, building evacuation route planning, and regular fire drills for major University buildings.

2) Department heads must make employees aware of fire safety and evacuation procedures for their particular working area.

3) Mutual aid agreements have been established with Norfolk Fire and Rescue and Emergency Management Services. University Police and Risk Management are responsible for initiating and maintaining appropriate agreements.

**Concept of Operations**

1) The fire and rescue annex is designed to assist University Emergency Coordinators and Operations Managers that will respond or participate in emergencies and training exercises.

2) The first responder on the scene will be the incident commander and will set up a command post and perimeter. Once on the scene, the senior fire officer will be the incident commander for most fires, rescue and explosions however in some cases the senior fire officer working in an incident command setting will work in a unified command setting with state and federal agencies such as explosions involving dirty bombs, or deliberate acts of terrorism.

3) Emergency Coordinators and Operations Managers that have been appropriately trained will take direction from the senior fire officer to perform light or non fire-rescue functions during the incident.

**Organization and Assignment of Responsibilities**

A. General

The University Police notifies Norfolk Fire and Rescue and Police of the fire or event.

B. The Lead Emergency Management Coordinator
a) Requests the Emergency Operations Management Team and other Coordinators to report to the Emergency Operations Center.

b) Coordinates response and communication with University Police and external responding agencies.

C. Norfolk Fire Rescue

This section describes the anticipated actions of Norfolk Fire and Rescue when responding to an incident that exceeds the capacities and capabilities of the University.

1) Respond only when properly requested by the Incident Commander or Senior Fire Officer.

2) Upon arrival at the scene establish command or assume appropriate role in the ICS. If ICS has not been established, initiate in accordance with the Emergency Management Plan and report implementation to 911 Center and Norfolk EOC.

3) Perform rescue and extinguish fires if feasible.

4) Establish and maintain field communications with other responding fire & rescue units and other support units, and radio or telephone communications with EOC or 911 Center whichever is appropriate.

5) Direct the activities of private, volunteer and other units.

6) If required, provide decontamination for patients contaminated with Chemical, Biological or Radiological agents.

7) Extricate entrapped victims.

D. Other Non–University Support Agencies

This section describes the anticipated actions of external support agencies when responding to an incident that exceeds the capacities and capabilities of the University.

1) Norfolk EMS - triage also provide medic for rehab location, emergency medical care, field hospital, transportation of the injured and provide representative at Command Post and EOC.

2) Norfolk Law Enforcement - provides security and other law enforcement functions and provides representative at Command Post and EOC.

3) Southeastern Virginia Red Cross - take care of victim needs, provide shelter and shelter staffing; also provide human needs to fire rescue personal. Also will provide decision maker for EOC.

4) Norfolk 911 Center provides customary 911 and dispatch services.
All tasked organizations are expected to adhere to all professional and legal standards in the performance of their duties.

**Direction and Control**

1) Off-site assistance will be requested by the Incident Commander.

2) A command post shall be established at the scene with responding University areas and external agencies reporting on arrival.

3) If the situation warrants the opening of the NSU and/or Norfolk Emergency Operations Center, the Incident Commander shall assure that communications with the respective EOC are established and he or a designee shall go to the respective EOC to provide information and coordination.

4) Direction and Control, as a function, is covered in Section XV of this core plan.

**Continuity of Command**

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

**Administration and Logistics**

1) The University provides for accountability of its response efforts through the University Police, office of Environmental Health, Safety and Risk Management.

2) External agency memoranda of understanding (MOU) agreements specific to automatic and/or mutual aid – exist or are pending with numerous adjacent jurisdictions, and include:
   a) Norfolk Police Department
   b) Norfolk Emergency Services
   c) Norfolk Fire and Rescue
   d) Norfolk 911 Emergency Dispatch

**Annex Development and Maintenance**

The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team leader will be responsible for keeping this plan up-to-date by an annual review.

The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the annex.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this annex provided satisfactory support, and make recommendation
accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose
The purpose of this annex is to establish procedures to ensure the effective response to and/or to control the threat of hazardous material incidents to the University community’s health, welfare, safety and property.

Scope of Work
The scope of this annex describes the responsibilities and expected activities of all University, local, state, federal agencies plus local industries for providing hazardous material incident response services for the campus.

Situation and Assumptions
1) Potentially dangerous materials are stored, utilized and transported in and around the NSU campus, including those transported for industrial and military purposes via Brambleton Ave, VA Beach Blvd and the Norfolk Southern Rail Road.

2) Hazardous materials may include liquid chemicals, gases, high level explosives and radioactive materials. These materials do not present a threat in their controlled environments; however, their accidental release could result in hazardous situations. There is the constant potential for an incident involving hazardous materials that could affect the campus.

3) The responsibility for safeguards relating to hazardous materials belongs to the party having custody of them, such as the University department where they are stored and used, or the off campus facilities where it is produced, stored, used or the carrier doing the transporting.

4) Resources available through local, county, state, and private mutual aid agreements may be required for use during the incident response.

5) Depending on the scope and nature of the incident, the response may be a multi-jurisdictional effort by city, state and federal agencies.
Functional Annex AN9 Hazardous Materials continued

6) Resources and/or funds through state and federal agencies may be provided during the recovery phase.

Emergency Preparedness

1) University areas that engage in the activities of purchase, storage, transport, handling of must comply with all local, state and federal regulations covering the respective hazardous materials and if required must register these materials with the Office of Environmental Health and Safety.

2) Staff must be appropriately trained in storage, handling and transport.

3) Protective equipment must be on hand and available for first responders.

Concept of Operations

1) Hazardous material incidents affecting the campus may involve those owned and utilized by the University, those that are stored by adjacent ports and industry, and those being transported by nearby rail and truck routes. Most local incidents will be reported through the Environmental Health and Safety Office (EHSO) or the University Police. Others may be reported to the Norfolk Police Department, or Fire and Rescue.

2) If a report is made to EHSO or University Police, about an on-campus incident, these areas must notify the other immediately. A restricted perimeter around the affected area with a designated access control point will be immediately be setup by University Police, until the danger or potential danger can be assessed. Other University responders arriving on the scene, except fire apparatus, should be directed to this control point.

3) EHSO will assess the situation for its potential danger to the safety and health of the population in the immediate incident area. EHSO must recognize the potential hazard and notify the Norfolk Fire and Rescue of a hazardous materials incident.

4) If shelter-in-place or evacuation of surrounding areas is warranted, these procedures should be initiated as direct in the Evacuation Functional Annex A.

5) The ranking University Police or Environmental Health and Safety Officer on scene will normally act as the Incident Commander and direct the on-scene operations and coordinate the efforts of all University responders. Command may be superseded by or transferred to the ranking City of Norfolk Police or Fire official.
6) There will be one Command or Control Center located at the incident scene. This will be the Command Post in close proximity to the incident, where the Incident Commander will exercise the initial control. An Access Control Coordination Point located a safe distance from the incident at the preferred access point to the scene will be controlled by the University Police.

7) Staging Area, if implemented, will be located at a safe distance with good access to the incident area where equipment and personnel can be assembled for deployment by the Incident Commander. Necessary agencies required for control, containment, recovery, and to restore the scene will be alerted and called to the scene as required by law or the Incident Commander.

**Organization and Assignment Responsibilities**

A) University Police and Environmental Health and Safety

1) On scene coordination is exercised by the Incident Commander, as long as the incident remains at the internal response level.

2) Coordinate with Virginia support agencies, and key staff as needed. Inform the University community of proper actions to take, depending upon the situation and using the best judgment of the Emergency Operations Management Coordinators, staff and other responding University departments.

3) Request state and/or federal assistance as necessary through the Emergency Operations Center.

4) Coordinate technical advice, additional chemical or radiological monitoring, instruments, back-up communications, and other available resources as required.

5) Request the Emergency Operations Center to collect and process information concerning recovery activities while the response phase of the incident is still ongoing.

6) Coordinate the development of action plans as required.

B) Norfolk Fire and Rescue

This section describes the anticipated actions of Norfolk Fire and Rescue when responding to an incident that exceeds the capacities and capabilities of University Hazmat preparedness.

a. Determine or verify the type of material involved and, if possible, the nature of the hazard. Keep up-wind, up-grade, and at a safe distance.
2) Provide the Command Center a situation report describing in brief terms what is observed, information received, and actions to be initiated. The situation report should be in accordance with departmental Standard Operating Guidelines (SOGs). The Incident Commander should make every effort to determine as soon as possible if a hazardous material incident exists. The amount of the product involved or the department’s ability to handle the situation does not alter the fact that a hazardous materials incident exists. When there is any doubt about the identity of a product, it will be considered hazardous until it has been identified and proven to be otherwise.

3) Take appropriate action to mitigate the hazards, stabilize the situation, rescue any injured or trapped persons, or evacuate the area, contain spill and or runoff.

4) Request additional support local, state or federal agency assistance as required.

5) Provide an Incident Commander to coordinate initial operations and take action to stabilize the situation. Set up Unified Command with Local Law Enforcement Agencies, Norfolk Emergency Management Service (EMS), other Regional HazMat Response Teams and local industrial facility representatives.

6) Provide a Public Information Officer (PIO) or appoint a person to coordinate the press and electronic media at the scene.

7) Establish a Command Post, Staging Area, Agency-Response Area, Security Perimeter, Restricted Area, Access Control Coordination Point, Hot Zone, and a Decontamination Area as needed. This information will be given to the Command Center and provided to other responding agencies.

8) The Liaison Officer should be able to monitor and transmit on a common frequency, providing direct communications between all agencies operating at the incident.

9) Stand by at scene as long as emergency conditions exist.

