



NORFOLK STATE UNIVERSITY

Crisis and Emergency Management Plan (CEMP)

April 2026

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PROMULGATION

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 Crisis and Emergency Management 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 the implementation of a unified command system are essential to the success of the plan. All CEMP team decisions must be approved by the President.

This Crisis and Emergency Management 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 are 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 the 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 Staff of any opportunities for improvements.

Dr. Gerald E. Hunter, Vice President for Finance and Administration

APPROVAL AND IMPLEMENTATION

This Crisis and Emergency Management Plan (CEMP) was prepared by Norfolk State University to develop and maintain a comprehensive approach to all hazardous activities and to provide 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 Coordination Officer (EOC) 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 Team (EMT) led by the President and an Emergency Operations Staff (EOS) representing campus areas, with various-level 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: _____ Date: _____
Brian Covington, Chief of Police
Norfolk State University

Approved: _____ Date: _____
Dr. Gerald E. Hunter, Vice President for Finance and Administration
Norfolk State University

Approved: _____ Date: _____
Dr. Javaune Adams-Gaston, President
Norfolk State University

Disclaimer

Information contained in the Norfolk State University Crisis and Emergency Management Plan (CEMP) has been prepared as guidance and safe practices for emergency response and crisis management. As such, it cannot be assumed that the Plan considers all possible events, scenarios, and/or circumstances. Therefore, 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 representations regarding the sufficiency of the CEMP and does not assume responsibility in connection with the information therein or for additional information that may be required in the event of an emergency.

Confidentiality

The Norfolk State University Crisis and 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.

RECORD OF CHANGES

Change Number	Date of Change	Page or Section Change	Summary of Change	Name of Person Authorizing Change
1	July 2014 Jan. 2014 Jan. 2016	Annual Review of Emergency Operations Team		
2	Nov. 2017	Board of Visitors		
3	Aug. 2021	Entire Plan	Revised, Reformatted	BOV
4	Nov. 2023	Page 52	Added: Para. 3f, 4i, page 52	ECO
5	July 2024	Annual Update		
6	Dec. 2025	Annual Update		
7				

RECORD OF DISTRIBUTION

The Norfolk State University CEMP will be distributed to each agency and organization that has a role in the plan and is noted in the table below. Copies will be available to the Norfolk State University community at insert name of location(s).

Date	Name, Title	Delivery Format
July 2013	All team members referenced within the plan	E-file: Word Doc
July 2014	All team members referenced within the plan	E-file: Word Doc
January 2015	All team members referenced within the plan	E-file: Word Doc
January 2016	All team members referenced within the plan	E-file: Word Doc
November 2017	All team members referenced within the plan	E-file: Word Doc

The Norfolk State University Crisis and Emergency Management Plan is authorized and guided by provisions in the following documents:

POLICIES AND REGULATIONS

Federal

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

State

1. Code of Virginia, Title 1, Chapter 23 and Chapter 44, as amended.
2. Commonwealth of Virginia Emergency Operations Plan
3. Commonwealth of Virginia Emergency Services and Disaster Law as amended.
4. The Governor's 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

- Administrative Policy 47-03 Campus Workplace Violence Prevention
- BOV Policy #21 Communicable Disease Protocol
- Administrative Policy #50-04 Emergency Notification System
- Presidential Policy #10-13 Inclement Weather Plan

**RESOLUTION and ADOPTION OF THE NORFOLK STATE UNIVERSITY CRISIS AND EMERGENCY
MANAGEMENT PLAN**

WHEREAS, the Board of Visitors of Norfolk State University is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the **President** is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them.

WHEREAS, the [§23-9.2:9](#) of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Norfolk State University in coordination with the Virginia Department of Emergency Management with input from the City of Norfolk, Virginia Emergency Management Agency.

NOW THEREFORE BE IT RESOLVED that the Norfolk State University Board of Visitors, do hereby officially adopt the Norfolk State University Crisis and Emergency Management Plan, to include plans and procedures for both natural and human- caused disasters.

I do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of Norfolk State University at a meeting held on

Rector

Norfolk State University Board of Visitors

Date _____

The Basic Plan

I. Introduction

Norfolk State University (NSU) is committed to protecting life, the campus environment, and property. This plan provides the basis for response and recovery operations at NSU. This Crisis and Emergency Management Plan (CEMP) outlines the preparedness, response, recovery, and mitigation actions to be implemented by NSU in the event of any disaster or emergency.

A. Purpose

1. The primary objectives of the University's preparedness and activities, as described in this plan, are to maximize the survival of students, staff, faculty, and all campus visitors, while preserving university property and making maximum use of available workforce, equipment, and resources.
2. The procedures outlined in this plan are designed to be flexible to accommodate contingencies of various types and magnitudes.

B. Scope

1. The CEMP has been prepared in accordance with standards set forth by the National Incident Management System (NIMS).
2. The CEMP provides a sound basis for emergency preparedness and establishes organizational and operational concepts and procedures designed to minimize the loss of life and property.
3. This plan is applicable to all NSU units/departments/divisions and individuals who may be requested to provide assistance or conduct operations in the context of actual or potential emergencies or disasters. The plan describes the fundamental policies, strategies, and general concepts of operation to be used to control emergencies or disasters from onset through recovery.

C. Situation

1. NSU consists of 134 acres. Student enrollment is dispersed on one major campus and two satellite campuses located at the Virginia Beach Higher Education Center and the Norfolk Naval Base.

2. Major highway access to the campus is by way of 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. Ballentine Avenue crosses the light rail tracks near NSU and at the entrance and exit ramps of Interstate 264.
3. 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 1 trauma care and air-medevac capability. Adjacent to the hospital is the Eastern Virginia School of Medicine and Children's Hospital of the King's Daughters.

D. Capability Assessment

1. NSU is responsible for maintaining an emergency operations plan and response capability to protect the lives and property of its students, faculty, staff, and visitors from the effects of both man-made and natural disasters. This plan will be followed, revised, exercised, readopted, and reissued as needed.
2. The University has completed a Hazard Mitigation Plan. The plan provides a snapshot of the University's preparedness capabilities. The plan identifies resources and areas where mutual aid agreements can be developed. The Hazard Mitigation Plan can be assessed through the Office of Environmental Health and Safety.
3. NSU implements security procedures at events that attract large crowds from within and outside of the campus. When more than one large event occurs on campus and/or in the surrounding community simultaneously, additional support may be requested through mutual aid agreements.
4. The local jurisdiction, including NSU, is a storm-ready community. However, the campus experiences flooding in some areas.
5. NSU has a dedicated website and an emergency notification process available through a cell phone app, which is optional for students, faculty, and staff. Many students do not elect to receive emergency notifications.
6. Other means of communicating emergency-related information include the University email system, the campus-wide public address system, social media outlets, the CRM system (Enrollment Management), and the campus radio station (91.1 FM).

E. Assumptions

1. NSU maintains a current, widely disseminated emergency management plan. Personnel are trained to evaluate and respond to emergencies and disasters. Rosters of emergency response personnel are maintained.
2. Assistance from city, county, state, and federal agencies, volunteer and private organizations may be available to supplement NSU resources in case of emergencies. Response agencies such as firefighting, law enforcement, emergency medical services, and other emergency response organizations will be promptly notified of NSU emergencies when assistance may be needed.
3. NSU emergency assets may be available to assist city, county, state, and federal agencies upon request.
4. NSU units/departments/divisions are familiar with and prepared to identify and assist in response to an emergency by developing plans within their areas that support the Emergency Support Plan.
5. All units/departments/divisions will ensure that all personnel are trained and familiar with the CEMP and capable of implementing them in a timely and effective manner.

II. Concept of Operations

A. General

1. The authority to declare a campus state of emergency and operationalize the Emergency Management Plan rests with the President of the University or the appointed designee in his or her absence.
2. Upon activation of an actual or impending disaster or emergency, the Emergency Coordination Officer (ECO) or his/her designee activates the CEMP, contacts the Emergency Operations Staff (EOS), and activates the specific emergency response phase of operations. The ECO may also activate the EOC and take other appropriate actions as deemed necessary.
3. The NSU EOC is staffed and operated as the situation dictates. When activated, operations are supported by representatives from university units/departments and divisions who provide information, data, resources, and recommendations regarding actions needed to handle the emergency.
4. The Emergency Coordination Officer (ECO) or his/her designee coordinates and controls the University's response and recovery resources through the EOC.

5. NSU coordinates with the National Weather Service and the State Emergency Management to maintain up-to-date information concerning weather conditions. Weather information is provided to the NSU campus.
 6. When response disasters or emergencies exceed University resources, assistance may be requested from local, state, or federal agencies, other public and private institutions, and vendors. Requests for outside assistance are forwarded through the NSU Emergency Coordination Officer in the EOC.
- B. Documentation, Communications, and Public Information
1. Care should be taken to document all actions by the EOC for reimbursement, reporting, and future training purposes. All Emergency Management Team members are responsible for documenting their area response efforts. Documentation will be collected and compiled by the ECO.
 2. A final report, with recommendations, will be assembled through the EOC.
 3. The 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. The debrief will identify and discuss actions that worked well and items that presented problems with recommendations for future EOC operations and emergency planning.
 4. Responses to specific hazards are delineated in the hazard-specific annexes of this CEMP.
 5. All legal information and documents of public or private nature recorded during an emergency operation will be protected and preserved in accordance with existing law, statutes, and ordinances.
 6. The Chief Information Officer (CIO), located in the EOC, disseminates approved emergency public information to media outlets during a disaster or an emergency.

III. Incident Management

Emergency operations commence when the President or designee determines that the situation is serious enough to warrant activation of the Emergency Operations Plan. When activated, central coordination for all activities emanates from the Emergency Operations Center (EOC) located at the University Police Department Headquarters on Corprew Avenue.

A. Preparedness Actions

1. As part of their general preparedness, University departments/divisions and

units are required to acquire and maintain all emergency equipment and

supplies, establish mutual aid agreements, and train personnel to perform their roles and responsibilities as defined in the basic plan.

2. Units/departments and divisions must maintain and keep current emergency personnel contact information. Essential personnel designations will be established.

B. Notification

1. Once an emergency has been declared, campus personnel will be notified of safety measures via the emergency notification means. These notification means may include emails, radio, loudspeakers, and the RAVE Alert System.
2. The RAVE System will be the main system used to provide emergency information to campus personnel throughout an incident.
3. The RAVE notification system can be utilized for alerting campus personnel by way of communications devices that receive text (cell phones, email, fax). The system can be utilized for group notifications or a single individual notice.
4. The President, the designee, or the Emergency Coordination Officer may send mass messages to faculty, staff, and students. Typically, mass messages will contain information or instructions concerning the disaster or emergency; university opening or closing; evacuation or shelter-in-place; or any other information as needed.
5. The University webpage will also be used as a means of providing information relevant to campus personnel.
6. The Director, Media Relations, will issue press releases to local media with the most updated information about the emergency as necessary and approved by the President.
7. Emergency personnel rely on landlines and cell phones as primary sources of communication during a disaster or emergency. Should these sources be interrupted, emergency personnel will revert to police radios.

C. Activation

1. Upon notification of an incident, the Emergency Coordination Officer may activate specific departments needed to respond to the incident. Other members of the Emergency Support Team may be placed on standby in case they are needed later.
2. The Emergency Operations Center (2501 Corprew Avenue) may be activated when directed by the President, upon consultation with the Emergency Management Team (Chief of Police, the Vice President of Operations, Vice

President of Finance and Administration, Vice President of Student Affairs, or their designees.

3. The EOC should become operational no more than two (2) hours after the order is given. All EOS personnel should report to the EOC within 2.5 hours of receiving notification. Once the EOC is activated, all subsequent resource activations occur through the EOC.

D. Response Actions

1. Typical initial response actions will include activation of the university police, EMS, fire, and rescue.
2. Upon receiving further specific information about the incident, the Emergency Coordination Officer will activate the appropriate Emergency Operations Staff (EOS) as needed. These staff members will mobilize assets and prepare resources for deployment as needed, as outlined by their respective Emergency Support Function (ESF).
3. The Chief of Police is responsible for the setup and administrative support of the EOC. Any additional administrative support may be requested through the EOS staff.
4. The EOS will meet at times determined by the ECO to make critical decisions and receive situation reports and updates.
5. The EOC will serve as the decision center for activities related to incident escalation and de-escalation, including communication with other local, state, or federal responders.
6. The EOC will remain operational on a 24-hour basis throughout the incident response phase and into the early recovery phase.
7. If incident command is transferred to an outside agency, the EOC will remain activated to provide support and advice for the duration of the emergency.
8. The ECO will maintain contact with the Norfolk Department of Emergency Services, Norfolk Police, and the National Weather Service to obtain critical information on weather conditions, city actions, evacuations,/ shelter in place actions.
9. The ECO will attend Norfolk Department of Emergency Services meetings as necessary. The ECO or a designee will report to the Norfolk EOC if it is activated to serve as the NSU representative.

E. Recovery Actions

1. Once immediate response and life-saving missions are completed, emphasis shifts to recovery operations and, if applicable, hazard mitigation.
2. Recovery operations may include clean-up and restoration of NSU facilities; damage assessments; debris removal; re-establishment of business operations; and re-opening of the University.
3. Priority for damage assessments will be given to residence halls, utilities, buildings housing technology equipment, and academic buildings.
4. Damage reports, as well as additional resources needed for repairs, will be reported to the EOC for documentation and financial transaction tracking.

