

THE COLLEGE OF WILLIAM AND MARY
EMERGENCY RESPONSE PLAN

The College of William and Mary Emergency Response Plan

TABLE OF CONTENTS

- I. Purpose
- II. Scope
- III. Mission
- IV. Assumptions
- V. Types of Emergencies / Levels of Response
- VI. Plan Components
 - A. Emergency Management Team
 - B. Emergency Operations Team
 - C. Emergency Support Functions
 - D. Critical Operations Plans
 - E. Special Function Plans
 - F. Building /Area Emergency Plans
 - G. Response Protocols
- VII. Roles and Responsibilities
 - A. College President
 - B. Provost
 - C. Chair, Emergency Management Team

- D. Emergency Management Team
- E. Emergency Operations Team
- F. Emergency Response Plan Coordinator
- G. College Incident Commander
- H. Building / Area / College Emergency Coordinators
- I. Faculty and Staff
- J. Liaison to City of Williamsburg EOC

IX. Communications Plan

X. Declaration of an Emergency

XI. Recovery

Appendices

Appendix 1
National Incident Management System (NIMS)

Appendix 2
Emergency Support Functions (ESFs)

Appendix 3
Organizational Unit Plans

Appendix 4
Critical Operations Roles and Responsibilities

Appendix 5
Emergency Communications Plan

Appendix 6
Glossary

Appendix 7
Detailed Response Protocols

- Critical Operations Plans
- Special Unit Plans
- Building / Area / College Emergency Plans
- Natural Disaster
- Terrorism
- Active Shooter
- Surry Incident

The College of William and Mary Emergency Response Plan

I. PURPOSE

The Emergency Response Plan establishes policies, procedures and organizational structure for response to emergencies that cause a significant disruption to all or portions of the College. This plan describes the roles and responsibilities of departments, schools, units and personnel during emergency situations. The basic emergency procedures are designed to protect lives and property through effective use of college and community resources. As emergencies are often sudden and without warning, these procedures are designed to be flexible in order to be responsive to any given situation.

The Plan addresses several specific types of emergencies through the use of protocols which provide guidelines for stabilization and recovery from the incident. They include emergency instructions and references in a concise format for use by individuals designated to manage college resources.

II SCOPE

The plan outlines the preparation of, response to and recovery from emergency events. It is consistent with established practices relating emergency response actions, incorporating the National Incident Management System (NIMS) to facilitate interagency coordination among responding agencies. The College will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of its emergency response plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

III. MISSION

The College will respond to an emergency situation in a safe, effective and timely manner. College personnel and equipment will be utilized to accomplish the following priorities:

- Priority 1: Protection of Human Life
- Priority 2: Preservation of Health, Safety and Basic Care
- Priority 3: Protection of College Assets
- Priority 4: Maintenance of College Services
- Priority 5: Assessment of Damages
- Priority 6: Restoration of General Campus Operations

IV. ASSUMPTIONS

The College Emergency Response Plan (EMP) is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- A. An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- B. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve only as a guide and a checklist, and may require modifications in order to meet the requirements of a specific incident.
- C. The College may declare an emergency or a disaster at any time if conditions indicate that an incident is developing or highly probable.
- D. Disasters may be community, regional or state-wide. Therefore, it is necessary for the College to prepare for and carry out disaster response and short-term recovery operations in conjunction with local, regional, state or federal resources.

V. TYPES OF EMERGENCIES/LEVELS OF RESPONSE

There are three levels of emergencies:

- Level 1 – minor incident: A minor incident is defined as a local event with limited impact, which does not affect the overall functional capability of the College. Planning and response is carried out at a limited local level (e.g. on a lab or room basis). The Emergency Response Plan would not be activated.
- Level 2 – emergency: An emergency is defined as a serious event that significantly disrupts one or more operations of the College. Multiple College resources are involved; the Emergency Response Plan would be activated to the extent necessary.
- Level 3 – disaster: A disaster is defined as an event that seriously impairs or halts the operations of the College. The Emergency Response Plan is fully activated.

Expected Impact

Scope- Level 1, Level 2, and Level 3

Scope	Level-1	Level-2	Level-3
University Activities	Minimal and Localized, Most College activities not impacted.	Significant. College activities experience localized shutdown.	Very significant. College activities shutdown for a period of time.
Faculty, Staff, and Students	Site –specific localized impact. Injuries possible.	Site-specific or general impact with possible disruption. Injuries possible	General impact with probable disruptions. Injuries and possibly fatalities are a serious concern.
Media Coverage	None expected or limited local coverage.	Local/regional coverage	Local, regional and national coverage.
Public & Government Concerns	Limited	Potential exists for an external review of prevention/response and recovery efforts.	Potential exists for an external review of prevention/response and recovery efforts
EOT Involvement	Limited or none	Activated	Activated
EMT Involvement	Likely none	Activated	Activated

VI. PLAN COMPONENTS

The operational elements of the Plan are based upon the National Incident Management System (NIMS) (see Appendix I-1). NIMS is a modular emergency management system designed for all hazards and levels of emergency response. This system creates a combination of facilities, equipment, personnel, procedures, and communication operating within a standardized organizational structure. The system is used by the Department of Homeland Security and throughout the United States as the basis for emergency response management. Use of NIMS at the College facilitates the College's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies. Examples of the type of incidents and events that would be managed through NIMS are listed below:

- Fires, HAZMAT, and multi-casualty incidents.
- Multi-jurisdiction and multi-agency disaster responses (natural disaster, terrorism, civil unrest).
- Search and rescue missions.
- Significant transportation accidents.
- Major planned events, e.g., celebrations, parades, concerts.

The College's Emergency Response Plan consists of seven major elements:

- Emergency Management Team (EMT)

- Emergency Operations Team (EOT)
- Emergency Support Functions (ESF)
- Critical Operations Plans
- Special Unit Plans
- Building/Area/College Emergency Plans
- Response Annexes (Natural Disaster/Terrorism)

A. The Emergency Management Team (EMT). The EMT is responsible for the review and approval of the Emergency Response Plan. The EMT will evaluate information from various sources during the progress of the event and advise the President and/or Provost on appropriate actions requiring his/her decision

B. The Emergency Operations Team (EOT). The Chair of the Emergency Management Team activates the Emergency Operations Team, based on the type and nature of the incident, to manage the operational aspects of the College's response to an emergency event. The College Incident Commander leads the Emergency Operations Team. The Incident Commander has responsibility for overall management of the incident and must be fully qualified to manage the incident.

C. Emergency Support Functions (ESF). The protocol for the management of incidents occurring within the City of Williamsburg, including the College of William and Mary, is contained in the City of Williamsburg's Comprehensive Emergency Response Plan. That plan employs a bottom-up approach to all phases of emergency management, with emergency activities being resolved at the lowest possible level of response. As such, the resources of local response agencies, including those of the College, will be used extensively in stabilization and recovery efforts.

Appendix I-2 lists those agencies that have been designated by The City of Williamsburg as ESF lead agencies and those departments/divisions that have been designated by the College of William and Mary as ESF lead agencies within the college's structure. By virtue of this designation, the College lead divisions/departments will be expected to contribute those resources necessary within their respected emergency support function to the response and recovery effort.

D. Critical Operations Plans. Each office identified as member of the EOT is determined to have critical responsibilities on a College-wide basis during emergency situations. Those responsibilities may include direct management or Emergency Support Functions (ESF). Each organizational unit identified in Exhibit 1.2 will develop and maintain its own Critical Operations Plan. Those Critical Operations Plans will be augmented by Response Plans as necessary to address specific situations. These plans will be reviewed and approved by the EMT.

Critical Operations Unit Plans

- Auxiliary Services
 - Transportation and Parking Services
 - Dining Services
- Facilities Management
 - Environmental Health and Safety
 - Facilities Maintenance
 - Facilities Planning and Construction
- Human Resources
- Office of Information Technology
- Campus Police
- Procurement
- Student Affairs
 - Counseling Center
 - Office of Residence Life
 - Student Health Center
- Office of University Relations

E. Special Function Plans

Several functions require response protocols for use in emergency situations. A specific plan will be developed for each function. Among these are:

- College research functions (laboratories, vivariums)
- Hazardous materials use and storage
- Large public venues (William & Mary Hall, Zable Stadium, the Wren Yards and Sunken Garden, PBK)

F. Building/Area Emergency Plans

Building plans have established to reduce the risk of life or property loss in specific areas. The Dean/Director of respective building/area/college may develop a plan to more thoroughly prepare for foreseeable events.

