



**WILLIAM & MARY**

CHARTERED 1693

**EMERGENCY OPERATIONS PLAN**

**Board of Visitors for the College of William & Mary in Virginia  
Version 1.3 – October 2014**

*This document contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2.*

## Table of Contents

INTRODUCTORY ITEMS .....	5
Approval and Implementation.....	5
RECORD OF CHANGES .....	6
RECORD OF DISTRIBUTION .....	7
PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS.....	8
Purpose .....	8
Scope.....	8
Situation .....	8
Capability Assessment .....	9
Assumptions.....	9
CONCEPT OF OPERATIONS (CONOPS).....	10
ROLES AND RESPONSIBILITIES .....	14
ADMINISTRATION, FINANCE AND LOGISTICS .....	17
PLAN MAINTENANCE.....	18
TRAINING AND EXERCISES .....	19
AUTHORITIES AND REFERENCES .....	19
APPENDIX A: ORDERS OF SUCCESSION .....	21
APPENDIX B: ACRONYM LIST .....	22
APPENDIX C: DEFINITION LIST .....	24
EOC SUPPORT POSITIONS.....	29
EOC Manager, Support Position 1 .....	30
Financial Management, Support Position 2.....	34
Campus Community Support, Position 3 .....	37
Tab 3.1 – Mass Prophylaxis .....	41
Tab 3.2 - Emergency Call Center .....	43
Tab 3.3 – Donation Management .....	66
Public Communications, Support Position 4.....	70
Tab 4.1 – Call Center Support .....	88
Tab 4.2 - Media Center, Establishment and Operation .....	89
Tab 4.3 - Media Watch Team, Establishment and Operation.....	93
Tab 4.4 – Joint Information Center .....	96

Police / Fire / HazMat / EMS, Support Position 5 .....	98
Facilities Management, Support Position 6 .....	102
Student Housing, Support Position 7 .....	109
Support Operations, Support Position 8.....	113
Tab 8.1 – Food and Water.....	114
Tab 8.2 - Transportation .....	117
Tab 8.3 – Refuge of Last Resort .....	120
Information Technology Systems, Support Position 9 .....	123
Academic Liaison – Facilities and Safety, Support Position 10.....	127
Appendix A.....	129
LOGISTICS (Supply Unit), Support Position 11 .....	135
Procurement, Support Position 12 .....	138
VIMS Liaison, Support Position 13 .....	142
EOC Facilitator, Support Position 14.....	144
Tab 14.1 - Alert Messaging Specialist.....	147
Liaison to the Williamsburg EOC, Support Position 15.....	149
Disaster Specific Plans.....	151
Severe Weather Plan .....	152
Infectious Disease Plan .....	169

## INTRODUCTORY ITEMS

### Approval and Implementation

Pursuant to §23-9.2:9, the *Code of Virginia* requires that each state institution shall prepare and maintain a current emergency operations plan. Every four years, each state institution of higher education is required to conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current, and the revised plan shall be formally adopted by the board of visitors or other governing body of the institution. Documentation of this adoption must be certified in writing to the Virginia Department of Emergency Management.

### Resolution of Acceptance

**WHEREAS**, the Board of Visitors of the College of William & Mary 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; and

**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. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by the university's staff in compliance with Virginia Department of Emergency Management planning standards and in cooperation with the City of Williamsburg Emergency Management Coordinator.

**NOW THEREFORE BE IT RESOLVED** that the College of William & Mary Board of Visitors, on this 21st day of November, 2014, does hereby officially adopt the William & Mary Emergency Operations Plan, to include plans and procedures for both natural and human caused disasters.

I, Ann Green Baise, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of The College of William & Mary at a meeting held on November 21<sup>st</sup>, 2014.

SIGNED

**Chair, Committee on Administration, Building and Grounds**

## RECORD OF CHANGES

The College of William & Mary reviews the Emergency Operations Plan annually and will revise the EOP if the following situations occur:

- A formal update of planning guidance or standards
- A change in institution officials (President, Vice President, etc.)
- A plan activation or major exercise after which lessons learned were incorporated
- A change in the institution's demographics or hazard or threat profile, or
- The enactment of new or amended laws or ordinances or policy changes

Change Number	Date of Change	Page or Section Changed	Summary of Change	Name of Person Authorizing Change
1	Sept , 2014	Substantial revision	Reformatted to VDEM standards. EOC functional reorganization, relocation, HIRA and lessons learned incorporated.	Anna B. Martin, on submission by K. Towner
2	Dec 5, 2014	Cover	Brand	na
3	Feb 6, 2015	Various	Executive reorganization	Sam Jones, on submission by K. Towner
4	March 24, 2015	Severe Weather Plan	Added administration and finance	S.J. added by K.T.
5	October 7, 2015	Severe Weather Plan	Several corrections/changes based on committee review	K.T
6				
7				

## RECORD OF DISTRIBUTION

Group	Office	Title of Recipient	How Distributed (electronic or hard-copy)
Emergency Management Team members	various		Electronic
Board of Visitors	Stored in EOC		Original hard-copy and reference hard-copy
Williamsburg EOC			Electronic
Box, WebEOC	EOT		Electronic

## **PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS**

### **Purpose**

The Emergency Operations Plan (EOP) establishes the organizational structure and protocol for expanding emergencies and the effects of disasters that may challenge university operations. This plan describes and designates roles and responsibilities for university personnel during emergency situations. It provides procedures intended to prevent loss prior to incidents, protect lives and property during incidents, and restore the university to normal operation after incidents. It establishes guidelines and resources for communicating effectively with the campus community and public.

While the basic plan is considered an all hazards response approach, the EOP will host disaster specific plans as annexes. Hazards identified in the university's Hazard Identification and Risk Assessment will be included as these are developed.

### **Scope**

The plan outlines preparation for, and response to emergency situations on the William & Mary campus and may be applicable to extension campuses under certain circumstances. It is consistent with established practices relating to emergency response actions and incorporates the National Incident Management System (NIMS) to facilitate interagency coordination among responding agencies. The university will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation and execution of emergency operations 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.

### **Situation**

Founded on February 8, 1693, William & Mary is the second-oldest institution of higher learning in the United States and the fourth oldest in North America. The university has approximately 8,000 students enrolled, many requiring accommodation for functional or access needs. The majority of enrollees are undergraduates. Approximately 75% of undergraduate and 15% of graduate enrollees live on campus in 80 residential facilities. In addition, the university operates comprehensive international education programs encouraging student travel to and from many nations. Combined with staff, the total daytime population exceeds 10,000 persons on the Williamsburg campus. This population is significantly reduced in the summer months and varies depending on summer program participation and other events.

The heart of the College of William & Mary is located in Williamsburg, Virginia at latitude 37°16'15"N and 76°42'50"W longitude. Williamsburg is approximately 150 miles south of Washington, D.C. and located about midway between Richmond and Norfolk along Interstate 64. The main campus is composed of 1,200 acres; this land includes property along the scenic Lake Matoaka, the College Woods, and downtown Williamsburg. The university also owns or operates facilities located in James City County and in the City of Newport News, Virginia and Washington, D.C.

Based on a detailed Hazard Identification and Risk Assessment (HIRA) performed for and contained in the William & Mary Hazard Mitigation Plan, several natural hazards were identified and ranked the majority of historic occurrences and probable future incidents.

Table 1 - HIRA
Hurricane/wind
Flooding (pluvial)
Winter storm
Tornado
Structure Fire
Hazmat (major)
Infectious Disease
Earthquake
Drought
Radiological Release
Major Criminal Incident
Wild fire

In addition to natural hazards, several technological/manmade hazards could also require activation of the EOP to coordinate relocations or evacuation of the campus if a situation required campus-wide coordination. Structure fires represent a persistent threat to the campus and may cause activation of the EOP to coordinate relocation of persons or activities. The Wren Building burned in 1705 and 1859. Another fire deliberately set in 1862 was an act of warfare. Since 1865, documents have been noted to contain mention of structure fires involving residence halls and the president’s house. Better documented are fires in 1925 (dining hall), 1930 (Tyler Hall) and 1983 (Jefferson Hall). The campus last had a major fire in August 2005. Seventy Preston Hall residents were temporarily relocated to commercial lodging as a result. W&M is a densely populated residential campus providing opportunity for the transmission of infectious diseases such as MRSA and more commonly strains of influenza which are seldom fatal. The university is

also within the Surry Power Plant Plumb Exposure Pathway 10-Mile Emergency Planning Zone and parts of the campus are within the 800-meter evacuation corridor of the CSX railroad line. Finally, while the College provides comprehensive measures to prevent criminal acts on campus, no college can discount the possibility of a major criminal incident. Colleges across the country have experienced acts of violence resulting in significant loss of life and damage to property. In some instances while property could be repaired it was deemed inappropriate to continue the prior facility use and the space had to be taken off-line.

### Capability Assessment

The College has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. W&M’s highly knowledgeable and experienced staff has responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, master electricians and a certified arborist with a support team able to perform or supervise contracted debris removal. The university maintains relationships with pre-approved and vetted contractors with excellent histories of service. The College has strong financial standing and has shown previous commitment to investing in emergency preparedness and response. Given the university’s documented impact and reliance on the local and regional economy, the cooperative and enduring relationship with local officials is expected to remain a priority for all.

### Assumptions

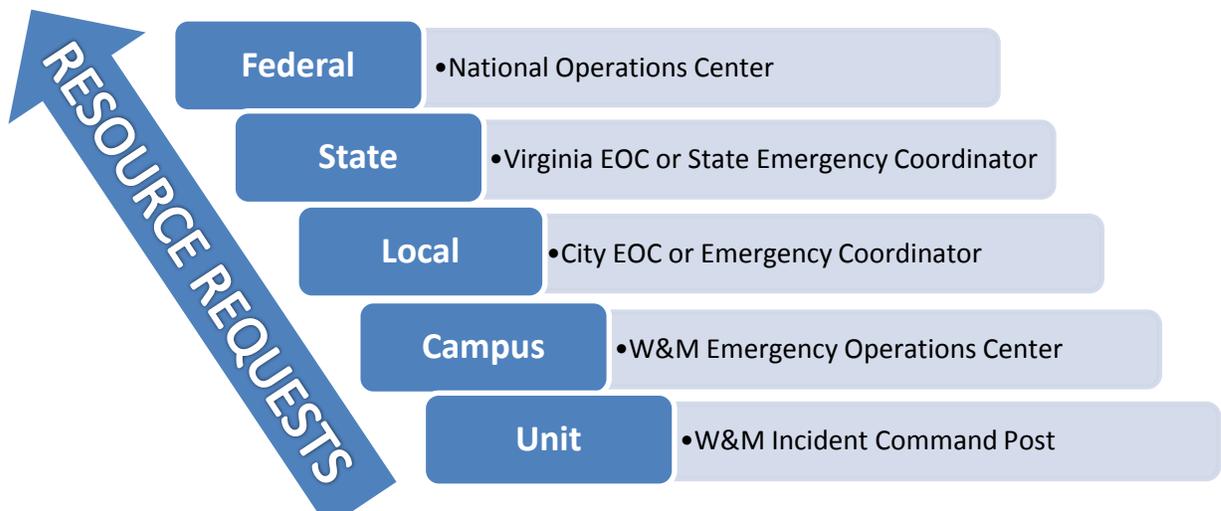
The College Emergency Operations Plan (EOP) is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- The College will issue emergency notifications or warnings to the campus community any time a life safety situation exists, or such occurrence is probable, or when determined advisable in the exercise of caution.
- The City of Williamsburg and the university will continue to coordinate and develop plans compatible with NIMS guidance.
- Public safety entities of the university will implement required NIMS activities and effectively use the Incident Command System when responding.
- The university will activate an Emergency Operations Center, when necessary and in coordination with community partners, to assist Incident Commander(s) and the Emergency Coordination Officer in mobilization of resources and personnel required in response to the situation.
- The university will maintain its Emergency Operations Plan and coordination with local officials consistent with §23-9.2:9 of *the Code of Virginia* and Virginia Department of Emergency Management (VDEM) guidance.

### CONCEPT OF OPERATIONS (CONOPS)

William & Mary’s EOP is based on the concept that emergency operations usually begin and end with the university and its resources at the department level. Application of the Incident Command System (ICS), WMPD General Orders, Incident Action Plans (IAPs) and department policy/procedures guide the field response to any incident or event occurring on the campus. This EOP describes the necessary coordination and support organization for expanding operations.

The W&M Emergency Operations Center (WMEOC) is activated to support the resource needs of Incident Commanders responding to an incident(s) and special operations coordination. When W&M cannot resource its response needs, assistance will be requested from the City of Williamsburg which may pass the request to the Virginia Emergency Operations Center (VEOC) when the emergency or disaster exceeds local and mutual aid capabilities. When the state’s resources become overwhelmed, the Governor may request federal assistance. At each level, the responsible government official must declare an emergency in order to request assistance. W&M cannot make requests to the VEOC or declare an emergency, but a local emergency may be declared by the City of Williamsburg Director of Emergency Management with the consent of the City Council (see Section 44-146.21, Virginia Emergency Services and Disaster Law). If the incident is confined to W&M property, the city is responsible for requesting the declaration of emergency.



William & Mary has identified these periods of emergency operations:

- **Normal:**

Perform routine monitoring and reporting of potential threats. Provide response to minor incidents having limited impact on the functional capability of the university. Engage in activities and exercises accomplished to maintain readiness, build capability and improve plans.

- **Response Operations:**

Operations/procedures performed in anticipation of an event that may significantly disrupt operations of the university. Portions of the Emergency Operations Plan may be activated. Operations and commitment of staff and resources required to mobilize and respond to emergency. EOC activated to support ICP(s) and coordinate special emergency operations. Advise City of Williamsburg officials if a local emergency should be declared. Damage assessment begins.

- **Recovery Operations:**

Either short-term or long-term recovery operations being performed; short-term operations restore vital services and provide for basic needs, long-term recovery focuses on restoration to normal state.

Staff from the Emergency Operations Team (EOT) will be activated as required based on the situation, severity and extent of the incident or event. EOT staff may be activated in advance of an event (such as a hurricane) to maintain situational awareness and readiness of the WMEOC.

WMEOC is staffed by members of the EOT in support of Incident Commander(s) engaged in response activities. The primary role of the EOC and its functional positions are communication and coordination of resources and special operations required as a consequence of an incident. Conditions that can cause the EOC to be activated include:

- A request from Incident Command when their resources are insufficient to effectively continue response activities without assistance.
- A determination by the Emergency Coordination Officer or Incident Commander that incident communications require a higher level of coordination or special operations support.
- Coordination of activities in advance of an event (such as emergency preventative measures taken prior to hurricane landfall).

## Emergency Operations Center Staff Responsibilities

Organization of the WMEOC is based on a functional support model with an EOC Manager providing overall leadership and control of support operations. Positions include:

**Table 3 - EOC Positions**

Position No.	Title / Role
1	EOC Manager
2	Financial Management
3	Campus Community Support
4	Public Communications
5	Police – Fire – Hazmat – EMS
6	Facility Planning, Management & Recovery
7	Student Housing
8	Support Operations
9	Information Technology Systems
10	Academic Programs
11	Logistics
12	Procurement
13	VIMS Liaison
14	EOC Facilitators (situation, tech support, operator, recorder)
15	Williamsburg EOC Liaison (located in the City EOC)

WMEOC staff are members of the EOT assigned to emergency support positions when the center is activated. Typically, three university employees familiar with the responsibilities in the position function plan and authorized to make resource decisions are designated to fill a particular position. Usually one of these employees is also a member of the EMT and functions as the primary contact for the position. The primary contact, or the next in succession if the primary is unavailable, is responsible for developing the operation cycle “plan of action” and coordinating the relief schedule. Other EOT members are designated to perform special operations required as consequence of an incident; i.e., call center, media monitoring, donation management; etc.

### 1. EOC Manager

The EOC Manager exercises leadership over the operations of the WMEOC. The Manager is responsible for activating and staffing the EOC, overall support of university Incidents and coordination of; special operations required as a consequence of an incident, resource request, and internal and external communications. The EOC Manager is responsible for communications with senior administrators for the university (President and Provost).

### 2. Financial Management

Financial Management identifies, obligates and authorizes expenditure of university funds in a manner that is fully accountable, complies with applicable laws, and supports state and federal reimbursement of expenses when such programs are available. This position sets up, manages and promotes use of the disaster expenditure index.

### 3. Campus Community Support

Campus Community Support is responsible for call center operations, counseling services, family reunification, and donation management. Campus Community Support is also responsible for health concerns including medication distribution, infectious disease control, and liaison with hospitals and the Virginia Department of Health. Campus Community Support will coordinate with the AVP for Human Resources to establish accountability of staff, students, faculty and guests on the campus.

### 4. Public Communications

Public Communications is responsible for all internal and external communications. They are responsible for media and social media monitoring, rumor control and directly supports the call center. Public Communications is responsible for scheduling news conferences and press releases.

### 5. Police, Fire/Hazmat and EMS

The Police, Fire, and EMS is responsible for providing information from the Incident Command Post, if one exists, to the EOC and post incident safety/security planning. This liaison will communicate closely with first responders at the scene and will provide situational updates to the EOC.

### 6. Facility Planning, Management & Recovery

Facility Planning, Management & Recovery is responsible for preventative/protective measures, damage assessment, building inspection, utility provider liaison, and historic preservation. Following a disaster FPM&R is responsible for coordinating restoration of the built environment.

### 7. Student Housing

Student Housing is responsible for residence hall evacuation and temporary sheltering and quarters for students.

### 8. Support Operations

Support Operations is responsible for food, water, transportation and refuge of last resort operations.

### 9. Information Technology Operations

Information Technology Operations is responsible for the university phone, cable, and computer systems maintenance, testing, backup, and recovery.

### 10. Academic Programs

Academic Programs is responsible for the continuation/ resumption of academic programs and research. Alternative classrooms and may provide planning expertise in research and analysis.

#### 11. Logistics / Supply Unit

The Supply Unit will locate, procure, and issue resources such as personnel, supplies, facilities, contracting services & equipment for the incident. This Supply Unit will determine if requests can be met internally or through other agencies, will obtain permission for expenditures, organize and forward all requests to either Procurement or the EOC Manager.

#### 12. Procurement

Procurement will support expediting the procurement process and, when necessary, use the emergency procurement process to support recovery from a disaster. This position is responsible for ensuring that valid contracts are in place so that necessary resources are immediately available. Where a need was not anticipated this section will support expediting the contracting process ensuring compliance with *The Act* and other guiding policies.

#### 13. VIMS Liaison

The VIMS Liaison is responsible for providing a liaison between the VIMS and William & Mary main campus.

#### 14. EOC Facilitator

The EOC Facilitator is responsible for assuring the EOC is in a state of operational readiness and for situation awareness displays in the EOC. The EOC Facilitator has responsibility for staff performing as recorders, phone operators, technical support and system operators.

#### 15. Williamsburg EOC Liaison

The Williamsburg EOC Liaison reports to the City EOC when activated and represents the university's interests and partnership during emergency operations. Liaison relays critical incident information concerning the university to the WMEOC or the presumptive EOC Manager if the WMEOC is not yet activated. That representative also participates in planning meetings, tests and exercises performed by the City's EOC.

### **ROLES AND RESPONSIBILITIES**

#### Board of Visitors

Adopt the EOP for the purposes of protecting the lives of the campus community as well as the property and assets of the university. Support the threat assessment committee, pursuant to § 23-9.2:10 of *The Code of Virginia*. Designate the administrator ultimately responsible for emergency management.

#### College President

This plan is activated under the authority of the President of the College who also approves all policies having effect on this plan.

## Provost

The authority to close the university, to cancel classes or to maintain academic activity is delegated to the Provost who makes all such decisions in consultation with the President and the Emergency Management Team. The Provost assumes the authorities of the President in his/her absence.

## Chair, Emergency Management Team

The Chair of the Emergency Management Team oversees development of policy, plans and protocols necessary for emergency operations. Upon consultation with President, the chair shall be responsible for coordinating a declaration of emergency with the City Manager. In an emergency/disaster the Chair or his/her designee determines activation levels, activates the EOC and necessary functions, and assumes the role of EOC Manager.

## Emergency Management Team

The College of William and Mary's Emergency Management Team (EMT) is responsible for overall coordination of the College's emergency preparedness efforts. The Emergency Management Team operates under the authority of the President of the College and is chaired by the Senior Vice President for Finance and Administration. The Team is responsible for the planning and execution of emergency preparedness, response and recovery. EMT members staff EOC positions during incidents providing high-level support for the Incident Commander, and the EOT's functional units in execution of the plan. Accordingly, the responsibilities of this body include:

1. Communicate critical emergency information to the campus community.
2. Review plans for effectiveness, community inclusiveness, and recommend well developed plans to the President for approval.
3. With authority from the President, approve all related policy and procedures.
4. Identify critical functions and systems that must be restored and maintained.
5. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.

## Emergency Management Team Members:

- Senior Vice President for Finance and Administration – Chair
  - Chief Financial Officer
  - Vice President for Student Affairs
  - Vice Provost for Research
  - Chief Information Officer
  - Associate Vice President for Facilities Management
  - Associate Vice President for University Relations
  - Associate Vice President for Student Affairs
  - Chief of Police
  - Executive Assistant to the President
  - Director of Auxiliary Services
  - Director of Operations & Support Services (VIMS)

- Emergency Management Coordinator
- Academic Department Chair

### Emergency Operations Team

The Emergency Operations Team (EOT) is responsible for the execution of the Emergency Operations Plan and its annexes during an incident. The EOT is comprised of members of the EMT, senior management and other personnel representing functional areas and special capabilities identified in position function plans. Members are responsible for ensuring that their plans identify the resources necessary for successful execution. The Emergency Operations Team includes both primary and alternate members. Alternate members direct and execute plan responsibilities in the absence/unavailability of the primary member or during their shift if around-the-clock operations are required. All primary and alternate members must be knowledgeable of overall Emergency Operations Plan. Members must also be available during a crisis situation. The composition of the EOT may vary depending on the type of emergency.

Accordingly, the responsibilities of this body include:

1. Recommend the allocation of resources required to reduce identified vulnerabilities.
2. Recommend the allocation of resources required to accomplish the purposes of the Emergency Operations and Continuity of Operations Plans
3. Ensure coordination with external agencies and resource providers.
4. Delegate necessary authorities for incident stabilization and protection of life and property.

### Incident Commander

The Incident Commander is the individual responsible for the command and control of all operational aspects of the emergency response at the scene. The determination of Incident Commander is based upon the type of incident occurring. In an incident requiring a tactical response by police, fire, or EMS the appropriate supervisor will assume the role of Incident Commander.

### Building Emergency Coordinators

The College has identified Building Emergency Coordinators (BECs) who will be responsible for disseminating information and instructions to building occupants. These coordinators are critical resources in emergency preparedness and will be provided training and materials to accomplish their tasks. These individuals are responsible for familiarizing themselves with emergency plans and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs are responsible for developing and maintaining an emergency plan for their respective building or area.

### Faculty and Staff

Faculty and staff shall familiarize themselves with applicable emergency plans and procedures and evacuation routes. Faculty and staff should understand that students will look to them for leadership during an emergency. 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.

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.

#### 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 operates in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC.

#### Emergency Management Coordinator

Maintain the EOC in a constant state of readiness. Develop and maintain the EOP and other relevant plans. Assume duties as directed by the Chair of the EMT or EOC Manager. Maintain the training and exercise program to better prepare designated staff for emergency response and recovery tasks. Coordinate directly with the Williamsburg Emergency Manager and other public safety officials in related planning, preparation, response and recovery efforts.

#### Emergency Coordination Officer (ECO)

Identification of an ECO, and alternate ECO, is required by the state to function as the primary point of contact for agency emergency management programs. Designation of individuals to these roles implies to the Office of the Secretary that these persons are directly responsible for the direction of emergency management programs on the campus.