F. Remedial Actions

1. Following major EOC activations, a “hot wash” will be conducted to identify critical issues requiring attention, lessons learned, and best practices associated with the NSU response.
2. An After-Action Report (AAR) will be written that identifies operational successes, challenges, and key issues. The AAR will be used to improve the CEMP plan and procedures for future responses.

IV. Organizational Structure

- A. The organizational structure for crisis response at NSU consists of the Emergency Management Team (EMT) and the Emergency Operations Staff (EOS).
- B. The Emergency Management Team consists of the President; Vice President, Finance and Administration; Provost and Vice President, Academic Affairs; Chief of Police; Vice President, Operations; and University Counsel.
- C. The EOS consists of NSU senior managers who are responsible for making administrative decisions during disasters regarding scheduling classes, evacuations, closing campus, campus notifications, and other operational situations.
- D. The following personnel comprise the EOS:
 1. The Vice President, Finance and Administration
 2. The Vice President, Student Affairs
 3. The Vice President, Operations
 4. The Vice President, Academic Affairs
 5. Emergency Coordination Officer
 6. The Chief of Police
 7. Assistant Vice President for Human Resources
 8. Assistant Vice President for Communications and Marketing

9. Associate Vice President for Facilities Management
10. Assistant Vice President for Campus Life and Diversity
11. Director, Facilities Management
12. Director, Procurement
13. Director, Housing and Residence Life
14. Director, Spartan Health Center
15. Director, Media Relations
16. Chief Information Officer
17. Director, Auxiliary Services
18. University Controller

(For incidents that are criminal in nature, the EOS may be reduced to maintain confidentiality mandated by law.)

Upon Notification of an emergency, the ECO initiates a meeting of the EOS. EOS members should report to the EOC within the directed time frame.

- E. Once the EOC has been convened, decisions may be made such as notification of the campus community, cancellation of classes, evacuation, or shelter in place, etc.
- F. The EOS maintains contact with the on-scene responders through the EOC.
- G. EOS members should be prepared for a prolonged stay at the EOC. Members may be placed on call, depending on the situation.
- H. Alternate EOS members may be utilized as necessary during prolonged periods.
- I. The EOC may be partially activated at the discretion of the Emergency Coordination Officer.

V. Roles and Responsibilities of Emergency Operations Staff

A. The President or Designee

1. Reviews the CEMP on an annual basis, approves changes to the plan, and confirms review of the plan to the Board of Visitors and the Virginia Department of Emergency Management.
2. Oversee the NSU emergency management program and the Emergency Coordination Officer (ECO).
3. Coordinates and consults with university emergency management personnel and local emergency management staff, if necessary, in deciding to declare a campus emergency.

B. Legal Counsel

1. Provides legal counsel concerning liability to the president and key decision-makers to ensure that all university actions are documented with appropriate rationale for the actions.
2. Review messages drafted by Media Relations.
3. Coordinate investigations completed by university partners.

C. Director, Media Relations

1. Develop outgoing pre-scripted messages
2. Coordinates with NSU leadership and departments with an emergency management role to develop unified factual messages to students, faculty, families, and the media.
3. Develop agreements with media concerning briefings and media assembly areas.

D. Emergency Coordination Officer (ECO)

1. Ensure that the EOC is maintained in a state of readiness.
2. Develops and maintains the University Crisis and Emergency Management Plan (CEMP)
3. Assume relevant duties as directed by the President or their designee.
4. Develop and implement testing, training, exercises, and drills to ensure that all parties involved in emergency response and recovery are fully prepared to fulfill their tasks.

E. Vice President, Academic Affairs or Designee

1. Develop procedures to communicate with and account for faculty and administrators during an emergency.
2. Identify alternate facilities where instructional activities can be conducted in the event of destruction, disablement, or lack of access to existing facilities.
3. Identify and prioritize critical support services and systems.
4. Identify and help ensure recovery of critical assets and information.

F. Assistant Vice President for Campus Life and Diversity- Develops procedures to meet the need for on-site housing, temporary shelters, and temporary off-campus housing with consideration of individuals with access and functional needs or disabilities.

1. Develop contracts or agreements with hotels and other facilities off campus to ensure NSU students can be safely housed during an emergency.
2. Coordinates student accountability and resident relocation, if necessary.
3. Responsible for providing accurate numbers for all residential building occupancy.

4. Serves as direct contact with Media Relations for the release of information concerning student injuries or fatalities.

G. Associate VP, Facilities Management

1. Maintains building plans and prints of all facilities located within the NSU area of responsibility.
2. Coordinates with the VP, Operations, for the availability of all utilities, including generators, pumps, fuel, portable water supplies, and temporary sanitation facilities.
3. Preparation of designated buildings for use as emergency shelters.
4. Serve as the lead element in inspection and damage assessment.
5. Coordinate flood preparation and relief; debris and refuse clearing.
6. Conduct inspections of campus facilities for safety and environmental hazards.
7. Coordination of emergency response to clean up and remediation of hazardous chemicals or dangerous materials.

H. Director of Procurement

1. Establishes procedures to facilitate emergency procurement.
2. Compiles and maintains listings of emergency contractors.
3. During an emergency, delegates procurement authority; oversees purchases made; expands the use of charge cards and other procurement tools as needed.

I. Vice President, Student Affairs

1. Provides urgent medical care and first aid; crisis triage services (medical and mental health) and local hospital coordination; establishment and coordination of quarantined areas
2. Establishes and coordinates campus quarantine areas.
3. Provides informational and educational programming on crisis response and intervention to all students, staff, and faculty.

J. Chief of University Police

1. During an emergency, it establishes and activates the Incident Command Post (ICP).
2. Responsible for maintaining law and order, traffic and crowd control, and limited access to the disaster location(s).
3. Serves as the Emergency Coordination Officer (ECO).
4. Receives and disseminates warnings of impending emergencies to all campus personnel, when possible.
5. Assists in evacuation procedures.
6. Maintains necessary radio communications equipment and coordinates the operation of other radio networks and portable communications equipment.

K. Vice President, Finance and Administration

1. Identify possible threats and mitigation strategies relating to food safety.
2. Ensures the continuation of food services for students, and possibly, faculty and staff during an emergency.
3. Establishes procedures to secure emergency funding for response to and recovery from any emergency involving property lost or damaged.
4. Collects data for any public assistance refunds as a result of state-declared emergencies,

L. Vice President, Operations

1. Coordinates with the VP, Finance and Administration, for the availability of telecommunications, human resources, and technical services.
2. Ensures that systems are available to disseminate emergency public information during an incident.
3. Coordinates the gathering and release of information regarding protective actions to be taken to minimize the loss of life and property.
4. Maintains systems and procedures to monitor local news and social media during emergency disasters and incidents.
5. Serves as the principal contact for issues involving or impacting the University's civilian workforce during an emergency.

M. Assistant Vice President for Human Resources

1. Provides counsel for staff/faculty concerns and support
2. Assists with producing communications to staff and faculty regarding safety, options, and health.
3. Coordinate information gathering if an emergency involves a staff or multiple staff members (i.e., termination/hiring records)

N. Assistant Vice President for Communications and Marketing

1. Provides counsel regarding internal communications, social media, and webpage management.
2. Assists with the composition of communications to the university community.
3. Provides programming for transparent communications and the disbursement of information.

VI. EOC Deactivation

- A. The EOC is deactivated after all emergency operations are completed, including damage assessment and any outstanding resource requests.

- B. Notification of the return to normal operation will be communicated to students, faculty, and staff by the Assistant Vice President for Communications and Marketing.
- C. The EOC will determine the time and place for the “Hot Wash”.

ESF #1 – TRANSPORTATION

Lead Department

- University Facilities Management

Support Department

- University Police Department and Parking Services
- Housing and Residence Life

External Supporting Agencies

- City of Norfolk Hampton Roads Transit (HRT)
- Virginia Department of Transportation (VDOT)
- Virginia State Police (VSP)

I. INTRODUCTION

Emergency Support Function (ESF) #1 describes what transportation actions may take place in an emergency, when these actions may take place, and who is responsible for these actions. This ESF includes tasks such as direction of traffic, closing entrances, and blocking roadways, parking lots, or intersections during an emergency or disaster. ESF #1 also serves as a coordination point between response operations and the restoration of the transportation infrastructure.

A. Purpose

1. Coordinate service restoration of transportation infrastructure.
2. Direct units/departments/divisions and other emergency support functions requiring transportation to perform missions following a disaster or emergency.
3. Maintain communications with departments/divisions and/or transportation involved in response operations and restoration of the transportation infrastructure.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan (CEMP)
2. Individual unit/department/division operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan (EOP)

II. SITUATION AND ASSUMPTIONS

A. Situation

NSU periodically experiences emergencies and disaster situations, which may damage transportation infrastructure and disrupt communications, inhibiting the restoration of essential university services. Roadways, bridges, and other transportation facilities and structures are weakened or destroyed, necessitating repair, reinforcement, or demolition to ensure safe operations. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment in the immediate event area may be inaccessible or damaged.

B. Assumptions

1. The university transportation infrastructure might sustain damage. Disaster response and recovery activities that require the use of transportation infrastructure might be difficult to operate.
2. Access to the event area is dependent upon the re-establishment of transportation routes. Gradual clearing of access routes enables a sustained flow of emergency relief.
3. The immediate use of the transportation system for response and recovery activities may exceed the capabilities of the University's Police Department, thus requiring assistance from the local, state, and federal governments to supplement efforts.
4. Each external support department is responsible for the inspection, repair, and operation of its own infrastructure or for those agencies with contractual agreements to maintain infrastructure.

III. CONCEPT OF OPERATIONS

A. General

1. In accordance with the NSU CEMP and the ESF, the lead and support departments are responsible for coordinating the transportation response and providing recovery support and services to assist in NSU's transportation system integrity.

2. All requests for transportation support are submitted to the Emergency Operations Center (EOC) for coordination, validation, and/or action in accordance with this ESF.

B. Phases of Management

1. Notification

NSU Facilities Management notifies the NSU Police Department when events have taken place, and there is a need to close roads/parking lots/and intersections on the NSU campus and to utilize transportation resources for the transportation of people.

2. Activation

NSU Facilities Management is responsible for activating this ESF.

3. Preparedness Actions

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

4. Response Actions

- a. Alert campus department/divisions/units of possible incident and begin preparations for the mobilization of resources.
- b. Assess initial damage and work to decide on the priorities for reconstruction and restoration of critical transportation facilities.
- c. Keep records of all expenses throughout the duration of the incident.
- d. Communicate and inform the Virginia Department of Emergency Management Emergency Operations Center of actions and intentions through the University Emergency Coordination Officer.
- e. Coordinate transportation resources to fulfill mission assignments and follow established practices and procedures.
- f. Complete necessary reports for accidents and losses to both University assets and public assets.
- g. Work closely with the University Risk Manager for insurance purposes.

5. Recovery Actions

- a. Continue to provide support where needed.
 - b. Prioritize the recovery needs and services to re-establish transportation routes.
6. Mitigation Actions
- Assess, identify and replace road signs on roadways/intersections.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

- 1. NSU Facilities Management is responsible for coordinating resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency or disaster on the NSU campus.
- 2. The City of Norfolk and VDOT are responsible for the condition of transportation routes immediately outside the NSU campus.
- 3. The NSU Police Department and/or Facilities Management have a representative in the EOC during activation. This representative serves as the liaison and provides information on road closures, parking lot closures, alternate routes, damaged infrastructure, debris removal, and restoration activities.
- 4. The NSU Police Department, in conjunction with NSU Facilities Management, assesses the condition of roads, parking lots, and other components of the transportation infrastructure, and when necessary, may:
 - a. Close infrastructure areas are determined to be unsafe.
 - b. Post signing and barricades as needed.
 - c. Maintain and restore critical transportation routes, facilities, and services.

B. Responsibilities

- 1. Position
 - a. NSU AVP, Facilities Management:
 - 1) Activates the ESF
 - 2) Serves as liaison (or assigns a designee) in the EOC during activation times

- 3) Identifies resource requirements for transportation and oversees the coordination of their allocation
- 4) Identifies road and parking lot closures
- 5) Determines if students on campus should be transported off campus or to another campus location.

2. Departments

a. NSU Police Department:

- 1) Closes roads and intersections; and
- 2) Closes parking lots.

b. NSU Facilities Management Department:

- 1) Provides signs and barricades for roads, intersections, and parking lot closures.
- 2) Oversees snow and debris removal of roads and parking lots for accessibility; and
- 3) Provides fuel for campus vehicles.
- 4) Establish and maintain current pre-event contracts for snow and debris removal.
- 5) Establish priorities for snow and debris removal on the NSU campus.

3. Commonwealth of Virginia

- a. Assists NSU in assessing damage and impact on transportation and infrastructure on the campus; and
- b. Provides state resources when requested through the Virginia EOC.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- Assoc. Vice President, Facilities Management
- Senior Director of Capital Planning
- Director, Facilities Management

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Facilities Management to maintain and exercise this emergency support function.

Records and documentation related to Facilities Management's response to emergencies are preserved by the AVP, Facilities Management, in accordance with current local, state, and federal records retention schedules.

VII. The NSU Facilities Management is responsible for the development of this ESF.

ESF #2 – COMMUNICATIONS

Lead Department

- Vice President, Operations

Support Departments

- Asst. VP, Communications and Marketing
- Chief Information Officer
- Facilities Management
- Norfolk State Police Department

External Supporting Agencies

- Verizon
- Dominion Power
- Segra
- Cox Communications
- Mitel/IPC

I. INTRODUCTION

Emergency Support Function (ESF) #2 addresses all telecommunications activities during an emergency or disaster, including setting up and dismantling the Emergency Operations Center (EOC), ensuring communications, and providing telecommunications support.