10) Identify the need for, and support decontamination and/or containment operations.

11) Transfer Command to the Virginia Department of Environmental Protection or contracted agency for clean-up, if needed. When the situation is stabilized fire-service personnel will stand by and assist as requested.

C. University Police and City of Norfolk Law Enforcement

1) Provide a representative to the National Incident Management System Compliant/Unified Command.

2) Establish a perimeter around the incident, allowing no unauthorized persons into area in coordination with the Incident Commander.
3) Establish Access Control Coordination Point, in consultation with the Incident Commander, for all to enter and exit; maintain record of those who enter and exit.

_Functional Annex AN9 Hazardous Materials continued_

4) Conduct evacuations of the area at risk as necessary or as directed by the Incident Commander. Law enforcement officers will not be used in areas where the atmosphere is contaminated unless they have the appropriate training and equipment to operate safely in these areas.

5) Provide a supervisor to the area who can commit Police personnel to the situation and make decisions toward the mitigation of the incident. This person will have direct access to the Incident Commander.

6) Maintain security of any areas that have been evacuated.

7) Maintain security of the Command Center, if requested by the Incident Commander.

8) Develop traffic flows for area and provide this information to the Liaison Officer and PIO until incident is mitigated.

9) Maintain security of any shelters where evacuees are housed.

10) Monitor on-post personnel around the security perimeter of the scene with regard to their exposure to any product that was released as a result of the incident.

11) When first on scene:
   a) Determine type of material involved, if possible, and nature of the problem. Remain upwind and upgrade of the incident.
   b) Notify the EOC and Norfolk Emergency Operations Centers (EOC), giving them as much information as possible.
   c) Determine degree of hazard to personnel and environment; provide this information to the EOC.
   d) Isolate the hazard area and keep non-essential personnel away from the scene.
   e) Initiate and conduct evacuation or shelter-in-place of surrounding area, particularly downwind or downstream when necessary. If explosive material is involved and the possibility of an explosion exists, evacuate and restrict the area in all directions. If material is leaking or on fire and is toxic, evacuate or shelter-in-place and restrict the downwind and downgrade areas first.
   g) Provide wind speed and direction to the Command Center via anemometer or other equipment on vehicles.
   h) Obtain names and addresses of all persons involved if the possibility of contamination exists.
   i) Notify owner, shipper, or other appropriate custodian of material involved in incident if necessary.
(j) Establish Access Control Coordination Point to incident area for control of personnel entering area.

Functional Annex AN9 Hazardous Materials continued

D. Norfolk Emergency Medical Services

This section describes the anticipated actions of Norfolk Emergency Medical Services when responding to an incident that exceeds the capacities and capabilities of University Hazmat preparedness.

1) Provide an agency representative to the National Incident Management System Compliant / Unified Command at the hazardous materials incidents.

2) Establish and utilize Triage / Treatment / Transportation Areas as defined in the NIMS.

3) Care for and transport injured to appropriate hospital(s). Inform receiving hospital of the types of materials the injured have been exposed to, if they are contaminated, and if any field decontamination has been done.

4) Notify the University EHSO and Poison Control Centers of types of hazardous materials involved.

5) Maintain unit(s) at scene, as required, to care for and transport persons that may be injured during mitigation operations.

E. University Emergency Operations Management Team

The Emergency Operations Management Team will contact the local jurisdictions regarding deployment and coordination of the assets required to respond and recover from the hazardous material incident.

F. University areas

Those involved in the hazardous materials incident will maintain sufficient records to submit an after-action report for study and critique to improve response capabilities in the future. It is conceivable that special state or federal funds may be available to cover part or all of the expenses involved in the incident. With proper records, recovery some of the funds expended in the incident may be possible.

G. Incident Commander or the Safety Officer

Will request a Shelter-In-Place or request Evacuation of the immediate area if it becomes necessary. The Functional Annexes AN1 - Warning and Notice and AN2 - Public Emergency Information contains information on how to communicate these situations to the Campus Community.
Direction and Control
1) Requests for off-site assistance shall be requested by the Incident Commander.
2) A command post shall be established at the scene with responding University areas and external agencies reporting on arrival.
3) If the situation warrants the opening of the University or Norfolk Emergency Operations Center, the Incident Commander shall assure that communications with the respective EOC are established and he or a designee shall go to the respective EOC to provide information and coordination.
4) General Direction and Control, as a function, is covered in Section XV of this core plan.

Administration and Logistics
1) The University provides for accountability of its response efforts through the Office of Environmental Health, Safety and Risk Management and University Police.
2) External agency memoranda of understanding (MOU) and intergovernmental Agreements specific to automatic and/or mutual aid – exist or are pending with numerous adjacent jurisdictions, and include:
   - Norfolk Police Department
   - Norfolk Emergency Services
   - Norfolk Fire and Rescue
   - Virginia Department of Emergency Management
3) General Administration and Logistics as a function are covered in Section XVII of this core plan.

Continuity of Command
Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Annex Development and Maintenance
The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

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Functional Annex

### Inclement Weather AN10

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<tbody>
<tr>
<td></td>
<td>Facilities Management</td>
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<td>Supporting Area / Agencies</td>
<td>Communications and Marketing</td>
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<td>Student Affairs</td>
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<tr>
<td>Documents and Policies</td>
<td>University Police Policy Manual</td>
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<td>Emergency Notification Protocol</td>
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<td>Hazard Specific Appendices / SOP</td>
<td>Communications and Marketing (SOP)</td>
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<td>Student Affairs (SOP)</td>
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**Purpose**

The purpose of this annex is to establish procedures that will minimize loss of life, injuries and damage to facilities in the event of a variety of extreme weather conditions. The scope of this annex describes the responsibilities and activities necessary for safeguarding members of the University community and the University’s physical assets.

**Situation and Assumptions**

A. **Situation**

There are numerous weather related events that can impact the University to include: lightning storms, flooding, snow, tornados, freezing temperatures, ice, etc. (hurricanes and Tropical storms are covered in Annex AN11). Given the University’s proximity to the Elizabeth River, its low height above sea level and outdoor athletic facilities, the University is susceptible to any number of weather related problems.

B. **Assumptions**

1) Most people at risk will evacuate upon the University Police or University officials recommendation. The proportion of the population that will evacuate typically increases as a threat becomes more obvious to the public or more serious.

2) Some individuals will refuse to evacuate, regardless of the threat.

3) Some evacuation planning for known hazard areas can and should be done in advance.

4) While some emergency situations are slow to develop, others occur without warning. Hence, there may be time for deliberate evacuation planning or an evacuation may have to be conducted with minimal preparation time. In the case of short notice evacuations, there may be little time to obtain personnel and equipment from external sources to support evacuation operations.

*Functional Annex AN10 Inclement Weather continued*
5) In most emergency situations, the majority of evacuees will seek shelter with relatives or friends or in commercial accommodations rather than in public shelter facilities.

6) Most evacuees will use their personal vehicles to evacuate; however, transportation may be needed for evacuees without personal vehicles. Refer to Functional Annex AN6 Transportation.

7) Shelter and provisions must be provided for evacuees that remain.

**Concept of Operations**

1) In the event of inclement weather or emergencies outside of normal business hours which may affect the operation of the University, the University Police will notify the President as early as possible of conditions which may require cancellation of classes or closing of the University. The President will inform the University Police of his/her designee at that time. Decision to cancel athletic events or other on-campus activities must also be made at this time. The President will also inform the other Vice Presidents.

2) When the University is closed due to inclement weather/emergencies only essential personnel will be required to work. Essential personnel include employees in the University Police, Housing and Residence Life, Division of Student Affairs, Food Services, Facilities Management and other such personnel as are needed to cope with conditions caused by the inclement weather/emergencies. Such other persons may be designated as essential in view of circumstances at the particular time.

3) In the event that the President decides to close the University or postpone the normal opening during non-working hours, the President will inform the other Vice Presidents. The Executive Director for Communications and Marketing, Vice President for Finance and Administration and Vice President for Student Affairs will be responsible for informing students, faculty, and staff of a decision to close the University because of inclement weather/emergencies or to postpone its opening.

4) Refer to AN2- Public Emergency Information.

*Functional Annex AN10 Inclement Weather continued*
5) Communications and Marketing shall be responsible for providing information relative to closure or postponing opening on the University Web page and other Electronic Media information. Finance and Administration shall ensure that other informational telephone systems in his/her area have the updated information. These other telephone systems include:

- Police Emergency
- Non-Emergency
- Campus Switchboard

6) Student Affairs shall notify Housing and Residence Life and Spartan Health Center personnel as well as other necessary departments within Student Affairs.

7) During normal business hours, each Vice President will inform the applicable supervisory personnel (i.e. Deans, Directors, Department Chairs, and other supervisory personnel, etc.) of the closure. (Reference Annexes AN1 and AN2 for additional details regarding information flow)

8) If the duration of the closing of the University is more than two days, it may become necessary to extend the school year to compensate for the canceled classes. The President or his/her appointed authority shall determine the necessity for such extension.

9) **Snow & Ice**
   a) Facilities Management has primary responsibility for snow and ice control operations. Reference Appendices Section of this core plan for Facilities Management checklists and procedures.
   b) The Snow and Ice Control Plan will be implemented in the event of a snow or ice storm.
   c) The University Police shall notify the President of conditions that may require cancellation of classes. If the President is not available decision tree is:
      - VP of Finance and Administration
      - VP for Student Affairs
      - AVP for Communications and Marketing

10) **Tornado**
    A tornado watch means conditions are right for a tornado. During a tornado watch, staff should be alert to weather conditions. A tornado warning means that a tornado has been sighted within a 25-mile radius. Tornado warnings normally are given 3 to 15 minutes in advance of the tornado.

