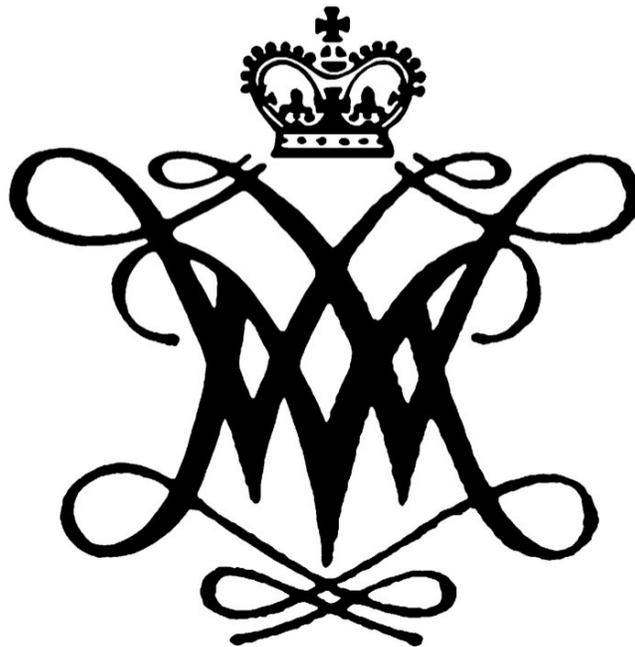


**EMERGENCY RESPONSE PLAN FOR**

**THE COLLEGE OF WILLIAM AND MARY**  
**IN VIRGINIA**



**Board of Visitors for the College of William and Mary in Virginia**  
**Version 1.1 – January 2012**

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

# The College of William and Mary Emergency Response Plan

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# The College of William and Mary Emergency Response Plan

## **I. PURPOSE**

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

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

## **II. SCOPE**

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

## **III. MISSION**

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

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

#### **IV. ASSUMPTIONS**

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

- A. An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- B. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve as a guide and a checklist which may require modifications in order to meet the requirements of a specific incident.
- C. The College will issue emergency notifications or warnings to the campus community at any time if conditions indicate that an incident is developing or highly probable.
- D. Emergencies may be community, regional, state-wide or national. Therefore, it is necessary for the College to prepare for and carry out disaster response and short-term recovery operations in conjunction with local, regional, state or federal resources.
- E. There are typically two types of emergencies. The first is a general emergency that does not require a specific tactical response by first responder personnel, police, fire, and EMS. Severe weather and pandemics are examples of general emergencies. Specific emergencies are incidents that require a tactical response by first responders. Examples of specific emergencies include fires, active shooters, and hazardous material incidents. Determination of Incident Commander will be based upon whether an incident is general or specific in nature.
- F. In specific emergencies there are two responses. The first is the response to the incident and is carried out by first responders. The second is the action undertaken by the administration of the college to the actions and the results of the actions undertaken by the first responders.

#### **V. TYPES OF EMERGENCIES/LEVELS OF RESPONSE**

There are three levels of emergencies:

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

Exhibit 1.1 - Expected Impact

Scope- Level 1, Level 2, and Level 3

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

**VI. PLAN COMPONENTS**

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

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

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

- Emergency Management Team (EMT)
- Emergency Operations Team (EOT)
- Emergency Support Functions (ESF)

- Critical Operations Plans
- Special Unit Plans
- Building/Area/College Emergency Plans
- Response Annexes (Natural Disaster/Terrorism)

A. The Emergency Management Team (EMT). The EMT is responsible for the development, maintenance and activation of the Emergency Response Plan. The EMT will evaluate information from various sources during the progress of the event and advise the President and/or Provost on appropriate actions requiring their decisions.

In a general emergency the Chair of the EMT will serve as the Incident Commander. When a tactical response is required by first responders the appropriate first responder supervisor will be the Incident Commander.

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

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

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

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

## Exhibit 1.2– Critical Operations Unit Plans

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

### E. Special Function Plans

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

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

### F. Building/Area Emergency Plans

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

### G. Response Protocols

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

## **VII. ROLES AND RESPONSIBILITIES**

### **A. College President**

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

### **B. Provost**

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

### **C. Chair, Emergency Management Team**

The Chair of the Emergency Management Team, upon consultation with President and, as designated, shall be responsible for declaring any major institutional emergency. In a general emergency the Chair appoints the Incident Commander and determines when to activate the Emergency Management Team.