A. Purpose

1. Provide guidance for organizing, establishing, and maintaining the communications and information system capabilities necessary to meet the operational requirements of the University in responding to, and recovering from emergencies and disasters.
2. Coordinate the effective restoration of communications after a disaster with service providers and private utilities.

3. Support public safety and other university agencies by maintaining information and telecommunication equipment and other technical resources.
4. Coordinate with the Virginia Emergency Operations Center (EOC) if outside assistance is required through the NSU Emergency Operations Center.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan (CEMP)
2. Individual unit/department/division operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

1. NSU periodically experiences emergencies and disaster situations, which may damage the communications infrastructure and disrupt communications, inhibiting the restoration of essential university services. Telecommunications, cell phone service, and telecommunications structures may be weakened or destroyed, necessitating repair, reinforcement, or demolition to ensure safe operations. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment in the immediate event area may be inaccessible or damaged.

B. Assumptions

1. Interruption of some traditional methods of communication may have occurred.
2. The incident may be localized or widespread.
3. Due to the nature of the incident, some critical employees may be unable to report for duty or perform their duties.
4. Reliable communications and information system capabilities are necessary at all levels of the University for day-to-day communications; warning of impending events; response/recovery operations; and coordination with other University departments/divisions. Such capabilities must be available to the University for operations from both the primary EOC and the alternate EOC location.

III. CONCEPT OF OPERATIONS

A. General

1. In accordance with the NSU CEMP and ESF, the lead and support departments are responsible for coordinating the communication system response and providing recovery support/services to assist in NSU's communication system capability.
2. The NSU Police Department's Communications Center is the point of contact for receipt of all warnings and notification of actual or impending emergencies or disasters. The dispatcher on duty notifies the Chief of Police or senior officer on duty, as required by the type of report and Police Department Standard Operating Procedures.
3. The telephone provider (Verizon/Mitel/IPC) ensures that communications essential to emergency services are maintained. There are currently designated phone lines in the University EOC that can be activated during a disaster or emergency. The Chief Information Officer and the Director of Technical Services, Office of Information Technology, coordinate with the telephone service provider to provide these services.
4. Any requests for state communications resources are processed through the Virginia EOC in coordination with the University Emergency Coordination Officer.
5. Should a shelter-in-place or evacuation from one location to another on campus become necessary, warning and evacuation instructions are disseminated via text messaging, the University website, radio, and TV. AVP Communications and Marketing develops and provides procedures to disseminate pertinent information. Information will include recommended primary and alternate evacuation routes; designated assembly points for those without transportation; shelter-in-place procedures; and other appropriate information as deemed necessary.
6. Emergency notification systems are activated upon approval of the Emergency Coordination Officer after discussion with the President and the Emergency Management Team.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies VP Operations when events occur and when there is a need to activate the ESF.

2. Activation

The NSU Chief Information Officer is responsible for activating this ESF.

3. Preparedness Actions

- a. Pre-identify communications facilities, equipment, personnel, and training needs in the University that are made available to support response and recovery efforts.
- b. Assess selected sites to store pre-staged communications assets for rapid deployment into the affected area.
- c. Encourage and promote interoperability among university units/departments/divisions.
- d. Conduct regularly scheduled communications tests and drills within the NSU campus to ensure operational readiness and procedural familiarity.
- e. Conduct regular checks of all communications and Information Technology equipment and systems in the EOC and associated buildings.
- f. Utilize EOC communications and Information Technology equipment as an integral part of all communications in exercises and University EOC participation.

4. Response Actions

- a. Coordinate communications support to all University units/departments/divisions as required.
- b. Determine what assets are available nearest to the affected area(s), determine the time frame, and deploy appropriate assets.
- c. Prioritize the deployment of services and equipment based on available resources and critical needs.
- d. Coordinate the acquisition and deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area.
- e. Identify the actual and planned actions of commercial communications companies to restore services.

- f. Compile information about communications system damage from assessment personnel, the communications industry, the University Emergency Coordination Officer, and other units/departments/divisions.
 - g. Assess the need for and obtain communications industry support as required.
 - h. Maintain a continuous communications capability as the University's point-of-contact for emergency reporting.
 - i. Support the University EOC with all communications needs.
5. Recovery Actions
- a. Use University, public, and private communications assets available to support the recovery mission. Other volunteer and local agencies with communications assets may be requested to contribute assets to the response effort.
 - b. Coordinate with local and state governmental agencies to establish recovery communications operations, as appropriate.
 - c. Maintain appropriate records of work schedules and costs incurred by ESF 2 units/departments/divisions during an event.
6. Mitigation Actions
- a. Identify areas where mutual aid agreements and local support may assist in university communications support during an emergency.
 - b. Enhance communication system interoperability, redundancy, and long-term backup power capability in university communications systems.
 - c. Harden communications infrastructure and physical security.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

Each designated unit/department/division maintains current notification rosters, designates an EOC representative, establishes procedures for reporting appropriate emergency information, develops mutual aid agreements with surrounding localities, and provides ongoing training to maintain emergency response capabilities.

B. Responsibilities

1. Positions

- a. Asst. Chief Information Officer:
 - 1) Serves as liaison (or assigns a designee) in the EOC during activation times.
 - 2) Identifies resource requirements for communications and oversees the coordination of their allocation; and
 - 3) Identifies communications needs.
 - 4) Coordinates activation of telephone lines in the EOC with the commercial telephone provider.
 - 5) Ensure computer networks are up and operational during the disaster/emergency.
 - 6) Ensures security for all Information Technologies networks and computer systems are intact and operational.

2. Departments

- a. Office of Information Technology
 - 1) Overall responsibility for planning and coordinating the emergency communications and information technology programs on the NSU campus.
 - 2) Coordinate and maintain the capability for campus-wide communications.
 - 3) Coordinate the acquisition and deployment of additional communications equipment, personnel, and resources necessary to establish temporary communications capabilities.
 - 4) Work with commercial communications companies to restore communications capabilities and services.
 - 5) Provide additional staffing in the EOC to assist with communications functions.
 - 6) Develop and maintain an emergency communications program and plan.
 - 7) Provide the telephone service provider with a restoration priority list for telephone service prior to and/or following a major disaster.
 - 8) Maintain records of costs and expenditures and forward them to the Finance Section Chief.

b. University Police Department:

- 1) Ensure the ability to provide continued service as the focal point for incoming emergency calls.
- 2) Ensure communication lines and the appropriate vendor(s) maintain equipment essential to emergency services.
- 3) Operate and maintain the University Police Communications Center on a 24/7 basis.
- 4) Assist in planning and coordinating the emergency communications and information technology systems within the University to develop and enhance interoperability.
- 5) Prepare and maintain the department's SOPs and call lists.
- 6) Participate in training and exercises within the University as appropriate.
- 7) Identify critical communications equipment and personnel to ensure departmental primary responsibilities are met.
- 8) Identify non-critical communication assets that could be used to support response and recovery operations.
- 9) Work with other agencies to develop and maintain a comprehensive reference with equipment type and common frequencies.

3. Commonwealth of Virginia

- a. Aid NSU in assessing the damage and the impact on communications and infrastructure on the campus.
- b. Provide state resources when requested through the Virginia EOC.

4. Federal

Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- VP, Operations
- Chief Information Officer
- Deputy Chief Information Officer and/or Designee

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the Operations VP to maintain and exercise this ESF and preserve all EOC records in accordance with current local, state, and federal retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Vice President of Operations is responsible for the development of this ESF

ESF #3 – FACILITIES SERVICES

Lead Department

- Vice President for Finance and Administration

Support Department

- Associate Vice President for Facilities Management
- Director, Procurement

External Supporting Agencies

- City of Norfolk
- Dominion Power
- Virginia Natural Gas

I. INTRODUCTION

Emergency Support Function (ESF) #3 – Facilities Services describes emergency duties associated with the Physical Plant and its tasks during emergencies and disasters that support NSU’s utilities during an emergency. This ESF encompasses the university's water, sewer, natural gas, and electrical functions, as well as preparation and repairs for individual buildings on campus.

A. Purpose

1. Provide guidance to conduct inspections to ensure the integrity of buildings on campus.
2. Provide guidance on debris removal and damage assessment.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan
2. Individual unit/department/division operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan

4. NSU Continuity of Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

1. NSU periodically experiences emergency and disaster situations, which may damage structures, streets, signal lights, water, and utilities. Roadways, bridges, storm drainage, sewer, and utilities may be weakened or destroyed, necessitating repair, reinforcement, or demolition to ensure safe operations. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment in the immediate event area may be inaccessible or damaged.

B. Assumptions

1. Debris clearance and emergency road repairs are given priority to support immediate lifesaving emergency response.
2. NSU Facilities Management personnel and equipment may be overwhelmed, requiring resource assistance from outside the NSU campus.

III. CONCEPT OF OPERATIONS

A. General

1. NSU Facilities Management coordinates engineering and construction activities.
2. Following an incident, a multitude of damage assessment activities are conducted on campus by a variety of organizations, including various insurance companies, the Virginia Department of Emergency Management (VDEM), local utility companies, and federal agencies.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the Associate VP, Facilities Management, when events occur, and there is a need to activate this ESF.

2. Activation

The Associate VP, Facilities Management, is responsible for activating this ESF.

3. Preparedness Actions

- a. Develop policies and procedures for emergency response and recovery for facilities services activities.
- b. Ensure that field personnel have training, proper protection, and equipment necessary for response to an emergency or disaster.
- c. Maintain liaison with City of Norfolk Public Works.
- d. Work with neighboring jurisdictions and utility companies to establish mutual aid and inter-local agreements.
- e. Establish pre-designated sites for debris removal.

4. Response Actions

- a. Organize trained personnel to perform initial damage assessment of university roads and utility systems located on campus.
- b. Coordinate with support agencies to supply requested services and resources.
- c. Prioritize the deployment of services and equipment based on available resources and critical needs.
- d. Provide debris clearance, emergency protective measures, emergency and temporary repairs, and/or construction on university property, roads, drainage, storm/sanitary/sewer, water systems, and facilities.
- e. Provide light and heavy construction equipment, supplies, and personnel.
- f. Provide for emergency restoration of university roads, construction equipment, and emergency vehicles.
- g. Coordinate and provide for the placement of traffic control signs and barricades.
- h. Request public works resources from the City of Norfolk through pre-existing agreements.
- i. Prioritize restoration of utilities throughout university buildings.
- j. Establish and maintain current pre-event contracts for snow and debris removal.
- k. Establish priorities for snow and debris removal on the NSU campus.

5. Recovery Actions
 - a. Continue with response and recovery activities until completed.
 - b. Provide documentation of costs incurred for the response and recovery efforts of University Facilities Management operations to the Emergency Coordination Officer.
 - c. Provide initial damage assessment estimates with the Emergency Coordination Officer.
6. Mitigation Actions
 - a. Identify opportunities to lessen the effects of future emergencies or disasters and provide mitigation assistance to university units/departments/divisions that may be impacted.
 - b. Identify and assist with tree removal prior to a disaster to lessen the impact on roads and intersections.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is NSU Facilities Management.
2. Facilities Management provides public works and engineering assistance, as resources allow, to meet the University's needs in an emergency or disaster.
3. Facilities Management provides a liaison to the EOC during activation.

B. Responsibilities

1. Positions
 - a. Associate Vice-President of Facilities Management:
 - 1) Activates ESF #3.
 - 2) Serves as liaison (or assigns a designee) in the EOC during activation.
 - 3) Identifies resource requirements for Facilities Management and oversees coordination of their allocation.
 - 4) Identifies Facilities Management needs.

b. Director, Capital Planning and Improvements:

- 1) Identifies utilities that are needed on campus.
- 2) Prioritizes the restoration process of utilities on campus.
- 3) Provides damage assessment team(s) to perform initial damage assessment for the university.
- 4) Ensure pre-disaster contracts are in place for debris and snow removal.

2. Departments

a. NSU Facilities Management:

- 1) Coordinate Facilities Management support for the emergency construction, demolition, repair, operation, and management of essential University facilities.
- 2) Provides guidance on the usability of facilities during or following an emergency or disaster.
- 3) Coordinate the inspection and repair of essential equipment, buildings, and utilities on campus.
- 4) Coordinate the acquisition and deployment of additional Facilities Management equipment, personnel, and resources necessary to re-establish all utilities affected by the disaster or emergency.
- 5) Work with utility companies to restore all affected utility capabilities and services
- 6) Provide additional staffing in the EOC to assist with Facilities Management functions.
- 7) Provide utility companies with a restoration priority list for utilities prior to and/or following a major disaster.
- 8) Maintain records of costs and expenditures related to the emergency and forward them to the VP, Finance and Administration.

b. NSU Director of Procurement:

- 1) Ensure pre-disaster contracts are in place; and
- 2) Provide purchasing guidelines and documentation requirements.

3. Commonwealth of Virginia
 - a. Assist NSU in the assessment of damage and the impact on utilities and infrastructure on the campus.
 - b. Provide state resources when requested through the Virginia EOC.
4. Federal: Provides support as requested

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- Vice-President, Finance and Administration
- Associate Vice President, Facilities Management
- Senior Director, Capital Planning

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Facilities Management to maintain and exercise this ESF.