#### Emergency Management Coordinator (City of Williamsburg)

Maintain the local emergency management program and the EOC from which emergency operations will be directed. The Coordinator will contact the VEOC with requests for resources on behalf of the university when local capabilities are exceeded.

### **ADMINISTRATION, FINANCE AND LOGISTICS**

- **Assignment of University Employees Fulfilling Emergency Roles**

There are several classifications of university employees who have accepted emergency roles and duties in support of this plan. Exempt, at-will, professional and professional faculty employees, with responsibilities involving campus health, safety or performance continuity, typically assume these

roles as an obligation of employment and professional responsibility. Also, classified and hourly employees who serve in positions or trades that support normal operations that become elevated to response/recovery operations due to a disaster or emergency. All of these employees may be required to work different shifts or be temporarily re-organized to perform response/recovery tasks within their occupational area, or area of special training, until normal operations have resumed. Finally, there are emergency volunteers generally recruited for some skill they are known to possess. These university employees represent various employment classification groups and do not have a specific emergency role within their occupational area. They participate voluntarily in emergency training and operations with the approval of their supervisors and the assumption that their time in this role will apply to their direct time in terms of compensation.

- **Situational and Significant Event Reporting, Tracking Resource Needs, Tracking Source and Use of Resources, Financial Records, and Acquisition of Resources.**

Intermedix WebEOC will be used to support response and recovery communications in the EOC to include resource tracking and situational awareness. Additional technology or visual displays may be used to supplement WebEOC, or replace it if unavailable. Each desk in the EOC has access to WebEOC and the IT help desk will be alerted to provide EOC support.

Expenditure tracking will be accomplished using Banner Finance (Ellucian Administration). All emergency preventative and disaster related expenses will be entered under a common index maintained by the Financial Management desk in the EOC.

Time and material expenditure tracking associated with facilities operations will be accomplished using Accruent FAMIS. All emergency preventative and disaster related materials and expenses will be entered under a common work request number monitored by the Facilities desk in the EOC.

- **Applicable Mutual Aid and Memorandum of Agreements:**

Police Mutual Aid Agreement, 9/25/2011, Williamsburg and W&M police departments to provide police aid across jurisdictional lines in situations involving immediate threats to life or public safety, or as capable on official request.

Hampton Roads Regional All Hazards Incident Management Team (Type 3), assists local governments and institutions of higher education with command and control, prevention, protection against, response to, and recovery from large-scale terrorist attacks, and natural and man-made disasters.

Williamsburg/James City County Victim-Witness Assistance Program Cooperative Agreement, 10/21/2010, establishes the program office within the Office of the Commonwealth's Attorney as the coordinator for all services related to the program.

## **PLAN MAINTENANCE**

### **Administrative Review and Revision**

In accordance with §23-9.2:9 of *the Code of Virginia* the university conducts an annual review and revision of its emergency operations plan, and every four years or after a major revision the plan is presented to the Board of Visitors for formal adoption. Also, William & Mary coordinates closely with the City of Williamsburg emergency management organization, as defined by § 44-146.16, through exercise and concurrent planning to ensure integration with the city’s emergency operations plan. These activities are certified annually, in writing, to VDEM. Finally, the university will revise the emergency operations plan to conform with standardized templates, to include best practices or to advance integration with higher –level planning as recommended or required by the Virginia Department of Emergency Management.

**Post Incident or Exercise Review and Revision**

After Action Reports (AAR) and Improvement Plans (IP) developed from actual incidents or exercises are used to refine and adjust plans. The annual functional exercise, conducted with our jurisdictional partners, is typically based on a hazard or threat that will impact all of our agencies. These events encourage us to develop coordinated plans prior to the exercise and expose weaknesses in our plans through exercise. Similarly, actual events involving activation of our plans also expose the strengths and weaknesses of our plans. Each of these situations will receive in follow up a highly detailed AAR and IP which describe the actions taken and identify areas for improvement.

**TRAINING AND EXERCISES**

Drills, tabletop and functional exercises are conducted as part of the T&E program established to build and maintain the university’s emergency capabilities. Major components of this program include training staff in their responsibilities, conducting periodic refresher training and validation of the university’s plans and procedures, systems, and equipment through exercise. A multi-year improvement planning process has been established for this purpose and is referenced in the following tables. In accordance with § 23-9.2:9 of *the Code of Virginia*, the university conducts an annual functional exercise of the emergency operations plan. These exercises make general use of Homeland Security Exercise and Evaluation Program standards. HSEEP standards have been useful in providing a clear, programmatic and repeatable method for everything from exercise concept development to improvement planning.

2014 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
ICS/EOC Interface G191, EMT/WMPD/FM training	Annual Exercise	Continuity Plan Exercise	Radiological Incident TTX
		Hazardous Dam TTX	Continuity Plan Seminar
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	EOC Communications

2015 T&E Plan			
1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q
VOPEX / Annual EX	JIC Exercise	Continuity Plan Seminar	Continuity Plan exercise
Alert/Notification Drill	Alert/Notification Drill	Alert/Notification Drill	

**AUTHORITIES AND REFERENCES**

The following legislation and documents provide the legal basis for emergency operations and activities observed by the College of William & Mary.

**Federal**

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
2. The Homeland Security Act of 2002
3. National Response Framework
4. Comprehensive Preparedness Guide 101, V.2 – November 2010
5. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 USCA 1092;34 CFR 668.46(e), as amended by the reauthorized Violence Against Women Act of 1994 (VAWA), Title IV, sec. 40001-40703.

**State**

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Code of Virginia, Title 1 Chapters 19, 23, and 44; Title 23 Chapter 5.
3. The Commonwealth of Virginia Emergency Operations Plan (COVEOP)
4. Executive Order 41, September 2011

**William & Mary**

1. Emergency Closing Policy
2. Timely Warning Policy
3. Campus Violence and Threat Management Policy
4. Policy on Contracting and Signature Authority
5. Procurement Policies and Procedures

## APPENDIX A: ORDERS OF SUCCESSION

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the College president when he/she is capable of resuming essential duties or an interim or permanent replacement has been installed by the Board of Visitors. The College's orders of succession and method of notification to personnel are:

Position	Notification Method	Successor #1	Successor #2	Successor #3
President	Voice	Provost	SVP for Finance and Administration	tbd
Provost	Voice	Vice Provost, Research and Graduate Studies	Executive Assistant to the Provost	Provost's Administrative Specialist
Chief of Police	Voice	Police Captain	Senior Police Lieutenant	Junior Police Lieutenant
Chair, Emergency Management Team	Voice	Vice Chair, Emergency Management Team	Vice President for Student Affairs	Chief of Police
Campus Building Official	Voice	Director, Code Review	Director, FPDC	

## APPENDIX B: ACRONYM LIST

AAR	After Action Report
AVP	Associate Vice President
BEC	Building Emergency Coordinator
BOV	Board of Visitors
CERT	Community Emergency Response Team
CONOPS	Concept of Operations
COOP	Continuity of Operations Plan
CoV	Code of Virginia
COVEOP	Commonwealth of Virginia Emergency Operations Plan
DOE	Department of Education
DRU	Disaster Resistant University
ECO	Emergency Coordination Officer
EH&S	Environmental Health and Safety
EMS	Emergency Medical Services
EMT	Emergency Management Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EOT	Emergency Operations Team
ERT	Emergency Response Team
ESF	Emergency Support Function
FEX	Functional Exercise
FM	Facilities Management
FEMA	Federal Emergency Management Agency
FSE	Full Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
HIRA	Hazard Identification and Risk Analysis
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IHE	Institutions of Higher Education
IMT	Incident Management Team
IP	Improvement Plan
JIC	Joint Information Center
MAC	Multi-agency Command
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NWS	National Weather Service
PDA	Preliminary Damage Assessment
PDC&FM	Planning, Design and Construction & Facilities Management
PIO	Public Information Officer
POC	Point of Contact
SHC	Student Health Center
SOP	Standard Operating Procedures

TTX	Table Top Exercise
UR	University Relations
VDEM	Virginia Department of Emergency Management
VIMS	Virginia Institute of Marine Science
VAWA	Violence Against Women Act
VEOC	Virginia Emergency Operations Center
VOPEX	Virginia Operations Plan Exercise
VP	Vice President
VSP	Virginia State Police
VOAD	Voluntary Organizations Active in Disaster
WEOC	Williamsburg Emergency Operations Center
WFD	Williamsburg Fire Department
WMEOC	William & Mary Emergency Operations Center
WMPD	William & Mary Police Department
WPD	Williamsburg Police Department

## **APPENDIX C: DEFINITION LIST**

### **Command Post / Incident Command Post (ICP)**

That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

### **Communications Plan**

This plan coordinates the use of available communications means and establishes assignments for certain functions to inform members of the campus community and monitor communications concerning the university.

### **Continuity of Operations**

The effort to ensure an organization can continue its mission essential functions across a wide range of potential events

### **Continuity Plan**

A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency

### **Decontamination**

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

### **Emergency**

Any occurrence, or threat, whether natural or human-caused, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

### **Emergency Alert System**

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

### **Emergency/Disaster/Incident**

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

### **Emergency Management**

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

**Emergency Operations Center**

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

**Evacuation**

Assisting people to move from the path or threat of a disaster to an area of relative safety.

**Exercise**

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

**Federal Disaster Assistance**

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

**Geographic Information System**

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

**Hazardous Materials**

Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

**Hazardous Materials Emergency Response Plan**

The City of Williamsburg developed this in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the city's Emergency Operations Plan. It can be found in the WebEOC library board.

**Incident Command System**

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

**Incident Commander**

The individual responsible for the management of all incident operations.

**Initial Damage Assessment Report**

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

### **Joint Field Office**

The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

### **Local Emergency**

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

### **Local Emergency Planning Committee**

Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring compliance with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).

### **Mitigation**

Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

### **Mutual Aid Agreement**

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and/or equipment in an emergency situation.

### **National Response Framework**

A guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

### **National Weather Service**

The federal agency which provides localized weather information to the population and, during a weather-related emergency, to state and local emergency management officials.

### **Preparedness**

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

### **Presidential Declaration**

A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

### **Situation Report**

A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via fax or submitted through the Virginia Department of Emergency Management website.

### **Span of Control**

As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

### **Special Needs Populations**

Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

### **State of Emergency**

The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude to warrant disaster assistance by the state to supplement local efforts to prevent or alleviate loss of life and property damage.

### **Unified Command**

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

### **Victim**

A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated (Source CoV §19.2-11.01B).

### **Weapons of Mass Destruction**

Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).



## **EOC SUPPORT POSITIONS**

# EOC Manager, Support Position 1

## Introduction

Large scale disaster response on a campus typically involves two distinct types of operations, on-scene emergency response and emergency coordination. On-scene emergency response includes the immediate hands-on actions of first responders, medical professionals, tradesmen and other specially trained individuals to preserve and protect lives and property where these are in peril. These actions are effectively the *response to the incident*.

Activities occurring outside of the tactical first responder actions have aptly been referred to as the *response to the response* and are performed by trained professionals from a variety of occupational areas. These coordination actions can include material support of on-scene responders, public notifications and information, and most crucially, long range planning for campus operations subsequent to stabilization of the disaster scene. For potentially serious and large disaster situations an Emergency Operations Center (EOC) is opened and staffed to facilitate orderly and expedient support, planning and coordination of resources.

## Purpose:

Management of the EOC is critical for the implementation of University policy, interpretation of disaster intelligence, dissemination of information, determination of priorities and effective coordination of resources. This position exercises the necessary leadership to materially recover from disaster and maintain operational integrity in a post disaster environment.

## Responsibilities/Actions

### A. Disaster Preparation

1. Direct and manage emergency management preparedness; chair EMT
2. Assure all EOC responsibilities/task has been assigned to designated EOC/EMT members.
  - a. Assure that resources required for the carrying out of the task are identified and provided as available.
  - b. Assure that plans have been created to fulfill the tasks and that the plan has been exercised.
2. Establish selection process and training requirements for professional and clerical staff working in the University's EOC
3. Monitor information sources to maintain awareness of situations that threaten the University or could cause emergency conditions

### B. During an emergency

1. Notify the President and/or Provost of an incident
1. Open the EOC (standby, limited or full capacity) in anticipation of a threat or in response to an instantaneous disaster Be prepared to operate the EOC with limited initial participation by EOC members

2. Direct EOC Operations
3. Oversee and approve the EOC Action Plan for the operational period, modifying priorities as necessary
4. Approve the EOC staffing plan for following operational periods
5. Monitor EOC staff progress toward meeting EOC Action Plan objectives
6. Manage resolution of problems preventing completion of EOC Action Plan objectives
7. Present recommendations to President / Provost as necessary for decision.

### Staffing:

EOC Manager (order of succession)

- 1) EMT Chair;
- 2) EMT Vice Chair;
- 3) Vice President, Student Affairs;

EOC staffing is determined by need of pre-identified functional EOC positions. Three individuals have been identified to fill each of these EOC positions.

### Resources:

Space:

- 1) Blow Memorial Hall room 311 has been identified as the Primary EOC
- 2) Facilities Management Administration Building Conference Room is the secondary site.

Equipment / Services:

The EOC Facilitator is responsible for maintaining the operational readiness of the equipment and services supporting the EOC. These include:

- 1) Primary, secondary and tertiary (when feasible) paths for voice and data communications
- 2) Technology and backup resources for visual display of status and other information providing a common operating picture (computers, printer, software, projectors/screens, monitors, marker boards, paper/easels, campus maps). Computers and campus phone sets should be made available to all functional positions when possible.
- 3) Administrative support resources (paper, pens pencils, forms, folders, copier)

### Policies:

- Emergency Response Plan
- Succession of command is approved by the Board of Visitors by adoption of the Emergency Response Plan.

## Concept of Operations

### General:

An incident requiring activation of the EOC may happen with little or no notice. Conversely, an event benefitting from EOC-level coordination may require weeks of facility operation.

The institution will respond with available resources as designated in the plan which may include activation of the EOC.

Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.



# Financial Management, Support Position 2

## EOC Functions and Operations

Recovery from an emergency incident requires that funds be identified, obligated and expended in a manner that is fully accountable, complies with applicable laws, and supports state and federal reimbursement of expenses when such programs are available.

### Primary Responsibilities:

Expenditure authorization - In an emergency when the EOC is operational the Financial Management desk will be staffed by a representative identified in Table 1. All requests for purchase above the standard departmental approval level will be forwarded to the Financial Management (desk). The person making the request will provide justification for the purchase. The EOC Financial Manager can, with or without discussion with other members of the EOC approve, disapprove or alter any request. It is the responsibility of the Financial Manager to document the action and it is the responsibility of the person making the request to facilitate the purchase if approved.

Creation and maintenance of disaster expenditure index(s) – Prior to the obligation of funds required for emergency preventative measures or emergency response, a common index will be established and advertised for all units having disaster related expenses. Additional indexes may be created in the event that expenses are being incurred on multiple, simultaneous emergencies.

All persons assigned to this function must be authorized to commit, obligate and expend university funds in the same manner as the Vice President for Finance during the emergency.

The Financial Management desk of the EOC is responsible for designation, orientation and readiness testing of support staff performing Accounts Payable and Cost Projection. When activated by the EOC Manager, or when the EOC finance representative determines assistance for these duties is needed, the finance desk is responsible for resource support.

**Table 1 - EOC Staffing**

Succession of Authority and Responsibility	
Primary	Chief Financial Officer
Secondary	Director of the Budget
Tertiary	AVP Financial Operations

### Primary Unit:

Finance Office

### Secondary/Support Agencies:

Financial Operations

Risk Management / Insurance Recovery (Office of Finance and Administration)  
Human Resources  
Facilities Management Administration  
Information Technology – Enterprise Information Systems

## Requirements:

### Personnel:

Organization of the Financial Management Function of the EOC will include some routine roles as well as some special roles that support insurance claims and federal reimbursement programs.

Accounts Payable / Cost Projection Section – as a standard function coordinated by the Finance Office, staff and processes are in place to support payments for emergency resources.

Accounts Payable Section	
Primary Lead	Comptroller
Secondary Lead	Assistant Director Finance Systems
Tertiary Lead	Assistant Director Finance Systems
Primary Support	Accounts Payable Manager
Secondary Support	AP Staff
Tertiary Support	AP Staff

### Space:

In order to effectively manage the university's resources during a crisis situation and to ensure access to physical records as may be required, sections will function from their normal office spaces. However, should it be necessary to relocate, these sections will use Blow Memorial Hall Room 334

### Equipment:

Each member of a section should have access to:

- A computer, iPad/tablet or smartphone (members of the sections should bring their equipment or request to have their assigned equipment relocated when necessary)
- ShoreTel desk phone (members should bring their desk phones with them when necessary)
- Internet connection
- In addition, the designated space for the these sections should include the following:
  - Copier
  - Printer (with paper and ink)

## Alert and Activation

The decision to activate the Function and the supporting sections will be made by the chair of the EMT in consultation with the Vice President for Finance (or designated representative). The team members will be notified through a specialized list in the mass notification system.



## Campus Community Support, Position 3

### Activity:

Campus Community Support is responsible for coordination of mass care and human service needs for individuals and family members of the campus community affected by natural and human caused disasters. This may include, but is not limited to: student accountability, casualty tracking, donation management, call center operations, counseling, reunification, and emergency prophylaxes distribution.

### Principle Responsibility:

Succession of Authority and Responsibility	
Primary	Vice President for Student Affairs
Secondary	Associate Vice President of Student Affairs
Tertiary	Assistant to the Vice President

### Primary Office:

Office of the Vice President for Student Affairs

### Secondary/Support Offices/Agencies:

Campus Ministries United  
Chair, Military Science  
Colonial Behavioral Health  
Colonial Virginia Chapter of the American Red Cross  
Director of Auxiliary Services  
Director of Counseling Center  
Director of Residential Life  
Director of Student Health Center  
Office of Development  
Peninsula Region Health Department  
Post Office  
University Relations  
WM Police Department  
Williamsburg Department of Social Services

### Alert and Activation

The EOC Manager has the authority to activate Campus Community Support as outlined in the Emergency Response Plan. Activation may occur in advance of a known situation or in response to an unanticipated emergency situation. EOC Manager will authorize alerting of necessary EOC staff by available and convenient means. Campus Community Support lead is responsible for developing a staffing plan to ensure continued and uninterrupted support to the EOC throughout the incident.

## Assumptions

- Mutual Aide Agreements with the local government may not be available
- Information about persons identified on shelter lists, casualty lists, hospital admission, etc., will be made available to family members to the extent allowable under confidentiality regulations.

## SCOPE:

Campus Community Support is generally intended to address non-medical mass care and human service needs for individuals and family members of the campus community affected by a disaster on the campus or one that impacts the larger community or region in which the campus is situated.

The services and programs may include, but not be limited to, the following:

- Student Accountability (counts, tracking and monitoring of student status)
- Donation Management (non-monetary donations)
- Counseling Services (grief and incident stress management)
- Mass prophylaxes support
- Call Center: (providing scripted information and referrals to the inquiring public regarding the status of the campus or the larger affected area)
- Family Assistance Center\* (FAC) and Reunification services: Collecting information regarding individuals in the campus community and making the information available to immediate family members.

\*It is expected that VDEM will operate a FAC for the University in the absence of a FAC where the governor would expect that victim's families should have such a resource, or when the incident is the product of a violent crime.

## Interdependencies:

Review current policies, contracts and resources to determine:

- If an incident closed the campus (either for a section of the campus, or a significant part of the campus) what outside assistance would be required (e.g., ARC, CWF)?
- Are MOUs in place with non-profit or private organizations (e.g., Colonial Behavioral Health, ARC, CaMU)?

## Concept of Operations

### Mass prophylaxes support

See tab 3.1

## **Emergency Call Center (Information Center)**

See tab 3.2

## **Donation Management**

See tab 3.3

## **Counseling**

- Identify by title the individual who has the responsibility to coordinate counseling services.
- Provide counseling through the University's services if it appropriate based on the scale of the emergency and the capabilities of the counseling center. The capabilities should be determined during the planning process.
- The Standard Operating Procedures (SOPs) for this department should identify the limitations and abilities to respond and identify the types of emergencies that it is able service.
- Request outside assistance if the University's services are not appropriate to the scale of the emergency
- Identify situations in which services should **not** be handled by the University's counseling center
  - If service providers are personally impacted by the incident. All efforts should be made to ensure that victims do not serve victims, and that victim's rights are protected. The SOPs should also direct the local EOC, on behalf of the campus to seek counseling service outside the area in which the campus is located.
  - Outside counseling can be provided via the Department of Criminal Justice's Victims' Services Section, and the Department of Mental Health, Mental Retardation, and Substance Abuse Services, Emergency Mental Health Section, and activated via the local government.

## **Family Assistance Center (FAC)**

The purpose of the FAC is to provide the delivery of services and the dissemination of information to victims and families following an mass casualties incident.

The scope of services that the FAC may provide include: reunification, behavioral health care, medical records collection communication services, benefits application entry points, and personal care.

The FAC plan should be coordinated with the local government's emergency management program.

All requests for resources on behalf of the University's FAC should be channeled through the local government. This is consistent with state policy that directs an University to make resource requests through the local government EOC, in the

emergency management jurisdiction in which it is located. The plan should identify by title the individual responsible for this function and identify an alternate.

If the services of the Virginia Criminal Injuries Compensation Fund (CICF) are required by the FAC, the State Program should be contacted, who will deploy the appropriate personnel to the FAC. These services will be necessary in cases where there are victims of crime in need of financial or advocacy assistance. VDEM and CICF recommend that the University adopt the policy of contacting the program directly through the local government.

## Tab 3.1 – Mass Prophylaxis

### Introduction:

Review the institution's resources, including student health and relevant academic departments to determine if there are resources available to support this effort.

### Purpose:

Guide a response using the institutions resources and to coordinate a response with the local government and or state agencies when the incident exceeds the institution's capabilities.

### Primary Office:

Student Health Services

### Secondary/Support Agencies:

Student counseling services  
WFD EMS  
Sentara  
Peninsula Health Department  
Virginia Medical Examiner's Office

### Scope:

The scope is an all hazards approach based on the institutions ability to provide medical resources.

When an incident exceeds the institution's capabilities, outside assistance should be requested through MOUs, Mutual Aide Agreements and the coordination of this plan with the local government's EOP.

### Policies:

- Internal policies and procedures and regulations.
- Privacy policies and laws with regard to provision of medical care
- Policies regarding provision of first aid and health care
- When the institution's capabilities are exceeded, outside assistance should be requested.

## Concept of Operations

### General:

The institution will respond with available resources as designated in the plan

Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.

If the institution's EOC is activated during the response, will representatives of this ESF be assigned to the EOC?

### **Responsibilities/Actions:**

- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for a medical response during an incident;
- Designate an individual to coordinate medical, health, and rescue services;
- Develop and maintain procedures for providing a coordinated response with institution's resources and then with local government and private organizations.
- Maintain a roster of key officials in each medical support area.
- Review emergency plans with local governments
- Implement mutual aid agreements as necessary;

## Tab 3.2 - Emergency Call Center

### Purpose:

To establish requirements, outlines, processes and procedures for implementing a Call Center at the College of William & Mary (W&M) in the event of need.