*Functional Annex AN10 Inclement Weather continued*
1) Reference Annexes AN1, AN2, AN5, and AN6 for information regarding Warning Notices, Emergency Information, Evacuation and Transportation.

2) Outdoor Activities

The person in charge of outdoor activities (sporting events, parties, etc.) should take into account forecasted weather conditions and plan accordingly. The NCAA governs response to severe weather during sporting events. Reference the Appendices Section of this core plan for Inclement Weather Procedures and Checklists.

Organization & Assignment of Responsibilities

A. Organization

1) The Emergency Operations Plan will be the primary document for planning and executing evacuation procedures and return/recovery procedures.

2) Incident Command System (ICS) – Emergency Operating Center (EOC) Interface

   a) The Incident Commander will normally determine the need for, organize, and conduct limited evacuations in the immediate vicinity of the incident site. If large-scale evacuation is required, the Emergency Operations Coordinator should make the recommendation for such evacuation to the campus community.

   b) The Incident Commander will normally manage evacuation operations at the scene, while the Emergency Operations Coordinator will direct operations beyond the incident site from the EOC, such as coordinating evacuation priority, routing, arranging for the activation of shelter and mass care facilities, and advising other areas and agencies of the evacuation.

B. Assignment of Responsibilities

1) The Emergency Operations Management Team will:

   a) For emergencies and disasters, recommend that the University community evacuate, when appropriate.

   b) Approve release of warnings, instructions, and other emergency public information relating to evacuation.

   c) Coordinate evacuation planning with other local agencies where appropriate which should include:

      • Movement control and selection of suitable evacuation routes, based on recommendations from University Police or local law enforcement.

      • Transportation arrangements.

      • Shelter and mass care arrangements.

Functional Annex AN10 Inclement Weather continued
• Direct the relocation of at risk essential resources (personnel, equipment, and supplies) to safer areas.
• Direct the opening of local shelter and mass care facilities, if needed.
• Declare activation of the Emergency Operations Center for coordinating off-site activities.

2) The Incident Commander will:
   a) Identify risk areas in the vicinity of the incident site and determine protective actions for people in those risk areas.
   b) Coordinate efforts with other local, state and federal responders.
   c) Request support from the EOC to assist the Emergency Operation Coordinator in coordinating evacuation activities beyond the incident site, such as activation of shelter and mass care facilities, if required.

3) The Emergency Operations Management Planning Committee will:
   a) Develop and maintain evacuation planning information for known risk areas, and primary evacuation routes.
   b) Review the evacuation plans of special facilities within known risk areas and determine specific needs for evacuation support.

4) University Police Department will:
   a) Recommend evacuation routes to the Incident Commander or EOC staff.
   b) Assist in evacuation by providing traffic control.
   c) Protect property in evacuated areas and limited access to those areas.
   d) Coordinate law enforcement activities with other emergency services.
   e) Assist in warning the University community and adjacent public.
   f) Provide information to Communications and Marketing for news releases to the public on the evacuation routes.
   g) Close and supervise evacuation of their facilities.
   h) Ensure assigned personnel are trained and have knowledge of evacuation procedures.

*Functional Annex AN10 Inclement Weather continued*
5) Facilities management will:
   a) Assist in closing facilities to be evacuated.
   b) Assist in coordination of appropriate transportation for evacuees.
   c) Assist in locating suitable host and mass care facilities.
   d) Assist in damage assessment and blocking off areas not safe for entry.

6) Common Tasks of All Campus Areas
   a) If time permits, secure and protect facilities in evacuation areas.
   b) If time permits, relocate essential equipment, supplies, and records to non-risk areas.

**Direction and Control**

A. General
   a) The Emergency Operations Management Team has the general responsibility for recommending evacuation.
   b) In situations where rapid evacuation is critical to the continued health and safety of the campus community, the on-scene Incident Commander may recommend evacuation of people at risk in and around an incident scene and direct and control the required evacuation.
   c) Large-scale evacuations and evacuations conducted on the basis of imminent threat where there is no current incident scene will normally be coordinated and directed by the Emergency Operations Management Team.

B. Evacuation Area Definition
   a) Areas to be evacuated will be determined by the Incident Commander based on the counsel of those individuals and agencies with the necessary expertise, the use of specialized planning materials or decision aids, the recommendations of state and federal agencies, and, where appropriate, advice from other subject matter experts. Evacuation recommendations to the campus community should clearly describe the area to be evacuated with reference to known geographic features, such as familiar roads, well-known campus buildings and landmarks.
   b) The hazard situation, which gave rise to the need for evacuation, should be continually monitored in case changing circumstances, such as an increase in rainfall or wind shift, change the potential impact area and, thus, the area that must be evacuated.

*Functional Annex AN10 Inclement Weather continued*
Continuity of Command
The lines of succession for the members of the Emergency Operations Committee are outlined in this core plan in Section XV, Direction and Control.

Administration and Logistics
1) Depending upon the scope of an event, the University may have to rely upon its own, internal, resources in the short term before any outside assistance will be available.
2) As part of ongoing planning for such an event, individual departments should review requirements in order to support their operations and event related activities.
3) University Police has a mutual aid agreement in effect with the City of Norfolk Police department.
4) Norfolk Fire and Rescue would provide support in incident with casualties
5) The Emergency Operations Management Team can decide to reallocate resources as necessary to meet University requirements.
6) General Administration and Logistics as a function are covered in Section XVII of this core plan.

Annex Development and Maintenance
The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Management Operations Team leader will be responsible for keeping this plan up-to-date by performing an annual review.

The Emergency Operations Management Planning Committee developed this Annex to support the Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex. Departments and agencies assigned responsibilities in this Annex are responsible for developing and maintaining standard operating procedures covering those responsibilities.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose
The purpose of this plan is to provide the framework for an effective and coordinated response on the part of the University community in response to a tropical storm, hurricane, nor’easter, etc. making, or threatening to make, landfall on the southeastern Virginia coast, especially if an evacuation of predetermined storm surge inundation areas is required in order to protect life and minimize damage to property.

Situation and Assumptions
1) The Norfolk area is susceptible to all levels of tropical systems, from tropical depressions to severe Category 5 hurricanes. These tropical systems produce three major hazards: storm surge, high winds including possible tornadoes and significant rainfall. The entire University is susceptible to flooding should be evacuated in the event of a worst-case or Category (2) hurricane. Refer to Functional Annex AN5 – Evacuation.

2) Pre-disaster warning time will vary; however, the National Weather Service will detect a hurricane in time for effective action to be taken in accordance with the provisions of this plan.

Concept of Operations
1) When the threat of a hurricane / tropical storm impacting the University becomes known, the Chief of Police will consult with the President, Vice President for Finance and Administration and the Provost/Vice President for Academic Affairs, and a decision will be made on whether the condition warrants notification to the University Community and/or assembling the Emergency Management Team, as called for under the University’s Severe Weather Plan. If conditions warrant notification, a recommendation will be made to the Vice President for University Advancement, who has the primary responsibility to release the notification.
2) **Notifications will originate from Marketing and Communications, and may be made to the entire University.**

3) In the event of a risk of a hurricane / tropical storm impacting the University, the president or his/her designee will notify the following department heads to begin preparations, following the respective department’s procedures for hurricanes / tropical storms:

   a) Facilities Management – prepares campus through mitigation of problems related to flooding, high winds, power outages, etc.
   
   b) Office of Information and Technology (OIT) – protection of vital records
   
   c) Spartan Health Center – ensures ongoing health of campus community
   
   d) University Police – receipt and dissemination of warnings and ongoing campus security
   
   e) The Office of Auxiliary Services – emergency food service
   
   f) Associate Vice President of Marketing and Public Information – coordination of all communications to the campus community
   
   g) The Office of Academic Affairs – determines school closing and reschedules classes
   
   h) The Division of Student Affairs – providing a safe remote location of students unable to evacuate
   
   i) The Office of Risk Management – identifying safety hazards on campus

**Organization and Assignment of Responsibilities**

The Emergency Operations Plan will be the primary document for planning and executing the University’s response to hurricanes / tropical storms.

**A. Mitigation Activities**

1) The primary hazard to be addressed by the University’s administration is the impact of a tropical cyclone with emphasis on a major hurricane, (Categories 2 -5), making landfall.

2) A current hurricane response plan should be exercised and updated annually.

3) University administration should evaluate the effects of a hurricane strike on the University’s ability to carry out routine functions.

4) Those officials responsible for implementing this plan are responsible for thoroughly familiarizing themselves and their personnel with its contents and for developing effective procedures for carrying out assigned tasks and functions.

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*Functional Annex AN11 Hurricanes and Tropical Storms continued*
5) Evacuation and other actions should take appropriate action to declare an emergency in a timely manner so as to implement emergency operations to protect the health and safety of persons and property. See Functional Annex AN5 – Evacuation.