Records are preserved by NSU Facilities Management in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

NSU Facilities Management is responsible for developing this ESF.

ESF #4 – EMERGENCY SUPPORT SERVICES

Lead Department

- City of Norfolk

Support Department

- NSU Environmental Health and Safety

External Supporting Agency

-

INTRODUCTION

Emergency Support Function (ESF) #4 – Emergency Support Services identifies NSU’s interaction with and need for emergency services support, such as firefighting, Emergency Medical Services (EMS), search and rescue services, law enforcement support, and other services during a major emergency or disaster.

A. Purpose

This ESF provides guidance to emergency support services responsible for fire suppression, EMS activities, law enforcement support, and hazardous materials support on the NSU campus resulting from or occurring during natural, technological, or man-made disasters.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual unit/department/division operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan
4. City of Norfolk Emergency Operations Plan

I. SITUATION AND ASSUMPTIONS

A. Situation

1. NSU periodically experiences emergency and disaster situations, which may require the need for outside support for emergency services functions. Personnel, equipment, and supply resources may be insufficient to meet demands. Additionally, equipment in the immediate event area may be inaccessible or damaged.

B. Assumptions

1. In most situations, the city department's personnel and equipment, in conjunction with personnel and equipment provided through pre-existing mutual aid agreements, are adequate to respond to any disaster.
2. The City of Norfolk Emergency Services utilizes the Incident Command System (ICS) at the scene of a disaster. The management and coordination of all resources, personnel, equipment, procedures, and communications are carried out through the ICS.

II. CONCEPT OF OPERATIONS

A. General

1. The City of Norfolk Fire Department has the responsibility of providing fire service protection and EMS services for the NSU campus. In disaster situations, the functions and duties of responders mimic day-to-day operations, with life safety issues given priority.
2. The City of Norfolk Police Department provides support for the NSU Police Department in the event the NSU Police Department is overwhelmed by a disaster or emergency.
3. The City of Norfolk Fire Department, on the scene of an event on the NSU campus, alerts other responders regarding the status of the situation. The Incident Commander is responsible for advising decision-makers on the risks associated with the threat and for recommending methods for suppressing, searching for, or mitigating the incident.
4. Following an incident, a multitude of damage assessment activities is conducted on campus by a variety of organizations, including various insurance companies, the Virginia Department of Emergency Management (VDEM), local utility companies, and federal agencies.

B. Phases of Management

1. Notification

The City of Norfolk Fire or Police Director notifies the NSU Police Department when events occur, and there is a need to activate this ESF.

2. Activation

The City of Norfolk Fire Chief, in conjunction with the NSU Emergency Coordination Officer, is responsible for the activation of this ESF.

3. Preparedness Actions

- a. Reviewing mutual aid agreements.
- b. Review and upgrade existing fire and law enforcement warning plans.
- c. Test fire-warning systems.
- d. Train staff and volunteers for fire, rescue, and law enforcement operations.
- e. Inspect equipment for serviceability.
- f. Review communication, interaction, and interoperability with the NSU Police Department Communications.
- g. Review of the Incident Command System.
- h. Review fire safety and fire suppression with the NSU Environmental Health and Safety Department personnel.
- i. Review police department procedures with the NSU Police Department personnel.

4. Response Actions

- a. Establish communications with the NSU EOC and report any damage observed.
- b. Deploy fire/rescue and law enforcement personnel with equipment based upon prioritization of need during emergencies.
- c. Prioritize the deployment of services and equipment based on available resources and critical needs.
- d. Call for mutual aid forces, as needed. Designate staging area(s) for mutual aid and volunteer forces.
- e. Perform rescue and EMS functions. Evaluate the need for activating the requested search and rescue teams.

- f. Assist with hazardous materials events on the NSU campus.
5. Recovery Actions
 - a. Assist in the identification of potential fire hazards, such as damaged gas lines and power lines on the NSU campus.
 - b. Provide decontamination functions as needed.
 - c. Compile records of events and provide documentation to the NSU EOC for response actions on the campus.
 6. Mitigation Actions
 - a. Review hazard/vulnerability analysis, including campus buildings and facilities.
 - b. Assist in fire safety programs as requested by the NSU Environmental Health and Safety Department.
 - c. Provide training and additional personnel for damage assessment.
 - d. Conduct annual training for damage assessment.
 - e. Prepare mutual aid agreements.

III. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is the City of Norfolk Fire Department in conjunction with the NSU Emergency Coordination Officer.
2. The City of Norfolk provides emergency support resources to meet the The university's needs in an emergency or disaster.
3. The City of Norfolk provides a liaison to the NSU EOC during activation times.

B. Responsibilities

1. Positions

- a. City of Norfolk Fire Department Chief:
 - 1) Activates this ESF.
 - 2) Serves as liaison (or assigns a designee) in the EOC during activation times.

- 3) Identifies resource requirements for emergency support services and oversees coordination of their allocation in conjunction with the NSU Emergency Coordination Officer; and
 - 4) Assists with the identification of emergency support service needs.
- b. City of Norfolk Police Chief:
- 1) Identifies and provides law enforcement support personnel to assist the NSU Police Department.
 - 2) Prioritizes law enforcement support needs.
 - 3) Coordinates with the NSU Police Director and the University Emergency Coordination Officer on all actions taken.
2. Departments
- a. NSU Environmental Health and Safety:
- Coordinate all emergency support services that respond to the NSU campus.
- b. NSU Police Department:
- 1) Identify if law enforcement support is needed; and
 - 2) Coordinate law enforcement support personnel in conjunction with the City of Norfolk Police Department. Coordinates support and response to the University Emergency Coordination Officer
3. Commonwealth of Virginia
- a. Assist NSU in assessing emergency support services needed.
 - b. Provide state resources when requested through the Virginia EOC.
4. Federal
- Provides support as requested.

IV. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Emergency Coordination Officer
- City of Norfolk Fire Chief

- NSU Police Chief
- City of Norfolk Police Chief

V. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Emergency Coordination Officer to maintain and exercise this ESF.

The NSU Emergency Coordination Officer, in accordance with current local, state, and federal records retention schedules.

VI. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The NSU Emergency Coordination Officer is responsible for the development of this ESF

ESF #5 – EMERGENCY MANAGEMENT

Lead Department

- NSU Police Department

Support Department

- City of Norfolk Emergency Management

External Supporting Agencies

- City of Norfolk
- NSU Community Services

I. INTRODUCTION

Emergency Support Function (ESF) #5 – Emergency Management identifies and explains the information flow and management during an emergency or disaster, specifically how and when the Emergency Operations Center (EOC) is activated, and the activities that occur in the EOC. This emergency support function also explains the organization and role of emergency management at NSU.

A. Purpose

1. The purpose of ESF #5 is to collect, analyze, and share information about a potential or actual emergency or disaster to enhance the response and recovery activities of the University. Emergency Management supports overall incident management activities and maintains the EOC's readiness.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual unit/department/division Standard Operating Guidelines (SOGs)
3. Virginia Department of Emergency Management Emergency Operations Plan
4. City of Norfolk Emergency Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Emergency or disasters may occur at any time, causing significant human suffering, injury, and death, public and private property damage, environmental degradation, economic hardship to businesses, families, individuals, and disruption of the University.

B. Assumptions

1. Assessment of damage impacts and EOC operations are delayed due to minimal staffing. University units/departments/divisions most affected are given priority for assistance and support, as needed and available.
2. During the early stages of the event, little information is available, and the information received may be vague and inaccurate; verification of this information and caution can delay response to inquiries.

III. CONCEPT OF OPERATIONS

A. General

1. The NSU EOC is located at 2501 Corprew Ave.
2. Each University unit/department/division maintains current notification rosters; designates and staffs an official EOC; designates an EOC representative; establishes procedures for reporting appropriate emergency information; develops mutual aid agreements with like services in adjacent jurisdictions; and provides ongoing training to maintain emergency response capabilities.
3. The University EOC works to meet the information requirements of the Emergency Operations Staff (EOS). This includes receiving periodic reports from university field representatives. Additionally, the EOS may be required to request information from liaisons to the University units/departments/divisions to meet a specific requirement. The Emergency Coordination Officer designates an individual to oversee information analysis and planning.
4. The City of Norfolk agencies represented in the NSU EOC develop their own reporting procedures with their field representatives. The information requested is necessary to the needs of the City of Norfolk and NSU EOS. The information is shared by posting it on the boards, making announcements, routing messages to other members of the staff and preparing periodic situation reports (SITREPS).
5. The Emergency Coordination Officer ensures that all actions are completed as scheduled.
6. The Planning Section produces situation reports, which are distributed to the EOS, on-scene incident command staff, and the Virginia Emergency Operations Center.

7. The EOC supports short-term and long-term planning activities.
8. The EOS records the activities planned and tracks their progress.
9. The response priorities for the next operational period are addressed in the Incident Action Plan (IAP).

B. Phases of Management

1. Notification

- a. The NSU Emergency Coordination Officer is notified by the NSU Police Department Communication Officer when events have taken place, and there is a need to activate this ESF.

2. Activation

- a. NSU Police Chief activates this ESF.

3. Preparedness Actions

- a. Prepare standardized reporting formats and forms and establish reporting procedures that include the development of message and status boards.
- b. Maintain the NSU Emergency Operations Plan and the emergency management program of the University. Annually review the plans and make necessary corrections, changes, and additions. Advise and assist other units/departments/divisions in the development of ESF and plans in compliance with applicable state and federal laws, rules, regulations, and executive orders.
- c. Provide emergency and disaster-related training and orientation to university officials to meet the National Incident Management System (NIMS)/Incident Command System (ICS) requirements and to familiarize them with emergency or disaster-related responsibilities, operational concepts, and procedures.
- d. Establish and maintain an Emergency Public Information Program to disseminate information to the University staff, faculty, students, and the news media regarding personal safety or survival, emergency response actions, and details of the disaster assistance program. After an emergency or major disaster declaration, local information programs are coordinated with those of the state or federal government.

- e. Establish and maintain a university-wide capability to provide warnings to the campus through available warning systems such as radio/television, sirens, text messaging, the University website, and telephone notification systems.
- f. Provide a specific system of reporting of incidents and a Student Code of Conduct process that applies to the safety and provision of resources for all students at the University, to include Jewish and Muslim populations, and all other students subject to, or at risk of, religious or ethnicity-based violence and all University-affiliated student organizations.

4. Response Actions

- a. Collect, display, and document the information provided to the EOS.
- b. Assess the information provided and share it with the appropriate EOC representative.
- c. Coordinate and prepare periodic SITREPS and distribute as required.
- d. Request special information from university units, '/departments/ divisions as necessary.
- e. Review press releases and public information for accuracy.
- f. Receive and process requests from university units/departments/ divisions for specific state and federal emergency and disaster-related assets and services.
- g. Coordinate University assets to support University units'/departments/ divisions in need of supplemental emergency or disaster assistance.
- h. Adopt the Commonwealth of Virginia's Emergency Declaration.
- i. Assess the effectiveness of anonymous reporting, web-based reporting, blue light callbox reporting, and in-person reporting processes available to students for the sharing of information.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute SITREPS, as needed.
- b. Adopt the Commonwealth of Virginia's Termination of the Declaration of Emergency.
- c. Create and coordinate the Recovery Team from the NSU Facilities Services to assist with recovery phase operations and Continuity of Operations Plans (COOP).

- d. Coordinate Public and Individual Assistance programs with state and federal government as needed.
 - e. Coordinate and conduct a post-disaster situation analysis (AAR) to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document any crucial lessons learned and to revise plans as needed for future events.
6. Mitigation Actions
- a. Conduct any needed surveys, mapping, prevention, property protection, public education and awareness, natural resource protection, emergency services, or structural projects.
 - b. Maintain and update the NSU Hazard Mitigation Plan.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is the NSU Police Department.
2. Emergency operations are directed and controlled by the EOC. The EOS consists of: Emergency Coordination Officer; Chief of Police; Chief Information Director; Assistant Vice President for Campus Life and Diversity; VP, Finance and Administration; VP, Student Affairs; VP, Operations; VP, Academic Affairs; Director, Procurement; Director, Spartan Health Center; Associate Vice President for Facilities Management
3. The following is a list of minimal essential equipment needed to make the EOC operational:
 - a. Twelve (12) tables
 - b. Twenty-four (24) chairs
 - c. Twenty-four (24) phones
 - d. 1 personal computer with printer
 - e. 1 fax machine
 - f. 6 extension cords
 - g. Flashlights with spare batteries

- h. Custodial Boxes with toilet paper, mops, paper towels, broom
 - i. First Aid kit
 - j. Paper supplies, pens, pencils, stick pins, tape, markers
 - k. Grease board with erasable markers
 - l. Forms, necessary historical data; and
 - m. Coffee maker with supplies.
- 4. The Incident Commander utilizes ICS.
 - 5. Depending on the nature and scope of the incident, the Incident Commander may handle it, or he/ she may require coordination with the EOC.
 - 6. The President of the University may close the campus to prevent employees who are not designated “emergency service personnel” from being placed in harm’s way.