### Situation and Assumptions:

#### Situation

W&M may need to establish a Call Center to deal with a high volume of telephone inquiries from families, students, alumni and others seeking additional information or clarification concerning an incident involving the campus. A Call Center could be warranted in many situations including, but not limited to:

- A weather or other natural disaster event that affects W&M and the surrounding community
- An active shooter or possibly armed suspect
- Incidences of localized or widespread violence (i.e., riots)
- Major fire in a campus building
- Any scenario in which shelter-in-place protocols or closure of the campus have been authorized
- Any time the mass notification is used to send a message to the campus community (including tests)

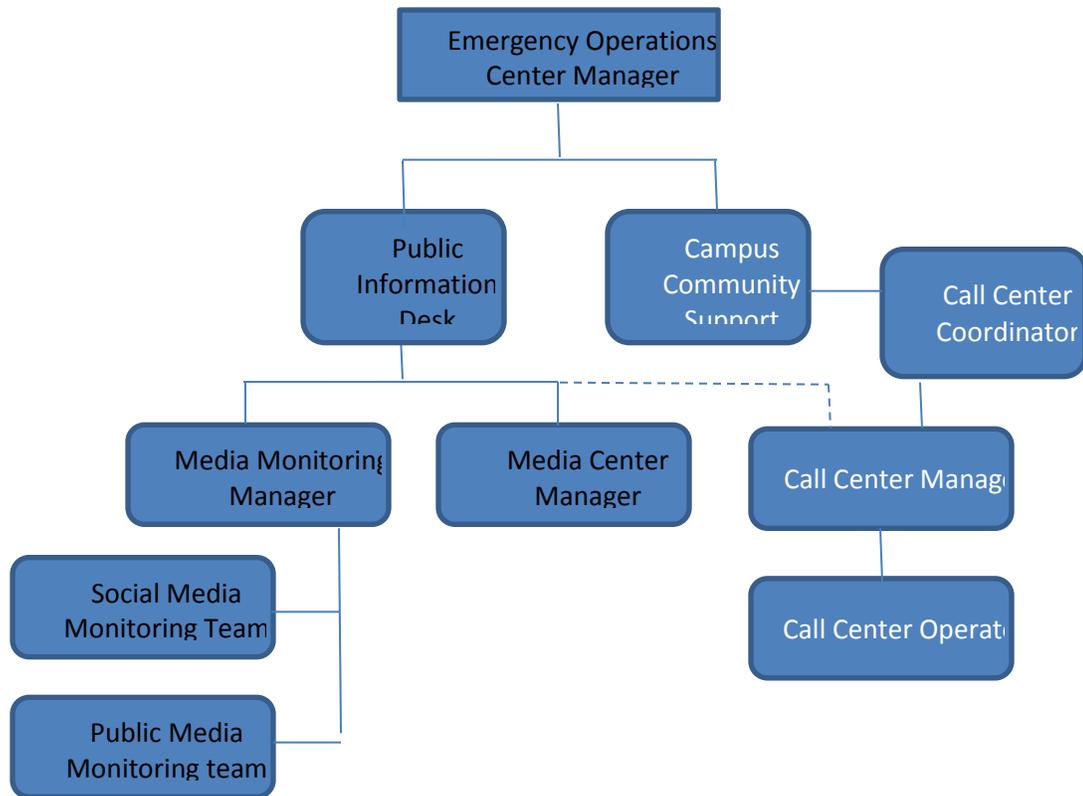
#### Assumptions

- An Call Center can be established in 1-4 hours
- The Call Center may need to be staffed 24 hours a day in the early days of the event
- Facilities Management Department can open the building if building staff cannot be reached and WMPD is otherwise occupied
- The Call Center will be staffed by trained volunteers from various academic and administrative departments
- The number of calls received will depend on the type of incident
- Volunteer operators will have received basic training in Call Center operations but may not have practical experience
- Callers will live and/or work in various time zones (national and international)
- The Call Center will effectively coordinate with the EOC Public Information Desk to receive updated scripts and provide feedback.
- One number will be publicized to the public to increase the chances of relaying a consistent message
- A separate number will be established for media queries
- The media will attempt to get information from the public information line
- Other William & Mary office phone operators will be notified to forward public queries to the Call Center number.

### Organization and Staffing

The Call Center is part of larger public information effort intended to reduce misinformation, speculation and rumors by providing accurate, salient and timely information concerning campus incidents. University Relations (Public Information when the EOC is active) operates the remaining parts, a Media Monitoring Center which surveys public and social media channels to record what the public is hearing about the incident, and a Media Center which periodically briefs

the public media about the incident, provides media workspace and manages press conferences as necessary. Both the Information and Media Monitoring Center provide feedback to University Relations so that it may adjust the focus of university messages to better answer the extended communities questions and concerns.



In addition to University Relations, which has overall responsibility for the external/internal information role and creates and updates message scripts for Call Center operators and takes feedback in the form of “new questions”, other departments also support Call Center operations:

## Organization

- **Student Affairs (Campus Community Support)** — Responsible for Call Center management and coordination; identifies and trains staff as Call Center managers and operators.
- **Information Technology and Communication** — assists with establishing communications capability and computer support.
- **William & Mary Police Department** — advises on and provides security for the Call Center facility. Refers non-emergency, information seeking calls from police dispatch to the Call Center.

## Staffing

- **Call Center Coordinator:** establishes Call Center shifts for managers and operators

- **Call Center Manager:** 4-hour shifts on a rotating basis (1 shift per day during 24-hour operation, as needed during shorter operations). Minimum # of trained managers: 10
- **Call Center Operator:** 4-hour shifts on a rotating basis (1 shift per day during 24-hour operation, as needed during shorter operations). Minimum # of trained operators: 30

## Concept of Operations

Many of these actions can and will occur simultaneously. The actual length of time from notification to operational capability depends upon when the process is initiated and the complexity of the message development process.

## Initial Actions

Need for Call Center anticipated or determined  
 Associate Vice President for Communications and University Relations or designee notified of need, informs staff, V.P. for Student Affairs, and IT Help Desk  
 Call Center Manager appointed  
 Facility opened  
 Call Center Manager coordinates setup of facility  
 Tables & chairs set up  
 Phones and computers connected and tested  
 Operation commencement time and date set  
 Just-in-time refresher for critical staff and Call Center staff  
 Public advertisement of Call Center number  
 V.P. Student Affairs will send "all faculty" and "all staff" email and/or IT Help Desk will leave a voicemail message to all W&M phone lines requesting all incident inquiries be forwarded to the Call Center  
 Set other informational William & Mary phone numbers (e.g., Hotline) to forward to the Call Center number  
 Operation commences

## Continuing Actions

Determine days and hours of Call Center operations

- If the hours will be consistent the Call Center can automatically be opened and closed. During closed periods, route the calls to a message indicating open/closed hours etc.

Determine staffing plan  
 Update message scripts  
 Call Center Manager relays FAQs and questions of interest to the EOC Public Information desk. EOC Public Information desk suggests necessary script changes. Call Center Manager updates script for operators.  
 Record frequently asked questions and request U.R. develop responses  
 Use Form B (page 16)  
 Document call statistics  
 Use Form A (page 16) to gather and report call data  
 Conduct shift briefings  
 Establish security protocol in coordination with WMPD

## Administration and Logistics

## Administration

- Shift change briefing, page 10
- Call Statistics Form, page 16
- New Questions Form, page 18

## Logistics

- **Call Center Location:**
  - Primary: Blow Memorial Hall Tiered Classroom
  - Alternate: Procurement Conference Room, FM Building
- **Facility Security Considerations:**

The facility must be secured during and after operations to protect W&M assets, people and facilities. A security protocol will be developed outlining:

  - How access will be controlled during operational hours
  - How access will be controlled during non-operational hours
  - Equipment left on-site must be secured during non-operational hours
- **Facility Features:**
  - Generator backup (FM Building only)
  - Adequate number of phone lines
  - Room for at least a dozen information stations
  - Access to W&M Wireless Network
  - Kitchen, vending machines, and restrooms nearby
  - On-site parking, foot traffic accessible
- **Equipment Required:**
  - Telephones (on-site)
  - Power strips
  - Chairs/tables sufficient to accommodate all Call Center operators and manager
  - Pens (2 per operator)
  - Paper (1 pad per operator)
  - Notebook Computer for Call Center Manager
  - Copier or access to copier
  - Combo fax-printer dedicated to the room
  - Extra Ethernet cords
  - Message script (these may be written on a board, projected from a computer or handed out on paper depending on the circumstances)
  - Call Statistics form (1 per work station per shift)
  - New Questions forms (10 per work station, add more as needed)
  - Locked bin to store materials during non-operational timeframes
- **Dedicated Phone Numbers:**
  - Primary phone: **757-221-1565**

## Duties and Responsibilities

### Chair of Emergency Management Team

Orders activation or authorizes activation of the Call Center at the request of the Associate V.P. of Communications and University Relations.

**Campus Community Support (Vice President for Student Affairs is primary)**

Contacts the Call Center Coordinator(s) to advise on the activation and requests that volunteers report as assigned

**Public Information desk (Associate Vice President for Communications and University Relations is primary)**

Prepare message focus for Call Center

Prepares script and/or FAQ's

Informs W&M community about the Call Center and the phone number so calls can be transferred

Advertises the Call Center telephone number

**Call Center Coordinator (Chief of Staff, Student Affairs is primary)**

Notifies Call Center staff that the Center has been activated. Assumes overall responsibility for operation and management of the Call Center

Ensures that pre-event and just-in-time training is provided for Call Center staff

Creates the timeline for Call Center operation

Coordinate preparation and distribution of the staffing schedule

Notifies the appropriate space controller so that room schedule can be cleared.

Notifies William & Mary IT Help Desk that the facility has been activated

Manage Call Center as required until scheduled staff can report (as may be required)

Ensure selected staff report; adjust Call Center staffing as necessary

**Call Center Managers (minimum of 10 trained managers)**

Records any voice messages required for Call Center operations.

Works with various departments to ensure the Call Center is adequately staffed.

Uses standard operating procedures for Freedom of Information Act requests.

Briefs operators on the operation of the Call Center system.

Informs the EOC Campus Community Support desk when the Call Center is ready to receive calls.

Conducts shift change briefings for Call Center operators.

Communicates FAQs and new questions to the EOC Public Information desk; receives necessary script change updates from the EOC Public Information desk

Monitors situation and provides updates to Call Center staff as necessary.

Refer calls from media to the Media Center Manager.

Tabulate Call Center statistics for each day of operation.

Tabulate New Questions information and provide to the EOC Public Information desk at the end of each shift.

Provide feedback on Call Center staffing requirements, suggested days and times of future operation, relief schedule, and meals / breaks.

Coordinate with facility staff and WMPD to ensure appropriate security measures are taken.

Coordinate with EOC Logistics/Supply Section to provide food and beverage service for operators, as necessary.

**Call Center Operators (minimum of 30 trained operators)**

Follow reporting instructions when notified of Call Center activation.

Follow sign-in instructions when reporting.

Participate in Call Center briefing upon arrival.

Review message script and ask clarifying questions to the EOC Public Information desk.

Answer phone calls following the provided script.

Track call statistics and new questions using supplied forms.

**Facility Coordinator**

Blow Tiered Classroom (primary) or Procurement Conference Room (secondary)  
Clears schedule for Call Center operations.  
Begins space setup (tables, chairs, phones).  
Assists Call Center Manager as needed.

**Information Technology and Communications**

Ensures phones are operating properly.  
Monitors availability and functionality of phone access.  
Provides and sets up at least 2 PCs (if not already available).  
Provides and sets up copier/fax/printer (if not already available).  
Assist with set up greetings and recordings, as needed.

**William & Mary Police Department**

Recommend appropriate facility security requirements for duty and off-duty hours.  
Provide security staff, as necessary

**CALL CENTER SOP AND FORMS**

**CALL CENTER MANAGER INSTRUCTIONS..... 51**

**SHIFT CHANGE BRIEFING..... 53**

**CALL CENTER OPERATOR INSTRUCTIONS ..... 55**

**CALL TAKING GUIDANCE (DETAILS DEVELOPED FOR EACH INCIDENT)..... 59**

**FORM A - CALL STATISTICS ..... 61**

**FORM B - NEW QUESTIONS..... 63**

**CALL CENTER ALPHA LIST ..... 65**

This page intentionally left blank.

## Call Center Manager Instructions

### **General Instructions:**

The Call Center Manager is responsible for the overall operation of the shift for which they are serving as manager. The Call Center Manager is the primary point of contact for the EOC Public Information Desk, Campus Community Support desk, and others with responsibility for Call Center operations.

### **Responsibilities:**

Conduct shift change briefings

Review Script and FAQ's  
Call answering procedures  
Administrative information (food, restrooms, breaks, etc.)

Handle difficult callers referred by Call Center operators

Collect and refer new questions taken by Call Center operators to the EOC Public Information desk

Use Personal Computer to:

- Compile call statistics and new questions
- Route potential Freedom of Information Act requests
- Monitor e-mails for updates from the EOC Public Information desk.

Monitor call volumes and recommend to Call Center Coordinator:

- More volunteer staff members on current or future shifts
- Less volunteer staff members on current or future shifts

The Call Center Manager ensures that the following information is prominently posted in a location (or locations) that each operator can see:

- Call Center Manager Name and Call Center extension
- Referral phone number for media calls
- Shift staffing chart or information
- General information the Call Center staff should know
- Other information as necessary

This page intentionally left blank.

## Shift Change Briefing

### **General Information**

Shift staffing times will overlap by at least 15 minutes to allow for a shift change briefing.

### **Shift Change Briefing Elements**

Call Center purpose, script and FAQ's review, and any updated information

Call answering instructions (greeting, etiquette, difficult questions/callers)

Telephone use instructions

Other administrative information (food, restrooms, breaks, etc.)

This page intentionally left blank.

## Call Center Operator Instructions

### Purpose

- Communicate facts about a situation
- Reassure individuals that the University is taking necessary actions
- Minimize rumors
- Help restore order and confidence

### Guidelines for Providing Information

- Answer only the questions for which you have been provided answers. Stay within the script. Do not volunteer information and always be truthful.
- Never offer personal opinions; you are representing the College of William and Mary.
- Never offer consoling promises; “It will be alright”, I’m sure your child is fine”.
- Avoid speculation or “what if” questions. Give the facts that have been gathered and confirmed.
- Keep statements brief. Do not rush to fill silence on the telephone.
- Correct misinformation with accurate information.
- Be informative and patient...and listen well.
- Keep emotions and fatigue out of your dealings with callers. Remain calm and courteous and they are more likely to return the sentiment.
- Remember: you do not have to know everything. If you cannot answer a question, say so. Make a note of the question to provide it back to the EOC Public Information desk so that an answer can be found. Answers will be posted to the designated W&M website and added to the script.

### What Information Will Be Released?

- Factual accounts of events described in the script, which may include:
  - Background information
  - Verified information on the incident
  - Actual cause of the crisis
  - Course of action the College of William and Mary is taking
  - Extent of physical damages (if known)

This page intentionally left blank.

## Call Center Operator Instructions, continued

### **What Information Will NOT TYPICALLY Be Released?**

- Speculation or unverified information
- Number of deaths / injuries
- What was damaged, if anything, or the extent of damage in dollar value estimates
- Speculation on cause or blame
- Judicial processes
- If and how safety rules may have been violated
- Possible effect on the community
- Events as they transpired (until verified)

This page intentionally left blank.

## Call Taking Guidance (details developed for each incident)

### **Answering the phone:**

*“Thank you for calling the William and Mary Emergency Information Line. This is [First Name], who am I speaking with?”*

*“How may I help you?”*

**Answer the caller’s questions using the information provided in the script.**

**Remind the caller to monitor [www.wm.edu](http://www.wm.edu) (or [m.wm.edu](http://m.wm.edu) if the main website is down) for the latest information on the incident.**

### **Responding to an unknown question:**

*“I don’t have that information at the present time, but we will find out for you as soon as possible. Let me write down your contact information and question.” [Use New Question Form]*

### **Dealing with an agitated caller:**

*“Sir / Ma’am, Perhaps the Call Center Manager can be more helpful. If you will hold please, let me elevate your call.”*

### **Responding to media inquiries:**

*“Let me put you in touch with our Media Center Manager. They will be able to help you.”*

### **Ending a call:**

*“Thank you again for calling the William and Mary Emergency Information Line. Please contact us again if you have further questions.”*

This page intentionally left blank.

# Form A - Call Statistics

Instructions: Use this form to capture the number and category of caller.

Date: \_\_\_\_\_

Call Center Operator Name: \_\_\_\_\_

Shift Time Frame 1: \_\_\_\_\_

<b>Parents</b>	<b>Students</b>	<b>Alumni</b>	<b>Faculty/Staff</b>	<b>Media</b>	<b>Other</b>

Shift Time Frame 2: \_\_\_\_\_

<b>Parents</b>	<b>Students</b>	<b>Alumni</b>	<b>Faculty/Staff</b>	<b>Media</b>	<b>Other</b>

Shift Time Frame 3: \_\_\_\_\_

<b>Parents</b>	<b>Students</b>	<b>Alumni</b>	<b>Faculty/Staff</b>	<b>Media</b>	<b>Other</b>

This page intentionally left blank.

## Form B - New Questions

Instructions: Use this form to capture any “new” questions that you receive and you have not been briefed on an appropriate message or answer.

Let the caller know that their question will be referred to someone who can better answer the question and to monitor wm.edu or wmnews on facebook for the response. If the caller prefers an e-mail response, that can be done as well.

**Call Center Staff Member Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_

<b>Name of Caller</b>					
<b>Category</b> <i>(circle one)</i>	Parent	Student	Alumni	Faculty/Staff	Other
<b>Contact Information</b>	Telephone No. _____ E-Mail Address. _____				
<b>Question/Comment</b>					
<b>Other Information</b> - demeanor - primary language - etc.					
<b>Lead for Follow-up</b>		<b>Completed</b>	Date/Time:		
		<b>By</b>	Initials:		

This page intentionally left blank.



## Tab 3.3 – Donation Management

### Introduction:

In the case of an emergency, natural or other disaster, and there was a need for donations to the University and/or to students, faculty, and staff, a centralized donation location would be established.

Donation management presents an exceptional challenge immediately following a disaster. There is little doubt that the campus community and well-meaning unaffiliated parties will be generous when they hear about a disastrous situation on the W&M campus. For this reason, W&M must be prepared to address not only collection and distribution of solicited donations, but also the management of donor expectations concerning the victim's needs as well as unsolicited donations that will appear on the campus. On one hand, the university must strive to meet the immediate basic needs of the campus community impacted by the incident. Donations are often the most efficient way to meet those needs. On the other hand, unsolicited donations can create a management burden demanding resources that could be better used in other recovery operations. Meeting this challenge will; provide appropriately prepared donated items for those who experienced losses, reduce the creation of waste resulting from unsolicited donations, expedite the donation and distribution processes, reduce the burden on W&M people resources, and provide record management simplifying follow up with donors.

### Purpose:

~~The donations center will develop~~ This plan establishes the policy, protocol, and operating procedure for acceptable monetary, solicited and unsolicited donations from campus and external partners if a natural or other disaster interrupts the daily activity of the University and donations are deemed necessary for better function of the College of William & Mary appropriate to address disaster-related losses experienced within the campus community.

### Primary Office:

Office of Community Engagement – supervision of operations  
Sadler and Campus Centers – operations centers management central

### Secondary/Support Agencies:

University Advancement – Financial donations (via web space, telephone and in person) will be collected, recorded and managed using Advancement's systems and staff.

Creative Services – Placement and routing for "Donate Now" button on wm.edu.

Campus Recreation – Use of Campus Recreation possible for additional storage and donations distribution point of donations.

Athletic Department - Use of William and Mary Hall – Use of facility for storage of donated items if access to primary location (Sadler Center) and secondary location (Trinkle Hall at the Campus Center) are either (a) not accessible or (b) not adequate space for volume or size of donated items

Local Non-Profit Agencies including Goodwill Industries (for on campus collection of good donated but not needed), FISH Food and Clothing Pantry (for donation of items to the Williamsburg based pantry) and Salvation Army (for additional on campus pick up of donated items not needed)

### Scope:

The University will accept donations at designated locations at designated times and will distribute to college (and if applicable community) members at designated times. The operations will be communicated via a centralized W&M web site and ~~via the Sadler Center phone line (or if appropriate, a University-wide call center).~~

If the scope of need exceeds the ability of staff to accept donations, outside assistance will be requested of local and state Government agencies, the Salvation Army or American Red Cross.

### Policies:

- Internal policies and procedures and regulations.
- Privacy policies and laws
- Federal guidance
- When the institution's capabilities are exceeded, outside assistance should be requested.

## Concept of Operations

### Pre-operations Phase

Effective public communications is essential to the operations of the donations center. Center management must work with University Relations / Public Information to set donor expectations and direct donor actions. Major points of communication that must be addressed through the various media channels include:

- Location of donations center
- Hours of operation
- Items needed / to be accepted
- How / where to make financial donations
- ???

### General:

The institution will respond with available resources as designated in the plan

Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.

If the donation center is deemed necessary and/or valuable to community members, Drew Stelljes, with Bob Knowlton as building manager, will direct the operation and Jodi Fisler will establish and maintain responsibility for the organization of donated items.

### **Responsibilities/Actions:**

- Drew Stelljes will determine equipment, supplies and other resources necessary to coordinate plans and programs;
- Jodi Fisler will coordinate services;
- Develop and maintain procedures for providing a coordinated response with institution's resources and then with local government and private organizations.
- Stelljes will maintain a roster of key officials.
- Stelljes will be in daily contact with campus officials and with local governments
- Stelljes will implement mutual aid agreements as necessary
- If Stelljes is not available to perform duties, Knowlton will assume Stelljes responsibilities and Richard Thompson will assume Knowlton's role.



## Public Communications, Support Position 4

### Introduction:

#### Purpose

To use available communication resources to respond to an incident;

- Alert, warn, and advise the campus community of a potential, imminent or active emergency.
- Continue to communicate with campus and broader community through a variety of media to inform of protective actions taken and status of event.
- Communicate with the extended campus community (to include parents, spouses or other next-of-kin) and through the media to inform and to advise of the campus situation, developments and recovery efforts.

#### Scope

Alert the campus community of a potential, imminent or active emergency.

Ensure that the institution has the ability to inform the campus community concerning a disaster or emergency situation.

#### Primary Agency:

W&M Emergency Management Team

#### Secondary/Support Agencies

W&M Information Technology Department

W&M Police Department

W&M Facilities Management

W&M University Relations

W&M Creative Services

W&M Student Affairs

W&M Student Health Services (consultation for health-related communications)

Peninsula Health District (Virginia Department of Health)

Rave Mobile Alert Hosting Service

WCWM-FM90.9

W&M Copy Center

City of Williamsburg Emergency Management

Government Emergency Telecommunications Service (NCS)

Electronic/Print Media Contacts

W&M Auxiliary Services

#### Policies:

#### EMERGENCY COMMUNICATIONS TEAM

- The Associate Vice President for University Relations serves as the Chair of the Emergency Communications Team (ECT). Other members include the Associate Provost and Chief Information Officer, Information Technology; the Vice President for Student Affairs; Chief of Police; Director of Creative Services; Director of News and Media and the Emergency Management Coordinator.
- Other members may be added at the discretion of the Chair of the EMT.

## **AUTHORITY TO NOTIFY**

Decisions concerning notification of the community about an imminent or active 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. In some cases (such as Tornado or active incident on campus), W&M Police Chief (or designee) is authorized to notify the campus immediately. The Chair of the EMT will coordinate notification of EMT members.

## **AVAILABILITY FOR DUTY**

- 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.

## **EMERGENCY CONTACT INFORMATION**

- The Chair of the Emergency Management Team (EMT) designates the Emergency Management Coordinator as responsible for maintaining 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 & Mary Police dispatchers;
- It will be the responsibility of EMT members to keep the information with them so that it is accessible should it be needed and to notify the responsible designee of any changes in their contact information or service provider.

## **COMMUNICATIONS WITH THE EXTERNAL COMMUNITY / MEDIA**

- 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 Associate Vice President for University Relations, who also serves as Chair of the Emergency Communications Team (the Director of News and Media serves as backup).
- The Chair of the ECT together with the Chair of the EMT may designate others to be spokespersons as needed/appropriate.
- Either the AVP for University Relations or the Director of News and Media will report to the EOC while the other serves as the on-site public information officer.