G. Response Protocols

Individual functional areas within the college will develop Response Protocols for specific types of incidents (i.e. terrorism, natural disaster, etc.). These protocols will identify key personnel and define specific responsibilities and procedures to mitigate the specific threat.

VII. ROLES AND RESPONSIBILITIES

A. College President

This plan is promulgated under the authority of the President of the College. All decisions concerning the discontinuation of College functions, cancellation of classes, or cessation of operations, rest with the President or his/her designee.

B. Provost

The Provost assumes the authorities of the President in his absence.

C. Chair, Emergency Management Team

The Chair Executive Management Team, upon consultation with President and, as his designee, shall be responsible for declaring any major institutional emergency. The Chair appoints the incident commander, when appropriate, and determines when to activate the Emergency Management Team.

D. Emergency Management Team

The Emergency Management Team's (EMT) role is the planning and execution of emergency preparedness, response and recovery. The team is focused on the planning and preparation prior to and the recovery from an incident, the long-term effects of an incident and the resources required to restore the College to normal operations. Additionally, the team is responsible for the development and maintenance of the College's Continuity of Operations Plan (COOP) and the coordination between the two plans.

Many incidents require a multi-agency and/or multi-jurisdictional response. Members of the EMT must be aware of how Incident Command System and interagency (regional) Multi-agency Coordination Systems functions to ensure cooperative response efforts.

The EMT provides high level direction during an incident, relying on the incident commander, the EOT and the functional units to execute the plan. The team authorizes major expenditures and changes to major policies as required. Accordingly, the responsibilities of this body include:

1. Recommend the final plan to the President for approval.
2. With authority from the President, approve all related policy and procedures.
2. Recommend the allocation of resources required to reduce identified vulnerabilities.
3. Recommend the allocation of resources required to accomplish the purposes of the Emergency Operations and Continuity of Operations Plans
4. Ensure coordination with external agencies and resource providers.
5. Delegate necessary authorities for incident stabilization and protection of life and property.

6. Identify critical business functions that must be restored and maintained.
7. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.
8. Ensure the Incident Commander is functioning in a responsible manner. Conduct regular briefings with the Incident Commander.
9. Familiarize themselves with the interagency elements of NIMS.

Emergency Management Team Members

- Vice President for Administration – Chair
- Vice President for Finance- Vice Chair
- Associate Vice President for Facilities Management
- Vice President for Student Affairs
- Chief of Campus Police
- Vice Provost for Research
- Associate Provost for Information Technology
- Associate Vice President for Facilities Management
- Associate Vice President for University Relations
- Executive Assistant to the President

E. Emergency Operations Team

The Emergency Operations Team (EOT) is organized under Incident Command System and is lead by the Incident Commander. Under the direction of the College's Incident Commander, the EOT is responsible for the on site execution of the Emergency Response Plan during an incident. The EOT is comprised of senior management personnel representing functional areas of the College that are defined as having critical responsibilities. Members are responsible for ensuring that their functional area has a Critical Operations Plan and have identified the resources necessary to execute their plan. The Emergency Operations Team includes both primary and alternate members. Alternate members direct and execute their Critical Operations Plan responsibilities in the absence/unavailability of the primary member. All primary and alternate members must be knowledgeable of overall Emergency Response Plan operations. Members must also be available during a crisis situation.

F. Emergency Response Plan Coordinator

The Emergency Plan Coordinator is the Chair of the Emergency Management Team. The Plan Coordinator is responsible for the preparation and maintenance of the plan documents and for ensuring the plans are widely disseminated.

G. College Incident Commander

The Incident Commander is the individual responsible for the command and control of all aspects of the emergency response. The Incident Commander's responsibilities are first assumed by the highest ranking individual on site. As the emergency develops, the individual serving as the Incident Commander changes as warranted. When appropriate during an emergency or during the recovery from an emergency, the Chair of the EMT appoints an Incident Commander. The Incident Commander must be able to quickly assess an emergency situation, determine the level of impact, assess the effect, contain the incident and assign the proper resources. The Incident Commander is responsible for keeping the EMT informed and up-to-date on all-important matters pertaining to the incident on a regular basis throughout the course of the incident.

The Incident Commander, or designate in his/her absence, has authorization to fully implement the operational aspects of this Emergency Response Plan. The Incident Commander leads the on site Emergency Operations Team. The team members are responsible for evaluating information from various sources during an actual event and providing advice to the Incident Commander on actions requiring a decision. Team members are required to be familiar with the policies and procedures contained in the Emergency Operations Plan and the Continuity of Operations Plan.

It should be noted that, for any given incident, it might not be necessary for all members of the EOT to be part of the incident stabilization and recovery effort. The Incident Commander will be responsible for notifying members of the EOT when their services are needed.

Exhibit 1.6– Areas of Critical Responsibility/EOT Members

- Campus Police
- Counseling Center
- Dining Services
- Environmental Health & Safety
- Facilities Maintenance
- Facilities Planning and Construction
- Financial Services
- Human Resources
- Information Technology
- Procurement
- Rec Sports Center
- Residence Life
- Student Health Center

- Transportation
- University Relations

H. Building/Area Emergency Coordinators

The College has identified building and area coordinators (BEC's, AEC) who are responsible for disseminating information and instructions to building occupants during an incident. These coordinators are critical resources in the event of an emergency and will be provided training and materials to accomplish their tasks. These individuals are responsible for familiarizing themselves with the Emergency Operations Plan and for ensuring that building occupants have an understanding of procedures related to their specific area.

I. Faculty and Staff

Faculty and staff should familiarize themselves with applicable emergency plans and procedures and evacuation routes. They should know who the building coordinator is for their building and take instruction from that coordinator in the event of an incident. Faculty and staff must be prepared to assess situations quickly but thoroughly, and use common sense in determining a course of action.

J. Liaison to City of Williamsburg EOC

The City of Williamsburg maintains an Emergency Operations Center which is activated under its protocols for the declaration of an emergency. The College provides a liaison who sits in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC. The College's principal representative is the Associate Vice President for Facilities Management. The first alternate is the Vice President for Finance and the second alternate is the Chief of the Campus Police.

All faculty and staff are responsible for emergency preparedness planning for their own work areas and securing their work areas when given warning of an impending emergency. This planning must be consistent with the guidance provided by the Emergency Management Team with regard to preparation. Work areas need to be secured in advance of certain weather systems (hurricanes, floods, etc.).

During a recovery period, faculty and staff will be provided with instructions about returning to their workplace.

IX. COMMUNICATIONS PLAN

Communications in the event of a level two or three incident is understood to fall into several categories – initial notification of emergency response personnel; communication among the Emergency Operations Team members and among the Emergency Management Team members, and communication between those two teams; communication within the campus community, and communication with the external community.

The initial notification of emergency response personnel is the responsibility of the Campus Police Department. The Campus Police shift supervisor will first notify the Chief of Police (or person designated by order of succession). In the event of a situation with the potential to be a category two or three incident, the Chief will immediately notify the Chair of the Emergency Management Team (or designated successor). Upon the direction of the Chair of the EMT, Campus Police will notify the members of the Emergency Operations Team as designated by the Chair of the EMT and the members of the Emergency Management Team. Communication with other members of the College community will be the responsibility of the Chair of the EMT.

Communications among the members of the Emergency Operations Team and the Emergency Management Team will be conducted on radio channels specifically assigned for this purpose by the Campus Police as well as by use of cell phone communication. It will be the responsibility of the Emergency Management Team to ensure that up-to-date contact information for all EMT members and potential EOT members is maintained and shared appropriately.

All decisions concerning notification of the community about an impending threat or emergency situation will be made by the Chair (or approved successor) of the Emergency Management Team in consultation with the designated Incident Commander. No communication is to be sent out without this approval. Community notification may include use of the NTI system, imminent danger alarms, web site postings, immediate send e-mail and other systems/resources as appropriate. To ensure redundancy, the Associate Provost (Chief Information Officer/IT) will arrange for the Emergency Management Team to have a back-up web site location to which College users will be directed should the campus lose its ability to maintain its web site on its own server. In the event the emergency is part of a larger community, regional, state, or national incident, all such communications will be coordinated with appropriate local, state, or federal authorities. Specific protocols, sample messages, and codes to insure authorized, restricted access to mass communication resources will be developed and maintained by the Emergency Management Team with support from the Emergency Communications Team led by the Director of University Relations (or designated successor). Other team members will include the Director of News Services, the Associate Provost (Chief Information Officer/IT) and the Asst. Vice President for Student Affairs. Additional members may be appointed as needed.