B. Responsibilities

1. Positions

a. NSU Emergency Coordination Officer:

- 1) Activates the EOC.
- 2) Develops and maintains a capability for emergency operations and reflects it in the Emergency Operations Plan
- 3) Make individual assignments of duties and responsibilities to staff the EOC and implement emergency operations
- 4) Maintains a notification roster of EOC personnel and their alternates
- 5) Establish a system and procedures for notifying EOC personnel
- 6) Identifies adequate facilities and resources to conduct emergency operations at the EOC
- 7) Coordinates Emergency Management mutual aid agreements dealing with adjoining jurisdictions and relief organizations, such as the American Red Cross
- 8) Identifies and maintains a list of essential services and facilities, which must continue to operate and may need to be protected
- 9) Provides periodic staff briefings as required

- 10) Provides reports and requests for assistance to the Virginia EOC; and
- 11) Compiles initial damage assessment report and sends it to the Virginia EOC.

b. NSU Police Chief

- 1) Prioritizes law enforcement needs; and
- 2) Provides law enforcement support as requested by the NSU Emergency Coordination Officer.

2. Departments

a. AVP, Facilities Management:

- 1) Coordinate all emergency facilities support services that respond to the NSU campus
- 2) Coordinate and request the Norfolk Transit System from the City of Norfolk if needed to transport students.
- 3) Coordinate with utility companies to restore all affected utility capabilities and services
- 4) Provide additional staffing in the EOC to assist with Facilities Management functions if needed
- 5) Provide utility companies with a restoration priority list for utilities prior to and/or following a major disaster; and
- 6) Maintain records of cost/expenditures and forward them to VP, Finance and Administration.

The NSU Police Department provides support to the EOC to restrict and control access.

3. Commonwealth of Virginia

- a. Assist NSU to assess emergency management needs; and
- b. Provide state resources when requested through the Virginia EOC.
 - a. Federal agencies provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Emergency Coordination Officer
- NSU Chief of Police

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Emergency Coordination Officer to maintain and exercise this ESF.

The NSU Emergency Coordination Officer preserves records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The NSU Emergency Coordination Officer is responsible for developing this ESF.

ESF #6 – MASS CARE, HOUSING SERVICES

Lead Department

- NSU Housing and Residence Life

Support Departments

- NSU Police
- NSU Auxiliary Services
- NSU Facilities Management
- NSU Food Services
- Spartan Health Center

External Supporting Agencies

- American Red Cross
- City of Norfolk
- Virginia Department of Social Services

INTRODUCTION

Emergency Support Function (ESF) #6 – Mass Care, Housing Services provides guidance for the processes and procedures needed for mass care of the NSU community and emergency personnel if there is a need for them to stay on campus for an extended period. This ESF addresses shelter-in-place procedures and the care and placement of emergency personnel during an emergency.

A. Purpose

1. Provide guidance for the support of university unit/department/division efforts to address the non-medical mass care and student housing services needed for the campus.

2. Provide shelter, food, and distribution of emergency relief supplies to emergencies or disaster victims.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan
2. Individual unit/department/division operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan

I. SITUATION AND ASSUMPTIONS

A. Situation

The magnitude of damage to critical infrastructure could quickly overwhelm emergency response efforts, making it difficult to respond effectively to basic life safety requests. The entire University may be affected and require mass care and emergency sheltering.

B. Assumptions

1. The demand for shelters and the need for shelters may prove to be greater than what is available on campus. The American Red Cross (ARC), in conjunction with NSU Housing and Residence Life, makes every effort to provide shelter services to victims of disaster.
2. Sheltering-in-place is preferred on the NSU campus, but depending on the nature of the event, sheltering may have to be off-campus.

II. CONCEPT OF OPERATIONS

A. General

1. The Assistant Vice President for Campus Life and Diversity, in conjunction with the Emergency Coordination Officer, makes the determination of either sheltering-in-place or activating pre-designated shelters on campus for students, faculty, and staff.
2. The NSU Counseling Center provides mental health services to affected individuals within their capability and availability.
3. Primary and support agencies are responsible for conducting activities based on their own operating guidelines.

4. The American Red Cross (ARC) may be requested to support mass care and shelter operations if the NSU Office of Residence Life becomes overwhelmed by the magnitude and response to the event/disaster.
5. Daily situation reports (SITREPS) are provided to the EOC about the status of shelters, mass care, and housing needs.
6. Adequate records are maintained for all costs incurred to be eligible for post-disaster assistance.
7. The Assistant Vice President for Campus Life and Diversity, NSU Emergency Coordination Officer, and Director, Housing and Residence Life, determine the need for shelters.
8. In the context of this plan, emergency first aid consists of basic first aid and referral for appropriate medical care to the Spartan Health Center or off-campus medical facilities.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the Assistant Vice President for Campus Life and Diversity when events occur, and there is a need to activate this ESF.

2. Activation

NSU Residence Life is responsible for the activation of this ESF.

3. Preparedness Actions

- a. Identify and maintain buildings used as shelters during a disaster/emergency.
- b. Maintain pre-disaster contracts for the supply of food and water.
- c. Obtain census of residence facilities during the event/disaster.
- d. Establish and maintain notification lists of Housing and Residence Life personnel to respond to the disaster/emergency.
- e. Provide semi-annual training to all Housing and Residence Life personnel.

4. Response Actions

- a. Designate shelter managers and key staff personnel if sheltering is to take place on the NSU campus.
 - b. Provide a liaison to the EOC.
 - c. Assist in food and water distribution to evacuees.
 - d. Identify, in coordination with EOC management, which shelters are to be opened on campus and/or identify buildings where sheltering-in-place is occurring.
 - e. Request assistance from ARC if resources are overwhelmed and assistance is needed.
 - f. Determine the maximum capacity for each potential shelter.
 - g. Document expenses and actions taken during the event.
5. Recovery Actions
- a. Continue to gather information, prepare and distribute situation reports, as needed.
 - b. Determine, in conjunction with EOC management, short-term and long-term housing/sheltering needs for the University.
 - c. Assist the Emergency Coordination Officer with coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document any crucial lessons learned and to revise plans as needed for future events.
 - d. Coordinate re-establishment and re-entry of residence areas.
 - e. Gather and assemble all available documentation related to mass care and housing during the event.

III. ORGANIZATION AND RESPONSIBILITIES

A. Organization

- 1. The lead department responsible for the coordination of this ESF is the NSU Office of Housing and Residence Life.
- 2. The NSU Office of Housing and Residence Life has a representative in the EOC during activation. This representative serves as a liaison and provides information

on shelter locations, sheltering-in-place locations, food and water distribution, and the status of the number of evacuees in shelters.

3. The NSU Health Center provides basic first aid and medical assistance, if needed, until medical assistance arrives

B. Responsibilities

1. Positions

- a. NSU Assistant Vice President for Campus Life and Diversity and/or his or her designee

- 1) Activates this ESF
- 2) Activate support agencies
- 3) Coordinates logistical and fiscal activities for this ESF
- 4) Plans and supports meetings with support agencies and ensures all units/departments/divisions are informed
- 5) Provides registration and record keeping
- 6) Provides emergency sheltering for displaced students
- 7) Coordinates the release of information for the notification of relatives
- 8) Identify the need for mass care and shelter because of an emergency/disaster
- 9) Provides staff briefings as required
- 10) Provides reports and assistance to the EOC

2. Departments

- a. NSU Office of Housing and Residence Life:
 - 1) Coordinate mass care for students and/or faculty and staff who need to shelter in place on campus.
 - 2) Assist in food and water distribution throughout the campus.
 - 3) Identify resources needed from ARC

- 4) Provide shelter-in-place guidelines and procedures for students throughout the campus
 - 5) Provide a representative in the EOC to assist with mass care, housing and human services' needs.
 - 6) Maintain records of mass care and housing cost/expenditures associated with the emergency/disaster.
- b. NSU Police Department:
- Provide security to shelter sites to restrict and control access.
3. Commonwealth of Virginia
 - a. Assist NSU in assessing mass care, housing, and human services' needs.
 - b. Provide state resources when requested through the Virginia EOC.
 4. Federal
 - a. Provide support as requested.

IV. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Assistant Vice President for Campus Life and Diversity
- Director, Housing and Residence Life
- Associate Director, Business Operations and Housing Services
- Associate Director of Residence Life

V. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Assistant Vice President for Campus Life and Diversity to maintain and exercise this ESF.

Records are preserved by the Office of Housing and Residence Life in accordance with current local, state, and federal records retention schedules.

VI. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Assistant Vice President for Campus Life and Diversity is responsible for developing this ESF.

ESF #7 – FINANCE AND RESOURCE MANAGEMENT

Lead Department

- VP, Finance and Administration Division

Support Department

- NSU Procurement Services

External Supporting Agencies

- City of Norfolk
- Virginia Department of Emergency Management

I. INTRODUCTION

Emergency Support Function (ESF) #7 – Finance and Resource Management provides guidance for how resources are obtained and distributed, both within the University and outside the University through the City of Norfolk Emergency Management and Virginia Department of Emergency Management. This ESF describes how finances are managed during and following an emergency or disaster.

A. Purpose

Procure and distribute resources critical to the management of the disaster or emergency.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual unit/department/division standard operating guidelines

3. Virginia Department of Emergency Management Emergency Operations Plan
4. FEMA Public Assistance Guide

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Disasters have an immediate impact on university resources resulting in shortages of vitally needed supplies. In addition, specialized equipment and services may be required to save lives and protect and restore property during response and recovery operations. Expedious identification, procurement, and allocation of resources are vital to ensure effective University emergency operations.

B. Assumptions

1. Resources outside of the University are directed to fill the unmet needs of the University.
2. Major disasters may require the activation of university staging areas in order to expedite the delivery of supplies and resources to the site of the emergency.
3. Students can use their NSU credentials to access residential buildings, debit purchases, ID and general purchases throughout the campus.

III. CONCEPT OF OPERATIONS

A. General

1. The lead and support units/departments/divisions for ESF #7 act as a team to address the resources needed following a declared emergency.
2. The VP, Finance and Administration or designee acts as the liaison for resource support and procurement in the Emergency Operations Center (EOC).
3. Lead, support agencies and departments are responsible for conducting activities based on standard policies and guidelines.

4. Resource lists are developed and maintained in coordination with department requests. Lists should detail the type, location, contact arrangements, and acquisition of emergency resources and/or assistance.
5. The Procurement Director or designee along with the VP, Finance and Administration and the Emergency Coordination Officer will assist University units/departments/divisions in the procurement of necessary resources, to include the contracting of specialized services and the hiring of additional personnel, to effectively respond to and recover from the emergency at hand.

B. Phases of Management

1. Notification

- a. NSU Emergency Coordination Officer notifies the VP, Finance and Administration Department when events have taken place and there is a need to activate this ESF.

2. Activation

VP, Finance and Administration is responsible for the activation of this ESF.

3. Preparedness Actions

- a. Identify resources of supply and other resources to provide critical supplies and services as needed.
- b. Develop disaster processes and procedures for emergency procurement and distribution to affected units/departments/divisions.
- c. Develop and obtain pre-disaster contracts for as many services on campus as appropriate.
- d. Train procurement staff in disaster procedures.

4. Response Actions

- a. Provide liaison to the EOC to address resource needs and emergency procurement procedures.
- b. Document and provide purchases made during the disaster as necessary or required.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute situation reports, as needed.
- b. Document procurement files and finalize procurement processes by crafting documents and posting notifications as required.
- c. Assist the Emergency Coordination Officer with coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks.
- d. Document any crucial lessons-learned and revise plans as needed.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The Lead Department responsible for the coordination of this ESF is the NSU VP, Finance and Administration Division.
2. All units/departments/divisions are responsible for identifying essential resources in their functional area; these resources support the mission of mitigating, responding to and recovering from emergencies that could affect their units/departments/divisions.
3. All units/departments/divisions will coordinate their resource needs with the Emergency Coordination Officer and the VP, Finance and Administration.

B. Responsibilities

1. Position

a. NSU VP, Finance and Administration:

- 1) Activates ESF
- 2) Activate support agencies
- 3) Coordinates logistical and fiscal activities for this ESF
- 4) Meets with support agencies and ensure all departments/divisions are informed
- 5) Coordinates and integrates all fiscal efforts
- 6) Provides periodic staff briefings as required

7) Provides reports and requests for assistance to the EOC.

2. Departments

a. NSU VP, Finance and Administration:

- 1) Locate, procure, and/or distribute resources to other units/departments/divisions to support the emergency response.
- 2) Locate and coordinate the use of available space for incident management activities.
- 3) Coordinate and determine the availability and provision of consumable supplies.
- 4) Prepare mutual aid agreements with surrounding jurisdictions to augment University resources.
- 5) Provide a representative in the EOC to assist with finance and resource management needs and functions.
- 6) Maintain records of costs and expenditures.
- 7) Contract with federal and state agencies, as well as private industry, for additional resources, equipment, and personnel, if necessary.

b. NSU Department of Information Technology

- 1) Provide support to VP, Finance and Administration to ensure uninterrupted use of computers and networks.

3. Commonwealth of Virginia

- a. Assist NSU to assess finance and resource management needs.
- b. Provide state resources when requested through the Virginia EOC.

4. Federal

Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Associate Vice-President VP, Finance and Administration

- Associate Vice-President, Facilities Management
- Director for Procurement

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the VP, Finance and Administration Division for maintaining and exercising this ESF.