## Concept of Operations

### Alerting and Notification:

The ability to provide information to the community during an emergency is crucial to the management of the emergency. It is important to have a process that makes effective use of the College's emergency notification systems. These systems are designed to provide critical information and instructions to the community. The College strives to inform the community without causing widespread alarm. To accomplish this, the College has designated three levels of emergencies. The nature of the threat will determine the communication systems used to inform the community of the actual or potential emergency.



The most serious designation is an **active threat**. An active threat is usually a spontaneous event that comes without warning requiring immediate action to prevent the loss of life. Some examples include a hazardous materials incident that poses an immediate threat to life or an incident where a firearm or other weapon has been used to cause injury or displayed with intent to harm.

For certain active threats, community notification will be made by all campus systems available to include the siren. Optimally the notification systems and the siren will be activated simultaneously. In an actual emergency this may not be the case and the siren may sound before the emergency message is sent. When this happens an emergency message will follow the emergency siren. An activation of both the Emergency Siren and Notification Systems is designed to inform the community of an active and ongoing threat to the campus. This notification requires an immediate response by the community. The communication will provide information about the incident and direct action to take to reduce the risk of harm.

The intermediate designation is for an **imminent threat**. An imminent threat is an event likely to affect the College within the next several hours, or less, but currently has not seriously affected the College. An example of this is a confirmed report of a person with a gun on campus whose intent has not been established. Another example is for the notification of a Surry Nuclear Power Plant incident. In this example the College has received notification of a nuclear release from Surry with the potential for contamination of the College.

These types of incidents will result in the use of the emergency mass notifications system, College e-mail, and the College home page to inform the community. The communications associated with an imminent threat will provide specific information about the threat and specific precautions to take.

The lowest designation is **potential emergency**. This is an emergency where the conditions are favorable for the incident to occur, or for an event that happens off campus that is likely to have an impact on the College at some point in the near future. Examples of this are usually weather related such as predicted hurricanes and ice storms or manmade incidents such as a chemical spills or fire near campus.

The community is usually informed of this type of emergency through the use of campus e-mail and the College home page. Communications regarding this type of emergency will inform the community about the potential threat and the general precautionary steps to mitigate the affect of the threat.

The variety of threats we may encounter and the dynamic nature of all threats demonstrates the need to provide the above listed information as guidelines and not universal responses. For example, a notification of a Surry incident may be a potential, imminent, or active threat depending on several factors to include the severity of the nuclear release and wind direction.

Similarly, the documented report of a person with a weapon on campus may be a potential, imminent, or active emergency depending on the circumstances of the incident.

**Initial Notification:**

In most cases involving an active incident on campus, the initial notification of emergency response personnel is the responsibility of the William & Mary Police Department (WMPD). This includes incidents such as weather-related issues, active shooter or other crime-related emergency and the evacuation of buildings. The WMPD shift supervisor will notify the Chief of Police (or person designated by order of succession). The Chief or successor will then immediately notify the Chair of the Emergency Management Team or designated successor. The Chair of the EMT will notify the required members of the Emergency Operations Team (EOT) as well as the members of the Emergency Management Team. In some cases when WMPD is involved in an active incident, the Chair of the EMT will use the mass notification system to update and alert a subgroup of the emergency team. In instances where there is an immediate need to notify the community, supervisors at the William & Mary Police Department have the authority to send an emergency notification to the community and/or sound the audible alarm without prior authorization.

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 his/her successor.

Order of succession for Initial Notification
EMT Chair
EMT Vice Chair
Chief of Police (WMPD/Active Incident)
Vice President for Student Affairs

Order of succession for WMPD
Chief of Police
Deputy Chief/Captain
On-duty Lieutenant or Sergeant

*Note: In some cases, the initial notification to the EMT chair may come from another department on campus. For example, notification of a food-borne illness would come from the Vice President for Student Affairs through the Student Health Center. Notification of a communications infrastructure failure would come from the Chief Information Officer. Notification of building support failures would come from Facilities Management.*

Once the Emergency Response Plan has been activated by the EMT Chair (or designee), communication 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 & 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. WMPD will also coordinate training and distribution of radios to those individuals who do not routinely have access to a radio but would need one during an emergency.

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.

(Note: Only those radios used by the police department have secured channels. This means that any person using a non-police radio will not have a secured transmission and the message can be heard by civilians with high-end scanners. When possible a member of the police department will be at the EOC and will be in contact with the Command Post for secure communications. All others should communicate sensitive information by phone or runner.)

### **Public Information:**

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 AVP for University Relations, who also serves as Chair of the Emergency Communications Team (the Director of News and Media serves as backup). The Chair of the ECT together with the Chair of the EMT may designate others to be spokespersons as needed/appropriate. Either the AVP for University Relations or the Director of News and Media will report to the EOC while the other serves as the on-site public information officer.

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

1. Designating a media center as needed. This will be located outside the established emergency perimeter but near the Incident Command Post so the onsite Public Information Officer can move quickly between the ICP and the media center. 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 emergency kit assembled by the Emergency Communications Team for this purpose. See tab 4.2.
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 AVP for University Relations (with Director of News and Media 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 Operations Center, it 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 emergency. The names of people involved will be withheld until the status has been officially confirmed and families notified.
4. Responding to all media inquiries 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. The ECT will record reports as able and work with the designated spokesperson to respond to erroneous information. See tab 4.3.
6. Preparing and distributing statements for use by those answering the telephone or by individuals staffing call centers should one be created. See tabs 3.2, 4.1.
7. Monitoring comments and coverage on the College's social media channels. See tab 4.3.

### **Operational Considerations:**

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. The tools utilized may differ depending on the emergency. ECT has established a guideline for use of different tools associated with mass notification.

As mentioned above, during incidents representing an immediate threat to the campus community, the W&M Police has the authority to release immediate notifications to the community. Otherwise, no communication, whether by e-mail, the Mass Notification 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):

#### **Imminent Danger Audible Alarm**

In the case of imminent danger, the College has three stations of 120-decibel sirens that can be utilized to alert the campus community. They are located on the rooftops of the Law School, the Integrated Science Center and the School of Education buildings. At every opportunity, the campus community is educated that the siren means "seek shelter and seek information."

Alarm units are activated by the William & Mary Police Department upon receipt of the appropriate code from the Chair (or successor) of the EMT. It will be the responsibility of the Emergency

Management Coordinator and Chief of Police to change the authorization code periodically and ensure that the appropriate individuals (succession EMT chairs and WMPD) are notified. Use of the audible alarm system will ordinarily be simultaneous with the distribution of a message through the mass notification system. There may be occasions of imminent danger when the sirens are used without a simultaneous mass notification message.

Those occasions can include (but not limited to):

- i. Tornado spotted near campus.

If possible, the EMT will provide the campus community with advance notice. This includes an email anytime the Williamsburg area is under a tornado watch stating: "The Williamsburg area is currently under a tornado watch. If you hear the College's emergency siren, please take shelter in the lowest level of the closest building. Stay tuned to local television stations for the most current weather information." This advance notice is also posted on the website.

- ii. Shots fired on campus. A notification from a previously drafted template will be issued as soon as possible during an incident of shots fired on campus.
  
- iii. Explosion on campus. Same as above for shots fired.

The alarms are to be tested at the beginning of each academic semester 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. During each test, the local community is reminded that the sound of the siren means to check the William & Mary website at [www.wm.edu](http://www.wm.edu) for more information. Once the decision to sound the siren is made, the EMT Chair (or designee) will also begin the protocol to provide emergency information on the William & Mary website.

### **Mass Notification**

The mass notification system provides for simultaneous notification via voice mail, text message, and e-mail and accommodates multiple 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 Emergency Management Team or Emergency Operations Team, 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 have been developed by the EMT Communications Committee. 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.

- **Mass Notification Protocol**

The William & Mary Police Chief (or designated successor) is notified of an emergency that may require immediate notification to the campus community. The Chief immediately notifies the Chair of the Emergency Management Team (EMT). Once notified, the EMT Chair, in consultation with the Chief, makes the determination whether to send a notification to campus. *Note: In some emergencies such as an active shooter or tornado that Chief (or designee) has the authority to immediately send a campus-wide alert or sound the siren.*

When the mass notification system is used, the Chair of the EMT (or designated successor) or Chair of the ECT (or designated successor) will post an alert on the Home page ([www.wm.edu](http://www.wm.edu)) and on the W&M mobile site ([m.wm.edu](http://m.wm.edu)).

- **When to use the mass notification system:**

- **Weather** -- This includes closures, delays, early dismissal or emergencies of any kind due to inclement weather, including (but not limited to) tornados, hurricanes, snow/ice storms). *Note: Protocol calls for the EMT Chair (or designee) to send an email notice anytime the Williamsburg area is under a tornado watch. The purpose is so that officials can sound the siren alarm as soon as there is a Tornado warning (meaning a tornado in the immediate area). The advance email states: "The Williamsburg area is currently under a tornado watch. If you hear the College's emergency siren, please take shelter in the lowest level of the closest building. Stay tuned to local television stations for the most current weather information." The College will also post information regarding a tornado watch in the "blog spot" on the home page so members of the local community will have information should the College sound the siren alarm. In these cases, Police dispatch would call Chair of EMT (or designee) and Creative Services contact.*
- When /if there is a confirmation that a tornado has landed near the campus or is heading towards the campus the WMPD will activate the siren then notify the Chair of the EMT.

*Other types of incidents include (but not limited to):*

- **Environmental Incident/Accident** – This could be anything from gas leak or a fire to a hazardous material incident, explosion, or chemical spill that requires closure of a building on campus or is a danger to members of the campus community. This could also include an accident at the Surry Power Plant. *Note: Depending on the nature of the accident – such as being an isolated threat -- the EMT Chair (or designee) may determine a mass notification notice is not warranted but will instead send an email notice to the campus community followed by a posting on the College's home page, and mobile site. In those cases, the Chair of the EMT (or designee) or Chair of ECT (or designee) will contact Creative Services designated person for the home page posting.*
- **Active Crime** – This could be anything from an active shooter on campus to a police search for a suspicious individual or evacuation due to bomb threat. *Note: Depending on the nature of the incident, the EMT Chair (or designee) may determine a mass notification notice is not warranted but will instead send an email notice to the campus community followed by a posting on the College's*

*home page, advisory widget and/or mobile site. In those cases, the Chair of the EMT (or designee) or Chair of ECT (or designee) will contact Creative Services designated person for the home page posting.*

### **Social Media (Twitter/Facebook)**

The mass notification system has the ability to automatically post emergency messages to social media sites such as Twitter and Facebook. The system will be connected to the College's news sites at [www.twitter.com/WMNews](http://www.twitter.com/WMNews) and [www.facebook.com/wmnews](http://www.facebook.com/wmnews). The W&M News Facebook page will also serve as the backup site for official emergency information.

**Alertus Desktop Notification** In the event of an emergency, Alertus pushes emergency notifications to the desktop of your computer or laptop via a full-screen pop-up window that includes details of the event. This tool is connected to the Rave emergency notification system.

### **Mobile Website (m.wm.edu)**

The ECT will work with Creative Services to utilize the College's mobile website to distribute emergency information.

### **Broadcast email**

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.

### **Building Emergency Coordinators**

Every academic/administrative building on the campus will have an emergency coordinator. Building emergency coordinators are trained in their responsibility in the event of an emergency. In a situation involving power and IT/phone system loss, building coordinators 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.

- **Residence Halls** -- Similarly, in the residence halls, the existing system of Residence Life staff who 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.

## **Actions/ Responsibilities:**

### **CHAIR OF THE EMERGENCY COMMUNICATIONS TEAM**

- Coordinate activities of the institution's ECT in support of the EOC;
- Establish a working arrangement between the local Emergency Management Agency, the local Emergency Operations Center, and local news media;
- Develop and maintain an emergency communications program and plan;

## **EMERGENCY COMMUNICATIONS TEAM**

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

### *1. In advance of an emergency:*

- Have updated phone and cell numbers for communication team members and other emergency officials at the College so they can be reached during off hours.
- Have updated media contact list for local and regional press.
- Have media codes updated and ready that allow the posting of emergency messages on local radio and television stations.
- Know the location of the command/media center and alternative sites.  
Ordinarily the Emergency Communication Team will meet in the Facilities Management office area if an emergency 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. Be sure the EMT can gain quick access to those facilities when there is an emergency.
- Prepare message templates for both the mass notification system and static website. Accurate details can be inserted at the time of the event.
- Compile a media emergency kit that contains all of the above items, along with a campus directory, a Williamsburg phone book, legal pads, pens, campus maps, city and state maps, press badges, W&M letterhead on CD for press releases. 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.
- Meet periodically as a team and review the emergency communications plan.

### *2. In the event of an emergency that requires activating the EMT and plan:*

- Gather the facts. If an emergency occurs, the EMT will immediately gather all available facts.

- Relocate to Emergency Operations Center. The core team members should immediately report to the Emergency Operations Center and decide the first course of action. Note: In some cases, the AVP for University Relations (and chair of the ECT) will be serving as on-site PIO. In those cases, the Director of News and Media or other designee will serve as ECT lead in the EOC.
- Notify the community. In conjunction with EMT Chair, initiate protocols for communications with internal and external communities.
  - *Note: Depending on the incident, internal communications, including mass notification, sirens or other communications tools may be utilized immediately after an incident by the EMT and before ECT has convened. The EMT and ECT will follow the protocols outlined above in sections on internal and external communications.*
  - Identify key audiences. Work with the Chair of the EMT to determine which stakeholders need to be informed of the situation, in what order, and by whom including:
    - Students, Faculty, Staff
    - General public
    - Media
    - Board of Visitors
    - Parents
    - Alumni
  - Activate the emergency hotline number and website. If the College has an emergency hotline number that can be updated to include a specific message or to take calls from concerned stakeholders, the Chair of the ECT and the Chair of the EMT will decide if it should be activated and publicized. The Chief Information Officer, working with the Vice President for Student Affairs, will coordinate this call center hotline.
- Designate a university spokesperson(s)  
Ordinarily the AVP for University Relations or the Director of News and Media 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.
- Prepare follow-up statements, campus notices and press releases (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. Personnel should adhere to the facts and avoid speculation.

- 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 will make a list of all possible questions that the media or the public might ask.
- Manage the message. The spokesperson should stick to the facts and to the main messages, thus controlling what information is disseminated.
- 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 emergency.
- 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 College 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 emergency 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 emergency involves a health risk, College officials will work with public health officials to 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 emergency 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, websites, 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 manage the message and the flow of information through local press and social media sites. Identify communication issues that need to be addressed through press briefings, talking points for spokespersons or press releases.

#### 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 for likely Q&A/press briefing.
- Open, supervise and end the media briefing.
- Respond to media calls in priority order.
- 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 periodic data updates from the Incident Command Post.
- 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.
- 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 an emergency*

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.

## **Responsibilities by Supporting Departments/Units**

### **W&M University Relations**

- Coordinate communications strategy with EMT Chair
- Media relations/spokesperson
- Provide communications support (talking points/messages) to senior leadership
- Website support for news updates
- Monitor all media – social media, local media outlets, etc.

### **W&M Information Technology Department**

- Provide voice and data network services and network access
- Provide desktop resources and support
- Negotiate emergency services with telecommunications carriers and other service providers
- Coordinate and oversee technical operation of off-site website capacity
- Support stand-up of call center

- Coordinate offsite website

#### **W&M Emergency Management Team**

- Approve Emergency Communications Plan
- Develop and approve messages for internal and external distribution

#### **W&M Police Department**

- Initiate internal emergency notifications
- Initiate timely alerts as required to mitigate loss of lives

#### **W&M Creative Services**

- Support website updates as needed
- Management of static website

#### **W&M Facilities Management, Maintenance/Operations**

- Oversee maintenance of siren system
- Support stand-up of call center

#### **W&M Student Affairs**

- Support notification of next-of-kin
- Support operation of call center

#### **W&M Student Health Services**

- Provide professional consultation for health-related communications

#### **Peninsula Health District** (Virginia Department of Health)

- Provide professional consultation for health-related communications

#### **Rave Mobile Alert**

- Support contracted mass notification hosting services

#### **WCWM-FM90.9**

- Support broadcast distribution of emergency information

#### **WMTV**

- Support broadcast distribution of emergency information

**W&M Copy Center**

- Support print distribution of emergency information

**City of Williamsburg Emergency Management**

- Support distribution of emergency information through Emergency Alert System / Integrated Public Alert and Warning System resources as appropriate
- Coordinate with Williamsburg Area ARC for distribution of information in the event of telecommunications interruptions.

**Government Emergency Telecommunications Service (NCS)**

- Support priority access to telecommunications network for emergency voice calls.

**Electronic/Print Media Contacts**

- Support broadcast and print distribution of emergency information.

## Tab 4.1 – Call Center Support

Text about script writing and feedback loop goes here

## Tab 4.2 - Media Center, Establishment and Operation

Some on-campus emergencies may require communication with on and/or off-campus constituents, including media. The emergencies may include, but are not limited to, instances of severe weather, an on campus shooter or localized violence (riot). In many of these situations, media inquiries can be adequately handled over the telephone with existing University Relations personnel and resources. However, the duration and/or magnitude of some emergency situations could necessitate on-going communication that would require the establishment of a Media Center and use of additional resources and personnel.

It is William & Mary's normal practice to permit news reporters and photographers to have open access to the campus for the purpose of conducting interviews after they check in with the Office of University Relations. However, during crisis situations the chair of the Emergency Management Team (or representative in coordination with the associate vice president for communications and university relations (or representative) will determine if access needs to be restricted to ensure the safety of the campus and its residents, or to avoid disruption to essential services and programs. If that determination is made, then news reporters and photographers will be directed to the Media Center.

### Principle Responsibility:

Succession of Authority and Responsibility Media Center	
Primary	Associate Vice President for Communications & University Relations
Secondary	Director, News & Media
Tertiary	Director, Research Communications

### Primary Unit:

Office of Strategic Initiatives / University Relations

### Secondary/Support Agencies:

Alumni Association/Communications  
Department of Athletics/Communications  
Development/Communications

### Requirements:

#### Personnel:

The associate vice president for communications and university relations (or his/her designee) will be responsible for opening this facility. University Relations is part of the Office of Strategic Initiatives, OSI staff will have initial responsibility for staffing the Media Center.

Once established, operation of the Media Center will be guided by the Media Center Director. This position will be filled by the associate vice president for communications and university relations or the director of news and media (or his/her designee). Duties of the Media Center's director will include appointing a **Media Center manager**, coordinating staff, arranging for auxiliary equipment, managing media needs, and relaying information regarding scheduled press briefings.

The Media Center manager will be appointed from the auxiliary staff list (Appendix A). This manager will be on-site in the Media Center and serve as the liaison to the communications official in the EOC

Some emergencies may require that this media center remain open 24 hours a day for an indefinite period. Should that occur, the associate vice president for communications and university relations has the authority to use communicators from around the university for staffing. Appendix A lists the additional staff that may be called upon. This staff would also be notified through the RAVE System.

**Space:**

The Media Center should be co-located with the university's Emergency Operations Center (EOC) in an area nearby, but separate from, EOC and EMT personnel. The space should be sufficient to host media workspace with adjacent space for a press briefing facility. These spaces should be able to accommodate a minimum of 50 press members. In Blow Hall, Room 201 would meet this need. Should EOC and EMT locations need to be moved, these media work areas should be moved as well.

**Equipment:**

Equipment for the Media Center will come from the Office of University Relations, Facilities, IT and University Technical Services.

Press Briefing Area

Chairs – stacking or folding (50), podium, sound system (microphone, speakers, mult boxes). These items will come from Facilities Management (chairs, podium) and University Events/Technical Services (sound system). **Emergency work orders are on file with each of these offices.** Contact Work Control – x12270 or workrequest@wm.edu for Facilities Management and Technical Services – x12404 or x13433

## Media Work Space

Tables [nine six-foot folding tables], 50 stacking or folding chairs, power supply (extension cords and power strips)]. These items will come from Facilities Management. **An emergency work order is on file with Work Control** – x12270 or workrequest@wm.edu.

Ethernet cables and Internet Hot Spots. **These items are maintained and stored by IT. Contact the IT Help desk (x14357)** to obtain these items.

Should an emergency require the protracted operation of the Media Center, supplies may be ordered through procurement under an “emergency authorization” designation. Contact the Director of Procurement & Fixed Assets Management at x17636

Beverage and snack set-up. An order for light snacks is on file with conference services. Contact catering services at x12114. **An order is on file.**

## **Alert and Activation**

The decision to open and operate a Media Center will be made by the chair of the Emergency Management Team (or representative) in coordination with the associate vice president for communications and university relations (or representative).

Office of Strategic Initiatives (OSI) staff (of which University Relations is a part) will have initial responsibility for staffing the Media Center. OSI staff will be notified of the Center’s opening through the RAVE System.

## **Scope:**

The nature of the disaster and losses sustained will determine the scope of Media Center operations, and staffing, or the need to integrate into a Joint Information Center (JIC) with other local, state and federal agencies. The Media Center Plan establishes the basis for operations facilitating local, regional, national and international media inquiries and sustained presence on the campus.

## **Concept of Operations**

### **General:**

Once established, operation of the Media Center will be the charge of the Media Center Director (the associate vice president for communications and university relations, the director of news and media or his/her designee).

## **Responsibilities/Actions:**

Duties of the Media Center’s director will include:

- Appointing a Media Center manager,

- Coordinating staff,
- Arranging for auxiliary equipment,
- Managing media needs, and
- Relaying information regarding scheduled press briefings.

## Tab 4.3 - Media Watch Team, Establishment and Operation

### Activity:

Some on-campus emergencies may require monitoring media stories through multiple means, including both traditional news media and social media. The emergencies may include, but are not limited to, instances of severe weather, an on-campus shooter or localized violence (riot). In many of these situations, media – both news and social -- can be adequately monitored with existing resources and personnel in University Relations and/or Creative Services. However, the duration and/or magnitude of some emergency situations could result in a high volume of news coverage and/or social media chatter on multiple channels, which would require additional personnel and resources to monitor.

**The purpose of a Media Watch Team is to monitor and track social media and news coverage of an incident, identify misinformation being reported in the media and relay the misinformation back to the Emergency Management Team (EMT).**

### Primary Unit:

University Relations

### Secondary/Support Agencies:

Creative Services

Development Communications

Swem Communications

ITPIR Communications

### Alert and Activation

The decision to activate the Media Watch Team will be made by the chair of the EMT in consultation with the Associate Vice President for Communications and University Relations (or designated representative). The team members will be notified through a specialized list in the RAVE system, initiated by a designated member of University Relations or Creative Services who will serve as the Media Watch Team manager for the event. The Associate Vice President (AVP) will designate that person, depending on available personnel. Duties of the manager will include coordinating staff, assigning responsibilities and relaying information gathered to the AVP or his/her designee within the EOC (Emergency Operations Center).

### Principle Responsibility:

*Below are individuals identified to serve as Media Watch Team Managers:*

<b>Media Watch Team Manager</b>	
Succession of Authority and Responsibility	
Primary	<i>University News Manager (Erin Zagursky)</i>
Secondary	<i>Director of Creative Services (Tina Coleman)</i>
Tertiary	<i>Social Media Coordinator (Tiffany Broadbent Beker)</i>

### Requirements:

#### Personnel:

In order to monitor several media platforms at once – web, print, TV, radio, blogs and social media – up to five college communicators will serve on the Media Watch Team: two to monitor social media, two to monitor news media and one to lead the effort as manager.

*Support staff for the Media Watch Team:*

- Priscilla Caldwell (ITPIR)
- Tami Back (Swem)
- Jermaine Johnson (Development)
- Jesse Windley (Creative Services)
- Vacant (Need replacement for Eric Pesola)

### **Space:**

In order to effectively manage the university's message during a crisis situation and ensure factual reporting by the mass media, the Media Watch Team should be in close proximity to the chair of the AVP for Communications (or designee), who is the designated spokesperson. It is recommended the Media Watch Team have a designated space near the Emergency Operations Center (EOC). This will ensure fast and easy access to relay critical and time-sensitive information.