B. Implementation

1) In the event a hurricane / tropical storm is forecasted to impact the University, the Vice President for Finance and Administration will implement this plan entirely or in part. If the Vice President for Finance and Administration is unavailable to perform this function, the responsibility shall pass to the administrators in the following order of priority:

   a) Provost and Vice President for Academic Affairs
   b) Vice President for Student Affairs
   c) Vice President for University Advancement
   d) Vice Provost
   e) Dean of College of Liberal Arts
   f) Dean of College of Science and Technology

C) Hurricane Watch

1) Upon announcement by the National Weather Service that a HURRICANE WATCH status has been declared for the Hampton Roads area, the Vice President for Finance and Administration will convene the Emergency Operations Management Team and will serve as the Incident Commander. The Emergency Operations Management Team will consist of the following personnel.

   a) Vice President for Finance and Administration, Chair
   b) Vice President for Academic Affairs, Chair
   c) Vice President for Student Affairs
   d) Director for Auxiliary Services
   e) Chief of Police
   f) Dean of Students
   g) AVP of Facilities Management
   h) Director of Marketing and Communications

2) In the absence of the Vice President for Finance and Administration or any of the other Vice Presidents and the Chief of Police, those officials acting for them during their absences will carry out the WATCH and WARNING procedures.
D) Hurricane Warning

1) If a HURRICANE WARNING is declared for the Hampton Roads area, the University President or his/her designee will activate in whole or part Hurricane Emergency Actions. The actions may include the notice of a potential evacuation of residential students, the physical preparations to the University’s buildings and grounds and the activation of the Emergency Operations Center.

2) In general, actions will include the initiating plans to ensure the safety of the University community and mitigation of damage to the campus.

3) Individual Action - Upon notification of a HURRICANE WARNING status, all University personnel should attempt to accomplish the following on an individual basis:

   a) Clear desktops completely of computers and other articles.
   b) Protect books, valuable papers, computers and other equipment by unplugging equipment and computers and moving them from the windows.
   c) Where necessary and possible, move desks; file cabinets, etc., away from window.
   d) Close and latch both windows and doors, and close all drapes and blinds. Turn off or disconnect all electrical equipment including lamps, window air conditioners, hot plates, computers, etc.
   e) Clear any laboratory tables and areas of all possible apparatus and glassware and place the items in a protected location.
   f) Individual computer users should take precautionary measures to back up their own hard drives.
   g) The Office of Information Technology Services will take the necessary steps to ensure vital data is secure. Some data will be taken off-site. Prior to disconnecting the equipment, cables and plugs should be labeled for ease in re-connecting them when the emergency is past.
   h) Park fully fueled state vehicles in the multi-level garage downtown Norfolk, with keys delivered to the University Police.

E) Resumption of Services

Following the lifting of the HURRICANE WARNING status and/or the end of the inclement weather emergency, the Vice President for Finance and Administration after consultation with the Director of Public Safety/Chief of Police/Director of Facilities Management will determine which buildings and facilities are safe and can be used for classes and other purposes. The Vice President for Finance & Administration will make recommendations to the Provost/ Vice President for Academic Affairs. The Provost/Vice President for Academic Affairs will issue

*Functional Annex AN11 Hurricanes and Tropical Storms continued*
necessary directions and instructions concerning the resumption of classes and the use of University buildings and facilities.

**Direction and Control**

Directional and Control as described in Section XV of this core plan applies to this Annex.

**Continuity of Command**

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

**Administration and Logistics**

1) Both prior to and subsequent to an event the University will largely have to rely upon its own, internal, resources in the short term before any outside assistance will be available. As part of ongoing planning for such an event, individual departments should review requirements in order to support their operations and event related activities.

2) University Police has a mutual aid agreement in effect with the City of Norfolk Police department.

3) Spartan Health Services has a mutual aid agreement in effect with local hospitals. The Emergency Operations Center can decide to reallocate resources as necessary to meet University.

4) General Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

**Annex Development and Maintenance**

The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose
This Annex describes actions to be taken in the event of damage to a building’s structure or systems to such an extent that the building must be evacuated. This Annex does not cover incidents related to fires or explosion which are covered in Annexes (AN8 – Fire and Rescue and AN13 – Explosion).

Situation
Norfolk State University has over 28 facilities that may experience problems with utilities, mechanical systems and structural integrity due to a variety of causes. This could lead to loss of the use of a building for periods of time.

Assumptions
1) Safety of the University Community is paramount.
2) Environmental controls are necessities, especially given the population of the campus community.
3) Depending upon the nature and timing of the event different actions can be taken.
4) Event occurs during normal working hours – life / safety issues are an immediate concern.
5) Event occurs after hours, weekends, holidays, etc. – life / safety issues are not an immediate concern.
Functional Annex AN12 Building Emergency continued

Organization and Assignment of Responsibilities

A. Incident Commander:
Will make determination whether there is imminent peril. If immediate action is required and evacuation is necessary, then the incident commander will follow the steps in the Evacuation plan (AN3). If immediate action is not necessary, the Incident Commander will notify the appropriate groups for follow-up action.

B. Closing School / Canceling Classes

1) The Chief of Police will consult with the President and/or Vice President for Finance and Administration, and a decision will be made on whether the condition warrants notification to the University and/or assembling the Emergency Operations Management Team, as called for under the University’s Severe Weather Plan. If conditions warrant notification, a recommendation will be made to Communications and Marketing, who has the primary responsibility to release the notification. Notifications will originate from Communications and Marketing, and may be made to the entire University.

2) If there is a building that is unusable due to structural or mechanical reasons, the President or his/her designee will notify the following department heads to take the following actions:
   a) Facilities Management conducts assessment of structure/systems to determine next actions and timeframes
   b) Spartan Health Center (if potential health issues are suspected) ensures ongoing health of campus community
   c) University Police receipt and dissemination of warnings and ongoing campus security, limit/prevent access to structure, if necessary
   d) Communications and Marketing will coordinate all communications to the University.
   e) The Office of Academic Affairs determines school closing and reschedules classes
   f) The Division of Student Affairs provides transportation to safe remote locations of students unable to evacuate
   g) The Office of Risk Management will identify safety hazards on campus
   h) Housing and Residence Life, if housing or dormitory facilities are impacted, determines alternate housing arrangement for impacted students.
Direction and Control

i) Facilities Management will:
   - Conduct initial assessment of affected structure and determine the impact to health, welfare and safety of the campus community and whether or not structure is safe to enter.
   - Informs Chief of Police, Finance and Administration and/or the President of repair status.
   - Perform a detailed damage assessment – if safe to enter structure determine cause of problem, requirements to make repairs and time frame to make repairs
   - If structure is not safe to enter - Informs Chief of Police, Finance and Administration and/or President of status and next steps necessary to provide detailed assessment.

i) Risk Management will assess claim requirements and ascertain status.

Direction and Control

Directional and Control as described in Section XV of this core plan applies to this annex.

Continuity of Command

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Administration and Logistics

1) Internal resources or contract resources will be used to address non-capital repairs to a structure. As part of ongoing operations, vendors are on contract to make repairs that are outside the scope of Facilities Management’s capabilities.

2) Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

Annex Development and Maintenance

1) The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.
3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendations accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
Purpose

This annex describes the known risk factors and functional sections of the emergency operations plan that should be applied in response to explosions. The safety of the University following such an event is of primary importance. An explosion is the release of energy in a sudden and often violent manner with potential sufficient to cause damage, injury and death. Some areas around the University present specific risk factors for explosions. Other annexes are suggested, as they might be applicable to an explosion incident.

Situation and Assumptions

1) The following conditions contribute to the risk of explosion in areas around the campus Community:

   a) Transportation of volatile fuels, gasoline, chemicals, petrochemicals, hazardous waste and agricultural products through the campus by truck, train or marine vessels;

   b) Chemical storage facilities;

   c) Fuel storage facilities;

   d) Gasoline stations;

   e) Aircraft approaching and departing the Naval Air Station and the Norfolk International Airport;

   f) Storage and use of explosive devices by the construction industry;

   g) The unlawful use, construction and storage of explosive devices by individuals;

   h) Use of hazardous materials by individuals engaged in the manufacture of illicit chemical substances, such as methamphetamines;
i) Use of explosive devices and material in acts of terrorism.

2) The following conditions and locations contribute to vulnerabilities relative to explosive incidents:

   a) Public arena facilities, such as the University’s Echols Arena, that host large gatherings of people in concentrated areas;
   b) Areas of urbanization where large numbers of people are concentrated in one area;
   c) Concentrated shopping areas near campus;
   d) Concentration of buildings representing government operations, such as courthouses and federal government offices;
   e) Large, multi-story private office facilities;
   f) Large, heavily traveled bridges and elevated portions of interstate highways;
   g) Commercially navigated river(s) passing through populated areas;
   h) Rail lines passing through heavily populated areas;
   i) Interstate highways passing through heavily populated areas;
   j) Approach and departure courses for Naval Air Station and the Norfolk International Airport;
   k) Concentration of chemical storage facilities;
   l) Petroleum storage facilities located within populated areas;
   m) Industries that store and employ the use of explosive devices or materials;
   n) At incident scenes, where an explosion has occurred. In such instances, the existence of secondary explosion or unexploded devices must be considered, as such will present a hazard to first responders.

3) The City of Norfolk Bomb Squad is specially trained to respond to and mitigate explosive devices.

4) Response personnel are prepared to respond to incidents of explosion or the presence of unexploded devices.

5) Explosive devices are used to disperse weapons of mass destruction including chemical, radiological, nuclear and biological agents.
Direction and Control
1) If an explosion takes place on campus, the most senior University Police Officer that becomes aware of the situation or the first Emergency Operations Management Team responder assumes the responsibility of becoming the initial incident commander. From that point forward, action will be carried out by the unified command.

2) Directional and Control as described in Section XV of this core plan applies to this annex.

Continuity of Command
Continuity of command as described in Section XI of the Emergency Notification Protocol and Section XVI of the Incident Command of this core plan applies to this Annex.