The VP, Finance and Administration preserve records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The VP, Finance and Administration are responsible for the development of this ESF

ESF #8 – HEALTH, MENTAL HEALTH, AND MEDICAL SERVICES

Lead Departments

- NSU Spartan Health Center
- NSU Counseling Services

Support Departments

- NSU Student Affairs
- NSU Human Resources

External Supporting Agencies

- City of Norfolk Fire/EMS
- Norfolk Department of Health
- Virginia Department of Health
- American Red Cross
- Sentara Norfolk General Hospital

I. INTRODUCTION

Emergency Support Function (ESF) #8 – Health, Mental Health, and Medical Services describes the actions taken by Spartan Health Center, including mental health services, in a disaster or emergency. It also describes actions taken on campus for a major medical

emergency and information regarding Critical Incident Stress Debriefings (CISD) for emergency personnel and the NSU campus.

A. Purpose

1. Provide guidance on comprehensive public health and medical response during an emergency/disaster.
2. Ensure the continuance of medical care services as well as the availability of medical supplies.
3. Ensure emergency medical treatment for disaster/emergency casualties.
4. Detect mental health issues and prevent harmful stress levels in the student population.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan
2. Individual unit/department/division standard operating guidelines
3. Virginia Department of Emergency Management Operations Plan
4. City of Norfolk Emergency Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

NSU periodically experiences emergencies and disasters that may affect the health and mental health of university personnel, as well as equipment and supplies.

B. Assumptions

1. In the event of local outbreaks, local health districts will notify NSU Spartan Health Center of the status of local health emergencies and the need for assistance from the Spartan Health Center.
2. Emergency events may render the Spartan Health Center inoperable.
3. Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease and injury.

4. A disaster may exceed the resources of the Spartan Health Center, and local, state, and federal emergency resources may be required.
5. Catastrophic disasters may require the relocation of hospital and medical facilities.
6. The NSU Counseling Services can offer counseling and psychological services for students, faculty, and staff to deal with the stress of the disaster/emergency.
7. NSU Spartan Health Center provides basic inoculations for students in the event of an emergency.

III. CONCEPT OF OPERATIONS

A. General

1. During a threatened or actual emergency, the Associate Vice-President of Student Affairs and Director of Counseling Services or his/her designated representative directs coordinated health and medical services from the EOC.
2. Coordination is conducted with adjacent jurisdictions as required.
3. The NSU Spartan Health Center can provide minimal basic first aid for students.
4. The City of Norfolk Fire Department provides EMS services for the University.
5. Public health advisories are issued only after coordination with the Emergency Coordination Officer and the EOC.
6. Adequate records are maintained for all costs incurred to be eligible for post-disaster assistance.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the NSU Spartan Health Center and Counseling Services when events occur, and there is a need to activate this ESF.

2. Activation

The NSU VP, Student Affairs, is responsible for activating this ESF.

3. Preparedness Actions

- a. Provide and conduct planning, training, equipping, and exercise activities for supporting units/departments/divisions.
- b. Develop and maintain procedures for providing a coordinated response.
- c. Establish a working relationship and review emergency roles with the local hospital and emergency medical services providers.

4. Response Actions

- a. Lead departments will provide liaison to EOC to address health, mental health, and medical services issues.
- b. Provide minimal basic first aid to students, faculty, and staff injured on campus.
- c. Maintain records and monitor the status of people injured during the emergency.
- d. Provide inoculations for students/employees if needed.
- e. Provide crisis intervention for students, faculty, and staff if needed during the response phase of the emergency/disaster.
- f. Document expenses and actions taken during the event.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute situation reports, as needed.
- b. Determine short-term and long-term mental health and medical needs for the University.
- c. Assist the Emergency Coordination Officer with coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks.
- d. Document any crucial lessons learned and revise plans as needed for future events.
- e. Conduct CISD for faculty, staff, and emergency responders as needed.

- f. Continue crisis intervention for students, faculty, and staff.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead departments responsible for the coordination of this ESF are the VP for Student Affairs, the Assistant VP for Campus Life and Diversity, and the Dean of Students
2. All units/departments/divisions are responsible for identifying essential resources in their functional area that support the mission of mitigating, responding to, and recovering from emergencies.
3. All units/departments/divisions will coordinate their medical and mental health needs with the Emergency Coordination Officer.

B. Responsibilities

1. Position

a. NSU Vice-President Student Affairs

- 1) Activates this ESF.
- 2) Activates support agencies.
- 3) Meets with support agencies and ensures all units/departments/ divisions are informed.
- 4) Coordinates and integrates overall efforts of this ESF.
- 5) Provides periodic staff briefings as required.
- 6) Provides reports and requests for assistance to the EOC.

2. Departments

a. Dean of Students Office

- 1) Provide personnel, equipment, supplies, and other resources necessary to coordinate plans and programs for medical and mental health activities during an incident.
- 2) Coordinate the dissemination of disaster-related public health and critical stress management information with the Media Relations Officer.

- 3) Provide preventive health services
 - 4) Ensure coordination with hospitals and other health providers for response to health needs
 - 5) Coordinate transportation of the sick and injured with area hospitals or receiving facilities and EMS providers
 - 6) Coordinate behavioral health activities among emergency responders
 - 7) Provide outreach to serve identified behavioral health needs
 - 8) Identify the deceased with assistance from the NSU Police Department and the City of Norfolk Police Department
 - 9) Maintain records of cost and expenditures associated with this ESF response to the event.
3. Commonwealth of Virginia
 - a. Assist NSU in assessing medical and mental health needs
 - b. Provide state resources when requested through the Virginia EOC.
 4. Federal
 - a. Provide support as requested.

V. Succession of Leadership

The succession of leadership for this ESF is as follows:

Dean of Students

Exec. Director for Health and Wellness

Director of Spartan Health Center, for medical issues

Director of Counseling Services, for mental health issues

VI. Administration and Support

It is the responsibility of the Director, Spartan Health Center, to maintain and exercise this ESF.

VII. Emergency Support Function Development

The NSU Dean of Students and the Executive Director for Health and Wellness are responsible for the development of this ESF

ESF #10 – HAZARDOUS MATERIALS

Lead Department

- NSU Office of Environmental Health and Safety

Support Departments

- NSU Facilities Management
- Asst. Director, McDemmond Center
- College of Science, Engineering and Technology

External Supporting Agencies

- City of Norfolk Fire Department Hazardous Materials Team

I. INTRODUCTION

Emergency Support Function (ESF) #10 – Hazardous Materials provides for the rapid and appropriate response to any disaster involving hazardous materials.

A. Purpose

Provide processes and procedures for responding to hazardous materials incidents that may occur on the NSU campus.

B. Authorities/References

1. NSU Emergency Operations Plan

2. Individual unit/department/division standard operating guidelines
3. Virginia Department of Emergency Management Operations Plan
4. City of Norfolk Emergency Operations Plan
5. The Superfund Amendments and Re-authorization Act of 1986 (SARA Title III)

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Incidents involving hazardous materials can occur almost anywhere and at any time on the NSU campus. Such occurrences could affect the campus population, the environment, and property. These incidents can occur by accident or intentionally.
2. NSU Office of Environmental Health and Safety personnel may attempt to manage the incident initially. When University personnel cannot manage the response, assistance is requested from the City of Norfolk Fire Department Hazardous Materials Team.
3. Soil and vegetation are vulnerable should hazardous materials be deposited upon them, possibly requiring the disposal of soil and vegetation.

B. Assumptions

1. All units/departments/divisions have emergency response plans for dealing with hazardous materials releases and have the means for initial and, in many cases, complete response to hazardous material incidents.
2. All identified University hazardous materials responders are trained in the types of response they may need to perform.
3. The University campus is kept advised of situations, potential dangers, and precautionary actions involving hazardous materials.
4. Requests for support are coordinated through the Emergency Operations Center (EOC) if activated.

III. CONCEPT OF OPERATIONS

A. General

1. The NSU Emergency Operations Plan and this ESF provide guidance for managing hazardous material incidents.
2. All requests for hazardous materials support are submitted to the EOC (if activated) for coordination, validation, and/or action in accordance with this emergency support function. If the EOC is not activated, requests for hazardous materials support are submitted to the NSU Environmental Health and Safety Director.

B. Phases of Management

1. Notification

- a. NSU Police Department Dispatch notifies the NSU Environmental Health and Safety Director when events have taken place, and there is a need to activate this ESF.

2. Activation

The NSU Office of Environmental Health and Safety is responsible for activating the ESF.

3. Preparedness Actions

- a. Participate in training provided by NSU Office of Environmental Health and Safety.
- b. Participate in drills and exercises provided by the NSU Office of Environmental Health and Safety.

4. Response Actions

- a. Assess and provide initial responses to hazardous materials incidents.
- b. Advise the City Environmental Health and Safety Director of the size of the incident and the impact on the area.
- c. Contact and coordinate with outside agencies for assistance, if necessary.
- d. Determine the need for immediate evacuation or sheltering-in-place.
- e. Document expenses and actions taken during the event.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute situation reports, as needed.
- b. Determine short-term and long-term effects of the hazardous materials incident for the University.
- c. Assist the Associate VP, Facilities Management in coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is the Office of Environmental Health and Safety.
2. The Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) requires the development of detailed procedures for identifying facilities with extremely hazardous materials and for assuring an adequate emergency response capability by these facilities and by local emergency services.
3. The Virginia Department of Emergency Management's (VDEM) Regional Hazardous Materials Officer and Hazardous Materials Response Team are requested through the Virginia Emergency Operations Center.
4. The Environmental Health and Safety Director, in conjunction with the City of Norfolk Fire Chief and VDEM Regional Hazardous Materials Officer, determines the need to evacuate a large area. Evacuation orders or other protective actions are issued as needed.
5. The on-scene incident commander may order an immediate evacuation prior to requesting or obtaining approval, if this action is necessary to protect life and property.
6. NSU Office of Environmental Health and Safety, Fire, EMS, and NSU Police Department coordinate the evacuation of the area.
7. Should an evacuation become necessary, warning and directions for evacuation and/or shelter-in-place are disseminated via all appropriate means.
8. Responding agencies use mobile loudspeakers, bullhorns, and/or go door-to-door to ensure that residential and academic areas in the threatened area have received evacuation or shelter-in-place orders.

B. Responsibilities

1. Positions

- a. NSU Environmental Health and Safety Director:
 - 1) Activates ESF
 - 2) Activate support agencies

- 3) Meets with support agencies and ensures all units/departments/ divisions are informed
 - 4) Coordinates and integrates overall hazardous material efforts
 - 5) Provides periodic staff briefings as required; and
 - 6) Provides reports and requests for assistance to the EOC.
2. Departments
- a. NSU Office of Environmental Health and Safety:
 - 1) Provide personnel, equipment, supplies, and other resources necessary to coordinate hazardous material plans and procedures
 - 2) Develop procedures aimed at minimizing the impact of an unplanned release of a hazardous material
 - 3) Conduct training for personnel in hazardous materials response and mitigation
 - 4) Follow established procedures in responding to hazardous materials incidents.
 - 5) Provide technical information as needed.
 - 6) Coordinate control/mitigation efforts with local, state, and federal agencies.
 - 7) Record expenses associated with the event.
 - b. NSU Police Department
 - 1) Assist in coordinating the evacuation of the affected area.
 - 2) Provide security for the evacuated area.
3. Commonwealth of Virginia
- a. Assist NSU in assessing hazardous materials resources needs.
 - b. Provide state resources when requested through the Virginia EOC.
4. Federal
- a. Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Environmental Health and Safety Director
- NSU Facilities Management

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the Office of Environmental Health and Safety to maintain and exercise this ESF.

The Office of Environmental Health and Safety preserves records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Office of Environmental Health and Safety is responsible for developing this ESF.

ESF #11 – FOOD AND WATER

Lead Department

- NSU, Auxiliary Services

Support Department

- NSU Housing and Residence Life

External Supporting Agencies

- Contracted Dining Services Provider
- Contracted Beverage Services Provider

I. INTRODUCTION

Emergency Support Function (ESF) #11 – Food and Water provide guidance on how food services and water distribution are handled during a disaster or emergency for students, faculty, staff, emergency personnel, and the NSU community, if necessary.

A. Purpose

Establish processes and procedures for receiving and responding to requests for food and water from the University community.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual units/department/division standard operating guidelines
3. Virginia Department of Emergency Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

A significant emergency or disaster deprives substantial numbers of faculty, staff, students, or visitors of the ability to prepare or obtain food and water. An emergency or disaster may disrupt the distribution system and partially or completely destroy the food products stored in the affected area.

B. Assumptions

1. Contracted Food and Beverage Services providers supply food and water for 72 hours after the event.
2. A large percentage of the water supply may be unusable.

III. CONCEPT OF OPERATIONS

A. General

Requests for food and water, including the types, amounts, and destination, are coordinated through the Emergency Operations Center (EOC).

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the NSU Auxiliary Services when events occur, and there is a need to activate this ESF.

2. Activation

NSU Auxiliary Services is responsible for the activation of this ESF.

3. Preparedness Actions

Maintain the pre-disaster contract with Food Services and Beverage Services providers for supplying seventy-two (72) hours of food and water for the University campus.

4. Response Actions

- a. Coordinate the distribution of food and water with Food and Beverage Service providers
- b. Activate this emergency support function.
- c. Identify the number of affected students, their location(s), and what usable food-preparation facilities are available for feeding.
- d. Contact the appropriate outside agencies for assistance, if necessary.
- e. Coordinate efforts with outside agencies.
- f. Ensure food is fit for consumption.
- g. Coordinate shipment of food to staging areas.