Communication with the external community will be managed by the Emergency Communications Team. The Director of News Services (with the Director of University Relations as back-up) will maintain an up-to-date list of local media sources to be contacted in the event of an emergency, including a list of the codes required for posting emergency broadcast

notices on television and radio stations in the area, and will notify the media as directed. In the event of an emergency requiring press notification, there shall be a single spokesperson for the College. Ordinarily that individual will be the Director of University Relations but the Director, together with the Chair of the Emergency Management Team may designate others as appropriate/needed. The preparation of news releases will be the responsibility of the Communications Team and the team will arrange and coordinate any necessary news briefings for the press.

X. DECLARATION OF AN EMERGENCY

The primary responsibility for monitoring emergency threats and events resides with the William and Mary Police Department. The department operates on a 24/7/365 basis and is always available to receive emergency communications from a variety of official and public sources. In any type of emergency, the Police Shift Supervisor (supervisor in charge) should follow standard operating procedures. If the emergency warrants, he/she should communicate immediately with the WMPD Chief of Police. If the WMPD Police Chief is not available, WMPD will follow established order of succession procedures. In the event of a situation with the potential to be a category two or three incident, the Chair of the Emergency Management Team will be notified immediately. If the Chair is unavailable, the designated order of succession will be followed.

Based on the initial report, and information obtained from other appropriate entities, the Chief of Campus Police or his designated next in command will inform the Chair of the EMT of the type and level of the emergency. The Chair of the Emergency Management Team may declare an emergency upon receipt of the information of an event or threat of an emergency. Regardless of the type of campus or declared local, state or federal emergency, the Chair will decide whether to alert the President, activate the Emergency Response Plan, appoint an Incident Commander (should one be needed) and designate the membership of the Emergency Operations Team. The type of emergency will dictate who the Incident Commander on site is.

Upon activation, appropriate Emergency Operations Team members will be notified by the Campus Police Dispatcher and will report to the designated command center. (The William and Mary Police Department has overall responsibility for coordinating and alerting the appropriate parties. WMPD will maintain a list of the Emergency Management Team members. Emergency Management Team Members will also be notified and will report, as needed, to the designated Emergency Operations Center. The Director of Environmental Health and Safety (when appropriate) should be notified in addition to the WMPD Police Chief.

Should it be deemed necessary to alert the college community to an impending threat or emergency situation, the Chair of the Emergency Management Team will activate alert warning resources and activities.

The primary EOC will be maintained in a state of readiness for conversion and activation. The EOC serves as the centralized, well-supported location in which the Emergency Management Team and may gather and assume their role. Response activities and work assignments will be planned, coordinated and delegated from the EOC.

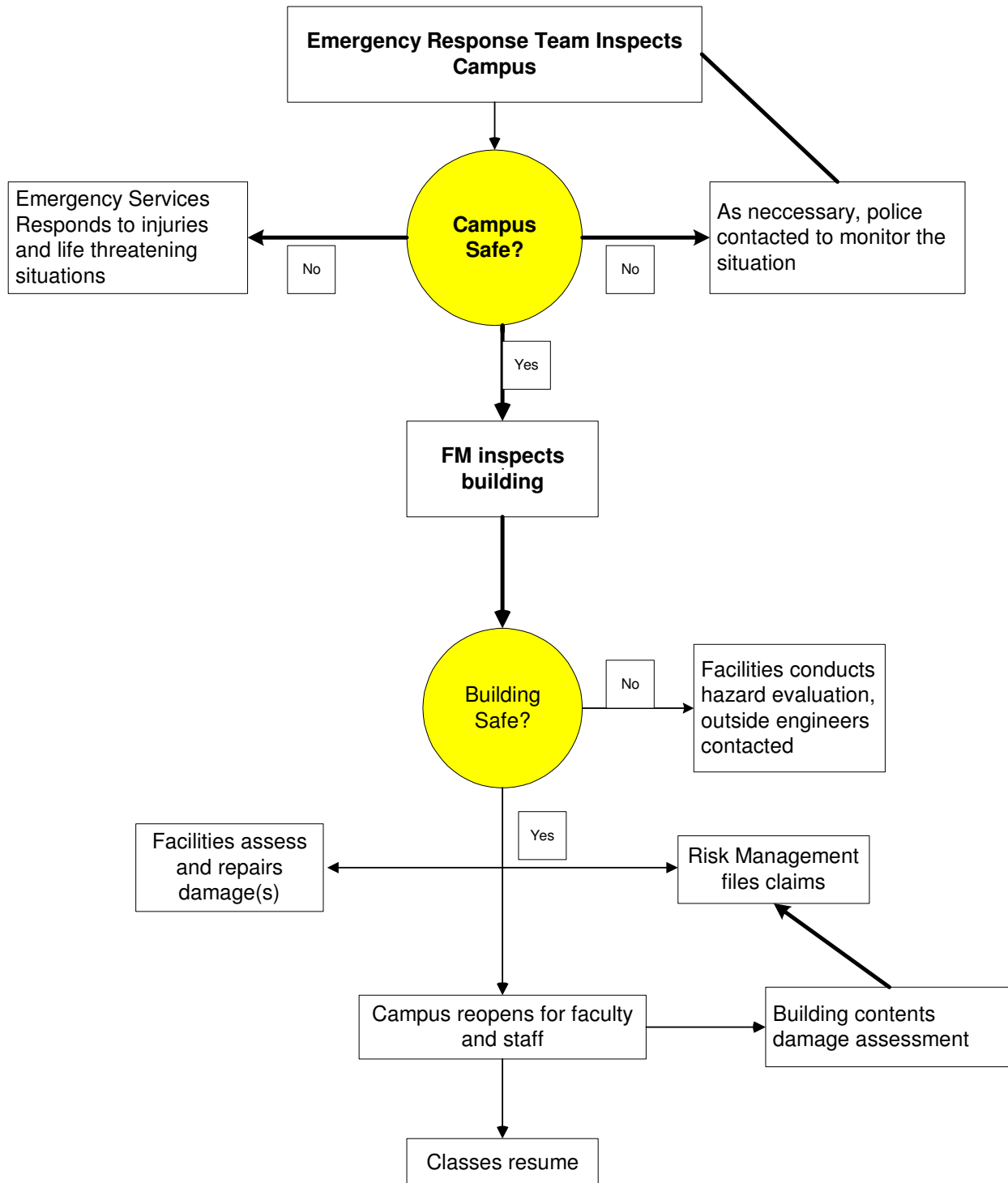
The primary EOC is located in the Facilities Management conference room. Depending upon the type of incident, the Chair may designate the Presidents Conference Room in Blow Hall; the William and Mary Police Department at 201 Ukrop Way; or another appropriate location, as the primary EOC.

If all appropriate campus EOC locations are inaccessible, the backup EOC off campus will be located at the IT building on the College's Dillard campus.

XI. RECOVERY

Immediately following a disaster during which College operations have been shut down, the entire campus environment may be dangerous. The first step in recovery is to secure the campus and then to secure all College facilities. Recovery efforts will be directed by the EMT according to the Continuity of Operations Plan. Once the campus has been secured, restoration efforts can proceed. The EMT is responsible for recommending to the President a plan for the orderly reopening of normal College operations. Information is provided to University Relations for dissemination throughout the recovery process.

Exhibit 1.7 Campus Wide Emergency Recovery Steps



APPENDIXES

APPENDIX 1

NATIONAL INCIDENT MANAGEMENT SYSTEMS (NIMS) COLLEGE EMERGENCY RESPONSE PLAN

PURPOSE

NIMS is a modular emergency management system designed for all hazards and levels of emergency response. This system organizes resources such as facilities, equipment, personnel, procedures, and communication systems within a standardized operating structure. The system is used by the Department of Homeland Security and throughout the United States as the basis for emergency response management. It provides for common understanding of terminology, incident command structures and interoperability of emergency communication systems. Use of the NIMS at the College facilitates the College's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

As a management system, NIMS helps to mitigate incident risks by providing accurate information, strict accountability, planning, cost-effective operations and logistical support for any incident. NIMS operating structures can be used on any type or size of an incident. It can also be used for planned non-emergency events. Below are examples of the types of incidents and events that have been managed through NIMS:

- Fires, HAZMAT, and multi-casualty incidents.
- Multi-jurisdiction and multi-agency disaster responses (natural disaster, terrorism, civil unrest).
- Search and rescue missions.
- Significant transportation accidents.
- Major planned events, e.g., celebrations, parades, concerts.