Administration and Logistics
Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

Annex Development and Maintenance
1) The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Management Operations Team Leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
## Terrorism

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<thead>
<tr>
<th>Primary University Respondents</th>
<th>University Police</th>
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<tbody>
<tr>
<td>Supporting Area / Agencies</td>
<td>Federal Bureau of Investigations</td>
</tr>
<tr>
<td></td>
<td>City of Norfolk Police, Fire, EMS</td>
</tr>
<tr>
<td></td>
<td>Department of Homeland Security</td>
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<tr>
<td></td>
<td>University Police Policy Manual</td>
</tr>
<tr>
<td>Documents and Policies</td>
<td>Emergency Notification Protocol</td>
</tr>
<tr>
<td></td>
<td>Terrorist Incident Response Checklist</td>
</tr>
<tr>
<td></td>
<td>Terrorism: Mail</td>
</tr>
<tr>
<td></td>
<td>Bomb Threat Checklist</td>
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<tr>
<td>Hazard Specific Appendices / SOP</td>
<td>Building Emergency</td>
</tr>
<tr>
<td></td>
<td>Hostage Crisis</td>
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<tr>
<td></td>
<td>Emergency Alert Text Messages</td>
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<td></td>
<td>Emergency Response Protocol</td>
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### Purpose

This Annex provides basic guidance for the preparation for, mitigation of, response to and recovery from any act of terrorism that occurs within or which may affect the University.

### Situation and Assumptions

#### A. Situation

1) The City of Norfolk is vulnerable to acts of terrorism, and is the location of more high profile targets than many other locations in Virginia. These targets include several sites for the operation of municipal, county, state and federal government, in addition to facilities such as the Norfolk Scope, numerous chemical and manufacturing facilities, marine operations, and major transportation routes. Vulnerable locations specific to the campus of Norfolk State University include the William “Dick” Price Stadium and Echols Arena.

2) An attack on any of these or numerous other targets could potentially cause mass casualties, major damage and the disruption of essential services and commerce.

#### B. Assumptions

1) All terrorist acts are crimes. All involve violence, threats of violence, or the disruption of essential services;

2) Targets can include governmental or commercial entities or individuals;

3) Terrorism may come from foreign or domestic sources;

4) The motives are usually political or labor related;

5) Acts of terrorism are usually intended to achieve maximum publicity and to produce psychological effects far beyond immediate physical damage.
6) It is not possible to eliminate the possibility of terrorism. However, the effects can be reduced by the following actions:

   a) Training and education of police officers and public safety personnel;
   b) Acquisition of essential equipment;
   c) Preparation of essential facilities;
   d) Public education and awareness;
   e) Formation and maintenance of working relationships with appropriate government and private organizations.

**Concept of Operations**

**A. Hazard analysis**

1) Hazard analysis is conducted to accurately assess vulnerability in the Hampton Roads area. Emergency Management Coordinators, in conjunction with law enforcement, fire and other government and private agencies should conduct an ongoing assessment of public and private facilities. The assessments should be analyzed and recommendations made to reduce vulnerability when and where possible.

2) The Virginia State Police and the Virginia National Guard, as well as other federal, state and local agencies have prepared vulnerability assessments of some sites that should be taken into account for planning purposes.

**B. Training**

1) Public awareness and education are important aspects of terrorism prevention and mitigation. Emergency Management Coordinators, in conjunction with law enforcement, fire and other government and private agencies should conduct public awareness and education programs as needed.

2) All agencies should assess their training at least annually with special emphasis placed on preparation for, response to, mitigation of and recovery from terrorist acts and threats including chemical, biological, radiological, nuclear and explosive events.

3) Agency and department heads are responsible for ensuring their subordinates receive proper training.

4) Agency and department heads are responsible for developing and maintaining standard operating procedures.
C. Exercises

1) Emergency preparedness exercises should be conducted as needed to ensure
   a) Existing standard operating procedures are valid and workable;
   b) All personnel understand their roles and are capable of accomplishing assigned tasks;
   c) All necessary safeguards are in place and all supporting activities have been properly identified and coordinated;
   d) All necessary equipment is available and operational.

Organization and Assignment Responsibilities
The Chief of Police shall have lead responsibility for terrorism preparedness. The City of Norfolk Police and Fire Departments will have lead responsibility for responding to terrorist events. Prevention of crime, law enforcement, search and rescue, fire prevention, fire suppression and emergency medical operations are extensions of normal duties in terrorist operations. Duties of other officials and officers are described in this core plan.

Direction and Control
In the event of a terrorist event, the Chief of Police or designee will respond to and activate the EOC (Emergency Operations Center) and will immediately do the following:

1) Determine the type and extent of the event;
2) Notify all necessary University officials, state and federal agencies and EOC staff; and
3) Assume direction and control (as described in Section XV of the core plan).

Continuity of Command
Continuity of command as described in Section XI of the Emergency Notification Protocol and Section XVI of the Incident Command of this core plan applies to this Annex.

Administration and Logistics
Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

Annex Development and Maintenance
1) The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.
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knowledge of individuals and organizations with assignments or responsibilities under the Annex.

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Purpose
This Annex describes the basic function of responding to a bomb threat against the University campus. The safety of the University following such an event is of primary importance.

Situation and Assumptions

The following assumptions should be noted relative to responding to bomb threats

1) While usually unfounded, all bomb threats are taken seriously;
2) Investigating bomb threats will often require the evacuation of large structures;
3) There are two types of bomb threats, hoaxes and confirmed;
4) Bomb threats are normally made by phone or mail. They may also be transmitted electronically. Rarely are they made in person;
5) All bomb threats must be treated as real until proven otherwise;
6) The Bomb Threat Report Form to this Annex should be filled out as the threat is received, or immediately afterward. This form should be made available to members of the public and its use should be encouraged;
7) Bombs may be sent by mail, delivery service, or placed on site by an individual;
8) For purposes of this Annex, the term bomb shall include persistent irritant devices, i.e., tear agents, oleoresin capsicum, etc.;
9) University Police and Virginia State Police have the resources for bomb mitigation;
10) Secondary devices may be present;
11) Many facilities may have internal bomb threat procedures. This Annex is not intended to
Concept of Operations
1) University Police will handle the initial and subsequent investigations and evacuate if necessary.
2) In the case of large-scale activations, the Chief of Police may activate the EOC to coordinate the response of involved agencies.
3) If a bomb threat is believed to be an act of terrorism, the FBI will be the lead law enforcement agency.

Organization and Assignment of Responsibilities
A. General
1) Any search of a threatened facility should be conducted, when time and circumstances allow, using personnel familiar with the facility and their own work area, such as office staff or maintenance personnel.
2) Responding emergency personnel are generally not familiar with normal contents and layout of a particular structure.
3) Any suspicious items should not be disturbed, but made known to properly trained law enforcement personnel.

Direction and Control
A. General
1) If a bomb threat occurs on campus the most senior University Police Officer that becomes aware of the situation or the first Emergency Operations Team responder assumes the responsibility of becoming the initial incident commander. From that point forward, action will be carried out by the unified command.
2) The Incident Commander will determine appropriate action that will be carried out by the unified command. Such actions may include, but not be limited to
   a) Ignoring the threat (based on sufficient information and assessment to believe the threat is the result of a hoax);
   b) Evacuating immediately;
   c) Conduct a search, then evacuate if warranted.
3) Any decision to evacuate should come from the incident commander.
4) The decision on whether to conduct a search, evacuate or shelter-in-place should be made
Functional Annex AN15 Bomb Threat continued

by the incident commander. The course of action will depend on the current threat environment and nature of the bomb threat.

5) If sufficient information exists to believe a bomb may be on the premises, a decision to evacuate may be made prior to the arrival of emergency response personnel.

B. Role of the City of Norfolk Police Department

1) Evaluate available information and evidence;
2) Handle initial investigations and evacuate, if necessary;
3) Set up an incident command center, using NIMS principles, in a safe location away from areas where improvised secondary devices may be placed, e.g. mailboxes, trash-cans, large planters, etc.;
4) Set up and maintain perimeter security and traffic control;
5) Request activation of Emergency Operations Center if necessary;
6) Request bomb squad if needed;
7) Assist “bomb squad” personnel in whatever manner feasible;
8) Protect the integrity of the crime scene;
9) Conduct any investigations; and
10) Request any additional needed law enforcement equipment or services.

C. Role of the City of Norfolk Fire Department

1) Stage units at a safe distance from the incident site, based on following guidelines:
   a) Away from the line of sight of specific threat area;
   b) Away from buildings with large amounts of glass;
   c) In such a way as to utilize structural or natural barriers to assist with protection; and
   d) Away from areas where improvised secondary devices may be placed, e.g. mailboxes, trash-cans, large planters, etc.

2) Send a representative to the established command post:
   a) To assist in evacuation if necessary;
   b) To rescue victims if necessary;
   c) To provide any necessary decontamination;
   d) To provide any needed fire suppression; and
   e) To provide assistance in investigation (if trained personnel are available).
Functional Annex AN15 Bomb Threat continued

D. City of Norfolk Emergency Medical Service (EMS) will:

1) Stage EMS units in conjunction with Fire Services;

2) Treat ill or injured victims;

3) Transport ill or injured victims to the appropriate medical facility; and

4) Assist in decisions to reenter a threatened facility (where no bomb has been found) in conjunction with the Incident Commander and other emergency personnel.

Note: Emergency personnel cannot make any particular guarantee regarding the safety of a particular facility.

Continuity of Command

Continuity of command as described in Section XI of the Emergency Notification Protocol and Section XVI of the Incident Command of this core plan applies to this Annex.