### **Equipment:**

Each member of the Media Watch Team should have access to:

- A computer, iPad/tablet or smartphone (members of the team should bring any of this equipment they can with them)
- Internet connection

In addition, the designated space for the Media Watch Team should include:

- Televisions with local cable access. Three TVs would be ideal so all networks could be monitored at once. It would be ideal to have recording capabilities.
- Radio
- Telephone landline
- Printer (with paper and ink)

## **Concept of Operations**

### **Monitoring:**

- **Traditional Media**  
The Media Watch Team will monitor news media outlets as designated by the media watch manager. This will include local news networks (Ch. 3, Ch. 10, Ch. 13) as well as the websites of Richmond news stations (Ch. 6, Ch. 8, Ch. 12) and the websites of local and student newspapers Virginia Gazette, Daily Press, Richmond Times-Dispatch, Virginian-Pilot, Williamsburg-Yorktown Daily, Flat Hat and Virginia Informer. The team will also monitor Google news alerts for additional coverage by the Associated Press and others and the media watch manager may identify specific national outlets. The AVP (or designee) will notify the Media Watch Team Manager of on-campus interviews.
- **Social Media**

The Media Watch Team should look for trends in comments, concerns and rumors. Multiple W&M social media outlets to be monitored include:

- Facebook  
William & Mary News ([www.facebook.com/williamandmary](http://www.facebook.com/williamandmary))  
William & Mary ([www.facebook.com/wmnews](http://www.facebook.com/wmnews))
- Twitter  
William & Mary News (@WMNews)  
William & Mary (@williamandmary)
- Instagram  
William & Mary ([www.instagram.com/william\\_and\\_mary#](http://www.instagram.com/william_and_mary#))

In addition, searches should be conducted for the following terms and hash tags as well as any additional terms or hashtags that seem to develop from the event. These search terms may be monitored simultaneously using a platform like Hootsuite. The searches may be conducted on Twitter, Facebook and Instagram.

- #williamandmary
- William and Mary
- William & Mary

- **Media Requests and Responses**

The Media Watch Team members monitoring social media should keep an eye out for reporters who may be looking for interviewees via social media. That information should be passed to the Media Watch Team members monitoring traditional media so that they may look for resulting stories. A record of posts should be kept via an archiving service like Storify. Screenshots of the W&M News and William & Mary Facebook pages should also be taken every half hour (more or less, depending on how many posts are made).

Media Watch Team members should identify any trends – both in social media and in the news media -- and report them directly to the Team Manager, who will collect them from all team members and pass them along to the AVP or his/her designee in the EOC.

### Responding

The AVP or designee are the only ones authorized to respond to the news media. All media queries should be passed to him/her for response.

Members of the media watch team will not respond to individual posts. However, the team will post occasionally (as directed by the Team Manager) in response to overarching concerns in order to keep the audience engaged and to add a personal tone to the conversation. Most posts will come directly from the EOC through the RAVE system and will not have to be posted by the social media team.

## Tab 4.4 – Joint Information Center

Reserved for proposed regional plan



## Police / Fire / HazMat / EMS, Support Position 5

### Primary Responsibility

1. Provide/coordinate police and security operations
2. Provides support to external responders for Hazardous Material (HazMat) and Emergency Medical Systems (EMS) incidents.
3. In circumstances where there is need for emergency community notification and the EOC has not been established the Police Department has the responsibility for this notification.

### Support Responsibility

1. Support the College Casualty Tracking and Family Reunification process
2. Support College liaison with the Virginia Department of Health.
3. As are all other EOC representatives, this position is responsible for providing information and insight to create and maintain situational awareness of the incident and support the creation of community warnings/ announcements.

**Primary Unit:** William and Mary Police Department

### Secondary/Support Units:

Campus Community Support / Student Affairs  
Physical Plant Planning, Management & Recovery / Facilities Management Operations and Environment, Health and Safety Office, Public Communications / University Relations

### Scope:

The Police Department EOC representative coordinates requests and information from the Incident Command Post when the EOC is activated.

### Order of Succession

Chief of Police  
Deputy Chief of Police  
Lieutenant of Investigations and Administration  
Duty Lieutenant

### Policies:

- WMPD operations shall be coordinated with the local government's plan and pursuant to relevant sections of the *Code of Virginia*.
- WMPD will coordinate the response with other functional units on campus based on the details of the events.
- WMPD shall maintain an MOU with the Virginia State Police and other agreements with Law Enforcement and Criminal Justice agencies.
- The plan and the incident command staff may become subordinate because of the type of incident and legal authority to assume primary jurisdiction.
- Specific responses are detailed in the Police Department General Orders.

## Concept of Operations

### General:

Police Department General Orders provide the basis for a law enforcement response in times of emergency. A ranking member of the police department will report to the EOC when activated and establish communication with the Incident Command Post.

### Police Department Actions/Responsibilities

- Maintain police intelligence capability to alert government agencies and the public to potential threats;
- 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, and bomb threats/detonations;
- Test primary communications systems and arrange for alternate systems, if necessary;
- Assist with the implementation of the evacuation procedures for the threatened areas, if necessary;
- Provide support for traffic and crowd control as required;
- Implement existing mutual aid agreements with other jurisdictions, if necessary; and
- Document expenses.
- Request and coordinates backup law enforcement support from other areas;
- Liaison with Hazmat/EMS responders at the Incident Command Post
- Coordinate Security of emergency site, evacuated areas, shelter areas, vital facilities and supplies;
- Evacuation and access control of threatened areas; and
- Assist the Health Department with identification of casualties.

## Resources

### Personnel Requirements

All WMPD personnel, both sworn and civilian are available. If additional personnel are required from other jurisdictions they will be requested and coordinated by the Incident Commander at the Incident Command Post.

### Space Requirements

An Incident Command Post can be established at the scene using any available Fire or Police Department vehicle or apparatus. Temporary shades and tents are available to protect those working the Command Posts from the elements. A command post can be expanded or transferred to a Coordination Center. Any room on campus can be commandeered for this purpose. For large events or events that involve numerous outside responders a Coordination Center can be established in Trinkle Hall and similar locations around the campus.

Medical triage and transportation/evacuation is under the control of the Fire Department and supported by law enforcement. A triage and evacuation area is generally spontaneously established out of doors near the scene of the incident. An area that affords protection from additional harm and access to mobile medical services can be established quickly in any large open area.

## **Equipment Requirements**

First responders carry or have immediate access to most of the equipment necessary to support their response efforts. Additional or specialized equipment required to support the tactical response will be requested by the Incident Commander.

Non-tactical supplies and equipment, such as barricades, will be requested through the EOC. The EOC is responsible for approving the request and tracking the status of the request.

## **Appendix:**

Student Affairs: Casualty Tracking and Family Reunification Plans

### Police General Orders

- 03-24 Unusual Occurrence Planning
- 03-24A Hostage and Barricade Situation Plan
- 03-24B Emergency Mobilization Plan
- 03-24C Radiological Plan
- 03-24D Hazardous Material Plan
- 03-24E Bomb Threat and Explosive Plan
- 03-24F Civil Disturbance Plan
- 03-34G Disaster Planning and Implementation



## Facilities Management, Support Position 6

### Activities:

**Primary:** Emergency preventive measures  
Recovery planning  
External resource request and coordination

**Support:** Fire, EMS, HazMat  
Police operations  
Medication distribution  
Transportation services  
Preservation of historic buildings and archives  
Research/intelligence  
Alternative work and housing sites  
Contracting and contract administration  
Expense tracking  
Cost projections

### Principal Responsible:

#### Associate Vice President for Facilities Management

Primary Succession of Authority and Responsibility	
Primary	Associate Vice President for Facilities Management
Secondary	Director, Operations and Maintenance, Facilities Management
Tertiary	Director, Facilities Planning Design and Construction

### Secondary/Support Departments and Agencies:

Office of Procurement	William and Mary Police Department
College Building Official and Code Review Team	Office of Auxiliary Services (Parking, Dining Services)
Budget and Finance Office	Williamsburg Fire Department
Virginia Department of Transportation (VDOT)	City of Newport News Hazardous Response Team
City of Williamsburg Public Works	Peninsula Health District
William and Mary Office of Student Affairs	Office of Residence Life
William and Mary University Relations	Vice Provost for Research
Office of Information Technology	Virginia Department of Environmental Quality
Dominion Virginia Power	Virginia Natural Gas

### Description:

Facilities Management is responsible for maintaining facilities, utilities, and grounds in a safe operating condition at all times; for planning and execution of preventive measures for protection of

the facilities and grounds of the College due to natural and human caused disasters; and, for planning and execution of the recovery effort after an event or incident. This may include, but is not limited to, removing or securing equipment, materials, and buildings in anticipation of significant storm events; responding to utilities disruptions; responding to pandemic or other health related events; responding to chemical, biological or radiological events; supporting first responders (WM Police, Williamsburg Fire Department, Newport News Fire Department HazMat team, WM Police); recovery operations post-event; and long term mitigation and corrective actions.

The Associate Vice President for Facilities Management is responsible for direction and oversight of assigned activities of the following FM departments:

- a. FM Maintenance and Operations;
- b. Facilities Planning, Design and Construction
- c. Environment, Health and Safety
- d. Building Services (Custodians)
- e. Code Review Team
- f. FM Administration (Budget and Financial Operations)

Facilities Management must be prepared to respond to all events using its current staffing and equipment resources, augmented, if practical, by contractor support if given sufficient lead time to plan for the event. All FM departments are responsible for working conducting operations in accordance with

:

- Internal policies, procedures, directives and regulations and,
- State and Federal regulations and guidance

## **Concept of Operations:**

### **General**

Facilities Management's existing organization will be used to perform responsibilities assigned for execution of primary and support activities. This does not preclude development of teams with members that are in different departments to execute specific tasks such as post event facilities inspections, etc.

Each individual noted in the table below are responsible for their respective departments' operations. Tasks will be assigned from the AVP FM (EOC) or may be requested by other organizations supported by FM. If conflicts in priority arise, the AVP FM (EOC) will be advised and direction provided.

### **Emergency Preventive Measures**

FM Operations and Maintenance is the lead unit for implementation of emergency protective measures and is responsible for pre-event preparation of infrastructure systems (pumps, generators, boilers, building support), grounds (storm water, tree hazards, securing of potential projectiles), and building envelopes (roofs, drainage, windows and doors).

FPDC is responsible for coordinating contractor work sites and inspecting these sites to minimize the potential for additional hazards to other campus property and for alerting contractors to the universities need for their services for possible recovery efforts. Personnel from FPDC may be assigned other, non-job related, duties in support of preparation for the event.

EHS is responsible for inspecting and preparing all hazardous material storage areas and for insuring appropriate testing equipment in good working order.

Building Services, working with Residence Life staff, is responsible for pre-event preparation of residence halls and for assisting occupants in preparation of personal property that could be damaged during the incident. Building Services will work with academic and administrative departments in pre-event preparation of interior working spaces.

FM Administrative is responsible for developing work order and funding procedures for all phases of the event (pre-, during, and post); insuring the FM warehouse is prepared to issue tools, equipment, and services as requested; and insuring trash and recycling containers are serviced.

The Building Official/CRT will be used as support for additional inspections of the College grounds and facilities if required.

## Recovery Planning

FM Operations and Maintenance be the lead in providing the initial inspection of facilities and infrastructure. Facilities that have an indication of damage will be inspected by FPDC and CRT personnel as required; facilities with substantial, potentially unsafe damage will be evaluated for continued use by CRT and the Building Official.

FPDC is responsible for major damage repair and long-term recovery planning and is responsible for working with contractors to secure estimates, establish schedules and additional considerations required for the campus's recovery. FPDC will be responsible for evaluating and specifying the requirements for temporary buildings used during recovery. FPDC will coordinate with the Code Review Team as required to ensure that recovery plans for facilities comply with appropriate codes.

EHS will provide inspect and research requirements for disposal of potentially hazardous waste and will inspect buildings where water intrusion has occurred.

FM Administrative is responsible for developing work order and funding procedures for all phases of the event (pre-, during, and post); insuring the FM warehouse is prepared to issue tools, equipment, and services as requested; and insuring trash and recycling containers are serviced and additional dumpster are arranged for as requested.

FM Building Services is responsible for post event clean up and dewatering of facilities where water intrusion has occurred.

## External Resource Request and Coordination

All departments within FM will use normal processes to determine size, amount, time needed and other technical specifications to fulfill the needs of the field units requesting the resource.

FM Administration has the responsibility to prepare formal resource requests for submission to the EOC or for direct contracting by FM through the FM buyer or the Office of Procurement.

## FM Operations and Maintenance

Succession of Authority and Responsibility - OM	
Primary OM	Director, FM Operations and Maintenance
Secondary OM	Associate Director, Utilities
Tertiary OM	Associate Director, Grounds and Gardens

## Facilities Planning Design and Construction

Succession of Authority and Responsibility - FPDC	
Primary FPDC	Director, Facilities Planning Design and Construction
Secondary FPDC	Assigned Project Manager
Tertiary FPDC	Assigned Project Manager

## Environment Health and Safety

Succession of Authority and Responsibility - EHS	
Primary EHS	Director, Environment Health and Safety
Secondary EHS	Senior Safety Engineer, EHS
Tertiary EHS	Fire Safety Officer, EHS

## College Building Official/Code Review Team

Official Succession of Authority and Responsibility - CRT	
Primary CRT	College Building Official
Secondary CRT	Director, Code Review Team
Tertiary CRT	Senior Review Architect, CRT

## FM Building Services (Custodial)

Succession of Authority and Responsibility – Building Services	
Primary Admin	Director, FM Building Services
Secondary Admin	Manager, E&G Custodians
Tertiary Admin	Manager, Auxiliary Custodians

## FM Administration

Succession of Authority and Responsibility - Admin	
Primary Admin	Director, FM Business Services
Secondary Admin	Supervisor, Work Control

## Resources required:

### Space:

No additional space is anticipated to be required unless the event limits usage of existing space due to damage, contamination, or reassignment of space for higher priority requirements. If loss of existing facilities occurs, FM will make every effort to provide space within the facilities assigned to FM prior to seeking additional space on campus or in the community.

**Personnel:**

Staffing of all the departments within FM is based upon routine operations throughout the course of the year. However, in the event of an emergency, with or without notification, existing staff may carry out a substantial portion of any recovery effort. In the event that an emergency requires additional support, vendors or contractors would be contracted with to perform specific tasks and repairs. The skills and number of workers contracted will vary with the requirements of the specific incident.

The use of internal resources to prepare for anticipated events (tropical storm, major storm, snow/ice event) will be maximized to reduce costs and to develop a broader base of understanding of the overall plan. However, when an incident exceeds our internal capabilities, outside assistance (vendors, contractors, other agencies or local governments) will be arranged through existing College and State contracts, memorandums of understanding, or mutual aid agreement.

**Tools, Supplies and Equipment:**

The tools, supplies and equipment used by Facilities Management during routine operations will be sufficient for most emergencies. However, depending upon the nature and severity of the incident, additional resources will be acquired by purchase, rental, or loan (other agencies and local governments) by either purchase card, a purchase or delivery order, or through the Office of Procurement. See Attachment A for listings of critical equipment owned by the College or that would be required to be obtained in the event of a specific emergency.

**Attachment A  
Facilities Management  
Major Equipment Requirements**

<b>Equipment</b>	<b>Required installed</b>	<b>On hand</b>	<b>To be rented</b>	<b>Pre-event test (Y/N)</b>
<b>Generators</b>				
Fixed				
Portable				
<b>Pumps</b>				
Fixed				
Portable (exterior)				
Portable (interior)				
<b>Chain saws</b>				
<b>Chippers</b>	1			
<b>Mulch truck</b>	1			
<b>Dump trucks</b>	1			
<b>Tractor/Backhoe</b>	1			
<b>Tractor/Bobcat</b>	1			
<b>Snow plows</b>				
Truck mounted				
Tractor mounted				
Walk behind				



## Student Housing, Support Position 7

### Introduction

The Student Housing function of the EOC is responsible for planning for any alternative housing requirement and for residence hall evacuation when applicable.

### Purpose

To ensure the safety of residents and staff who live or have offices in the residence halls.

### Primary Unit

Residence Life

### Collaborative and Support Units

- Facilities Management (Maintenance & Operations, Building Services, EHS, Grounds, MHS)
- WMPD
- Auxiliary Services (Dining, ID, Transportation)
- Information Technology
- University Relations
- Other Student Affairs departments (Counseling, Health, Campus Recreation)

### Concept of Operations and Staffing

Type of emergency will determine the number and level of staffing needed to manage the residence hall(s) and residents. Leadership succession will be:

- Deb Boykin, Associate VP for Student Affairs (Campus Living) and Director of Residence Life
- First backup: Chris Durden, Director of Housing Operations
- Second backup: Katrina Pawvluk, Associate Director for Administration
- Third backup: Holly Alexander, Associate Director for Community Development

Depending on the type of emergency staffing needs at the most would be:

- 12 professional staff
- 163 student staff
- 3 support staff (2-Recycling; 1-Building Support Worker)

Overview of operations:

- Following the decisions and direction of the EMT Residence Life staff members will either engage in preparing the residences for safe occupancy prior to, during, and/or following the emergency or will initiate steps to evacuate the buildings and then prepare for reopening.

- All residents are required to complete a personal emergency evacuation plan by the first day of classes. Those who fail to complete their plans are referred to Student Conduct. In the event of an evacuation residents are directed to review their plans.
- If the emergency is limited in scope (fire, utility outage, building failure, etc.) to include only one building or complex or section of residence halls, Residence Life staff will coordinate with Colonial Williamsburg to provide alternative housing. If the number of beds required exceeds the capability of CW facilities, Residence Life staff will work with Procurement to identify other local facilities that can house residents.
- If the emergency is such that residents remain in the buildings and power is lost fire watches will need to be implemented according to timelines provided by fire safety personnel. Residence Life student staff may begin the fire watch but as soon as possible they will be replaced by contracted security personnel.
- Residence Life has a Hurricane and Tropical Storm protocol that guides operations during these inclement weather events.
- Residence Life operates a central office, eight off-site offices for professional staff, two offices for support personnel, and fifteen student staff duty offices. All have GoKits.
- Six Area Directors and one Assistant Director for Fraternity and Sorority Housing operate as Building Emergency Coordinators. The Associate VP and Director of Housing Operations also operate as Building Emergency Coordinators. All of these staff will fulfill their roles during emergencies that require their services.

## **Actions and Responsibilities**

- As directed by the Associate VP the other eleven Residence Life professional staff members who are present and physically able will participate in planning and implementing alternative housing or evacuation.
- Excepting the five students serving as Program Advocates (PAs) 161 student staff members will participate in implementing the emergency plan developed by the professional staff.
- As directed by the Director of Housing Operations the two Recycling Workers will participate.
- As directed by the Assistant Director for Fraternity and Sorority Housing the Building Services Worker will participate.
- Residence Life will rely on collaboration and support services from Facilities Management, WMPD, Information Technology, and Auxiliary Services (Dining, Transportation, etc.) through all stages of the emergency.
- Residence Life staff will maintain contact throughout the emergency to manage the safety of residents and property prior to, during, and following the emergency. Typically meetings of the professional staff follow EMT meetings.
- Residence Life staff will maintain records of expenses associated with managing the emergency. Appropriate documentation will be provided to Risk Management or other departments as required or advised.

- Residence Life staff will work with Disability Services to ensure students with disabilities are accommodated safely.

## Material Resources and Contracts

- A contract with Colonial Williamsburg currently exists for alternate housing on a small scale but not to include all 5,035 residents. Alternate housing in CW properties would be implemented to house residents impacted by a fire or other isolated building failure.
- In cases where a fire watch is required Residence Life will work through WMPD to secure enough security personnel to staff occupied residential facilities.
- Residence Life will coordinate communications and directions to residents through the EOC Public Communications function.
- In the case of an evacuation of all residence halls alternate housing for the seven live-in professional staff will be arranged with Colonial Williamsburg.
- Auxiliary Services would be consulted if transportation of residents was required.
- Residence Life staff members have university issued mobile telephones and are expected to have these charged and activated during emergencies. The six Area Directors and Assistant Director for Fraternity and Sorority Housing have laptops that allow them to operate remotely as long as there is power and internet service.
- Residence Life maintains an inventory of flashlights and batteries to be used during power outages of short durations (hours not days).
- Residence Life operates fifteen duty offices equipped with university radios for emergency communication with each other and with WMPD as needed.
- Residence Life professional staff members have completed CERT training and are equipped with CERT radios that connect to the City of Williamsburg CERT operations.
- Other emergency inventory needs are coordinated through other offices to include Facilities Management and Auxiliary Services. This may include sandbagging of areas subject to flooding, resetting HVAC systems in the aftermath of a power outage, dining,



## Support Operations, Support Position 8

Need a general organization and responsibility document for this position.

EOC Staff

Director of Auxiliary Services

Associate Director Auxiliary Services

Director, Tennis Center

Responsibilities

Food and Water - See tab 8.1

Transportation - See tab 8.2

Refuge of Last resort - See tab 8.3

## Tab 8.1 – Food and Water

### Activity:

Support Operations is responsible for providing food and water required during an emergency and throughout the recovery period.

### Principle Responsibility:

Succession of Authority and Responsibility Dining Services	
Primary	Resident District Manager
Secondary	Director of Operations
Tertiary	Residential Director

### Primary Office:

Dining Services

### Secondary/Support Agencies:

Auxiliary Services  
Director of Residential Life  
William and Mary Police Department  
Facilities Management  
Fire Protection  
Environmental Health  
City of Williamsburg  
Hampton Roads Sysco  
Virginia Natural Gas  
Virginia Department of Health (Peninsula district)

### Alert and Activation

The Emergency Operations Center (EOC) Manager has the authority to activate Support Operations as outlined in the Emergency Response Plan. Activation may occur in advance of a known situation or in response to an unanticipated emergency situation. EOC Manager will authorize alerting of necessary EOC staff by available and convenient means. Support Operations is responsible for developing a staffing plan to ensure continued and uninterrupted support to the EOC throughout the incident.

### Scope:

William & Mary Dining Services coordinates providing food and water required during an emergency and throughout the recovery period to all students, faculty, staff and responders who remain on campus.

The services may include, but not limited to, the following:

- If needed, start generator and ensure it has the resources to remain operable throughout emergency and response time in the Commons Dining Hall;
- Maintain all equipment necessary to operate at Commons Dining Hall;
- Ensure product in place to support a 72 Hour Emergency menu;
- Execute phone tree for emergency staffing to be in place;
- Maintain a list of who to contact for product and staffing in case of an emergency;
- Plan in place for waste management;
- Contact suppliers and advise of deliveries needed to respond to emergency;
- Coordinate meal times and locations with Residence Life.

Zone	Breakfast	Lunch	Dinner
<b>Zone A</b> Botetourt Complex DuPont Complex Ludwell Apartments Randolph Complex Yates Hall	7:00 am – 9:00 am	11:00 am – 1:00 pm	4:00 pm – 6:00 pm
<b>Zone B</b> Brown Hall Bryan Complex Fraternity Units Lodges Monroe Hall Old Dominion Hall Sorority Ct Tribe Square	8:00 am – 10:00 am	12:00 am – 2:00 pm	5:00 pm – 7:00 pm
<b>Zone C</b> Barrett Hall Chandler Hall Hunt Hall Jamestown N&S Jefferson Hall Landrum Hall Reves Hall Taliaferro Hall	9:00 am – 11:00 am	1:00 pm – 3:00 pm	6:00 pm – 8:00 pm
<b>Zone D</b> Grad Complex	8:00 am – 8:30 am Delivery	12:00 pm – 12:30 pm Delivery	5:00 pm – 5:30 pm Delivery

## Concept of Operations

### General:

The Resident District Manager is responsible for the overall operation of providing food and water, and is the primary contact for the Director of Auxiliary Services.