KEY PRINCIPLES

- A. Modular response model based on activating only those organizational elements required to meet the needs of the immediate incident.
- B. Common terminology applied to organization elements, position titles, facility designations and resources.
- C. Unified command structure which ensures that organizational elements are linked to form a single overall structure with appropriate span-of-control limits. Trained redundancy and order of succession in the Command Structure to ensure coverage in emergencies
- D. Comprehensive resource management for coordinating and inventorying resources for field responses.

- E. Integrated communication so that information systems operate smoothly among all response agencies involved.
- F. Generic positions whereby individuals are trained for each emergency response role and follow prepared action checklists.
- G. Consolidated action plans that contain strategy to meet objectives at both the field response and Emergency Operations Center levels.

ORGANIZATION

NIMS is organized around five major management activities.

- A. Command. Has overall responsibility at the incident or event. Determines objectives and establishes priorities based on the nature of the incident, available resources and agency policy. In all incidents there is an identified Incident Commander or a unified command team. These have responsibility for overall management of the incident and must be fully qualified to manage the incident.
- B. Operations. Develops the tactical organization and directs all resources to carry out the Incident Action Plan.
- C. Planning. Develop the Incident Action Plan to accomplish the objectives. Collects and evaluates information, and maintains status of assigned resources.
- D. Logistics. Provide resources and all other services needed to support the organization.
- E. Finance/Administration. Monitors costs related to the incident, provides accounting, procurement, time recording, cost analysis, and overall fiscal guidance.

During minor incidents, the five major activities may be managed by a single individual. Large incidents usually require each of these activities to be established as a separate section within the organization. The EMT will make this decision based on the demands of the incident and appoints an Incident Commander. Each of the primary Incident Command System sections may be further subdivided as reflected in the organization chart.

APPENDIX 2 EMERGENCY SUPPORT FUNCTIONS

Purpose

The purpose of this Appendix is to provide a basic understanding of the agencies and responsibilities associated with each of the emergency support functions as documented in the City of Williamsburg's Comprehensive Emergency Response Plan, and to designate primary and support responsibilities to specific College Departments for these same functions should College resources be needed for emergency response and recovery efforts either solely for College purposes or at the request of City emergency management.

It should be noted that the full scope of responsibilities associated with an Emergency Support Function (ESF) are assigned to the City primary agency; and that the responsibilities assigned to a College primary or support division/department would be only that portion of responsibilities the College has the ability to provide. In the event of a city-wide emergency, including an emergency that effects the College, agencies designated as a City primary agency will have primary responsibility for coordinating city-wide response and recovery efforts associated with their respective emergency support function as directed by the City of Williamsburg Emergency Operations Center. College primary and support departments assigned ESF responsibilities will work in concert with the City's ESF's during a city-wide emergency. Unless otherwise requested by Williamsburg City Emergency Operations, services provided by College primary and support departments will be in support of College's response and recovery efforts.

For emergencies occurring on campus that are not part of a city-wide emergency or do not exceed the capabilities of College emergency response resources, College primary and support departments with ESF responsibilities will be coordinated through the College Incident Commander.

Emergency Support Functions

A. Fire and Rescue

Coordination of services to firefighting activities as part of disaster response. Areas of activities include urban, suburban, rural, wild-land and the interface between each environs. Firefighting activities consist of:

1. Managing Firefighting assets.
2. Detection and suppression of fires.
3. Mobilization and coordination of personnel, equipment and supplies.
4. Coordination with Health and Medical, Search and Rescue and Hazardous Materials teams.

5. Coordination with Virginia Fire Chiefs Association (FFCA) and the State representative.

City Lead Agency: City of Williamsburg Fire and Rescue
College Department: None

B. Search and Rescue

Locate missing persons in rural or urban areas after a disaster. Wildland search and rescue may involve locating missing persons, boaters or passengers on downed aircraft. Urban search and rescue may involve locating missing persons in damaged structures resultant from a disaster.

City Lead Agency: Williamsburg Fire and Police Departments
College Lead Department: Campus Police

C. Hazardous Materials

Coordinate response to and recovery from an actual or potential discharge and/or release of a hazardous material resulting from a disaster.

City Lead Agency: Williamsburg Fire Dept.
College Lead Department: Environmental Health and Safety

D. Medical Services

Coordinate the health and medical resources required to respond to local public health and medical needs prior to and following a significant event. Provide the means for a the triage, treatment and transportation of victims of emergency/disasters; assistance in the evacuation of victims out of affected area(s); immediate support to hospitals and other health care facilities; provision of emergency mental health counseling for individuals and the community and the re-establishment of all health and medical systems.

City Lead Agency: Williamsburg Dept. of Public Health
College Lead Department: Student Health Care Center, Counseling Center

E. Law Enforcement

Establish procedures for the command, control and coordination of county, municipal and other law enforcement agencies to support disaster response operations. These procedures will support the implementation of actions as outlined in Mutual Aid Plan for Law Enforcement. This ESF is established to:

1. Coordinate the use of local, state law enforcement and Virginia National Guard personnel and equipment.
2. Provide a system for the receipt and dissemination of information, data and directives pertaining to law enforcement agencies and activities.
3. Prescribe a procedure for the inventory of law enforcement personnel, facilities and equipment in the City.
4. Collect and disseminate information and intelligence relating to disasters.
5. Pre-plan distribution and allocation of state resources in support of the overall law enforcement mission.

City Lead Agency: Williamsburg Police Dept.
College Lead Department: Campus Police Department

E. Communications Systems

Coordinate local actions to be taken to assure the provision of required communications support to local disaster personnel. Restoration of essential communication systems, communications support to City disaster response elements, coordination of communications assets (equipment and services) locally, plus State, voluntary and other resources including military and private sector.

City Lead Agency: Williamsburg Fire Department
College Lead Department: Campus Police Department
Office of Information Technology

F. Public Works

Provide and coordinate resources (personnel, equipment, facilities, materials and supplies) to support public works and infrastructure needs during an emergency or disaster. Public Works resources will be used to perform or assist with the following:

1. Debris clearance and providing emergency ingress/egress to affected area(s).
2. Clearing, repair or construction of damaged emergency access routes necessary for the transportation of rescue personnel, equipment and supplies.
3. Emergency restoration of critical public services and facilities.
4. Emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to public health and safety.
5. Provide technical assistance and damage assessment.

City Lead Agency: Williamsburg City Public Works
College Lead Department: Facilities Management

G. Transportation.

Provide coordination of transportation assets to support emergency operations. This support includes:

1. Performance of and assisting with evacuation and re-entry.
2. Process all transportation assistance requests and tasks received in the EOC/WMEOC.
3. Prioritize transportation resources for the movement of people, materials and services.
4. Perform necessary actions to assist with recovery operations.

City Lead Agency: Williamsburg City Public Works
College Lead Department: Transportation and Parking Services

H. Mass Care

Coordinate activities involved with the emergency provision of temporary shelters, emergency mass feeding and the bulk distribution of coordinated relief supplies for disaster victims and workers.

City Lead Agency: _____
College Lead Department: Facilities planning with support from Procurement, Rec Sports, Auxiliary Services

I. Food and Water

Identify, procure and arrange for the transport and distribution of food and water to affected area(s) and for emergency workers. Determine food and water needs following a disaster, obtain and/or arrange for appropriate resources to meet the shortfalls.

City Lead Agency: Williamsburg Fire Department
College Lead Department: Auxiliary Services

J. Utilities

Provide emergency power to support emergency response and recovery operations and to normalize community functions, including electric power, distribution systems, fuels and emergency generators.

Coordinate the provision of emergency energy supplies, transporting and delivering fuel and the provision of emergency power to support immediate response efforts as well as the restoration of the normal supply of power. Work closely with local, state and federal agencies including energy offices, suppliers and distributors.