Administration and Logistics

Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

Annex Development and Maintenance

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NSU Crisis Emergency Management Plan

Functional Annex

Civil Disturbance

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<th>Primary University Respondents</th>
<th>University Police</th>
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<tbody>
<tr>
<td>Supporting Area / Agencies</td>
<td>City of Norfolk Police, Fire, EMS</td>
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<td></td>
<td>Department of Homeland Security</td>
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<td></td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td></td>
<td>Office of Communications and Marketing</td>
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<tr>
<td></td>
<td>Division of Student Affairs</td>
</tr>
<tr>
<td>Documents and Policies</td>
<td>University Police Policy Manual</td>
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<tr>
<td></td>
<td>Emergency Notification Protocol</td>
</tr>
<tr>
<td>Hazard Specific Appendices / SOP</td>
<td>Civil Disturbance</td>
</tr>
<tr>
<td></td>
<td>Demonstrations</td>
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</tbody>
</table>

Purpose

To establish the procedures necessary to reduce, or minimize, the loss of property and threat to persons in areas of civil disturbance and, to assist in the restoration of order and a return to normal activity after such disturbances.

Situation and Assumptions

1) There is a need to maintain law and order during times of gathering of student protest groups or other type groups.

2) The City of Norfolk has union and non-union businesses and industry. The Norfolk Scope is within a short distance of the University.

3) Civil disturbances will be defined to include those acts, which involve criminal activity by a group, which comprises a threat to the lives and property of others. These disturbances may be precipitated by a specific event, or result from longstanding grievances.

4) National increase in acts of terrorism by either individuals or groups using various acts and threats to disrupt and spread unrest in society.

5) Civil disturbances within jurisdictions covered by mutual aid agreements, which provide for limited assistance by other jurisdictions, will generally only be reported to Virginia Division of Homeland Security and Emergency Management for informational purposes.

6) Response to civil disturbances will be the primary responsibility of local law enforcement and associated resources. When situations occur which are beyond the capabilities of the involved jurisdiction additional support may be necessary from other jurisdictions and/or the state.

7) It is assumed that law enforcement agencies in the City of Norfolk have written procedures in place to deal with civil disorders.
Concept of Operation

Operations and missions under this plan will be carried out during distinct time periods: Preparedness, Response, and Recovery.

1) The Preparedness Phase covers normal readiness. During this period plans will be reviewed for validity and exercised to train necessary personnel on an annual basis.

2) The Response Phase has two separate modes.
   a) The increased readiness period includes the time after a small, contained civil disturbance has begun, or the threat of a civil disturbance has been received. This threat may result from information gathered by law enforcement, or received from other sources. Readiness to implement the plan will take precedence during this alert period until such time as the primary law enforcement agency has determined that no assistance will be needed.
   b) The emergency operations period begins when notification of a major disturbance is received, or a law enforcement agency issues a request for assistance.

3) Recovery from acts of civil disobedience or civil disorder may require the leadership and cooperation of community groups, civic groups, neighborhood leaders, and government representatives. These organizations must form a partnership to address and resolve issues of concern in a fair, objective manner.

4) The City of Norfolk Fire Department, including volunteer departments will be responsible for coordination of all fire suppression activities related to civil disturbances.

Direction and Control

1) The law enforcement agency of jurisdiction, or the first arriving agency when two or more share jurisdiction, will be the leading law enforcement agency in a civil disturbance incident. Upon notification to this agency communication will be established to ensure that,
   a) All responses are coordinated.
   b) Information is provided to all parties involved as it becomes available.
   c) The release of information at the local level will be coordinated and accomplished through designated public information personnel.

2) State resources, which are committed to a civil disturbance, will be coordinated through the Virginia Division of Homeland Security and Emergency Management.

3) The level of state response will be dictated by the requesting jurisdiction and will be done on a request only basis.
4) Directional and Control as described in Section XV of this core plan applies to this Annex.

Functional Annex AN16 Civil Disturbance continued

Continuity of Command
Continuity of Command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

Administrative and Logistics
1) The Chief of Police or their designee will coordinate the operations. The management staff will operate from the established Emergency Operations Center.

2) The Emergency Operations Center maintains an Emergency Notification Call-Up List. The staff will operate as the situation warrants.

Administration and Logistics
Administration and Logistics as described in Section XVII of this core plan applies to this Annex.

Annex Development and Maintenance
1) The Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

2) The Emergency Operations Planning Committee developed this Annex to support the NSU Crisis Emergency Management Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the Annex.

3) Following any exercise, actual emergency or disaster, the Emergency Operations Management Team will determine if this Annex provided satisfactory support, and make recommendation accordingly. The President or Emergency Coordinator may call a meeting of University response personnel in order to adjust the Annex to reflect emergency actions, or recommend changes in procedures to improve its effectiveness. This Annex will be revised whenever any significant change occurs, or at least annually as part of the general CEMP review and revision process.
# Functional Annex

## Violence on Campus AN17

<table>
<thead>
<tr>
<th><strong>Primary University Respondents</strong></th>
<th>University Police</th>
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<tbody>
<tr>
<td></td>
<td>City of Norfolk Police, Fire, EMS</td>
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<td>Emergency Notification Protocol</td>
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<td>Threats of Incidence of Workplace Violence</td>
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<tr>
<th><strong>Hazard Specific Appendices / SOP</strong></th>
<th>Emergency Alert Text Messages</th>
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<td>Emergency Response Protocol</td>
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## Purpose

To establish the procedures necessary to reduce, or minimize, the threat to the campus community during incidents of violence perpetrated by one or more persons, and to assist in the restoration of order and a return to normal activity after such disturbances.

## Situation and Assumptions

1) There is a need for detection and response to acts of violence committed on and around the campus to protect the University.

2) Acts of violence may be committed by anyone, against anyone, with or without known cause, at any time of day, with or without warning, and within or near campus boundaries.

3) All threats against the University are considered serious and will be appropriately considered and investigated by University law enforcement officers.

4) Threats are expressions of intent to do harm. They may be indirect or direct, verbal or non-verbal. Violence is any act of physical, verbal or psychological threat, or abuse, assault or trauma on an individual that results in physical and/or psychological damage.

5) Every situation is complex and it is not expected that department chairs and managers be experts in assessment of threats. The University does expect that department chairs, directors, managers, and other administrators consider any threat potentially serious, obtain professional consultation, design interventions in consultation which will reduce danger and continue to maintain Norfolk State University as a safe place for teaching and learning.

*Functional Annex AN17 Violence on Campus continued*
Concept of Operations

A. General Strategy

The University’s planning strategy is Preparedness, Response, and Recovery.

1) Student and employee awareness programs are in place to help detect potential situations and minimize personal risk and injury.

2) University Police frequently patrol the campus, carry firearms and are well trained to respond to incidents that may occur anywhere at the University.

3) The University Police maintain cooperative working relationships with the State Police and the City of Norfolk Police Department.

4) The University Police has the authority to ‘lockdown’ the entire campus and maintains its own detailed plans and procedures for securing the campus under such conditions.

5) Recovery from acts of violence may require external assistance. The Division of Student Affairs and Human resources are prepared to seek outside assistance from external local and state emergency management agencies and counseling services. The University also maintains community outreach programs that aid recovery and healing after such events.

B. Threat Management Team

In addition to the Emergency Management Teams listed in the beginning of the plan, should a threat or violent incident occur in the workplace, a special Threat Management Team would convene to assist students, staff and supervisors during the recovery stages. Activities of this team are to include, but are not limited to:

1) Communication concerning the team’s purpose, composition, and the process for reporting incidents;

2) Education of faculty, staff, managers, and administrators to reduce the frequency and seriousness of violent events;

3) Consultation with individuals who report incidents or express concerns about threatening behavior or workplace violence;

4) Reporting potential violent situations to the appropriate officials to diffuse the situation; and

5) Coordinating post-incident follow-up debriefing activities.

Functional Annex AN17 Violence on Campus continued
The Threat Management Team consists of the following members:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>Chief of Police</td>
<td>Chief Troy Covington</td>
</tr>
<tr>
<td>Associate Vice President of Human Resources</td>
<td>Mona Adkins-Easley</td>
</tr>
<tr>
<td>Director of Counseling Services</td>
<td>Dr. Vanessa Jenkins</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>Tracci Johnson</td>
</tr>
<tr>
<td>Executive Director of Housing and Residence Life</td>
<td>Faith Fitzgerald</td>
</tr>
<tr>
<td>Faculty Representative</td>
<td>Contact Provost’s Office</td>
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</tbody>
</table>

**Direction and Control**

1) The law enforcement agency of jurisdiction, or the first arriving agency when two or more share jurisdiction, will be the leading law enforcement agency in an incidence of violence. Upon notification to this agency communication will be established to ensure that,

   a) All responses are coordinated.
   
   b) Information is provided to all parties involved as it becomes available.
   
   c) The release of information at the local level will be coordinated and accomplished through designated Public Information person.

2) Under most circumstances, the University Police will provide the first on-scene response and the Chief of Police will maintain authority to direct actions and activities control the situation and secure the campus.

3) Non-law enforcement, operational and administrative actions and decisions will remain within the authority of the designated Emergency Management Coordinators, including activation of the Emergency Operations Center and opening/closing of the campus.

**Continuity of Command**

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

**Administrative and Logistics**

1) The University provides for accountability of its response efforts through the University Police and University Advancement.

2) External agency memoranda of understanding (MOU) agreements specific to automatic and/or mutual aid – exist or are pending with numerous adjacent jurisdictions, and include:

   - City of Norfolk Police Department
   - Virginia State Police
   - City of Norfolk Office of the Federal Bureau of Investigations
   - City of Norfolk 911 Emergency Dispatch
3) Although the Chief of Police or current incident commander may establish a local command post, the Emergency Management staff will operate from the established Emergency Operations Center.