### Responsibilities/Actions:

#### Providing Food and Water:

- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs; Essential Personnel are Matt Moss, Larry Smith, Jon Sprankle, Angela Johnson, Executive Chef (currently vacant), Jose Vila, Sean Calihan, Kathleen Myers, Faren Alston). All other managers are non-essential and needed once Dining Services understand the extent of the emergency.
- The Commons Dining Hall is fully functional under generator power.
- The Resident District Manager coordinates providing food and water required during an emergency and throughout the recovery period to all William & Mary students, faculty, staff and responders who remain on campus.
- The Dining Services Controller is in charge of document expenses.
- The Resident District Manager will maintain an Emergency Procedure Manual for providing a coordinated response with institution's resources and then with local government and private organizations.
- Dining Services Emergency Procedure Manual includes staffing based on type of emergency.
- Dining Services would assess the needs as required and would utilize partner schools at Virginia Commonwealth University and Old Dominion University as first resources.

## Tab 8.2 - Transportation

### Activity:

Support Operations is responsible for providing transportation required during an emergency and throughout the recovery period. The primary responsibility for this function is assigned to the Director of Parking and Transportation Services.

### Principle Responsibility:

Succession of Authority and Responsibility Transportation	
Primary	Director, Parking & Transportation Services, Bill Horacio – (757) 329-8612
Secondary	Parking & Transportation Assistant Manager, Penny Mayton – (804) 514-5557
Tertiary	Parking Enforcement Supervisor, Sandra Scott – (757) 869-9086

### Primary Unit:

Parking & Transportation Services

### Secondary/Support Agencies:

Auxiliary Services

Residence Life

William and Mary Police Department

Facilities Maintenance

Colonial Williamsburg Foundation

Williamsburg Area Transport Authority

Oleta Coach Lines, James River, and Venture Tours

- Oleta through their Operations Mgr Brian Smith (**Office (757) 253-1008**) has pledged for now 4 x 55 passenger buses, 2x SUVs, and 1x 24 passenger minibus as well as the required 7 drivers (capacity to move 254 students at a time).

Virginia Grounds LLC

RMA

RA Coleman Landscapers

### Alert and Activation

The Emergency Operations Center (EOC) Manager has the authority to activate Support Operations as outlined in the Emergency Response Plan. Activation may occur in advance of a known situation or in response to an unanticipated emergency situation. EOC Manager will authorize alerting of necessary EOC staff by available and convenient means. Support Operations is responsible for developing a staffing plan to ensure continued and uninterrupted support to the EOC throughout the incident.

## Scope:

Parking & Transportation Services through the Office of Procurement coordinates the procurement and execution of transportation services required during an emergency and throughout the recovery period to all students, faculty, staff and responders who remain on campus.

The services may include, but not limited to, the following:

- Procurement of buses, vans, and destination specific transport (from internal and external partners) to major rail, bus, airline travel points:
  - Internal partners include Facilities Management, Rec Sports, and Athletics;
  - External contracts include Oleta Coach Lines, James River, and Venture Tours;
- Communicate locations where debris may be blocking evacuation routes;
- Report damage to lots, parking infrastructure and adjoining campus buildings;
- Maintain a list of available drivers.

## Concept of Operations

### General:

The Director of Parking and Transportation is responsible for the overall operation of providing transportation required during an emergency and throughout the recovery period, and is the primary contact for the Director of Auxiliary Services.

The Parking Deck maintains generator back-up, work could continue in current office location. Staff has all the necessary equipment to operate: conference table, desks, PC/laptops, flashlights, batteries, radios with chargers, campus map, inclement weather gear, BEC kit, refrigerator for food and water, lavatory, sleeping space (2x cots and blankets).

## Responsibilities/Actions:

Procuring and Providing Transportation:

- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs; Essential personnel are Bill Horacio, Penny Mayton and Sandra Scott. Jason Hamlin, Kathy Chapman, Johnnie Hill, Kevin Radcliffe & Brittany Pritchett are non-essential and brought in once we begin the recovery phase.
- Enter into agreements to have additional transportation modes available if necessary and coordinate their use in emergencies.
- Director of Parking and Transportation to coordinate services; evacuation timeline and departure muster points, return to campus, and assessment of operational capability for parking inventory.
- Establishing and maintaining a reserve pool of drivers.
- Document expenses.
- Develop and maintain procedures for providing a coordinated response with institution's resources and then with local government and private organizations:
  - a. Ginger Ambler – Vice President of Student Affairs - EOC

- b. Deb Boykin - Associate Vice President for Student Affairs (Campus Living) and Director of Residence Life – EOC
  - c. Deb Cheesebro – Chief, William & Mary Police Department – EOC
  - d. Andy Barker – Deputy Chief of Police - Williamsburg EOC
  - e. Eric Stone - Public Information Officer – Fire & Emergency Management Service Williamsburg EOC
  - f. Kevan Danker – Executive Director, WATA – (757) 220-8290
  - g. Steven Hennessee – Urban Transit Program Administrator, DRPT- (804) 225-4157
- Review emergency plans with local governments, WATA, and campus officials.

## Tab 8.3 – Refuge of Last Resort

### Activity:

Support Operations is responsible for managing a refuge of last resort if established. A Refuge of Last Resort is not intended to be a “shelter” it should be considered a probable safe haven for faculty, staff and students who are unable to leave campus.

A Refuge of Last Resort is intended to operate for the duration of the emergency event and would have minimal accommodations for food, sleeping and first aid.

### Principle Responsibility:

Succession of Authority and Responsibility Refuge of Last Resort	
Primary	W&M Police?
Secondary	Facilities Management?
Tertiary	Residence Life?

### Primary Offices:

W&M Police Department

### Secondary/Support Agencies:

Auxiliary Services  
Facilities Management  
Residence Life  
University Relations – Emergency Communications Team  
Transportation Services  
Fire Department  
City of Williamsburg Emergency Management  
Student Health/Emergency Medical Personnel  
State Department of Emergency Management

### Scope:

The primary need for a Refuge of Last Resort (RLR) program is to have a structure available if the timing of an evacuation does not ensure adequate time for students, faculty and staff to travel to safe shelter and/or to provide refuge, if the need arises, for responders onsite under emergency conditions.

The following locations could be considered as locations for a Refuge of Last Resort:

1. W&M Hall, the hallway in front of the administrative offices in the basement
2. Basement of Sadler
3. Second floor of Morton
4. First and Second floors of Jones in hallways
5. PBK Auditorium

6. Landrum hallways
7. Chandler hallways
8. Barrett, 2<sup>nd</sup> floor hallway
9. Jefferson – 2<sup>nd</sup> floor hallway
10. Ewell – Recital Hall
11. Blair
12. Tyler – 1<sup>st</sup> floor hallway

### **Policies:**

- Refuges are only to be used if evacuation is terminated and a primary or secondary shelter cannot be reached before emergency condition.

### **Responsibilities/Actions:**

- Assist in identifying and communicating proper egress and ingress routes to site
- Be in contact with WM Police and local law enforcement officials to know if there is a need to open a Refuge of Last Resort.
- Coordinate access into site with WM Police Department
- Maintain accountability of occupants (name, Banner ID, medical needs) upon arrival.
- Obtain basic supplies – Coordinate with Dining Services and inventory available in Student Exchange.
- Maintain current telephone numbers for local emergency service agencies.
- Refuge Survival Kit – water, first aid kit, battery operated or transistor radio, flashlights, paper, pens, manual can opener, paper plates, plastic bags, soap and plastic utensils. How many? Where to store?
- Sleeping mats – how many? Where to store?
- Track expenses.
- Coordinate communication of location for those who may have not been able to get to the RoLR before the emergency hit.



## Information Technology Systems, Support Position 9

### EOC Functions and Operations

Readiness for and recovery from emergency incidents requires reliable, adaptable and robust communications and data systems supporting responders and the effected public. The Information Technology Systems Function supporting the Emergency Operations Center (EOC) will coordinate access and use of university and public accessible data, phone, cable and other technical resources.

### Primary Responsibilities:

The IT Systems desk of the EOC is responsible for designation, orientation and readiness testing of support staff performing Maintenance, Testing, Backup and Recovery functions. When activated by the EOC Manager the IT Systems Representative is responsible for resource support to the EOC.

Maintain: Ensure that primary communications and data systems are kept in a functional, up-to-date state and that access to these systems remains available and convenient to the users.

Test: Ensure that disaster recovery and continuity plans are exercised and that plans are updated to reflect lessons learned from exercises.

Backup: Ensure that data is kept-safe and available to return to a pre-disaster or last known point of integrity state.

Recover: Ensure that resources are in place to restore systems and access to necessary networks.

Succession of Authority and Responsibility EOC Staffing	
Primary	Chief Information Officer
Secondary	Deputy Chief Information Officer
Tertiary	Director, Information Security and Project Management

### Primary Unit:

Information Technology

### Secondary/Support Agencies:

Facilities Management  
Financial and Admin Operations  
ELite  
Cox Communications  
Verizon / VZW  
Dominion Power

## Policies:

Information Technology Disaster Recovery Plan (attached)

W&M Information Security Policy (ISO/IEC 27005:2007)

W&M Information Technology will review all procurements and contracts related to computing, telephony and RF technologies.

## Requirements:

### Personnel:

Networking/Communications	
Primary	Network Manager
Secondary	Network Engineer (routing )
Tertiary	Network Engineer (switching)

IT Infrastructure	
Primary	Director of Systems and Support
Secondary	Windows Engineering Manager
Tertiary	Unix Engineering Manager

Administrative Systems	
Primary	Director of Enterprise Systems
Secondary	Innovations Project Manager
Tertiary	Applications Programming Manager

### Space:

In order to effectively manage the university's resources during a crisis situation and to ensure access to physical records as may be required, staff will function from their normal office spaces. However, should it be necessary to relocate, these sections will use the Swem Library Learning Center.

### Equipment:

Each staff member should have access to:

- A computer, iPad/tablet or smartphone (members of the sections should bring their equipment or request to have their assigned equipment relocated when necessary)
- ShoreTel desk phone (members should bring their desk phones with them when necessary)
- Internet connection

In addition, the designated space for the function should include the following:

- Copier
- Printer (with paper and ink)

### **Alert and Activation**

The decision to activate the Function and the supporting sections will be made by the chair of the EMT (or designated representative). The team members will be notified through a specialized list in the RAVE system.



## Academic Liaison – Facilities and Safety, Support Position 10

### Introduction

#### Purpose:

To provide a coordinated Main Campus emergency response among academic offices, as necessary.

#### Primary Office:

Provost and Deans of the Schools

#### Secondary/Support Agencies:

All Academic Departments

#### Scope:

Advanced planning for the resumption of the academic program following a major disruptive incident. The implementation of routine operations and timely emergency measures for the preservation of the Campus research and teaching infrastructure including: archive and research collections; historic buildings; classrooms & laboratories; and classroom alternatives.

#### Policies:

- Delegation of authority from the Provost (as Chief Academic Officer) to the respective Deans of the Schools, to the respective Chairs and Program Directors
- Federal guidance
- Commonwealth of Virginia guidance
- When the institution's capabilities are exceeded, outside assistance will be requested.

### Concept of Operations

#### General:

The institution will respond with available resources as designated in the plan

Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.

If the institution's EOC is activated during the response the Academic Liaison (or Alternate) will be assigned to the EOC.

#### Responsibilities/Actions:

Responsible for the continuation / resumption of academic programs including: international programs; the protection of research activities & work product; the protection of historic assets &

cultural property; and for determining alternative venues and methods for the continuation and resumption of academic activities.

- Direct communication with Provost, Deans, Department Chairs & Program Directors, and the respective department-level staff.
- The Academic Liaison (and/or Alternate) will coordinate the communication efforts from the EOC.
- In addition to the customary landline communication several backup alternative communication links will be established including cell phone and internet communication. Handheld radio communication will be established, if necessary and to the extent that equipment is available.
- Establish and maintain a link as may be indicated with necessary weather information, medical, chemical, biological, and radioactive materials experts.
- Relay specific instructions to the appropriate academic units with respect to emergency preventative and preservation measures.
- If necessary, identify and establish alternate teaching venues.
- Issue specific instructions to the appropriate academic units with respect to recovery and resumption of the academic program.
- A roster of key officials and areas of responsibility is attached as Appendix A.

## Appendix A.

### Academic Units

**Provost**                      **Michael Halleran**                      **221-1993**

Jeremy Martin x11258

**Vice Provost, Research** **Dennis Manos**                      **221-2573**

Bernadette Kulas x12592

**Vice Provost, Acad. Aff.** **Kate Slevin**                      **221-2601**

**Assoc Provost, CIO & IT**                      **Courtney Carpenter**                      **221-2001**

Bernadette Kenney (deputy CIO)x 17733; Gene Roche Academic Information)x 11879;  
RC (Chris) Ward (Systems and support) x12948

**Assoc Provost, Enrollment** **Henry Broaddus**                      **221-3987**

**Vice Provost, Internat. Stud.** **Stephen Hanson**                      **221-3591**

Sylvia Mitterdorfer x13595; Steve Sechrist x13437

**Arts & Sciences**                      **Kate Conley – Dean A&S**                      **221-2470**

John Griffin (Dean, UG Studies) x12498;                      Virginia Torczon (Dean, Grad. Studies) x13460

**Business School**                      **Larry Pulley – Dean**                      **221-2891**

Franklin (Bud) Robeson x11770

**Education**                      **Spencer Niles – Dean**                      **221-4902**

Carol Tieso x12461

**Historic Campus**                      **Louise Kale - Exec. Director** **221-1540**

**Law School**                      **Davison Douglas – Dean**                      **221-3790**

Laura Heyman x 13812; Ron Rosenberg x 13840

**Library**                      **Carrie Cooper – Dean**                      **221-3055**

Susan Riggs (MS & Rare books) x13095

### Academic Support

**Master Keys and access to locked areas -  
Knox Box: EH&S; Police Department for escort.**

**Research Activity – Shutdown**                    **Eric Bradley 897-1034; Dennis Manos 871-9581;**  
**Virginia Torczon (with Deans of Schools as needed)**

**Facilities Management**                    **Dave Shepard 221-2255**  
Bob Avelle (Operations) x11205                    Bob Morman (Buildg. Services) x12138  
Dan Patterson (Utilities-HVAC) x11754  
James (Mike) Marrs (Electrical & emergency generators) x15361, 592-5908

**Vivarium & Animal Care (VACU) Bob Barnett – Director 221-3874**  
Robin Looft-Wilson (IACUC Chair) x12784

**Collections -**

Art/ Art History Collection: Brian Kreydatus x12631  
Art – Muscarelle: Arron De Groft x12701  
Biological Collections-  
    Plants: – Martha Case x 12223  
    Incubators/Freezers: Margaret Saha (Eric Bradley); x12407  
    Animals: J Burke x13882; D Cristol x12405; P Heideman x12239; P Hunt x13894; m. Saha 12407  
Music collection: Anne Rasmussen x11097  
Theater collections: Dave Dudley x12661  
Anthropology Collections: Kathleen (Katie) Bragdon x11067; Michael Blakey x17681

**Alternative Venues and methods for Instruction -**  
**IT – Gene Roche x1179**  
**Facilities – Dave Shepard x12255**  
**Area Agreements – TNCC Williamsburg Campus**

**Safety Coordinators: SCIENCE PRECINCT**

**Director of Safety Office – Sandra Prior    (Steve Singleton, Alternate)**  
**Campus Precinct Safety Manager – Eric Bradley    (Dennis Manos, Alternate)**

Building Safety Manager (BSM) /Owners-Users  
Deputy Building Safety Manager (ASBM)  
Area Safety Coordinator (ASC) by floor/wing  
Deputy Area Safety Coordinator  
Topical Expert Safety Consultants-by topic

**Adair Hall**

BSM                    Christopher Wilson x12758  
DBSM                    Michael Deschenes x12778

ASC Basement                    Ray McCoy x12783  
ASC Floor 1                    Venus Spencer x12759  
ASC Floor 2                    Robin Looft-Wilson x12784

**ISC 1 & 2**

BSM ISC 1&2                      Eric Bradley 897-1034

**TESC Microbiological**

-Biohazardous risks:    Margaret Saha 876-2873

TESC Radiation    Eric Bradley 897-1034

TESC Greenhouse-  
Herbarium                      Martha Case x12223

**Chemistry ISC 1 first and second Floor:**

ASM                                  Jeff Molloy x12546; Chris Abelt x12540

ASC Floor 1                      Lisa Landino x12554

ASC Floor 2                      Robert Pike x12555

TESC Radiation: Robert Pike, x12555; Eric Bradley 897-1034

**Psychology ISC 2 first floor:**

ASC                                  Larry Ventis x13888

**Biology ISC 1 Third floor**

ASC                                  Margaret Saha x12407

**Jones Hall**

BSM                                  Chris Ward x12948

ASC                                  Connie Grimes x11761

ACS                                  ER Leland x15499

**McGlothlin-Street Hall**

BSM                                  Brent Owens x11813

ASC Basement:                  Phil Kearns x13459

ASC Floor 1:                      Vanessa Godwin x13453

ASC Floor 2:                      Linda Morse x12447

ASC Floor 3:                      Ron Outlaw x17735

TESC Vacuum and High Voltage Electrical Systems: Ronald Outlaw x17735

TESC Reactive Chemicals: Chris Abelt x12540; Jeff Molloy x12546

TESC Office Safety:    Lydia Whitaker

**Millington Hall**

BSM                                  Paul Heideman x12239 (Alt, Eric Bradley 897-1034)

### **Small Hall**

BSM: Keith Griffieon x13537

DBSM: David Armstrong x13489

ASC's:

Basement & First floor: Dale Hancock x17844

Second Floor: Bill Cooke x13512

Third Floor: Todd Averett x13534

TESC: Laser and Magnet labs Safety: Gunter Luepke x11894

## **Department Chairs & Program Directors 2013-14**

<b>Department/Program</b>	<b>Chair/Director</b>	<b>Phone Number:</b>	<b>Email Address</b>
Africana Studies	Tanglao-Aguas, Francis	12684	fjtang@wm.edu
American Studies	Brown, Chandos	11271	cmbrow@wm.edu
Anthropology	Bragdon, Kathleen	11067	bkbrag@wm.edu
Applied Science	Del Negro, Christopher	17808	cadeln@wm.edu
Art and Art History	Levesque, Catherine	12536	cmleve@wm.edu
Biology	Allison, Lizabeth	12232	laalli@wm.edu
Chemistry	Abelt, Chris	12540	cjabel@wm.edu
Classical Studies	Donahue, John	11930	jfdona@wm.edu
Computer Science	Michael Lewis	12032	rmlawi@wm.edu
Economics	Feldman, David	12372	dhfeld@wm.edu
English	Potkay, Adam	13914	aspotk@wm.edu
Geology	Owens, Brent (Acting)	11813	beowen@wm.edu
Government	McGlennon, John	13034	jjmcgl@wm.edu
History	Meyer, Leisa	13720	ldmeyer@wm.edu
Kinesiology & Health Sciences	Deschenes, Michael	12778	mrdesc@wm.edu
Mathematics	Bradley, Eric	12220	elbrad@wm.edu
Military Science	Lt. Col. James M. Kimbrough	13606	jmkimbrough@wm.edu
Modern Languages	Tandeciarz, Silvia	13691	srtand@wm.edu
Music	Rasmussen, Anne	11097	akras@wm.edu
Philosophy	Radcliffe, Elizabeth	12716	eradcliffe@wm.edu
Physics	Armstrong, David	13489	armd@wm.edu
Psychology	Zeman, Janice	13877	jlzema@wm.edu
Public Policy	Stafford, Sarah	11317	slstaf@wm.edu
Religious Studies	Morreall, John	12173	jsmorr@wm.edu
Sociology	Jenkins, Kathleen	12605	kejenk@wm.edu
Theatre, Speech & Dance	Gavaler, Joan	12785	jsgava@wm.edu
<b>Interdisciplinary Programs</b>			
<b>Charles Center</b>	Schwartz, Joel	12460	jxschw@wm.edu
Environmental Science	Fisher, Andrew		ahfis2@wm.edu

Gender, Sexuality, & Women's Studies	Ozyegin, Gul	11457	gxozye@wm.edu
Linguistics	Reed, Ann	13902	amreed@wm.edu
Film & Media Studies	Stock, Ann Marie	12460	amstoc@wm.edu
Medieval & Renaissance	Potkay, Monica	13931	mxbrze@wm.edu
Neuroscience	Burk, Josh	13882	jabur2@wm.edu
<b>Global Studies</b>	Benes, Tuska	17753	kebene@wm.edu
Asian & Middle Eastern Studies	Vose, Kevin		kavose@wm.edu
Zutshi, Chitrlekha		cxzuts@wm.edu	
European Studies	Campbell, Bruce	11247	bbcamp@wm.edu
Latin American Studies	Webster, Susan	12501	svwebster@wm.edu
Russian/Post-Soviet Studies	Prokhorov, Elena	17755	evprok@wm.edu
<b>International Relations</b>	Tierney, Michael	13039	mjtier@wm.edu



## **LOGISTICS (Supply Unit), Support Position 11**

### **Introduction**

The EOC Manager will determine if there is a need to activate the Supply Unit. The size of the incident, complexity of support needs, and incident length will determine whether a separate Supply Unit is established.

### **Purpose:**

The Supply Unit will locate, procure, and issue resources such as personnel, supplies, facilities, contracting services & equipment for the incident. This Supply Unit will determine if requests can be met internally or through other agencies, will obtain permission for expenditures, and organize and forward all requests to either Procurement or the EOC Manager.

### **Staffing:**

Supply Unit Head

Others TBD – Consider individuals with special event coordination skills.

### **Scope:**

The size of the incident, complexity of support needs, and incident length will determine whether a separate Logistics Section is established. Once established, the Supply Unit will provide direct and active support to emergency response and recovery efforts during the initial response phase and initial recovery phase following an incident.

### **Policies:**

Human Resources

Procurement

Mutual Aid Agreements

## **Concept of Operations**

A critical component of an expanding incident is the need for strategies to obtain and deploy major equipment, supplies, facilities, and systems in sufficient quantities to perform assigned mission and tasks. This includes the mobilization, tracking, use, sustaining, and demobilization of physical and human resources. The system must support both the residents in need and the teams that are responding to the incident. Working with various internal departments and external mutual aid providers, requires a uniform method of describing resources, commonly referred to as resource typing. These functions require an effective logistics system.

## **Responsibilities/Actions:**

Pre-Incident Planning:

- Coordinates with other areas to identify resource needs for expanding incidents that are common to our region and have historically impacted the campus.

- Works with Financial Management & Procurement to establish Mutual Aid Agreements, emergency contracts, and other agreements.

Procedures Upon Notification:

- When aware of or notified that College is responding to a large emergency or crisis, contact EOC to confirm activation of Supply Unit.
- If activated, report to the EOC.
- Sign in with EOC staff.
- Obtain briefing from EOC Manager and/or EOC Facilitator
  - Review emergency conditions, situation, and resource status
  - Begin log of activities
- Work with Section Heads to identify potential need for resources—both immediate and in the recovery period. Evaluate the emergency supply and equipment inventory and other available resources at the College including food, personnel, equipment, maintenance, communications, and other supplies and services. Identify key resources that may need to be procured and plan for all logistics required for procuring and delivering supplies and services.
- Work with Finance Section Head and Procurement Head to ensure appropriate accounting processes and to activate the emergency purchasing process to procure resources. Confer with other EOC Section Heads to establish vendor selection criteria and processes. Use existing listings of pre-qualified vendors to fill requirements.
- Consult with EOC Section Heads to determine what services will be needed on campus to care for people. Estimate the support requirements and assess the capability of supplies on hand to meet the need.
- Coordinate with the Support Operations Section and determine if a shelter is to be managed by the Red Cross or County and if so, determine what services will, if any, be provided by the College. If shelter service is open to the public and completely managed by the Red Cross, it may be necessary to work closely with the County or Red Cross Logistics Teams to coordinate support operations. (Will Support Operations have responsibility for feeding incident personnel. Does Police section take care of medical support to incident personnel and insuring that personnel can communicate during incident?)
- Assist Section responsible for volunteer recruitment and assignment process.
- Coordinate mutual aid requests.
- Support tracking utilization of major supplies, equipment, and transportation to allocate scarce resources to the highest and best priority use.