City Lead Agency: Department of Public Works
College Lead Department: Facilities Maintenance

K. Public Information

Disseminate information on emergencies and protective actions to the public through the news media and other mechanisms. Coordinate, prepare and disseminate all disaster-related information to the public via the media.

City Lead Agency: Williamsburg City Manager's Office PIO
College Lead Department: Director of University Relations

L. Volunteers & Donations.

Provide a central point for the coordination of information and activities of voluntary agencies responding in times of disaster and the effective utilization of donated goods.

City Lead Agency: Greater Williamsburg Area United Way
College Lead Department: Office of Development

M. Animal Services.

Coordinate of the response of agencies involved with providing animals affected by a disaster with emergency medical care; evacuation; rescue; temporary confinement; shelter; food and water; and identification for return to the owner. The coordination may also involve diagnosis, prevention and control of diseases of public health significance.

City Lead Agency: James City County Animal Control
College Lead Department: Biology/ Psychology Department

APPENDIX 3

ORGANIZATIONAL UNIT PLANS

Specialized plans prepared by any College Unit (Departments, Schools, etc.) shall be consistent with the guidelines established in the Emergency Response Plan. The EMT will approve each plan. Each Unit shall, as directed by the EMT, execute that portion of their specialized plan required to assure optimal endurance and rapid recovery from the effects of an emergency. Deans, directors, department heads and other responsible parties shall at a minimum develop and maintain procedures to accomplish the following:

- A. Identify the individuals and alternates to whom the specific responsibilities are assigned including:
 - 1. Unit Plan Execution / Emergency Response.
 - 2. Unit Plan Maintenance – all Units are required to provide the Emergency Response Plan Coordinator with an updated Unit Plan every year.
 - 3. Unit Plan Coordinator

- B. Develop procedures for communicating within the Unit.
 - 1. Current emergency call roster for the Team Members.
 - 2. Contact list for all Unit Faculty and Staff.

- C. Identify all life safety threats. Be certain that all faculty and staff review and understand the safety procedures defined in the Incident Response Plan.

- D. Identify critical assets and how to protect them in an emergency situation.
 - 1. Assets include physical items of value as well as electronic and hard copy data.
 - 2. Assign individuals (or other units) to secure physical assets.
 - 3. Assign individuals to be responsible for vital records.
 - 4. Assist with building content damage assessments.

- E. As appropriate identify disaster-specific response plans to maintain and restore services that are critical to the College.

- F. Identify and document (contact names, location, telephone numbers, email address, etc.) subcontractors, suppliers and service providers that may be needed in an emergency situation.
- G. Identify critical reliance on other Units.
- H. Provide training for new hires as necessary.
- I. Communicating assignments to all employees.

NOTE: Much of this information is also contained in the Continuity of Operations Plan for each unit and in the Building Emergency Plans

APPENDIX 4 CRITICAL OPERATIONS ROLES AND RESPONSIBILITIES

Each of the functional units listed below has particular responsibilities assigned to it as a part of the successful preparation and execution of the Emergency Response Plan.

Academic Affairs

- A. Develop plans to identify alternate facilities where College activities can be conducted in the event of the destruction, disablement or denial of access to existing facilities.
- B. Identify and prioritize critical support services and systems.
- C. Identify and ensure recovery of critical assets.
- D. Develop plans to reschedule classes

Academic Research

- A. Identify and prioritize critical support services and systems.
- B. Identify and develop plans for the securing of hazardous research materials.
- C. Develop plans and procedures to protect critical research assets.
- D. For special assets (research animals, environmental sensitive materials, etc.) develop backup plans for electrical and other required basic services.

Athletics

- A. Develop and maintain plans for crowd control during athletic events.
- B. Develop plan for evacuating athletic facilities during athletic events.
- C. Together with Campus Police, develop plans for ensuring that no weapons or dangerous materials are present during any athletic event.
- D. Develop emergency plan to use athletic facilities as a shelter during and after certain types of emergencies as specified.

Auxiliary Services

- A. Provide ongoing food service for resident students, employees and emergency workers who may remain on campus during an emergency.
- C. Provide for emergency transportation as appropriate for specific types of emergencies.
- D. Facilitate emergency procurement of goods and services. (Procurement)

Counseling Center

- A. The Counseling Center shall provide emergency psychological crisis intervention services to students, faculty and staff. Specifically, the center will:
 - 1. Respond to an institutional request for crisis intervention by coordinating and mobilizing volunteer counseling personnel for on-site services.

2. Plan for and provide on-site triage, individual and group interventions and initiate referrals for more specialized and follow up care.
3. Maintain a list of college and community resources, meet annually with liaison personnel and engage periodically in training and simulation exercises.

Environmental Health and Safety (EHS)

- A. Promote development of effective emergency and continuity of operations plans.
- B. Maintain information on the content and location of radiological, chemical, biological and fire safety hazards.

Facilities Management

- A. Establish procedures for providing assistance to the College Incident Commander and Emergency Operations Center.
- B. Establish essential personnel rosters that are disaster specific
- C. Maintain permanently installed generators including refueling.
- D. Maintain availability of portable generators and associated gear ready for dispatching to locations identified by the Incident Commander.
- E. Maintain radio communications and interface capabilities with the College Police Department and the Emergency Operation Center (EOC).
- F. Assure adequate fuel supply, or provide a back-up supply during an emergency.
- G. Assess damage and provide building condition reports.
- H. Assign “emergency vehicle” status to College vehicles and equipment providing emergency services.
- I. Provide maintenance support for emergency vehicles during an emergency.
- J. Documentation and submission of claims.
- K. Collect & analyze damage assessment reports.

Finance

- A. Together with Human Resources, maintain the continuity of Payroll Processing Services
- B. Ensure emergency funds are available for expenditure as College priorities change during periods of crisis.
- C. Maintain accurate financial and administrative records in periods of changing priorities and emergency decisions.
- D. Document expenditures for possible recovery

Human Resources (HR)

- A. Together with Finance, maintain the continuity of Payroll Processing Services.
- B. Maintain the continuity of critical Employee Benefit Services.
- C. Provide for employee counseling.
- D. In a post disaster community-wide disaster:

1. Assess Faculty and Staff availability.
2. Assist with the appropriation of personnel.
3. Assist employees with work recovery needs
4. Provide for employees to take personal leave to attend to personal needs etc.

Information Technology (IT)

- A. Maintain the operation of voice, intranet, data, and video and wireless communications services including NTI
- B. Develop policy to provide for the coordination of data and telephone systems.
- C. Implement proper backup controls and redundancies to maintain critical services.
- D. Properly document all hardware and its configuration; develop a plan for hardware replacement and setup.
- E. Develop adequate information security controls.
- F. Maintain a records management plan that duplicates data on a regular basis and secures this information at a remote location.
- G. As necessary develop and maintain a plan to perform critical applications at a remote site.

Muscarella Museum

- A. Identify and assist with the evaluation of museum assets – art works, collections, etc.
- B. Develop plans and procedures to protect critical museum assets.

Police Department

- A. Preserve law, order and campus security.
- B. Provide security in shelters.
- C. Control access to buildings and scene of the disaster.
- D. Interface and coordinate with local, county and state agencies independently or through the Williamsburg Emergency Operations Center to implement mutual aid agreements.
- E. Maintain the Police Communications Center on a continuous basis including internal and external radio communications, and coordination with the College's Incident Commander.
- F. Conduct security assessments and develop Response Plans from a terrorism perspective.

Student Affairs

- A. Coordinate with other campus and community agencies to identify and address the safety and security needs of students.
- B. Develop procedures to communicate with and account for students in emergency situations.
- C. Implement a comprehensive program for emergency shelter for students currently housed in the on-campus facilities in coordination with Facilities Management

- D. Evaluate shelter alternatives for students residing off campus.
- E. Provide consultation to and coordinate student leadership and organizations regarding their participation in the mitigation of the emergency.
- F. Provide the maximum appropriate number of officers on duty.
- G. Consult with the Shelter Managers for buildings designated as public shelters and establishes appropriate security procedures.

Student Health

- A. Maintain medical services for sick or injured students, staff and faculty.
- B. Establish programs as directed by CDC or other health agencies in response to a threat to the public health.