4) The Emergency Operations Management Team under direction of the designated Emergency management Coordinator(s) will manage personnel and other resources.

**Annex Development and Maintenance**

1) The Leader of the Emergency Operations Management Team has overall responsibility for Annex development and maintenance. The Emergency Operations Management Team Leader will be responsible for keeping this plan up-to-date by an annual review.

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**NSU Crisis Emergency Management Plan**

## Functional Annex

### War / Attack  AN18

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### Purpose

War is a constant threat throughout the world. The homeland of the United States is not immune from that threat. The government has the duty and the ability to monitor world events and warn the public of a threat of attack on the homeland. As with the threat from any hazard, state and local officials have the responsibility of protecting the citizens of their jurisdiction. This Annex describes the risk of war/attack and indicates functional components of the plan that should, or could be, applied to such an occurrence.

### Situation and Assumptions

1) War/attack on the mainland of the United States has never occurred.

2) Consensus of experts is that, although the risk is low, a war/attack on the homeland is possible.

3) The federal government has resources in place to evaluate the threat level from multiple threats.

4) The federal government has resources in place to detect an airborne or sea attack.

5) The federal government has resources and a plan in place to conduct rapid early public warning by the President of the United States (POTUS).
6) The Chief of University Police will request the activation of the Emergency Operations Committee when it is deemed as appropriate due to the war/attack and the situation on the campus.

7) The Tidewater area contains the capability to receive early warning from the national level by way of:
   a) Emergency Alert System (EAS)
   b) National Warning System (NAWAS)
   c) Bulletin message from the Virginia State Police Network

8) Local emergency management will respond to a national warning notice and institute continued [Public Warning] and [Emergency Public Warning] measures.

9) Whether an attack affects the Tidewater area will determine the post-strike strategy of emergency management and response personnel.

10) The Tidewater area will maintain a protective action stance until information from the national level indicates that recovery or post-strike measures can begin. However, personnel will be prepared to revert to a protective stance during the recovery phase, if necessary.

**Direction and Control**

Direction and Control as described in Section XV of this core plan applies to this Annex.

**Continuity of Command**

Continuity of command as described in Section XI Emergency Notification Protocol and Section XVI Incident Command of this core plan applies to this Annex.

**Administration and Logistics**

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XXIII. Standard Operating Procedures Reference List

AN1 - Warning and Notice
Office of Marketing and Communication
Division of Student Affairs

AN2 - Public Emergency Information
Office of Marketing and Communication
University Police Policy Manual

AN3 - Mass Care and Shelter
Spartan Health Center
Auxiliary Services
Housing Policies and Procedures Manual

AN4 - Health and Medical Emergency
University Police Policy Manual

AN5 - Evacuation
Housing Policies and Procedures Manual
University Police Policy Manual

AN6 - Transportation
Housing Policies and Procedures Manual
Parking Services Procedures

AN7 - Infectious Disease
Office of Environmental Health and Safety Procedures Manual
University Response to Avian / Pandemic Flu

AN8 - Fire And Rescue
Housing Services Policies and Procedures Manual
University Police Policy Manual

AN9 - Hazardous Materials
Office of Environmental Health and Safety Procedures Manual
University Police Policy Manual

AN10 - Inclement Weather
Facilities Management
University Athletics
Communications and Marketing
XXIII Standard Operating Procedures Reference List continued

AN11 – Hurricane
Facilities Management
Housing and Residence Life
Auxiliary Services
Communications and Marketing
Environmental Health and Safety Office
University Police Policy Manual
Office of Information Technology Services Disaster Recovery Plan

AN12 - Building Emergency
Facilities Management
University Police Policy Manual

AN13 – Explosion
University Police Policy Manual

AN14 – Terrorism
Auxiliary Services Mail Center
University Police Policy Manual

AN15 - Bomb Threat
University Police Policy Manual

AN16 - Civil Disturbance
Division of Student Affairs
University Police Policy Manual

AN17 – Campus Violence
Division of Student Affairs
University Police Policy Manual

AN18 - War / Attack
University Police Policy Manual
XXIV. Summary of Support Agreements and Contracts

Law Enforcement Mutual Aid Agreement

Norfolk State University benefits from a law enforcement mutual aid agreement, which establishes the provision of law enforcement aid across jurisdictional lines to increase each city’s ability to preserve the safety and welfare of the entire area, including Norfolk State University. The agreement is among several local Commonwealth of Virginia municipalities to include the Cities of Norfolk, Chesapeake, Franklin, Hampton, Newport News, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg.

Zone of Concurrent Police Jurisdiction

The Norfolk State University Plan is intended to work in annex to the broader university, as well as the broader community to include the City of Norfolk Emergency Operations Plan, and the City of Norfolk Police. In addition to a mutual aid agreement, Norfolk State University and the City of Norfolk established a zone of concurrent police jurisdiction which outlines the responsibilities and expectations for University Police in areas of concurrent authority and jurisdiction.
### NSU Crisis Emergency Management Plan

#### XXV. Important Personnel Contact Information

<table>
<thead>
<tr>
<th>Administrative Officers</th>
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<tbody>
<tr>
<td>Dr. Eddie Moore</td>
<td>Interim President/CEO</td>
<td>757-823-8670</td>
</tr>
<tr>
<td>Dr. Sandra Deloatch</td>
<td>Provost and Vice President for Academic Affairs</td>
<td>757-823-8408</td>
</tr>
<tr>
<td>Edward Willis</td>
<td>Vice President Student Affairs</td>
<td>757-823-8141</td>
</tr>
<tr>
<td>Michelle Hill</td>
<td>Director for Alumni Relations</td>
<td>757-823-8135</td>
</tr>
<tr>
<td>Stevalynn Adams</td>
<td>Director of Communications and Marketing</td>
<td>757-823-8373</td>
</tr>
<tr>
<td>Gerald Hunter</td>
<td>Vice President for Finance &amp; Administration</td>
<td>757-823-8011</td>
</tr>
<tr>
<td>Troy J. Covington</td>
<td>Chief, University Police</td>
<td>757-823-2199</td>
</tr>
<tr>
<td>Major Cedric Lee</td>
<td>Military Services and Veterans Affairs</td>
<td>757-823-2471</td>
</tr>
<tr>
<td>Andrea Di Fabio</td>
<td>Chief Information Officer</td>
<td>757-823-2896</td>
</tr>
<tr>
<td>Marty Miller</td>
<td>Athletic Director</td>
<td>757-823-9539</td>
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<table>
<thead>
<tr>
<th>Academic Affairs Staff</th>
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<tbody>
<tr>
<td>Dr. Mildred Fuller</td>
<td>Vice Provost for Graduate Studies and Research</td>
<td>757-823-8408 or 2366</td>
</tr>
<tr>
<td>Ephraim Bennett</td>
<td>Asst. Director for Institutional Research &amp; Assessment</td>
<td>757-823-8214</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Higher Ed Center Directors</th>
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<tbody>
<tr>
<td>Dr. Dennis Montgomery</td>
<td>Director, VB Higher Ed Center</td>
<td>757-368-4152</td>
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<thead>
<tr>
<th>Academic Deans</th>
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<tbody>
<tr>
<td>Belinda Anderson</td>
<td>Dean, School of Liberal Arts</td>
<td>757-823-8118</td>
</tr>
<tr>
<td>Danny Adams</td>
<td>Assoc. Dean, School of Liberal Arts</td>
<td>757-823-2082</td>
</tr>
<tr>
<td>Bidhu Mohanty</td>
<td>Dean, School of Business</td>
<td>757-823-8005</td>
</tr>
<tr>
<td>Jim Chen</td>
<td>Assoc. Dean, School of Business</td>
<td>757-823-2564</td>
</tr>
<tr>
<td>Denise Littlejohn</td>
<td>Interim Dean, School of Education</td>
<td>757-823-8701</td>
</tr>
<tr>
<td>Larry Mattix</td>
<td>Dean, School of Engineering &amp; Technology</td>
<td>757-823-8180</td>
</tr>
<tr>
<td>Michael Keeve</td>
<td>Assoc. Dean, School of Engineering &amp; Technology</td>
<td>757-823-2821 or 2820</td>
</tr>
<tr>
<td>Rowena Wilson</td>
<td>Assoc. Dean, School of Social Work</td>
<td>757-823-8668</td>
</tr>
<tr>
<td>Dorothy Jones</td>
<td>Interim Dean of Extended Learning</td>
<td>757-823-8066</td>
</tr>
<tr>
<td>Page Laws</td>
<td>Dean, Honors College</td>
<td>757-823-8208</td>
</tr>
<tr>
<td>Marc Finney</td>
<td>Interim Dean of Library Services</td>
<td>757-823-9153</td>
</tr>
<tr>
<td>Kyunghee Jennings</td>
<td>Program Director, Early Childhood Development</td>
<td>757-823-8111</td>
</tr>
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</table>
## NSU Crisis Emergency Management Plan

### Athletics Department

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Marty Miller</td>
<td>Athletic Director</td>
<td>757-823-9539</td>
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### Counseling

<table>
<thead>
<tr>
<th>Service</th>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Mental Health Emergency (after hours)</td>
<td>Vanessa Jenkins-Hightower</td>
<td></td>
<td>757-823-8173</td>
</tr>
</tbody>
</table>

### Dining Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Sharron Williams</td>
<td>District Manager, Thompson Hospitality</td>
<td>757-823-9472</td>
</tr>
<tr>
<td>Angela Johnson</td>
<td>Food Service Director</td>
<td>757-823-9472</td>
</tr>
</tbody>
</table>