## Procurement, Support Position 12

### EOC Functions and Operations

Preparation for and recovery from emergency incidents requires that supplies, equipment and other resources be identified and purchased in a manner that is fully accountable, complies with applicable laws, and supports federal reimbursement of expenses when such programs are available. The Procurement Function supporting the Emergency Operations Center (EOC) will coordinate and issue contracts necessary before and during emergency situations as well as provide procurement services supporting emergency preventative measures and recovery from a disaster.

### Primary Responsibilities:

Contracting: Where a need can be identified prior to an emergency, this position is responsible for ensuring that a valid contract is in place so that those necessary resources are immediately available. Where a need was not anticipated this section will support expediting the contracting process ensuring compliance with *The Act* and other guiding policies.

Procurement: This section will support expediting the procurement process and, when necessary, use the emergency procurement process to support recovery from a disaster.

The Procurement desk of the EOC is responsible for designation, orientation and readiness testing of support staff performing contracting or procurement functions. When activated by the EOC Manager, or when the EOC procurement representative determines assistance for these duties is needed, the procurement desk is responsible for resource support.

Succession of Authority and Responsibility EOC Staffing	
Primary	Director of Procurement
Secondary	Associate Director, Procurement and Fixed Asset Management
Tertiary	Associate Director, Procurement Processes

### Primary Unit:

Office of Procurement

### Secondary/Support Agencies:

Logistics / Supply Unit  
Financial Operations  
Information Technology Operations

## Policies:

Virginia Contracting Officer (VCO): a university VCO must review all contracts considered for issuance.?

All contracts issued by the university will be comply with *The Virginia Public Procurement Act, Code of Virginia §2.2-4300 et. seq.*.

W&M Information Technology will review all procurements and contracts related to computing, telephony and RF technologies.

Signature authorities: Procurement will maintain on file designations of authority for contract approval.

## Requirements:

### Personnel:

Virginia Contracting Officers	
Primary	Director of Procurement
Secondary	<i>Senior Procurement Officer?</i>
Tertiary	<i>University Counsel?</i>

Administrative Support	
Primary	
Secondary	
Tertiary	

### Space:

In order to effectively manage the university's resources during a crisis situation and to ensure access to physical records as may be required, staff will function from their normal office spaces. However, should it be necessary to relocate, these sections will use Blow Memorial Hall Room **335?**

### Equipment:

Each staff member should have access to:

- A computer, iPad/tablet or smartphone (members of the sections should bring their equipment or request to have their assigned equipment relocated when necessary)
- ShoreTel desk phone (members should bring their desk phones with them when necessary)
- Internet connection

In addition, the designated space for the function should include the following:

- Copier
- Printer (with paper and ink)

## Alert and Activation

The decision to activate the Function and the supporting sections will be made by the chair of the EMT (or designated representative). The team members will be notified through a specialized list in the RAVE system.



# VIMS Liaison, Support Position 13

Reserved



## EOC Facilitator, Support Position 14

### Introduction

The Facilitator is the primary support position for the ready status, opening and continued operation of the campus Emergency Operations Center. When the Center is operating during a disaster or exercise the Facilitator ensures that situational awareness and a common operating picture are always available to the University's leadership and emergency operations staff, that messages for EOC staff are captured and delivered to the proper persons, and that a chronological documentation of the response operation is captured. As such, a Facilitator is always required in the Center during response operations and is normally part of the exercise development team.

### Purpose:

This position is responsible for the EOC facility, including supplies, operation of equipment, and EOC support staff (e.g., scribes, call takers/runners). Monitors communication flow within and external to the EOC to gather and distribute integral and timely information and disaster intelligence. Supports the EOC Manager and other staff as necessary to effectively operate the center under emergency conditions.

### Staffing:

EOC Coordinator:

- 1) Emergency Management Coordinator;
- 2) Building Operations Coordinator, Mason School of Business
- 3) Facility Coordinator, Student Leadership
- 4) Operations Manager, Office of Strategic Initiatives;
- 5) Coordinator, Office of University Advancement

### Resources:

Space:

- 1) Blow Memorial Hall has been identified as the Primary EOC
- 2) Facilities Management Administration Building Conference Room is the secondary site.
- 3) Any enclosed, secure space(s) can be made to house the EOC staff if necessary for any level of operations. Tables and chairs to support the EOC staff are required; basic comforts (HVAC, break area, beverage service) to support long-term operations should be made available when possible.

Equipment / Services:

Primary, secondary and tertiary (when feasible) paths for voice and data communications  
Technology and backup resources for visual display of status and other information providing a common operating picture (computers, printer, software, projectors/screens, monitors, marker boards, paper/easels, campus maps). Computers and campus phone sets should be made available to all functional positions when possible.

Administrative support resources (paper, pens pencils, forms, folders, copier)

## Policies:

- Human Resources

## Concept of Operations

### General:

An incident requiring activation of the EOC may happen with little or no notice. Conversely, an event benefitting from EOC-level coordination may require weeks of facility operation.

The institution will respond with available resources as designated in the plan which may include activation of the EOC.

Support and assistance from the local government will be requested based on mutual aid agreements and coordination with local government plans.

### Responsibilities/Actions:

- Assists the EOC Manager as directed.
- Ensures the EOC is operating efficiently and that information is communicated to all necessary EOC positions.

#### Procedures Upon notification:

- Report to the EOC.
- Turn on all necessary equipment, note deficiencies and request repair.
- Obtain the table tents and set them on tables according to the seating chart posted in the EOC.
- Ensure that each position has a notepad, pen and other necessary supplies at their respective seat.
- Check voicemail indicators on the phones. Work with EOC Manager to address any messages left for non-active positions.
- Distribute necessary forms to the EOC positions.
- Ensure that all positions can access WebEOC.
- As necessary or convenient, display an incident map(s) or other graphics from WebEOC, Hurrivac, GoogleEarth, NWS, ArcMap, Viper, Virginia511 or display an appropriate paper map/graphic indicating critical information visible to all EOC positions.
- For campus incident maps ensure the following information is displayed:
  - Affected area(s) facility(s) or location(s)
  - Inner and outer perimeter locations (as identified by the on-scene commander or Liaison Officer)
  - Command post locations
  - Areas requiring evacuation
  - Locations of assisting agency personnel
- Ensure that the WebEOC dashboard, incident maps and other utilities remain current
- Obtain any required supplies for the EOC.
- Ensure EOC positions are aware of briefing and meeting times, locations and agendas.

- Work with the EOC Manager to coordinate shift change schedule.
- Maintain an Activity Log of all messages, activities and reports generated while serving this position in the WebEOC.

## Tab 14.1 - Alert Messaging Specialist

### Introduction

The Specialist is the primary support position entering and sending alert messages to the college community when the Emergency Operations Center is activated or when requested by an authorized Emergency Management Team member when the EOC is not activated. A Specialist is normally needed in the EOC during response operations, but may also be asked to send messages for non-emergency events.

### Purpose:

Specialists ensure that authorized messages are entered into the mass notification system and delivered to the proper persons using designated communication channels. This position is responsible for using automated mass notification systems to deliver life safety and other critical safety information to members of the campus community, monitor MNS systems to verify delivery of messages, and review feedback from sent messages. When no messages are required the Specialist supports the EOC Manager and other staff as necessary to effectively operate the EOC.

### Resources:

Space:

- 4) Blow Memorial Hall has been identified as the Primary EOC
- 5) Facilities Management Administration Building Conference Room is the secondary site.
- 6) Personal office space (for non-emergency messages)

Equipment / Services:

Computer with internet access  
Mass Notification System user account

### Responsibilities/Actions:

- Operate Mass Notification Systems
- Assist the EOC Manager and Facilitator as necessary.

Procedures Upon notification:

- Report to the EOC.
- Turn on all necessary equipment, note deficiencies and request repair.
- Work with the EOC Manager to coordinate shift change.
- Maintain an Activity Log of all messages, activities and reports generated while serving this position.



## Liaison to the Williamsburg EOC, Support Position 15

### Purpose:

The W&M Liaison Officer represents the College of William & Mary, specifically the W&M EOC Director in the City of Williamsburg EOC and is a member of the W&M EOC Management Team.

### Responsibilities:

1. Support coordination with outside agency representatives in the Williamsburg EOC rendering assistance to, and receiving assistance from the College of William & Mary.
2. Serve as the direct point of contact and communication channel for assisting/cooperating local, state and federal representatives assigned to the Williamsburg EOC.
3. Respond to requests from incident personnel for inter-organizational problems.
4. Ensure that details of briefings, situation/status reports, EOC Action Plans and other critical communications available in the Williamsburg EOC are provided to W&M Emergency Coordination Officer and the W&MEOC.
5. Ensure that status/situation reports and other critical communications from the W&M EOC are available to the Williamsburg EOC as may be appropriate.
6. Forwarding of requests for assistance to the W&MEOC or Emergency Coordination Officer. The W&M Liaison Officer is NOT responsible for, nor necessarily authorized to obligate funds or other resources on behalf of the College of William and Mary.

### Staffing Roster:

1. Jeremy P. Martin, Assistant to the President and Provost  
Office: (757) 221-1258, Cell: (757) 707-0439  
Email: jpmartin@wm.edu
2. Michael J. Fox, Chief of Staff  
Office: (757) 221-1346, Cell: (757) 810-7208  
Email: mjfox1@wm.edu
3. Sarah E. Melchior, Office of University Counsel  
Office: (757) 221-1545, Cell: (757) 707-4421  
Email: semelchior@wm.edu

### Equipment and Space:

A desk with computer and phone is provided in the Williamsburg EOC.

### Activation Phase:

*When notified that the City of Williamsburg has activated their Emergency Operations Center, the Liaison Officer shall report to the EOC located in the administrative wing of the Williamsburg Fire Department, 440 N. Boundary Street.*

- Check in at the Security Desk, proper identification will be required.  
Wear identification, credential or official designation if requested.
- Report to EOC Manager for in-briefing.

The William and Mary workstation is in the front row of the EOC near the center. A name tag is located on the rear of the monitor to identify our position. The desk set phone number for in-bound calls should be: 757-564-7891

- Test your workstation phone / report status.

Call the W&MEOC, or as a last resort the WMPD Dispatch Center (9,221-4596). Have the call returned to verify the number and to ensure that your EOC phone is receiving in-bound calls.

	Blow Memorial 311	FM Conference Room
Conference Phone	757-221-2020	757-221-7863
EOC Manager	757-221-1088	757-221-7873
Secondary line	757-221-6192	757-221-1492
Support Desk	757-221-1493	
Support Desk	757-221-1494	
Support Desk	757-221-1495	
Support Desk	757-221-1496	
Support Desk	757-221-1269	
Support Desk	757-221-1551	
Verizon Analog line 1	757-221-7145	757-221-7145
Verizon Analog line 2	757-221-7146	757-221-7146
Fax	757-221-7145	757-221-2254 (FM Admin)

- Turn on and set up the workstation computer.

The EOC Manager will have Windows log-in and password information.

<http://hremweb.net/eoc7/> - is the web address for WebEOC.

<https://owa.wm.edu> - is the web address for off campus Email. Enter your normal campus log-in information to use Outlook Web Access.

<https://text.vzw.com> - send text messages to as many as ten Verizon phones (all EMT members, except Virginia Ambler, can receive text messages from this site).

- Establish and maintain a log which chronologically describes every action taken during your shift in WebEOC or this may be kept on paper or using Word if WebEOC is not available.
- Inventory your workstation resources: phonebook, plans and other reference documents, maps. Notify the W&MEOC or Emergency Coordination Officer if necessary items are not available for your use.

### Operational Phase:

- Attend EOC briefings. Relay to W&MEOC information regarding: summary of response, summary of incident impact, list of agencies currently involved in incident, and any special instructions.

*Consider using the camera in your phone to post images to WebEOC or send graphic information to the W&MEOC via email.*

- Obtain supplemental status reports from Section Chiefs and represented agencies as appropriate and necessary.
- Determine if additional representation is required from the College.
- Coordinate W&M activities with appropriate EOC Section.
- Provide W&M situation/status reports to the Williamsburg EOC Manager regularly.

## Disaster Specific Plans

## Severe Weather Plan

### Situation

Virginia experiences 35 to 45 thunderstorm days per year. Thunderstorms can occur any day of the year and at any time of the day, but are most common in the late afternoon and evening during the summer months. About five percent of thunderstorms become severe and can produce tornadoes, large hail, damaging downburst winds, and heavy rain causing flooding. Thunderstorms can develop in less than 30 minutes, allowing little time for warning or preparation. All thunderstorms produce lightning which can be deadly.

Tornadoes develop from high winds associated with thunderstorm activity or in conjunction with cyclonic storms. Typically, spring and late summer thru early fall seasons provide conditions conducive to tornado formation, although, a tornado can form during any season. Tornadoes vary in intensity or strength, but even a weak tornado can be deadly and very destructive. Virginia will experience between 15 and 20 tornadoes per year with June through August being the most active months.

Tropical cyclones are primarily a feature of tropical and subtropical waters. In the Northern Atlantic Ocean, a distinct hurricane season occurs from June 1 to November 30; however, hurricane season is typically most active between mid-August through October; height of the season is in mid-September. Hurricane / tropical storm conditions typically decay rapidly over land but will produce substantial accumulations of rain quickly causing flooding, overtopping or damaging dams, and likely produce winds causing trees to uproot, downing power lines, and potentially spawning tornadoes.

A nor'easter is a cyclonic storm that moves along the east coast of North America. Nor'easters may occur any time of the year, but are most frequent and strongest between September and April. These storms usually develop within 100 miles of the coastline traveling north or northeastward. They can precipitate heavy amounts of rain, blizzard-like snowfall, sleet and freezing rain accumulating as ice. They can also cause hurricane strength coastal wind, bring extremely cold temperatures and have spawned tornadoes.

### Purpose:

This plan is intended to minimize the potential for injury, loss of life and destruction of property by providing guidance for the Emergency Operations Team in preparation for, and response to, severe weather situations. This plan is subordinate to the W&M Emergency Operations Plan which provides the authorities, organizational strategy, direction and control model, and communications protocols that make this plan actionable.

### Primary Office:

Office of Finance and Administration

## Secondary/Support Agencies:

William & Mary Police Department  
Facilities Management  
University Communications  
Athletics  
Campus Recreation  
Residence Life  
Auxiliary Services  
Office of Procurement  
Institutional Animal Care and Use Committee (IACUC)  
Institutional Biosafety Committee (IBC)  
City of Williamsburg  
National Weather Service, Wakefield

## Scope:

This Severe Weather Plan focuses on storm systems typically experienced in southeastern Virginia presenting potentially destructive consequences.

## Policies:

- *W&M Emergency Closing Policy*
- Statewide Fire Prevention Code (SFPC) sections 403.11.1.1 and 403.11.1.2

## Concept of Operations

### General:

This plan establishes weather-specific concepts and policies under which all university departments will operate; provides for integration of the resources of the university and university contractors, and other private entities; and establishes standard concepts and procedures for response and recovery consistent with the City of Williamsburg Emergency Operations Plan.

When a severe weather incident occurs, help may not be immediately available from the state or federal government. William & Mary and the City of Williamsburg should be prepared to bear the initial responsibility for response operations and relief as well as preparation for the arrival of severe weather. Plans and procedures prepared should provide for the safety and welfare of the campus community until such time outside assistance is available. An effective response to severe weather emergencies is dependent on the development of plans, programs, and procedures, which will provide for:

- Effective and consistent communications with the community concerning decision making, operational conditions and resource support.

- Rapid mobilization and utilization of the resources and capabilities of the university, local government and the private sector within the affected area.
- Support from other political subdivisions of the state and potentially out of state sources.
- State and federal emergency and disaster relief assistance.

### Monitoring:

WMPD and other EMT members will monitor information sources for potential and eminent severe weather threats and provide warning and notification of hazardous conditions. Concurrently, the EOC staff will monitor status of preparation, response and recovery activities associated with the weather emergency.

### Communications:

Weather alerts are generally issued by the WMPD Communications Center using the Mass Notification System based on criteria established in the Communications Plan. Not all NWS broadcast watches or warnings described below are re-issued by the police communications center but are included to document each hazard's potential to cause casualties, loss of critical services and facility damage.

#### SEVERE WEATHER ALERTS

The National Weather Service has defined criteria for severe weather alerts that are of concern.

##### A. SEVERE THUNDERSTORM WATCH

Conditions are favorable for thunderstorms containing 1 inch or larger hail and/or wind gusts of at least 58 mph (50 knots). This alert is usually sent 2 to 8 hours in advance, duration is highly variable.

##### B. SEVERE THUNDERSTORM WARNING

A thunderstorm producing 1 inch or larger hail and/or wind gusts of at least 58 mph (50 knots) is occurring or imminent. This alert is usually sent 10 – 30 minutes in advance, duration is highly variable.

##### C. TORNADO WATCH

Conditions are favorable for thunderstorms producing tornadoes. Hail and strong winds are also possible. This alert is usually sent 2 to 8 hours in advance and may last for five or six (5 or 6) hours.

##### D. TORNADO WARNING

A tornado warning means a tornado has formed and was indicated by weather radar or sighted, and may affect those areas stated in the alert. This alert is usually sent 10 – 30 minutes in advance of threat and may last for one (1) hour.

#### E. HURRICANE WATCH

Hurricane conditions (sustained winds of 74mph or higher) are possible within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical storm force winds.

#### F. HURRICANE WARNING

Hurricane conditions (sustained winds of 74 mph or higher) are expected somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical storm force winds.

Approved watch and warning messages will be sent from the WMPD Communications Center using the Mass Notification System when issued by the National Weather Service. Preapproved templates describing preparation activities are attached to this plan. WMPD Communications Center staff is to send an “All Clear” message once the watch or warning has expired.

### Protective Measures:

It is the intent of the university’s Emergency Management Team to reduce loss of life, property and negative environmental impacts as a consequence of storm activity. This is accomplished by applying protective measures prior to the onset of destructive storms. For the purposes of this plan the university will employ two forms of protective measures described below.

**Personal Protective Measures** include actions taken by individuals to reduce their exposure to a threat. For example, a tornado warning message will include detailed personal protective measures that are intended to reduce an individual’s vulnerabilities to the high wind speed and flying debris associated with that threat. All life safety warning messages issued to the campus community should suggest personal protective measures. These messages will typically be issued from the WMPD Communications Center when the NWS issues a warning for the immediate area.

Athletic Department and Campus Recreation activities being conducted outdoors will be moved indoors or suspended as a protective measure when lightning is detected within a specified distance of such activity, or when other weather conditions which may cause adverse health effects is present. The departments are individually responsible for monitoring weather conditions, lightning detection, spectator notification of hazards, and on-site sheltering of students and staff at their activities, both on and off campus.

**Emergency Protective Measures** are actions authorized or restrictions imposed by the administration to more actively cause reduction of casualties, loss of property, or damage to the environment. Most of these involve the campus’s built environment and systems; i.e., topping off fuel tanks, securing building materials, clearing rooftop drains, boarding windows, clearing storm water infrastructure, and maintaining (BMPs) retention ponds. On a smaller scale these actions

may include protecting vulnerable equipment and research by covering with plastic, raising or removing items from the floor (any level but especially grade and subgrade floors), backing up hard drives, and powering down non-essential equipment.

The EMT will communicate the need and time to perform emergency protective measures in advance of a clear threat to the campus using an appropriate communication method. It may be necessary to activate the logistics/supply and procurement EOC positions to obtain and distribute materials for emergency protective measures to Building Emergency Coordinators. BECs will be the primary coordination point for protective measure materials.

### **Campus Closure / Evacuation:**

It is the duty of the Chair (or acting Chair) of the Emergency Management Team to make campus closure and campus evacuation recommendations to the Provost. Discussions with the Provost and President concerning a decision, especially an evacuation decision, should start several days before the expected arrival of storm effects. Decisions for temporary closures (delayed opening or early dismissal) require less coordination and can be made more readily.

Temporary closure (or delayed opening) of the campus and curtailment of services may be necessary because of the threat from, or consequence of, a hazardous storm system. Such an action should be considered when conditions are expected to make it dangerous for non-residents to travel on roadways to or from the campus, or make pedestrian travel about the campus exceptionally treacherous. Limiting the numbers of venues and services to remain open allows clearance crews to focus on and maintain critical access paths.

Evacuation and closure of the campus should be considered several days in advance of the arrival of an especially hazardous storm system. An evacuation decision should be made when there is a question about the university's ability to ensure the safety of campus residents during the storm and in post storm (disaster) conditions. This is a particular concern in the event of a sustained power outage causing building fire safety and security systems to become inoperable after battery backup systems fail. Also to be considered is the 3 to 5-day provisions window and whether conditions will allow for resupply. Evacuation decisions should be made in full consideration of the impact and onerousness of this decision on the campus community.

Broad-based public information concerning an evacuation decision is critical well in advance of the campus closure. Three-stage preparedness messages for students and staff are appended to this plan and should be considered for use 96 hours in advance of expected storm effects. The stages outline progressive actions to be taken while the decision is being considered in light of the developing situation.

Post storm evacuation should be considered carefully as this creates resource demands that may not be able to be satisfied. Consideration should be given the availability of fuel, including the ability to pump fuel, access cash and other travel necessities. This is especially concerning for large storms that may have caused regional outages and resource shortages.

All messages for the campus community regarding closures and evacuations should be communicated using the Mass Notification System.

### **Special Considerations:**

## **Operating campus buildings without Dominion Virginia electrical service**

Several campus buildings have generators providing backup energy. However, these generators typically only support egress lighting, critical environmental controls, and IT closets supporting our E911 backbone. Buildings capable of providing direct student support during a power outage include: Commons Dining which can operate with limited capacity on generator power (dish washing and trash compactor not supported); and Campus Recreation. Additional concern should be given to our population of persons with mobility limitations as elevators are not typically on backup energy systems. Currently, only Blair Hall has an elevator that functions on backup power.

The university's eighty residential structures and other buildings not supported with backup power systems will become uninhabitable after the battery backups supporting fire safety and access control systems begin to fail (12 to 24-hours) unless watches are appropriately posted and performed. The State Fire Marshall shall be consulted on special requirements for public safety concerning use of the campus buildings without energized fire safety systems. When fire watches are required they shall be conducted according to Residential Life's *Fire Watch for Residential Facilities* guidance document and watch personnel shall comply with Sections 403.11.1.1 and 403.11.1.2 of the Statewide Fire Prevention Code (SFPC).

## **Response**

### **Damage Assessment**

Only rescue and life safety work shall be performed during the damage assessment phase of response operations. Initial damage assessments are to be performed by FM maintenance teams under the direct supervision of the team leader. The university arborist shall be the assessment team leader concerning the university's grounds. All teams are under the control of the FM Department Operations Center (FMDOC) Chief. The FMDOC Chief will direct team activities and make assessment assignments based on priority of restoration and other critical factors. Additional staff with specific hazard or system knowledge may be integrated into the damage assessment teams to assess IT, security, laboratory and research activities, or other systems as necessary. The assessment team leader is responsible for the safety of the team members at all times when performing assessment assignments.

Building inhabitants who may be present at the time of the incident, to include Building Emergency Coordinators, should be discouraged from inspecting non-public spaces for damages. Only trained facilities staff who possess knowledge of hazards that may not be apparent to building occupants should conduct exhaustive damage assessments. However, BECs and other occupants may report obvious conditions of their building to work control for consideration by the FMDOC Chief in establishing priorities.