Swem Library

- A. Identify and assist with the evaluation of library assets – books, collections, etc.
- B. Develop plans and procedures to protect critical library assets.

University Relations

- A. Coordinate all information disseminated to the press and the public.
- B. Activate Emergency Information section of WM Web Page.
- C. Provide for a consistent “one-voice” to the news media and all other interested parties.
- D. Provide/coordinate for rumor control and emergency communications.

(See Appendix 5: Emergency Communications Plan)

APPENDIX 5

Emergency Communications Plan

Revised June 20, 2007

The following plan details responsibilities for all aspects of the College of William and Mary’s emergency communications in the event a level two or three incident is declared by the Chair of the Emergency Management Team.

Table of Contents

	Page
1. Initial notification of an emergency.....	2
2. Communication with response team members	3
3. Communication with the William and Mary community	4
4. Communication with the external community	6
5. Responsibilities of the Emergency Communications Team	8
6. Sample Messages	13

Initial Notification of an Emergency

1. Maintenance of Contact Information – It is the responsibility of the Chair of the Emergency Management Team to maintain an up-to-date list of the members of the Emergency Management Team, additional potential members of the Emergency Operations Team, local and statewide emergency numbers and numbers for the Emergency Operations Center. The accuracy of this information will be confirmed at least every six months and the current information will be distributed to the members of the Emergency Management Team and to the William and Mary Campus Police Dispatchers. It will be the responsibility of the Team members to keep the information with them so that it is accessible should it be needed and to notify the Chair of any changes in their contact information.
2. The initial notification of emergency response personnel is the responsibility of the William and Mary Campus Police Department (WMPD). The WMPD shift supervisor will notify the Chief of Police (or person designated by order of succession). In the event of a situation with the potential to be a category two or three incident the WMPD will immediately notify the Chair of the Emergency Management Team (EMT) or designated successor. Upon the direction of the Chair of the EMT, the WMPD will notify the members of the Emergency Operations Team (EOT) as designated by the Chair of the EMT as well as the members of the Emergency Management Team. It is the responsibility of the Chair of the Emergency Management Team to notify the WMPD of planned absences from the campus. Similarly, it is the responsibility of those in the order of succession to the Chair of the EMT to notify the Chair of any planned absences. Should a situation occur where the WMPD is unable to contact the Chair of the EMT, the order of succession should be followed **immediately**. Once notified by the WMPD, communication with other members of the campus community will be the responsibility of the Chair of the EMT or successor.

All decisions concerning notification of the community about an impending threat or emergency situation will be made by the Chair (or approved successor) of the Emergency Management Team in consultation with the designated Incident Commander.

Communications with Response Team Members

Once an emergency has been declared, communications among the members of the Emergency Operations Team and the Emergency Management Team will be conducted on radio channels specifically assigned for this purpose by the William and Mary Police Department and via cell phones. The designated channels will be monitored by the WMPD dispatchers to ensure the teams' ability to also connect with police personnel who will be operating on their standard police channel. It will also be the responsibility of the WMPD to designate a "talk around" channel that could be used by EOT and EMT members in the event the phone system and the regular phone system become inoperable.

Those Emergency Operations Team Members and Emergency Management Team members with their own radios will bring them with them to the Emergency Operations Center or other location as directed by the Chair of the EMT. Additional radios as needed will be supplied by the WMPD upon request of the Chair of the EMT. In the event of an emergency that is likely to exceed the charge of the radios, provision will be made at the Emergency Operations Center for battery chargers to be available. The members of the response team, in the event of a sustained power outage, will need to make arrangement to bring their cell phone re-charging units to the Emergency Operations Center.

Communication with the William and Mary Community

All decisions concerning whether/when to notify the campus community about an impending or extant threat or emergency will be made by the Chair (or approved successor) in consultation with the designated Incident Commander. No communication, whether by e-mail, the NTI system, or any other mechanism is to be made without this approval. Depending on the imminence of the threat to the community, the techniques to be utilized may include (but are not limited to):

1. Imminent danger audible alarm – Alarm units are activated by the William and Mary Campus Police Department upon receipt of the appropriate code from the Chair (or successor) of the EMT. It will be the responsibility of the Chair of the EMT to change the authorization code periodically and ensure that the appropriate individuals (succession EMT chairs and WMPD) are notified. The alarms are to be tested periodically as are their emergency generators and instructions and drills are to be used to educate the community about what to do in the event the alarm sounds. Use of the audible alarm system will ordinarily be simultaneous with the distribution of a message through the NTI system.
2. NTI system message – The NTI system provides for immediate notification via voice mail, text message, and e-mail and accommodates up to six numbers for each person in the system. Lists in the system are maintained by IT so that a single message can be sent to all or so that special messages can be directed to specific populations – e.g. members of the EMT or EOT, all students, all faculty, all staff, classroom phones in every academic building, etc. The system is only used in the event of an emergency. Pre-written messages will be developed by the Communications team for use in the event of an emergency. Samples are included in the index to the document. Subsequent messages will be more tailored to the specifics of the situation. Students, faculty and staff are required to maintain current contact information in the system.
3. W&M web-site postings – The IT staff will maintain the capability of converting the College's main web site at <http://www.wm.edu> from a dynamic to a static site. The static site permits the immediate posting of an emergency message as well as follow-up information. Conversion from a dynamic to a static site can be made either on-site or from a remote location. The log-in page of

myWM@http://mywm.wm.edu can also be converted to display emergency messages. The IT staff will provide to the Chair of the EMT and designated successors up-to-date contact information for staff with the authority to implement the static site and a myWM message. Information posted on the site will include the information used in the NTI message (if utilized) and may also be used to instruct those from outside the College about the incident. It is the responsibility of the Chair of the EMT to provide the IT staff with current codes to ensure only authorized access to the system.

Off-site web capacity. The Office of Information Technology will develop the capacity to locate the College's web site during emergencies at an off-site location. This may be accomplished through agreements with other colleges or universities in different locations or through the use of a "black box" located in a region other than Eastern Virginia. Should the campus lose its capacity to host its web site on site locally, the alternate location will be utilized. Information concerning how to access this site will be communicated to the campus community.

4. Broadcast e-mail – Broadcast e-mail allows the EMT to send immediately a message to everyone on the College's system. Such messages can be sent from on or off-site locations.
5. Building Managers – Every academic/administrative building on the campus has a designated building manager. The individual selected will be a person whose authority will be respected by building occupants. Building managers are trained in their responsibility in the event of an emergency and information about the building manager is communicated to the users of the building. In a situation involving power and IT/phone system loss, building managers will be utilized as a back-up communications network. Messages from the EMT will be delivered by hand if necessary and possible for distribution to those occupying the building – along with instructions about what to do about window and door closings, shutting down computers, securing experiments, safe shelter, etc.

Similarly, in the residence halls, the existing system of Residence Life staff that live in the residences will be utilized as a means of creating redundancy in the communications network. Duty offices in each residence area are connected through a radio network. All professional live-in staff are issued PDAs with alternative power sources. In the event of an incident where customary means of communication are unavailable, the staff will receive messages via radio or PDA and distribute that information to their student staff members in person, if necessary. Updates will be provided for the residents by postings on a designated bulletin board in the lobby of each building.

Communications with the External Community

To ensure a unified and consistent message, communication with the external community will be managed by the Emergency Communications Team (ECT). There will be a single spokesperson for the College, the Director of University Relations, who also serves as Chair of the Emergency Communications Team (the Director of News Services serves as backup). The Chair of the ECT together with the Chair of the EMT may designate others to be spokespersons as needed/appropriate.

All aspects of the College's external communications will be handled by the Emergency Communications Team. These include:

1. Designating a media center as needed. Such space would ordinarily be located in the same area as the Emergency Control Center or adjacent to it. The space allocated shall have emergency power capability and be supplied with notebook computers for staff/ECT use (notebooks will be provided by IT for this purpose), and with a mobile media crisis kit assembled by the Emergency Communications Team for this purpose.
2. Identifying which media will be used to communicate the message, including web pages, and determining which methods of communication can be used to put out the message. The Director of News Services (with the Director of University Relations as backup) will maintain an up-to-date list of local media sources to be contacted in the event of an emergency along with a list of the codes required for posting emergency broadcast notices on television and radio stations in the area. In addition to having this information at the Emergency Communications Center, they shall be maintained at an off-site location to ensure redundancy.
3. Gathering information and preparing all statements and press releases for distribution to the media and for use on the college's web sites. The timing of releases will depend on the nature of the crisis. The names of people involved will be withheld until officially confirmed and families notified.
4. Responding to all media inquires in priority order. The ECT will determine the priority.