- h. Identify methods for students to gain access and use the Spartan Card.
 - i. Document expenses and actions taken during the event.
5. Recovery Actions
- a. Continue to gather information, prepare and distribute situation reports, as needed.
 - b. Continue to support response activities as required.
 - c. Assist Emergency Coordination Officer in coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document any crucial lessons learned and to revise plans as needed for future events.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

- 1. The lead department responsible for the coordination of this ESF is the NSU Auxiliary Services.
- 2. Mutual aid agreements are implemented when the incident demands greater resources than are immediately available.

B. Responsibilities

1. Positions

a. NSU Director of Auxiliary Services:

- 1) Activates the ESF.
- 2) Activate support agencies.
- 3) Meets with support agencies and ensures all units/departments/divisions are informed.
- 4) Coordinates and integrates overall efforts.
- 5) Provides periodic staff briefings as required.
- 6) Provides reports and requests for assistance to the EOC.

2. Departments

a. NSU Auxiliary Services:

- 1) Coordinate the requests for distribution of food and water for mass feeding.
- 2) Establish logistical links with organizations involved in long-term congregate meal services.
- 3) Establish the need for replacement food products.
- 4) Provide a liaison to the EOC to address food and water needs and issues.
- 5) Maintain records of costs and expenditures.

b. NSU Residence Life

Assist in food and water distribution.

3. Commonwealth of Virginia

- a. Assist NSU in assessing food and water needs.
- b. Provide state resources when requested through the Virginia EOC.

4. Federal

Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Director of Auxiliary Services
- NSU Director, Housing and Residence Life

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Director, Auxiliary Services, to maintain and exercise this ESF.

Records are preserved by the NSU Director, Auxiliary Services, in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

NSU Auxiliary Services is responsible for the development of this ESF.

ESF #12 – TECHNOLOGY SYSTEMS

Lead Department

- NSU Chief Information Officer

Support Department

- NSU Facilities Management

External Supporting Agencies

- ODU ITS
- Dominion Power
- Verizon
- Dell
- Ellucian
- Mitel/IPC
- Blackboard
- Segra

I. INTRODUCTION

Emergency Support Function (ESF) #12 – Technology Systems provides guidance on how to care for computer systems during an emergency or disaster and restore them once the disaster is over.

A. Purpose

1. Ensures the provision of technology systems to support emergency and disaster-related efforts.
2. Coordinates activities and technology assets available to the University.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan

2. Individual units/department/division standard operating guidelines
3. Virginia Department of Emergency Operations Plan
4. NSU Continuity of Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Disasters affect the ability to communicate by damaging and overloading systems and equipment, overwhelming staff, and creating conditions that prevent the expedient repair or restoration of technology systems. University-level technology systems are vital to assisting the University in protecting life and property and restoring the affected area to pre-disaster conditions.

B. Assumptions

1. The University Emergency Operations Center (EOC) is operational and supports technology systems operations.
2. The University accomplishes restoration and reconstruction of technology systems.
3. University restoration of critical systems may not occur as quickly to meet all users' expectations.

III. CONCEPT OF OPERATIONS

A. General

The NSU Chief Information Officer is responsible for activating and notifying ESF and external support agencies to support assessment, response, and recovery activities during emergencies.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the NSU Chief Information Officer when events occur and when there is a need to activate the ESF.

2. Activation

The NSU Chief Information Officer is responsible for activating the ESF.

3. Preparedness Actions

- a. Maintain mutual aid agreement with Old Dominion University to host backup communication capabilities.
 - b. Maintain the pre-disaster contracts with external supporting vendors for restoration and reconstruction of technology systems.
 - c. Provide technical support for technology systems.
4. Response Actions
- a. Coordinate requests for technology and network services.
 - b. Restores affected systems as rapidly as possible.
 - c. Coordinate information technology activities to ensure the security and integrity of university emergency communications.
 - d. Maintain contact with the appropriate outside agencies for assistance, if necessary.
 - e. Coordinate efforts with outside agencies.
 - f. Advise the Emergency Coordination Officer of the size and impact of the emergency on the technology systems.
 - g. Enable websites to publish emergency announcements.
 - h. Provide technical support for notification text messaging.
 - i. Activate and maintain the campus email system for emergency notifications.
 - j. Document expenses and actions taken during the event.
5. Recovery Actions
- a. Continue to gather information, prepare and distribute situation reports, as needed.
 - b. Continue to support response activities as required.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is the Office of Information Technology (OIT)

2. Mutual aid agreements are activated when the incident demands greater resources than are immediately available.

B. Responsibilities

1. Positions

- a. NSU Chief Information Officer

- 1) Activates ESF
 - 2) Activates support agencies.
 - 3) Meets with support agencies and ensures all units/departments/divisions are informed.
 - 4) Coordinates and integrates overall technology response and recovery efforts.
 - 5) Provides periodic staff briefings as required.
 - 6) Provides reports and requests for assistance to the EOC.

2. Departments

- a. Office of Information Technology:

- 1) Coordinates the requests for technology systems needs and support.
 - 2) Establish logistical links with support organizations for technology systems and network issues
 - 3) Provide liaison to the EOC to address technology systems and network needs and issues
 - 4) Record expenses and actions related to the event.

- b. NSU Facilities Management:

Provide assistance to the Chief Information Officer.

3. Commonwealth of Virginia

- a. Assist NSU in assessing technology systems and network needs
 - b. Provide state resources when requested through the Virginia EOC.

4. Federal

- a. Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- Chief Information Officer
- Deputy Chief Information Officer and/or designee.

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Chief Information Officer to maintain and exercise this ESF.

The NSU Chief Information Officer preserves records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The NSU Chief Information Officer is responsible for developing this ESF.

ESF #13 – LAW ENFORCEMENT

Lead Departments

- NSU Police Department

Support Department

- Virginia State Police

External Supporting Agencies

- City of Norfolk Police Department
- Federal Bureau of Investigation (FBI)
- Alcohol, Tobacco, and Firearms (ATF)

I. INTRODUCTION

Emergency Support Function (ESF) #13 – Law Enforcement provides guidance on how law enforcement is conducted during a disaster/emergency.

A. Purpose

Coordinate law enforcement activities on the campus in response to an emergency or disaster.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual units/department/division standard operating guidelines
3. Virginia Department of Emergency Management Emergency Operations Plan

II. SITUATION AND ASSUMPTIONS

A. Situation

1. A disaster or emergency has occurred that requires the response of the University Police Department.

B. Assumptions

1. Landline communications may be interrupted. Cellular and radio communications are relied upon heavily, if available. Congested frequencies are expected.
2. Normal response may be hampered by such occurrences as fallen debris, flooding, or fire. Police response times may be delayed, and incident responses may need to be prioritized.

III. CONCEPT OF OPERATIONS

A. General

1. The NSU Police Department coordinates campus-wide law enforcement activities.
2. Assistance between the NSU Police Department and the City of Norfolk Police Department is facilitated by the signatory agencies to a Memorandum of Understanding (MOU) between the two departments.
3. When the NSU Police Department resources are exhausted, supplemental assistance may be requested through the NSU Emergency Operations Center (EOC).
4. Law enforcement units provided by other levels of government remain under the command of their parent agency.

B. Phases of Management

1. Notification

- a. NSU Police Dispatch notifies the NSU Chief of Police when events have taken place, and there is a need to activate this ESF.

2. Activation

- a. NSU Chief of Police is responsible for the activation of the ESF.

3. Preparedness Actions

- a. Develop procedures for the effective use of the police department's resources.
- b. Assist the NSU Emergency Coordination Officer in the coordination of emergency management plans.

- c. Provide and participate in law enforcement training, drills, and exercises in support of this ESF.

4. Response Actions

- a. Provide law enforcement operations on the NSU campus.
- b. Provide a representative to the EOC and coordinate requests for additional law enforcement assistance through the Incident Management System.
- c. Contact the appropriate outside agencies for assistance, if necessary.
- d. Assist the NSU Emergency Coordination Officer in the receipt and dissemination of warning information.
- e. Coordinate law enforcement and emergency traffic control throughout the NSU campus.
- f. Provide communication resources in support of emergency operational needs.
- g. Document expenses and actions taken during the event.
- h. Identify areas that may need to be evacuated, in conjunction with the NSU Emergency Coordination Officer.
- i. Set up control points and roadblocks to expedite travel and prevent reentry of evacuated areas.
- j. Provide traffic control and security at damaged property, shelter facilities, and other areas identified as needing security.
- k. Control access to the EOC. Identification requirements are activated.

5. Recovery Actions

- a. Continue to gather information, prepare, and distribute situation reports, as needed.
- b. Continue to support response activities as required.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead departments responsible for the coordination of this ESF are the NSU Police Department
2. Mutual aid agreements are implemented when the incident demands greater resources than are immediately available.
3. NSU Police Department utilizes its normal communications networks during disasters.

B. Responsibilities

1. Positions

a. NSU Chief of Police

- 1) Activates ESF.
- 2) Activate support agencies
- 3) Meets with support agencies, and ensures all units/departments/divisions are informed
- 4) Provides periodic staff briefings as required
- 5) Provides reports and requests for assistance to the EOC.

b. NSU Deputy Chief of Police

Serves as the liaison to law enforcement in the EOC.

2. Department

a. NSU Police Department:

- 1) Identify essential facilities and develop procedures to provide for their security and continued operation in the time of an emergency
- 2) Maintain police intelligence capability to alert other law enforcement agencies and the public to potential threats
- 3) Develop strategies to effectively address special emergency situations that may require distinct law enforcement procedures, such as civil disorders,

hostage taking, weapons of mass destruction, terrorist situations, active shooter and bomb threats/detonations

- 4) Test primary communications systems and arrange for alternate systems, if necessary
 - 5) Provide traffic and crowd control as required.
 - 6) Implement existing mutual aid agreements with other jurisdictions, if necessary.
 - 7) Record expenses of the event.
3. Commonwealth of Virginia
 - a. Assist NSU to assess law enforcement needs; and
 - b. Provide state resources when requested through the Virginia EOC.
 4. Federal
 - a. Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Chief of Police
- NSU Deputy Chief of Police
- NSU Police Lieutenant
- NSU Senior Officer on duty

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the NSU Police Department to maintain and exercise this ESF.

The NSU Police Department preserves records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The NSU Police Department is responsible for developing this ESF.

ESF #14 – DAMAGE ASSESSMENT

Lead Department

- NSU Vice President, Finance and Administration

Support Departments

- Associate VP, Facilities Management

External Supporting Agencies

- City of Norfolk Public Works

I. INTRODUCTION

Emergency Support Function (ESF) #14 – Damage Assessment provides guidance on damage assessment and recovery procedures following a major disaster/emergency.

A. Purpose

1. Provide uniform policies and procedures for damage and response capability assessment following an emergency or disaster on the NSU campus.

B. Authorities/References

1. NSU Emergency Operations Plan
2. Individual units/department/division standard operating guidelines
3. Virginia Department of Emergency Management

II. SITUATION AND ASSUMPTIONS

A. Situation

Disasters can cause injuries to individuals, damage to property, and environmental damage. Damage assessments help determine the priority of response efforts and the need for additional resources. Eligibility for various forms of disaster aid is determined from the damage assessment efforts of this ESF.

B. Assumptions

An emergency or disaster has occurred, and a damage assessment has been conducted.

III. CONCEPT OF OPERATIONS

A. General

1. The recovery phase is characterized by two components: the emergency response phase, which deals primarily with lifesaving and emergency-relief efforts (i.e., emergency food, medical, shelter, and security services), and the broader recovery and reconstruction component, which deals with more permanent and long-term redevelopment issues.
2. The two components occur simultaneously, with the emergency relief component taking precedence in the initial stages of recovery, and the recovery and reconstruction component receiving greater attention as the recovery process matures.
3. NSU Facilities Management is the lead for damage assessment. NSU Facilities Management escorts state and federal inspectors through damaged areas and reports status to VP, Finance and Administration.
4. The damage assessments for the University are forwarded in accordance with NSU and state procedures to the Virginia EOC.
5. The Virginia Department of Emergency Management is the coordinating state agency in the recovery process, and the Federal Emergency Management Agency (FEMA) is the coordinating federal agency.
6. Utilizing the initial damage assessment information collected, short-term and long-term recovery priorities are established, and recovery strategies are developed in coordination with other state agencies, local governments, and the federal government.

B. Phases of Management

1. Notification

VP, Finance and Administration, notify NSU Facilities Management when events occur and when there is a need to activate this ESF.

2. Activation

- a. NSU Facilities Management is responsible for the activation of this ESF.

3. Preparedness Actions

- a. Prepare administrative procedures to implement damage assessment programs for all University units/departments/divisions.
- b. Provide damage assessment forms for field use.
- c. Provide and participate in damage assessment training, drills, and exercises in support of this ESF.

4. Response Actions

- a. Request for initial damage assessment surveys.
- b. Determine the ability to provide service to the University.
- c. Provide a representative with the EOC and coordinate requests for additional assessment assistance.
- d. Contact the appropriate outside agencies for assistance, if necessary.
- e. Coordinate assessment efforts with outside agencies.
- f. Assemble damage assessment information for situation reports.
- g. Request detailed state damage assessments from the Virginia Department of Emergency Management.
- h. Document expenses and actions taken during the event.

5. Recovery Actions

- a. Continue to gather information, prepare, and distribute situation reports, as needed.
- b. Continue to conduct damage and effect assessments.
- c. Prepare damage assessment reports and forward them to the NSU EOC.
- d. Maintain copies of damage assessment reports.
- e. Continue to support response activities as required.
- f. Assist Emergency Coordination Officer with coordinating and conducting a post-disaster situation analysis to determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats.