Team leaders shall inform the FMDOC Chief of the condition of each building upon completion of each structure's damage assessment. This information shall be shared with the W&MEOC so that situation reports can be generated and status can be tracked on a university-wide scale.

### **Documentation of Damages**

Prior to commencing any restorative, removal or replacement work, but only after the scene is determined safe from immediate hazards, all damages or evidence of damages caused by storm activity must be carefully documented. Photographs that depict the extent of damage, depth of flooding, displacement of structural materials; etc. must be taken with notes (either written or recorded) where explanation may be helpful to understanding the situation. Typically this should be accomplished by starting with a photo of the overall scene that indicates the location of the damages followed by a series of pictures that clearly represent the damages that must be repaired. Additional photos will be required after dewatering or removal of materials that obscured or obstructed initial documentation efforts. Items that are expected to be turned in as a core component or otherwise exchanged must be photographed; include serial numbers and other identifying features of the part. Otherwise, the parts should be labeled and set aside for later inspection. Location information should be provided by GPS coordinate, especially in regard to fallen or broken trees, compromised BMPs and other non-structural damages. Non-structural debris (woody, leafy) shall be documented in accordance with federal debris management standards.

Documentation of the materials used for emergency preventative measures and to make storm-related repairs must also be carefully documented as well as the labor hours required on each ticket. While perhaps burdensome, this level of documentation is necessary to satisfy state and federal agencies that are responsible for reimbursing the university for qualifying storm-related damages.

## **Restoration**

FMDOC is the primary coordinator for restoration of the built environment and utility infrastructure. Restoration goals and status shall be shared with the W&MEOC for situational awareness and reporting. WMIT and other departments shall also coordinate restoration activities reporting status to the W&MEOC at specified times.

## **Administration and Finance**

Expenses incurred specifically for severe weather response, regardless of EOC activation level, should be charged to the disaster index: 120906. This index has an initial cap of \$50,000 that may be increased by the Finance Office with appropriate justification.

Most materials and services determined necessary for severe weather response may be charged using P-Cards. During the planning and response phases, university P-Card Program Administrators are authorized to increase an individual user's transactional and monthly limits, and release Merchant Category Code (MCC) restrictions thus allowing the P-Card to be used for any necessary goods or services, even where such are normally disallowed by the P-Card Program agreement; e.g., temporary housing, food and energy. Release of any P-Card restrictions is dependent on an administrator's ability to successfully connect to the bank's web-based card services management system in advance of the purchase. Purchasers must anticipate their needs and coordinate with the administrator in the earliest phases of a severe weather incident to best ensure enhanced purchasing capabilities will be available.

## **Responsibilities/Actions:**

<p>WMPD</p>	<ul style="list-style-type: none"> <li>• Monitor reliable information sources for concerning weather information</li> <li>• Maintain a roster of key officials to notify of weather conditions and related incidents</li> <li>• Issue life safety alerts / notifications to the campus community using mass notification systems</li> <li>• Perform necessary public safety activities in response to incidents related to severe weather and operations directed in advance of severe conditions</li> <li>• Support life safety responses to severe weather incidents</li> </ul>
<p>Chair, Emergency Management Team</p>	<ul style="list-style-type: none"> <li>• Ensure that pending weather conditions are being effectively monitored and that preparations are made well in advance of arrival of severe conditions</li> <li>• Activate and staff the EOC as necessary for conditions.</li> <li>• Recommend closure / evacuation decisions to the Provost</li> <li>• Issue directive to initiate emergency protective measures.</li> <li>• Review emergency plans annually with the president to assure that procedures are familiar and appropriate to the highest levels of management</li> </ul>
<p>Provost / President</p>	<ul style="list-style-type: none"> <li>• Issue decisions concerning suspension of classes, cancelation of campus activities and closure or evacuation of the campus</li> </ul>
<p>University Relations /or Public Communications</p>	<ul style="list-style-type: none"> <li>• Produce community oriented situational awareness messages for use in various media</li> <li>• Monitor social media and report on items related to the university's response</li> <li>• Maintain EOC event log and report significant events</li> </ul>
<p>W&amp;M Athletic Department</p>	<ul style="list-style-type: none"> <li>• Monitor weather conditions and restrict / cancel outdoor activities as may be required due to the presence of</li> </ul>

	lightning and excessive heat indexes
W&M Campus Recreation	<ul style="list-style-type: none"> <li>• Monitor weather conditions and restrict / cancel outdoor activities as may be required due to the presence of lightning and excessive heat indexes</li> </ul>
Facilities Management	<ul style="list-style-type: none"> <li>• Damage Assessment</li> <li>• Documentation of damages, time and materials expenditures caused by severe weather</li> <li>• Response to structural and infrastructure systems concerns with the college's built environment</li> <li>• Maintain EOC event log and report significant events</li> </ul>
Residence Life	<ul style="list-style-type: none"> <li>• Implement activity specific plans and procedures appropriate for severe weather situation</li> <li>• Maintain fire watches in residential facilities as required</li> <li>• Maintain EOC event log and report significant events</li> </ul>
Auxiliary Services	<ul style="list-style-type: none"> <li>• Implement activity specific plans and procedures appropriate for severe weather situation</li> <li>• Maintain EOC event log and report significant events</li> </ul>
Office of Procurement	<ul style="list-style-type: none"> <li>• Implement activity specific plans and procedures appropriate for severe weather situation</li> <li>• Maintain EOC event log and report significant events</li> </ul>
Institutional Animal Care and Use Committee (IACUC)	<ul style="list-style-type: none"> <li>• Implement activity specific plans and procedures appropriate for severe weather situation</li> <li>• Report conditions to Academic Liaison in the EOC</li> </ul>
Institutional Biosafety Committee (IBC)	<ul style="list-style-type: none"> <li>• Implement activity specific plans and procedures appropriate for severe weather situation</li> <li>• Report conditions to Academic Liaison in the EOC</li> </ul>
City of Williamsburg	<ul style="list-style-type: none"> <li>• Provide Fire/Hazmat and EMS response and other necessary and available support</li> <li>• Operate the city EOC with university liaison.</li> </ul>

	<ul style="list-style-type: none"> <li>• Pass through requests for state-level support</li> </ul>
Virginia Department of Emergency Management	<ul style="list-style-type: none"> <li>• Develop and make available disaster specific response plans regarding state-level resources</li> <li>• Support post disaster assessment, state and federal recovery assistance programs</li> </ul>
National Weather Service	<ul style="list-style-type: none"> <li>• Provide weather analysis products that help guide local decision making</li> <li>• Issue weather alerts for dangerous conditions</li> </ul>

## WHAT TO DO BEFORE, DURING, AND AFTER A CAMPUS EMERGENCY CLOSURE

### Three Stage Student Check list

There are certain types of emergencies, such as hurricanes, when there is time to assess whether the College should close. When the College issues such an emergency closure notice, students who reside in residence halls and apartments will be advised to implement their Personal Emergency Evacuation Plans (PEEP) prior to the onset of adverse conditions. The following three stage check list provides information about the steps that should be taken to prepare for such a threat. The College may implement stage one at any time within a 96-hour period prior to anticipated impact.

**STAGE ONE** – Indicates conditions are such that it is possible the campus will be closed temporarily due to adverse conditions that have the significant probability of disrupting major activities at the College. In such instances students will be advised to do the following:

- ✓ Review your personal emergency evacuation plan; verify availability of prearranged transportation and safe destination, and update your plan as necessary.
- ✓ Inform your Area Director if you are having trouble getting your personal emergency evacuation plan verified or if there are other problems with your plan. They will connect you with needed emergency assistance.
- ✓ Contact your family and provide them with information about where you may be staying if the College announces a temporary closure (including telephone numbers and addresses).
- ✓ Refill prescription drugs.
- ✓ Prepare your vehicle for travel. Top off fuel, washer fluid and check systems. Stock emergency supplies in your vehicle: water, toiletries, toilet tissue, blankets, flashlight, first aid kit, and nonperishable food as you may be stuck in traffic for extremely long periods of time.
- ✓ Verify your route: be prepared to take alternative or unfamiliar routes if major roads are closed or clogged.
- ✓ Back up the hard drive of your computer and store the back up files in a safe location.

**STAGE TWO** – Indicates conditions are such that it is probable the campus will be closed temporarily due to adverse conditions and the likely loss of power will make it difficult for the College to maintain the academic schedule and integrity of building environments. In such instances students will be advised to do the following:

- ✓ Attend mandatory informational meetings held in the residence halls, if scheduled.
- ✓ Prepare your room following instructions provided by the Residence Life staff.
- ✓ Pre pack: Assemble those items that you expect to need at your destination. Include all of your important documents, medications, phone charging cables, your favorite pillow and other necessary items. If riding with others, test-pack your vehicle to ensure that all baggage and passengers fit safely and comfortably.
- ✓ Obtain a supply of cash. (Credit card and ATM access may not be reliable on your route.)
- ✓ Keep your mobile phone and other devices fully charged.
- ✓ Monitor [wm.edu](http://wm.edu), your campus email account and text messages from the Emergency Management Team (EMT) for information.

**STAGE THREE** – Indicates conditions are such that it is inevitable the campus will be closed temporarily beginning at a specified time. Students will be advised to do the following:

- ✓ Contact your family and confirm with them that you are leaving campus and where you will be staying.
- ✓ Depart the campus by the designated time. No students or employees are permitted to remain on campus unless they are designated emergency personnel or they are directed to do so by WMPD officials.
- ✓ Stay tuned to news, Virginia511 and other sources for the latest traffic information.

### **AFTER THE EMERGENCY**

All efforts will be focused on restoring the campus as quickly as possible.

Students:

- ✓ Will not be permitted to reenter buildings until those buildings have been cleared by Facilities Management and the College has announced it is reopening.
- ✓ Should monitor local news, [www.wm.edu](http://www.wm.edu), [www.facebook/wmnews](http://www.facebook/wmnews), @WMNews on twitter, W&M Alert text messages, and your campus email for updated information and important announcements.
- ✓ Upon return, inspect their rooms, reporting any damage, leaks or other problems to your Area Director.

## WHAT TO DO BEFORE, DURING, AND AFTER A CAMPUS EMERGENCY CLOSURE

### Three Stage Faculty/Staff Check list

There are certain types of emergencies, such as hurricanes, when there is time to assess whether the College should close. When the College issues such an emergency closure notice, faculty and staff will be advised to prepare their workplace and take protective actions prior to the onset of adverse conditions. The following three stage check list provides information about the steps that should be taken to prepare for such a threat. The College may implement stage one at any time within a 96-hour period prior to anticipated impact.

**STAGE ONE** – Indicates conditions are such that it is possible the campus will be closed temporarily due to adverse conditions that have the significant probability of disrupting major activities at the College. In such instances faculty and staff will be advised to do the following:

- ✓ Expedite or suspend work requiring access to computational systems.
- ✓ Develop contingency lesson plans to facilitate temporary cancellation of classes.
- ✓ Obtain from their Building Emergency Coordinator a supply of plastic sheeting and other materials that can be used to protect equipment from ceiling leaks.
- ✓ Verify personal emergency contact information contained in banner and in department listings.
- ✓ Back up the hard drive of your computer and store the back up files in a safe location.

**STAGE TWO** – Indicates conditions are such that it is probable the campus will be closed temporarily due to adverse conditions and the likely loss of power will make it difficult for the College to maintain the academic schedule and integrity of building environments. In such instances faculty and staff will be advised to do the following:

- ✓ Inform students of anticipated adjustments to the course schedule in the event of emergency dismissal.
- ✓ Prepare office, lab, classrooms or other areas for the potential effects of extreme weather (remove equipment / materials from the floor and from under windows).
- ✓ Transfer radiological materials, biological agents (BSL 2 and above), controlled substances and select agents to a secure storage location.
- ✓ Place nonessential lab equipment in lay-up or power down status.
- ✓ Keep mobile phone and other devices fully charged.
- ✓ Monitor wm.edu, campus email account and text messages from the Emergency Management Team (EMT) for information.

**STAGE THREE** – Indicates conditions are such that it is inevitable the campus will be closed temporarily. Faculty and staff will be advised to do the following:

- ✓ Perform necessary preventive measures to protect equipment, research and facilities from storm damage (cover equipment, research notebooks, samples, etc. with plastic, sandbag flood prone areas to divert storm water).
- ✓ Leave the campus by the designated time. No employees, faculty or staff, from offices and departments are permitted to remain on campus unless they are emergency personnel with an assigned role or have been directed to do so by WMPD officials.
- ✓ Buildings will be secured.

## **AFTER THE EMERGENCY**

All efforts will be focused on restoring the campus as quickly as possible.

Faculty and staff:

- ✓ Will not be permitted to reenter buildings until those buildings have been cleared by Facilities Management and the College has announced it is reopening.
- ✓ Should monitor local news, [www.wm.edu](http://www.wm.edu), [www.facebook/wmnews](http://www.facebook/wmnews), @WMNews on twitter, W&M Alert text messages, and your campus email for updated information and important announcements.
- ✓ Upon return, inspect their offices and facilities, reporting any damage, leaks or other problems to your Building Emergency Coordinator.

## W&M Emergency Message Templates

### Weather:

- **Hurricane:**

**Phone:** Hurricane (name) is expected to make landfall (timeframe), and (the College's main campus/VIMS/etc.) is expected to be directly affected. As the storm approaches, please remain indoors and away from windows and glass doors. Close all interior doors and keep curtains and blinds closed. Additional instructions will be provided as information becomes available. For emergency medical attention, please call 911.

**Text:** Hurricane (name) expected to make landfall (timeframe). More info on College website, email or voicemail.

- **Tornado:**

**Phone:** A tornado has been reported (near/on) (location). Remain indoors and seek the lowest level of your building. If there is no basement, go to the center of an interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. Put as many walls as possible between you and the outside. Get under a sturdy table and use your arms to protect your head and neck. Do not open windows. Additional information will be released on the College website or through email or voicemail. For emergency medical attention, please call 911.

**Text:** Tornado reported (near/on) (location). Remain indoors and seek the lowest level of your building.

- **Severe snow/ice storm:**

**Phone:** A severe (snow/ice storm) is expected to hit (the College's main campus/VIMS/etc) (timeframe). Additional information will be released on the College website or through email or voicemail.

**Text:** Severe (snow/ice storm) due to hit (the College's main campus/VIMS/etc) (timeframe). Check College website, email or voicemail.

- **School closing:**

**Phone:** Due to inclement weather, the College of William and Mary will be closed today (date). Only essential personnel should report for duty. Additional information will be released on the College website or through email or voicemail.

**Text:** Inclement weather, College closed today (date). Essential personnel report. More on College website, email or voicemail.

- **School closing – essential personnel check with bosses:**

**Phone:** Due to inclement weather, the College of William and Mary will be closed today (date). Essential personnel should contact their supervisors for reporting instructions. Additional information will be released on the College website or through email or voicemail.

**Text:** Inclement weather, W&M closed today (date). Essential personnel call supervisor for instructions. Check website/email/voicemail.

- **School delay – two hours:**

**Phone:** Due to inclement weather, the College of William and Mary will delay opening by two hours today (date). Essential personnel should contact their supervisors for reporting instructions.

**Text:** Inclement weather, College will delay opening two hours today (date). Essential personnel contact supervisor for instructions.

- **School delay – one hour:**

**Phone:** Due to inclement weather, the College of William and Mary will delay opening by one hour today (date). Essential personnel should contact their supervisors for reporting instructions.

**Text:** Inclement weather, College will delay opening one hour today (date). Essential personnel contact supervisor for instructions.



# Infectious Disease Plan

## Introduction

Infectious diseases are a naturally occurring human and zoological condition, the spread and impact of which, while sometimes concerning, can normally be avoided, controlled or managed toward marginal human impact. The challenge to this is influencing or modifying human behaviors to reduce exposures to the offensive pathogens. This is particularly difficult in a campus environment where dense living conditions, demographic range, international travel and life styles can be conducive to the exposure to and transfer of bodily matter containing viruses, bacteria, or other microorganisms producing communicable illnesses.

Medically based decisions guiding the administration's response to a specific health threat will reflect local, state, national or global evaluation of the human impact of the disease. The continuum of the university's response begins with threat monitoring, focuses on health communication emphasizing personal care and includes protective actions intended to safeguard all members of the campus community, wherever they are located, should a health threat become particularly pervasive.

### Purpose:

This plan is to serve as a framework for the University's response to infectious diseases that present a threat to members of the campus community. It will provide general guidance for monitoring, mitigation, communications and responses using the institutions resources and coordinated response with local, state or international agencies when threat management exceeds the institution's capabilities.

### Primary Office:

Student Health Services  
Campus Community Support (if EOC is activated)

### Secondary/Support Agencies:

University Relations  
Reves Center for International Studies  
WFD EMS  
Sentara  
Riverside Hospital  
Peninsula Health Department  
Division of Consolidated Laboratory Services  
Virginia Department of Emergency Management  
Virginia Medical Examiner's Office  
Center for Disease Control  
World Health Organization

### Scope:

This plan is expected to guide the university's mitigation effort and response to disease outbreaks impacting students and employees on campus, in route to the campus, and abroad

engaged in university-affiliated travel. It considers typical and extraordinary health threats such as: Meningococcal Disease, Whooping Cough, Rotavirus, Norovirus, Measles, Mumps, Corona Viruses, Yellow Fever, Malaria, various strains of Influenza or any other known or novel contagious threat which may cause exceptional personal discomfort, have a persisting negative impact on quality of life, or which may produce fatalities.

### Policies:

- *W&M Policy for Student Travel to Travel Warning Countries* – Recognizes risks to safety and security of students engaging in university affiliated travel, particularly the risks outlined by the U.S. Department of State when it issues a Travel Warning. Policy establishes the circumstances under which student travel to countries subject to a U.S. State Department Travel Warning is permitted.
- *Code of Virginia 32.1-48.04 et. seq.*, disease control measures, authority of State Commissioner of Health to order detention, quarantine or isolation of infected persons.
- *Commonwealth of Virginia Emergency Response Plan – Pandemic Influenza Response* – outlines State Council of Higher Education for Virginia (SCHEV) responsibilities and relationship with Institutions of Higher Education during various phases of a pandemic event.

## Concept of Operations

### General:

The Director of the Student Health Center practices general oversight on public health issues concerning the campus community and advises the university's administration in regard to health communications and protective measures.

Disease surveillance utilizing various methods of detection is conducted at state, national and international levels and serves as a sentinel system providing warning that a disease is spreading.

Most campus health threats will be managed through typical interdepartmental coordination efforts. When extraordinary resources are necessary, the Director of the Student Health Center may request through the Vice Presidents for Student Affairs and Senior Vice President for Finance and Administration that the EOC be activated to an appropriate level providing support for the health threat response or health emergency. **Campus Community Support** will be the lead function for coordination of campus resources when the EOC is activated.

### Monitoring:

Student Health Services, Reves Center and WMPD offices will monitor information sources identifying domestic and international health threats to determine if or when actions may be useful or necessary to protect members of the campus community home and abroad. Staff monitoring these information sources should share information obtained with other offices engaged in monitoring for further evaluation, consultation and general information.

### Health Communications:

Health Communications are generally informational or instructions from the administration to the staff and students educating or suggesting voluntary, self-protective measures persons may take to reduce their exposure to infections, or to reduce the potential of infecting others. The necessity for issuing notice of a disease infecting all or part of the campus community and providing medically accurate information about the health threat will be determined by the appropriate medical authority. For the campus that authority is the Director of Student Health, or in some cases the State Health Commissioner in coordination with the Director of Student Health. In regard to international travelers that authority may be the Center for Disease Control, the World Health Organization or some entity within the U.S. State Department. University Relations (Public Communications when the EOC is activated) will assist in developing and publishing health information for campus consumption.

Disease Education communications may include, but may not be limited to:

- Description of symptoms
- Risks associated with contracting the disease
- If, when and where vaccination will be available
- If/how the disease may be carried by asymptomatic persons
- Alleviation of fear for contracting the disease or receiving vaccination, as may be appropriate to the situation
- If, when and where public meetings about the disease may be available

Communication of mitigation actions may include, but are not limited to:

- Staying away from campus when ill
- Voluntary isolation in quarters
- Hand washing / cough hygiene
- Not drinking or smoking after one and another
- Refraining from social drinking games.

Voluntary immunization / prophylaxis uptake prior to arrival on campus or departure on university affiliated travel is an ongoing health communication effort supported by Student Health and Reves Center.

### **Protective Measures:**

Protective Measures are actions taken or restrictions imposed by the administration to more actively cause reduction in the transmission of pathogens among persons in the campus community. These may involve required education on the health threat, enhancement of procedures or registration requirements, and suspension of activities which are not limited to:

- Alcohol education
- Enhanced environmental hygiene (housekeeping education or housekeeper retraining)
- Immunization / prophylaxis
- Travel restrictions concerning acutely affected locations
- Cancellation of classes / closure of campus residences
- Interventions including iterative symptom monitoring and quarantine

## Responsibilities/Actions:

<p>Student Health Services /or Campus Community Support (if EOC is activated)</p>	<ul style="list-style-type: none"> <li>• Monitor reliable information sources for occurrences of infectious diseases which could impact the campus community;</li> <li>• Advise university administration on present and emerging health threats to the campus community;</li> <li>• Consult as necessary with Reves Center concerning university affiliated travel issues;</li> <li>• Provide personnel, equipment, supplies and other resources to coordinate and implement plans and programs for medical responses;</li> <li>• Review emergency plans with associated health care providers;</li> <li>• Support University Relations / Public Information with medically-based threat information;</li> <li>• Request EOC support as may be necessary;</li> <li>• Maintain a roster of key officials for medical / public health support.</li> </ul>
<p>President / Provost</p>	<ul style="list-style-type: none"> <li>• Decisions concerning suspension of classes, cancelation of campus activities and closure of campus.</li> </ul>
<p>Reves Center for International Studies</p>	<ul style="list-style-type: none"> <li>• Monitor reliable information sources for occurrences of infectious diseases which could impact the campus community;</li> <li>• Advise / consult the Director of Student Health on present and emerging health threats to which the campus community may become exposed;</li> <li>• Request EOC support through the Office of Student Affairs as may be necessary;</li> <li>• Maintain a roster of key officials supporting university affiliated travel activities.</li> </ul>
<p>University Relations /or Public Communications</p>	<ul style="list-style-type: none"> <li>• Produce, in coordination with Student Health, health communications messages for use in various media;</li> <li>• Monitor social media and report on items related to health topics or the university's response to the health issue.</li> </ul>
<p>WFD EMS Sentara, Riverside</p>	<ul style="list-style-type: none"> <li>• Review emergency plans with associated health care providers;</li> </ul>
<p>Peninsula Health Department</p>	<ul style="list-style-type: none"> <li>• Review emergency plans with associated health care providers;</li> <li>• Develop and make available disaster specific information and response plans for health care providers;</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide recommendations and instructions regarding health communications and protective measures;</li> </ul>
Division of Consolidated Laboratory Services	<ul style="list-style-type: none"> <li>• Provide laboratory services</li> </ul>
Virginia Department of Emergency Management	<ul style="list-style-type: none"> <li>• Develop and make available disaster specific response plans;</li> </ul>
Virginia Medical Examiner's Office	<ul style="list-style-type: none"> <li>• Coordinate support for remains of victims</li> </ul>
Center for Disease Control	<ul style="list-style-type: none"> <li>• Develop and make available disaster specific information and response plans for health care providers;</li> <li>• Provide recommendations and instructions regarding health communications and protective measures;</li> </ul>
World Health Organization	<ul style="list-style-type: none"> <li>• Develop and make available disaster specific response plans;</li> <li>• Provide instructions and procedures concerning international travel.</li> </ul>