5. Monitoring the media coverage of the incident to the extent possible. When practical, the ECT will be provided with sufficient televisions either through existing TVs in the building housing the ECT or by units brought in for the purpose by Facilities Management.
6. Preparing and distributing statements for use by those answering the telephone or by individuals staffing call centers should one be created.

Responsibilities of the Emergency Communications Team

The Director of University Relations serves as the Chair of the Emergency Communications Team (ECT). Other members include the Director of News Services; the Associate Provost and Chief Information Officer, Information Technology; and the Assistant Vice President for Student Affairs for Administration. Other members may be added at the discretion of the Chair of the EMT. The responsibilities of the Emergency Communications are:

I. In advance of a crisis

- **Have handy all phone, cell, and pager numbers for key officials**
If a crisis occurs after hours, crisis communication team members and other important College officials will need to be reached at home or at other locations. These numbers should be compiled BEFORE a crisis strikes, and should be continuously updated.
- **Have local and statewide emergency numbers available**
Often, a crisis that affects William and Mary will also affect Williamsburg and surrounding areas. It is important for the College to maintain contact with city, county, state and selected federal officials.
- **Have media codes updated and ready**
- Access codes that allow the posting of emergency messages on local radio and television stations should be kept updated and available
- **Know the location of the command/media center**
Ordinarily the Emergency Communication Team will meet in the Facilities Management office area if a crisis strikes. If media are on campus covering the crisis, the College may wish to offer reporters a work space or a place where they can attend press briefings or receive updates. Obtain letters of permission/access from those who oversee those rooms so that the crisis team can be assured of quick access to those facilities when a crisis strikes.
- **Prepare a Standby Statement**
The format of a statement(s) should be drawn up and approved in advance. Accurate details can be inserted at the time of the event. This will save time during an actual crisis.
- **Compile a Media Crisis Kit**
The crisis kit should contain all of the above items and lists, along with a campus directory, a Williamsburg phone book, media lists and phone numbers, several legal pads, pens, campus maps, city and state maps, press badges, a list of media addresses, W&M letterhead on CD for press releases, and possibly two-way radios. At the designated Emergency Operations Center, the IT staff will provide laptop computers for writing press releases and updating the W&M Web site from off-campus.
- **Prepare checklists for the university community**
Students and faculty from out-of-state may not be familiar with some of the usual crises

that occur in Williamsburg. It would be helpful to provide them with preparation checklists. A hurricane preparedness checklist and an evacuation plan are two such items that could assist the W&M community during a crisis.

- **Communicate this plan in advance**

This plan should be communicated to the media and to the university community before a crisis strikes. If the media and the university's stakeholders know it exists, and how/where to refer to it, they will know what to expect from the university when a crisis occurs. This will allow the crisis communication process to move more smoothly.

- **Meet periodically as a team**

The team should meet regularly throughout the year to ensure that all players are aware of their responsibilities.

- **Test this plan**

2. *In the event of a crisis*

Initial Communications Actions Regardless of Crisis Type

Key activities: activating the communications team and plan

- **Gather the facts**

If a crisis occurs, the Emergency Communications Team will immediately gather all available facts. Having accurate information will enable the ECT to respond to the crisis properly.

- **Relocate to Emergency Management/Communications Center and convene the Emergency Communications Team.** The core team members should immediately report to the Emergency Operations/Communications Center and decide the first course of action. Since this must be done swiftly, the core members should take the lead, and then bring in the rest of the team if the crisis warrants such action.

- **Prepare initial statements** (internal and external audiences) in conjunction with the Chair of the EMT. **Prepare scripts** (if applicable) for phone operators. **Tailor the standby statement** to the events that are unfolding, and prepare background information for the media. In all documents, stick to the facts and don't speculate.

- **Identify key audiences**

Work with the Chair of the EMT to determine which of the College's stakeholders need to be informed of the situation, in what order, and by whom including:

1. students, faculty, staff
2. Board of Visitors
3. the media
4. parents
5. general public
6. alumni

- **Designate a university spokesperson(s)**
Ordinarily the Director of University Relations or the Director of News Services will serve as the primary spokespersons to ensure a unified, consistent message to the public. The Chair of the ECT in consultation with the Chair of the EMT may identify other spokespersons as appropriate. All such persons will be kept informed of the latest developments in the emergency being addressed.
- **Activate the crisis hotline number and website**
If the College has a crisis hotline number that can be updated to include a specific message or to take calls from concerned parents and students, the Chair of the ECT and the Chair of the EMT will decide if it should be activated and publicized.
- **Develop messages**
The ECT will develop a few clear, simple messages for its stakeholders and the media. These messages should be delivered repeatedly and clearly and by one voice. The messages should demonstrate concern about what is happening and for the people involved, and should explain what the university is doing to solve the problem.
- **Anticipate the tough questions**
The ECT should make a list of all possible tough questions that the media or the public might ask. By composing responses to these questions, the spokesperson can be better prepared for interviews and press briefings.
- **Communicate the message and the facts**
The facts of the crisis, an official statement, and the key message(s) should be communicated to the College's stakeholders. Internal audiences will be the first to be informed. For external audiences, the media and/or the College's website will be used. The time of day, day of the week, whether it's a holiday and whether or not there is a power outage will help determine which methods of communication can be used to communicate the message.
- **Begin to Identify the media that will be used to communicate external message, including web pages.**
- **Finalize and activate media outreach, media lists**
- **Manage the message.** The spokesperson should stick to the facts and to the main messages, thus controlling what information is disseminated. This information should be completely truthful and forthcoming. All "bad" news should be told up-front and all at once; otherwise, it will trickle out slowly and the negative media coverage will continue day after day.
- **Manage the flow of information.** The ECT should control the flow of information by continuing to update the media—weekly, daily, or hourly, depending upon the nature of the crisis. This will enable the College to operate in a proactive manner, while providing the media with a timetable for when they can expect an update.
- **Brief key personnel.** All College employees who work with the media should be briefed on the situation and informed as to what details they can release. Other university employees who answer phones should be informed of where/how to direct media calls. Typically, all media calls will be directed to the Chair of the ECT.

- **Keep track of media calls, requests**

The spokesperson should keep a list of all the reporters to whom he/she talks. This will enable the university to look for news clippings and to later evaluate how the crisis was handled.

First 60 minutes

Key activities: Prepare initial news release or statements, coordinate communications activities with third-party contacts.

- **Get approval** for all scripts to reception and contact centers
- **Determine on-site press boundaries and guidelines** with the Incident Commander
- **Finalize any statements** with EMT and college leadership
- (Major incident)
- **Contact appropriate PIOs** at investigative, regulatory or enforcement agencies
- **Activate, as appropriate, static web sites**
- (Major disruption) **Activate, as appropriate, backup web sites (these arrangements should be made in advance)**
- **Collect data** based on past or similar incidents
- **Provide health and safety guidance to the public.**
If the crisis involves a health risk, College officials will research the risk and offer guidance to the public about symptoms, treatments, and provide instructions regarding the necessity of contacting a physician or other emergency medical assistance. If the crisis involves a possible evacuation, instructions will be prepared to inform the public about areas to be evacuated and time lines for the evacuations. The public will also be instructed about where to go for more information—radio, TV, Web sites etc
- **Distribute initial release or statement** to key audiences including internal, media and regulatory audiences
- **Distribute all releases to reception**, call centers and telephone operations
- **Activate staff communications network**
- **Respond to media calls** in “priority” order: keep running track of contacts
- **Prepare Q&A** for distribution to media, crisis and management teams to help guide response
- **Continue to control the message and the flow of information**

Hours 2 to 4

Key activities: Complete preparations for and conduct an initial media briefing, respond to media inquiries in priority order, coordinate with other providers of information.