- g. Document any crucial lessons learned and submit recommended revisions to the Emergency Plan, as needed for future events.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is NSU Facilities Management.
2. A Presidential Declaration of Disaster initiates the following series of events:
 - a. The President appoints a Federal Coordinating Officer to coordinate the federal efforts.
 - b. The Governor appoints a State Coordinating Officer to coordinate the state's efforts.
 - c. A Joint Field Office (JFO) is established within the state, central to the damaged area(s) from which the disaster assistance programs are coordinated.
 - d. A Disaster Recovery Center (DRC) is established in the affected area(s) to accommodate persons needing individual assistance after they have registered with the Federal Emergency Management Agency (FEMA).
3. A Presidential Declaration of Disaster may authorize two basic types of disaster relief assistance:
 - a. Individual Assistance – Supplementary Federal Assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or emergency. Such assistance may be provided directly by the federal government, by the state, by the University, or by disaster relief organizations.
 - b. Public Assistance – Supplementary Federal Assistance provided under the Stafford Act to the state and the University or certain private, non-profit organizations.

B. Responsibilities

1. Positions
 - a. NSU Associate Vice-President Facilities Management:
 - 1) Activates ESF.
 - 2) Activate support agencies.

- 3) Meets with support agencies and ensure all unit's/departments/ divisions are informed.
 - 4) Coordinates and integrates overall response and recovery efforts.
 - 5) Provides periodic staff briefings as required.
 - 6) Provides reports and requests for assistance to the EOC.
- b. NSU Facilities Manager
- 1) Assigns teams to perform initial damage assessments.
 - 2) Prepares reports of initial damage assessments.
2. Departments
- a. NSU Finance and Administration:
- 1) Develop plans for post-incident assessment that can be scaled to incidents of varying types and magnitudes.
 - 2) Establish procedures for pre-incident planning for risk assessment, post-incident recovery, and mitigation efforts.
 - 3) Lead post-incident assistance efforts.
 - 4) Identify areas of collaboration with support units/departments/ divisions and facilitate interagency integration.
 - 5) Conduct and coordinate recovery operations; and
 - 6) Record expenses that were incurred as a result of the event.
- b. NSU Facilities Management
- 1) Gather information to assess the economic impact on the campus.
 - 2) Conduct initial damage assessments.
 - 3) Coordinate early resolution of issues and facilitate the delivery of assistance to the campus.
3. Commonwealth of Virginia
- a. Assist NSU in assessing damage.

- b. Provide state resources when requested through the Virginia EOC.
4. Federal
 - a. Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- Vice-President for Finance and Administration
- Associate Vice-President, Facilities Management
- Senior Director, Capital Planning and Improvements

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the Associate VP, Facilities Management, to maintain and exercise this ESF.

The VP, Finance and Administration preserve damage assessment records in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The Associate VP, Facilities Management, is responsible for developing this ESF.

ESF #15 – MEDIA RELATIONS AND COMMUNICATIONS

Lead Department

- Vice President for Operations
- Vice President for University Advancement

Support Departments

- NSU Media Relations
- Assistant Vice President, Communications and Marketing
- NSU Student Affairs
- NSU Information Technology

I. INTRODUCTION

Emergency Support Function (ESF) #15 – Media Relations and Communications provides public information during an emergency. It helps notify the campus community of emergency events. This ESF also describes how disaster-preparedness information is distributed throughout the school year.

A. Purpose

To provide media relations guidance to expedite the University's ability to communicate with students, faculty, staff, and families during an emergency. This ESF supports other units/departments/divisions, as needed, in gathering and disseminating information.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan
2. Individual units/department/division standard operating guidelines
3. Virginia Department of Emergency Management

II. SITUATION AND ASSUMPTIONS

A. Situation

1. After a disaster or emergency, normal means of communications in the affected area may be destroyed or severely disrupted; therefore, only limited and incomplete information may be expected from the area until communications can be restored.
 2. The period immediately following an emergency or disaster is critical in setting up the infrastructure and processes needed to meet the emergency's public information and news requirements.
- B. Assumptions
1. ESF personnel deploy simultaneously with other initial disaster response elements as warranted by the situation.
 2. Up-to-date information is available to provide immediate notification to university officials, media personnel, students, faculty, and staff.
 3. The ESF coordinates with all elements of the University's units/departments/divisions to ensure that information disseminated to students, faculty, staff, and the public is accurate, timely, and consistent.

III. CONCEPT OF OPERATIONS

- A. General
1. Preparation by the Communications and Marketing staff, for an anticipated or actual event, includes coordinating with the Emergency Coordination Officer, collecting relevant information on the situation, alerting required staff, and deploying staff to the Emergency Operations Center (EOC) if activated.
 2. NSU Communications and Marketing coordinates the rapid dissemination of information, identifies unmet needs, and establishes ongoing dialogue and information exchange.
 3. The Director of Media Relations is responsible for coordination with outside media.
- B. Phases of Management
1. Notification

The NSU Emergency Coordination Officer notifies the NSU AVP, Communications and Marketing, and the NSU Director, Media Relations when events have taken place, and there is a need to activate this ESF.
 2. Activation

NSU Communications and Marketing is responsible for activating this ESF.

3. Preparedness Actions

- a. Participate in training, drills, and exercises in support of this ESF.
- b. Maintain contacts with local media outlets.

4. Response Actions

- a. Evaluate the situation.
- b. Coordinate and monitor the University website for alerts and notifications.
- c. Issue press releases.
- d. Establish Joint Information Center if needed.
- e. Establish a system for communicating with families of students.
- f. Monitor national and state-level news coverage of the situation (if applicable).
- g. Provide a representative with the EOC and coordinate requests for additional public information assistance.
- h. Assist state and federal officials in disseminating information concerning relief assistance.
- i. Document expenses and actions taken during the event.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute situation reports, as needed.
- b. Continue to keep the University campus informed concerning local recovery operations.
- c. Maintain copies of press releases and public service announcements.
- d. Continue to support response activities as required.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this ESF is the NSU Office of Communications and Marketing.
2. NSU Communications and Marketing is responsible for coordinating messages/information to and from the various campus units/departments/divisions.
3. NSU's Director of Media Relations gathers information concerning the incident and provides related information to the media and other sources to keep the faculty, staff, students, and student families informed.

B. Responsibilities

1. Positions

a. NSU

- 1) Activates ESF.
- 2) Coordinates with the Emergency Management Team (EMT) to assist in preparing appropriate news releases
- 3) Maintains working arrangements between the City of Norfolk Public Information Officer and local radio stations, television stations, and newspapers.
- 4) Coordinates and integrates overall public information efforts.
- 5) Provides periodic staff briefings as required.
- 6) Provides reports and requests for assistance to the EOC
- 7) Prepares information for initial damage assessments.

b. Assistant VP, Communications and Marketing

- 1) Develop backup communications and home page information
- 2) Send broadcast emails to all students, faculty, and staff.

- 3) Coordinate with the NSU Office of Environmental Health and Safety, in addition to the Emergency Coordination Officer, for text messaging to all students, faculty, and staff for alerts and notifications.

2. Departments

a. NSU Communications and Marketing

b. Operations (Director, Media Relations)

- 1) Prepare and provide general information, as appropriate, to special groups such as the visually impaired, hearing impaired, and others identified as having special needs on campus
- 2) Designate phone number(s) and personnel to handle student, faculty, staff, and family inquiries.
- 3) Arrange regular press briefings.
- 4) Coordinate the release of information through public broadcast channels and written documents.
- 5) Maintain lists of contacts for all local news organizations.
- 6) Record media expenses that are incurred because of the event.

3. Commonwealth of Virginia

- a. Assist NSU with public information and community outreach needs as appropriate
- b. Provide state resources when requested through the Virginia EOC.

4. Federal

- a. Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- Vice President, Operations
- AVP, Communications and Marketing
- Media Relations Director
- Chief Information Officer

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of NSU Communications and Marketing, in collaboration with the Director of Media Relations, to maintain and exercise this ESF.

NSU Communications and Marketing will preserve records of this ESF response in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The NSU Office of Communications and Marketing is responsible for the development of this ESF

ESF #16 – ACADEMICS

Lead Departments

- NSU Provost and VP, Academic Affairs or designee

Support Department

- Dean, College of Science, Eng. and Tech.
- Dean, School of Business
- Dean, School of Education
- Dean, College of Liberal Arts
- Dean, Extended Learning
- Dean, R. C. Nusbaum Honors College
- Dean, Graduate Studies and Research
- Director, Virginia Beach Higher Education Center

External Supporting Agencies

- State Council of Higher Education for Virginia
- Southern Association of Colleges and Schools Commission on Colleges

I. INTRODUCTION

Emergency Support Function #16 – Academics describe what actions need to be taken to support all academics during an emergency or disaster.

A. Purpose

Ensure faculty, staff, and students are supported when the need arises to interrupt or cancel classes or close the campus due to an emergency/disaster.

B. Authorities/References

1. NSU Crisis and Emergency Management Plan

2. Individual unit/department/division standard operating guidelines
3. State Council of Higher Education for Virginia (SCHEV)
4. Southern Association of Colleges and Schools (SACS)

II. SITUATION AND ASSUMPTIONS

A. Situation

1. A disaster/emergency has occurred with such magnitude to affect the closing of campus and/or the cancellation of classes conducted on campus.
2. The NSU Campus is located within the city limits of the City of Norfolk. The University has approximately 5,300 students enrolled. In addition, the University provides courses at two satellite locations, the Virginia Beach Higher Education Center and the Norfolk Naval Base.

B. Assumptions

1. The length of class suspension or campus closing can affect academics.
2. The loss of power may temporarily disrupt classes in affected buildings.
3. Requests for support are coordinated through the Emergency Operations Center (EOC).
4. Catastrophic disasters may require the relocation of student classes, depending on the length and/or type of emergency.

III. CONCEPT OF OPERATIONS

A. General

1. During a threatened or actual emergency, the Vice President for Academic Affairs or his/her designated representative will coordinate academic affairs issues from the EOC.
2. The decision to suspend, modify, or delay classes is coordinated between the University President, Vice President, Operations, Vice President, Academic Affairs, and Vice President of Student Affairs.

B. Phases of Management

1. Notification

The NSU Emergency Coordination Officer notifies the VP, Academic Affairs, when events occur, and there is a need to activate this ESF.

2. Activation

The VP, Academic Affairs, is responsible for activating this ESF.

3. Preparedness Actions

- a. Review campus closure plans and procedures.
- b. Develop and maintain procedures for providing a coordinated response.

4. Response Actions

- a. Liaison to EOC to address academic issues.
- b. Contact academic programs that have special needs, i.e., science labs, chemicals, and other issues.
- c. Address the continuation of academic changes.
- d. Document expenses and actions taken by this ESF during the emergency.

5. Recovery Actions

- a. Continue to gather information, prepare and distribute situation reports, as needed.
- b. Determine short and long-term academic needs for the University.
- c. Assist Emergency Coordination Officer with coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established plans and procedures.
- d. Document any crucial lessons learned and revise plans as needed for future events.

IV. ORGANIZATION AND RESPONSIBILITIES

A. Organization

1. The lead department responsible for the coordination of this emergency support function is the NSU VP, Academic Affairs.

2. All units/departments/divisions are responsible for identifying essential resources in their functional area.
3. All departments/divisions coordinate their academic needs with the Emergency Coordination Officer and the VP, Academic Affairs.

B. Responsibilities

1. Position

a. NSU Vice President for Academic Affairs

- 1) Activate ESF
- 2) Activate support teams.
- 3) Coordinate and integrate overall efforts.
- 4) Provide periodic staff briefings as required.
- 5) Provide reports and requests for assistance to the EOC.

2. Department

a. NSU Academic Affairs:

- 1) Provide, in collaboration with other units, personnel, equipment, supplies and other resources necessary to coordinate plans and programs for academic activities during an incident.
- 2) Coordinate with the Vice President, Operations for the dissemination of academic affairs information to the campus.
- 3) Maintain records of costs and expenditures related to this ESF during the emergency.

3. Commonwealth of Virginia

- a. Assist NSU in assessing academic needs.
- b. Provide state resources when requested through the Virginia EOC.

4. Federal

Provide support as requested.

V. SUCCESSION OF LEADERSHIP

The succession of leadership for this ESF is as follows:

- NSU Vice President for Academic Affairs
- NSU Vice Provost for Academic Administration
- NSU Vice Provost for Academic Effectiveness

VI. ADMINISTRATION AND SUPPORT

It is the responsibility of the VP, Academic Affairs for maintaining and exercising this ESF.

Records are preserved by the VP, Academic Affairs in accordance with current local, state, and federal records retention schedules.

VII. EMERGENCY SUPPORT FUNCTION DEVELOPMENT

The VP, Academic Affairs is responsible for the development of this ESF.

Functional Annexes in support of the Crisis and Emergency Management plan.

Annex 1 - Warning and Notice

Annex 2 - Public Emergency Information

Annex 3 - Mass Care and Shelter

Annex 4 - Health and Medical Emergency

Annex 5 - Evacuation

Annex 6 - Transportation

Annex 7 - Infectious Disease

Annex 8 - Fire and Rescue

Annex 9 - Hazardous Materials

Annex 10 - Inclement Weather

Annex 11 - Hurricane

Annex 12 - Building Emergency

Annex 13 - Explosion

Annex 14 - Terrorism

Annex 15 - Bomb Threat

Annex 16 - Civil Disturbance

Annex 17 - Violence on Campus

Annex 18 - War / Attack