### Facilities Management

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
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<tbody>
<tr>
<td>Anton Kashiri</td>
<td>AVP for Facility Management</td>
<td>757-823-2957</td>
</tr>
</tbody>
</table>

### Housing Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Faith Fitzgerald</td>
<td>Executive Director, Residential Life</td>
<td>757-823-8407</td>
</tr>
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</table>

### Human Resources

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Mona Adkins-Easley</td>
<td>Associate Vice President/Human Resources</td>
<td>757-823-8160</td>
</tr>
</tbody>
</table>

### Norfolk (Commonwealth of Virginia) Public Health

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Demetria Lindsay, MD</td>
<td>Director</td>
<td>757-683-2800</td>
</tr>
</tbody>
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### Parking and Transportation

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Wanda Boone</td>
<td>Supervisor</td>
<td>757-823-8338</td>
</tr>
</tbody>
</table>

### University Police

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Troy J. Covington</td>
<td>Chief of Police</td>
<td>757-823-2199</td>
</tr>
</tbody>
</table>
### NSU Crisis Emergency Management Plan

#### Spartan Health Center

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Benita Jones, MD</td>
<td>Medical Director</td>
<td>757-278-3360</td>
</tr>
</tbody>
</table>

#### Student Activities and Leadership

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracci K. Johnson</td>
<td>Dean of Students</td>
<td>757-451-7768</td>
</tr>
</tbody>
</table>

#### University Auxiliary Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Davida Harrell-Williams</td>
<td>Director for University Auxiliary Services</td>
<td>757-823-8085</td>
</tr>
<tr>
<td>Julia Wingard</td>
<td>AVP Student Affairs</td>
<td>757-823-8200</td>
</tr>
</tbody>
</table>
## XXVI. Important External Emergency Numbers

<table>
<thead>
<tr>
<th>Agency / Organization</th>
<th>Contact Name, Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Of Commonwealth Preparedness</td>
<td>Wendy Hoffman, Executive Assistant</td>
<td>804-225-3826</td>
</tr>
<tr>
<td>Eastern Virginia Medical School</td>
<td>William Mosley</td>
<td>757-446-5271</td>
</tr>
<tr>
<td>Norfolk Police Department</td>
<td>Steve Gallaguer, Commanding Officer of HLS Unit</td>
<td>757-664-6505/328-3921</td>
</tr>
<tr>
<td>Norfolk Fire Department</td>
<td>Bruce Evans, Battalion Chief</td>
<td>757-441-5350</td>
</tr>
<tr>
<td>Norfolk Emergency Medical Services</td>
<td></td>
<td>757-664-6600</td>
</tr>
<tr>
<td>Norfolk Federal Bureau of Investigations</td>
<td>Brian Hanlon, Norfolk Division of FBI</td>
<td>757-727-7933</td>
</tr>
<tr>
<td>Norfolk Health Department</td>
<td>Suzanne Love, Regional Medical Consultant</td>
<td>757-683-2697</td>
</tr>
<tr>
<td>Virginia Poison Center</td>
<td>Nancy Walton, Administrative Assistant</td>
<td>804-828-4780, Hotline 1-800-222-1222</td>
</tr>
<tr>
<td>Sentara Norfolk General Hospital</td>
<td>Jason Baross, Disaster Team Coordinator</td>
<td>757-388-5698, 757-475-0579</td>
</tr>
<tr>
<td>Southeastern Virginia Red Cross</td>
<td>Patrick Campbell</td>
<td>804-365-2075</td>
</tr>
<tr>
<td>Virginia Dept of Emergency Management</td>
<td>Wallace Twigg, Region 5 Coordinator</td>
<td>804-897-6500</td>
</tr>
<tr>
<td>Virginia State Police</td>
<td>R. Daniel Plott</td>
<td>757-424-6800</td>
</tr>
</tbody>
</table>
XXVIII. Norfolk State University Campus Map

For NSU Parking information, please visit www.nsu.edu/finance/parking or call 757.823.2211. All Visitors/Vendors should obtain a Visitor’s Pass from the Parking Office located in the University Police Station (2501 Corprew Ave., Norfolk, VA 23504) prior to parking on campus.
XXIX. National Incident Management System Glossary

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency’s or organization’s participation in incident management activities following appropriate consultation with the leadership of that agency.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
XXIX. National Incident Management System Glossary continued

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.
XXIX. National Incident Management System Glossary continued

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Crisis Emergency Management Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.


**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.
General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

XXIX. National Incident Management System Glossary continued
Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

XXIX. National Incident Management System Glossary continued
Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

XXIX. National Incident Management System Glossary continued
Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to
identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preemting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**XXIX. National Incident Management System Glossary continued**
**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho-photo mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

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**XXIX. National Incident Management System Glossary continued**
Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.
XXIX. National Incident Management System Glossary continued

**ACRONYMS**

1. ALS Advanced Life Support
2. DOC Department Operations Center
3. EMAC Emergency Management Assistance Compact
4. EOC Emergency Operations Center
5. CEMP Crisis Emergency Management Plan
6. FOG Field Operations Guide
7. GIS Geographic Information System
8. HAZMAT Hazardous Material
10. IAP Incident Action Plan
11. IC Incident Commander
12. ICP Incident Command Post
13. ICS Incident Command System IC or
14. LIC Incident Command or Unified Command
15. IMT Incident Management Team
16. JIS Joint Information System
17. JIC Joint Information Center
18. LNO Liaison Officer NDMS National Disaster Medical System
19. NGO Nongovernmental Organization
20. NIMS National Incident Management System
21. NRP National Response Plan
22. POLREP Pollution Report
23. PIO Public Information Officer
24. PVO Private Voluntary Organizations
25. R&D Research and Development
26. RESTAT Resources Status
27. ROSS Resource Ordering and Status System
28. SDO Standards Development Organizations
29. SITREP Situation Report
30. SO Safety Officer
31. SOP Standard Operating Procedure
32. LIC Unified Command
33. US&R Urban Search and Rescue
Section XXX

Hazard Specific Appendices

The following section contains checklists and procedures that support the Functional Annexes in Section XXII

1) Bomb Threat
2) Building Emergency
3) Civil Disturbance
4) Demonstrations
5) Fire Procedures
6) Hostage Crisis
7) Hurricane: Academic Affairs
8) Hurricane: Athletics
9) Hurricane: Departmental Checklist
10) Hurricane: Design and Construction
11) Hurricane: Emergency Management Coordinators
12) Hurricane: Environmental Health and Safety
13) Hurricane: Facilities Management
14) Hurricane: General Information
15) Hurricane: Housing
16) Hurricane: Individual
17) Hurricane: University Relations
18) Hurricane: Library
19) Hurricane: Risk Management
20) Hurricane: Student Affairs
21) Hurricane: Student Health
22) Hurricane: University Police
23) Inclement Weather: Lightning
24) Infectious Disease, Biological Agent, Food Poisoning
25) Medical Emergency
26) Terrorism: Mail
27) Terrorist Incident Response Checklist
28) Threats or Incidences of Workplace Violence
29) Tornado General Procedures
AUTHORITIES AND REFERENCES

The Norfolk State University Emergency Operations Plan is authorized and guided by provisions in the following documents:

Federal
- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- Federal Emergency Management Agency (FEMA) National Response Framework
- Homeland Security Presidential Directive 8
- National Incident Management System

State
- Code of Virginia, Title 1, Chapter 23 and Chapter 44, as amended
- Commonwealth of Virginia Emergency Operations Plan
- Commonwealth of Virginia Emergency Services and Disaster Law as amended
- Executive Order 41

The Virginia Department of Criminal Justice Services and the Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan where there are victims as defined by §19.2-11.01 (para 1). Contact information for both organizations is listed below:

The Virginia Department of Criminal Justice Services
1100 Bank Street
Richmond, Virginia 23219
804-768-4000

Criminal Injuries Compensation Fund (CICF)
2201 West Broad Street, Suite 207
Richmond VA 23220
800-552-4007

Norfolk State University
- Policy 24:003 Violence Prevention and Behavior Assessment
- Policy 27.002 Health and Immunization
- Policy 60.205 Mass Crisis/Emergency Communications
- Policy 45.000 Inclement Weather Plan

Local
- City of Norfolk- Office of Emergency Preparedness and Response
- Law Enforcement Mutual Aid Agreement among all regional cities
3.2 REFERENCES
The following standards and plans were utilized 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
APPENDIX

GLOSSARY

COMMON TERMINOLOGY

Where applicable and appropriate this plan uses terminology defined within the National Incident Management System, which may be found in the Glossary section. In addition, the following University terms and references are commonly utilized in this plan, its functional annexes and hazard specific appendices.

a) Core plan - Refers to the main body of this Emergency Operations Plan as opposed to its functional annexes, appendices or attachments.

b) Campus Community - for purposes within this plan, the campus community is defined as the 35+ buildings owned, operated or leased by the University, within the geographic boundaries of the University’s ‘Norfolk’ campus, including all persons residing on, working on or visiting the campus during the threat or occurrence of the emergency condition. Where possible, the plan seeks to protect other structures and residences within the same geographic areas, particularly those that may be utilized by students or persons affiliated with the University.

c) Emergency Management Coordinators - Designated University employees who are granted the authority to coordinate and manage emergency responses through higher level actions such as activation / deactivation of the emergency operations center, the unified command system, multi-agency requests and communication, information and notification, and have overall responsibility for allocating resources necessary to prepare, respond and recover from most disasters and emergency conditions that may affect the Campus Community.

d) Emergency Operations Plan (CEMP) - refers to the entire NSU Emergency Operations Plan inclusive of all Annexes, Appendixes and Attachments.