- **Ensure that communications voice mail messages refer callers to appropriate numbers and web addresses**
- **Initiate media monitoring**, including web sites and blogs where possible
- Determine appropriate system of **periodic information updates**, including the need and frequency of holding media briefings with college leadership
- Prepare, get approval and distribute **media advisory for briefings**
- **Continue to manage the message and the flow of information**
- **Assemble media kits** to give to reporters at media briefings
- Prepare spokesperson's **opening statement**
- Prepare spokesperson for likely Q&A, refresher course in media interview techniques
- Open, supervise and end the **media briefing**
- **Respond to media calls** in priority order
- **Begin compiling a binder** to collect and maintain a file of all media coverage
- Collect and maintain a file/binder of all **media phone call sheets**
- Collect and maintain a file/binder of all **final versions of news releases**
- **Ensure Web site is updated** periodically

Hours 5 to 24

Key activities: Remain up-to-date on situation, prepare additional news releases as needed, arrange interviews, help the news media gather information, create work schedules for Outside PR Counsel (if deemed necessary).

- Obtain update **periodic data updates**
- **Continue to manage the message and the flow of information**
- Prepare **additional news releases** and statements, as necessary
- **Review media monitoring** reports and request corrections as needed
- Establish and maintain contact with **communications personnel from other involved parties**
- **Respond to media calls** in priority order
- **Facilitate interviews** with spokesperson or other representative, as warranted, with key media
- **Provide technical spokespersons**, as needed, to explain technical terms and subjects
- Provide responses to questions about **past accidents**, incidents or safety issues

3. In the aftermath of a crisis

Continue to update all communications with the media, employees and other involved entities, determine if there has been an adverse impact on the college, continue to gather and analyze news coverage and its real or potential impact on W&M's reputation, provide interviews and briefings **only** as developments warrant.

- **Review media coverage**, plan communications strategy with direction from senior management
- **Provide media updates** via news releases, statements, briefings or interviews, as necessary
- **Respond to media** calls in priority order
- **Monitor briefings** and other communications by other involved entities
- **Update and revise web pages** as warranted
- **Coordinate scheduling of spokesperson** for live TV and radio interviews and print interviews
- **Develop or revise key messages** and talking points as necessary
- **Develop post-incident talking points** and materials

Sample Messages

1. Initial notification of the community in the event of imminent danger will utilize messages that are brief and provide clear instructions for action.

Sample for first announcement

“There has been a security incident at the College. Please go or remain indoors. Secure the place where you are staying. Call your family, if you are not with them, and let them know you are safe. Additional instructions and information will be released on the College’s home page or through e-mail as soon as more is known. Call 911 if you witness or experience anything threatening or suspicious.”

“There has been a security incident at _____. If you are in the building or its vicinity, leave at once to _____. If you are not near the building, do not go there. Additional instructions and information will be released on the College’s home page or through e-mail as soon as more is known. If you are not with your family, call them to let them know you are safe.”

Sample for those receiving calls

Those answering the telephones immediately after an incident should be instructed as follows:

Please use the following script to answer questions/concerns. Do not try to answer any questions or give any additional information that has not been distributed by the Emergency Communications Team.

We have been notified about the incident (or accident) but do not have any details that we are able to share with you at this time.

We expect to have more information soon and we are in the process of establishing information numbers.

We have asked everyone to call home, if they can, to let people know they are safe. If you believe a family member was involved, I’d like to get some additional information from you (name, number, query).

Thank you for calling

Or

If you receive media calls, be polite but do not provide any information or, by your response, confirm information. Please use the following script to guide your response. Do not try to answer any questions or give any additional information that has not been distributed by the Emergency Communications Team.

(For calls from the media)

I am sorry, but I can't provide you any information about the incident. You need to call our media relations staff directly at xxx-xxx-xxxx. You may also log on to our website at Thank you for calling.

(For calls from W&M members and families)

We have set up an emergency information office and a web site specifically for family members and others with concerns. That number is xxx-xxx-xxxx. You may also log on to our website at Thank you for calling.

Sample messages to be read at an event with a security perimeter

For an incident inside the security perimeter

“Please leave the area as quickly and as calmly as possible.” *(Repeat frequently to try to keep the audience calm)*

For an incident outside the security perimeter

“Please remain calm and stay where you are. The situation is under control.” *(Repeat a number of times as need to keep audience calm)*

Sample message for an incident at an indoor event without a security perimeter

“The ceremony (or activity) is over. Please leave the building as quickly and as calmly as possible” *(Repeat frequently to try to keep the audience calm)*

Sample message for an indoor bomb threat or evacuation when there is no incident

“We need to evacuate the building as quickly and in as orderly a fashion as possible. Our police officers will tell you where you should go.” *(Repeat a number of times as needed to keep the audience calm)*

Preparing Materials

News Releases

- As necessary, news releases will provide new information, college positions or clarification regarding the situation. News releases, which will be reviewed and approved through designated channels, will be distributed widely through direct, electronic and Internet means to achieve the broadest coverage possible.
- The timing of the release will be dictated by the nature of the crisis, with some releases coming well after an event has commenced and others almost immediately after an incident.
- In preparing such an initial statement, the key principles involved include:
 - Sticking to the facts – what, where, when
 - Indicating whether the situation is over, or the steps under way to restore control
 - Calmly but clearly detailing the threat level
 - Withholding names of people involved until officially confirmed and families notified
 - Giving the college's contact information for both the media and the W&M community and the public.

Examples

Sample Statement: W&M Announcing Toll-Free Numbers

For Immediate Release

Contact: Name, title, number

William and Mary Establishes Toll-Free Numbers for Families, Media

– The College of William and Mary has activated a special toll-free telephone number for family members who want to give or receive information about those at the university. That number is xxx-xxx-xxxx.

In deference to family members, the College asks that **only** those who believe a relative was at the campus call the university regarding the incident.

William and Mary has also established a special telephone number for the news media to call. The number is xxx-xxx-xxxx. The College will hold a briefing for the news media within the next few hours at (location).

Additional information about William and Mary and copies of all news releases and statements are also available at www.xxx@xxx.xxx

Sample Statement: General Class Disruption

For Immediate Release

Contact: Name, title, number

William and Mary Experiencing Interruption of Classes

XXX, (DATE) – The College of William and Mary announced today that its classes have been (interrupted/delayed/) in (location) due to (reason for disruption). The College is working with authorities to resume full-scale operations as soon as possible (provide timeline if available).

William and Mary is committed to keeping its students, faculty and staff informed and will provide updates on the status of our operations as we receive pertinent information from (relevant officials).

Please contact XXX for assistance at XXX-XXX-XXXX or view the website at XXX@xxx.xxx.



Insert boilerplate here.

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APPENDIX 6 GLOSSARY

Emergency Communications Team

Emergency Response Plan (EMP) - The EMP is intended to establish policies, procedures and organizational structure for response to emergencies that are of sufficient magnitude to cause a significant disruption of the functioning of all or portions of the College.

Emergency Response Plan Coordinator- The Emergency Response Plan Coordinator is a member of the Emergency Operations Team who is responsible for the maintenance of the Emergency Response Plan.

Emergency Management Team (EMT) - The EMT is an assemblage of College officials appointed by the President to advise and assist in making emergency-related policy decisions. The EMT is also responsible for the review and approval of the Emergency Response Plan

Emergency Operations Center (EOC) - The EOC serves as the centralized, well-supported location in which the Emergency Operations Team and the Executive Management Team may gather and assume their respective role.

Emergency Operations Team (EOT) - The EOT is comprised of senior level management representing areas of the College that have critical EMP execution responsibilities. At the direction of the College Incident Commander, the EOT executes the Emergency Response Plan during an emergency.

Incident Commander-The Incident Commander is in charge of the Emergency Operations Team. The Incident Commander is the individual responsible for the command and control of all aspects of an emergency situation.

National Incident Management System (NIMS) - NIMS is a modular emergency management system designed for all hazards and levels of emergency response. The system is used by the Department of Homeland Security and throughout the United States as the basis for emergency response management.

Police Communications Center-Is the central telecommunication facility that receives and disseminates emergency information. The Police Department maintains this facility on a 24/7/365 basis.

Response Protocols- Response Protocols are plans that address specific types of threats/incidents (i.e. terrorism, natural disaster, etc

Unit- A Unit is a department, school or other defined entity of the College.

Unit Plan- a Unit Plan identifies emergency preparation, coordination and response activities for specific functional Units. Each area identified with critical or special responsibilities is required to develop and maintain a Critical Operations Unit Plan.

APPENDIX 7
DETAILED RESPONSE PROTOCOLS

(HELD IN CAMPUS POLICE)