### **D. Emergency Management Team**

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

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

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

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

8. Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.
9. Familiarize themselves with the interagency elements of NIMS.

#### Exhibit 1.5 Emergency Management Team Members

- Vice President for Administration – Chair
- Vice President for Finance - Vice Chair & Emergency Plan Coordinator
- Vice President for Student Affairs
- Vice Provost for Research
- Associate Provost for Information Technology
- Associate Vice President for Facilities Management
- Assistant Vice President for Student Affairs
- Chief of Police
- Executive Assistant to the President
- Director of University Relations
- Director of Auxiliary Services
- Director of Operations & Support Services (VIMS)
- Emergency Management Coordinator
- Academic Department Chair

#### E. Emergency Operations Team

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

#### F. Emergency Response Plan Coordinator

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

#### G. Incident Commander

The Incident Commander is the individual responsible for the command and control of all operational aspects of the emergency response. 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. Typically in a general emergency the chair of the Emergency Management will assume the role of the Incident Commander.

#### Exhibit 1.6– Areas of Critical Responsibility/EOT Members

- William and Mary Police Department
- Counseling Center
- Dining Services
- Environmental Health & Safety
- Facilities Maintenance
- Facilities Planning and Construction
- Financial Services
- Human Resources
- Information Technology
- Procurement
- Rec Sports Center
- Residence Life
- Student Health Center
- Transportation
- University Relations

#### H. Building/Area Emergency Coordinators

The College has identified building and area coordinators (BEC's, AEC) who 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 the Emergency Operations Plan and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs and AECs are responsible for developing and maintaining an emergency plan for their respective building or area.

#### I. 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.

#### J. Liaison to City of Williamsburg EOC

The City of Williamsburg maintains an Emergency Operations Center which is activated under its protocols for the declaration of an emergency. The College provides a liaison who sits in the EOC when activated. That representative also participates in planning meetings, tests and exercises performed under the auspices of the City's EOC. The College's principal representative is the Assistant to the President. The first alternate is the Vice President for Strategic Initiatives and the second alternate is the Coordinator of Legal Services..

### **VIII. COMMUNICATIONS PLAN**

*(See Appendix 5: Emergency Communications Plan for details)*

Communications in the event of a level two or three incident consists of several categories: initial notification of emergency response personnel; communication among the Emergency Operations Team members between and among the Emergency Management Team members; communication within the campus community, and communication with the external community.

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

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

All decisions concerning notification of the community about an impending threat or emergency situation will be made by the Chair (or approved successor) of the Emergency Management Team in consultation with the designated Incident Commander. In situations where immediate community notification is required a police supervisor is authorized to send a notice to the community before notifying the Chair of the Emergency Management Team. Community notification may include use of the Colleges emergency notification system. In the event the

emergency is part of a larger community, regional, state, or national incident, all such communications will be coordinated with appropriate local, state, or federal authorities. Specific protocols, sample messages, and codes to insure authorized, restricted access to mass communication resources are developed and maintained by the Emergency Management Team with support from the Emergency Communications Team led by the Director of University Relations (or designated successor). Other team members will include the Director of News Services, the Associate Provost (Chief Information Officer/IT), the Vice President for Student Affairs and the Emergency Management Coordinator. Additional members may be appointed by the Chair of the EMT as needed.

Communication with the external community will be managed by the Emergency Communications Team. The Director of News Services (with the Director of University Relations as back-up) will maintain an up-to-date list of local media sources to be contacted in the event of an emergency, including a list of the codes required for posting emergency broadcast notices on television and radio stations in the area, and will notify the media as directed. In the event of an emergency requiring press notification, there shall be a single spokesperson for the College. Ordinarily that individual will be the Director of University Relations. The Director of University Relations together with the Chair of the Emergency Management Team may designate others spokespersons as appropriate/needed. The preparation of news releases will be the responsibility of the Communications Team and the team will arrange and coordinate any necessary news briefings for the press.

## **IX. NOTIFICATION OF AN EMERGENCY**

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

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

Upon activation, appropriate Emergency Operations Team (see Exhibit 1.6) members will be notified by the William and Mary Police Dispatcher and will report to the designated command center. (The William and Mary Police Department has overall responsibility for coordinating and alerting the appropriate parties. WMPD will maintain a list of the Emergency Management Team members - see section H.1 - and telephone contact information.) Emergency Management Team Members will also be notified and will report, as needed, to the designated Emergency Operations Center. The Director of Environmental Health and Safety (when appropriate) should be notified in addition to the WMPD Police Chief.

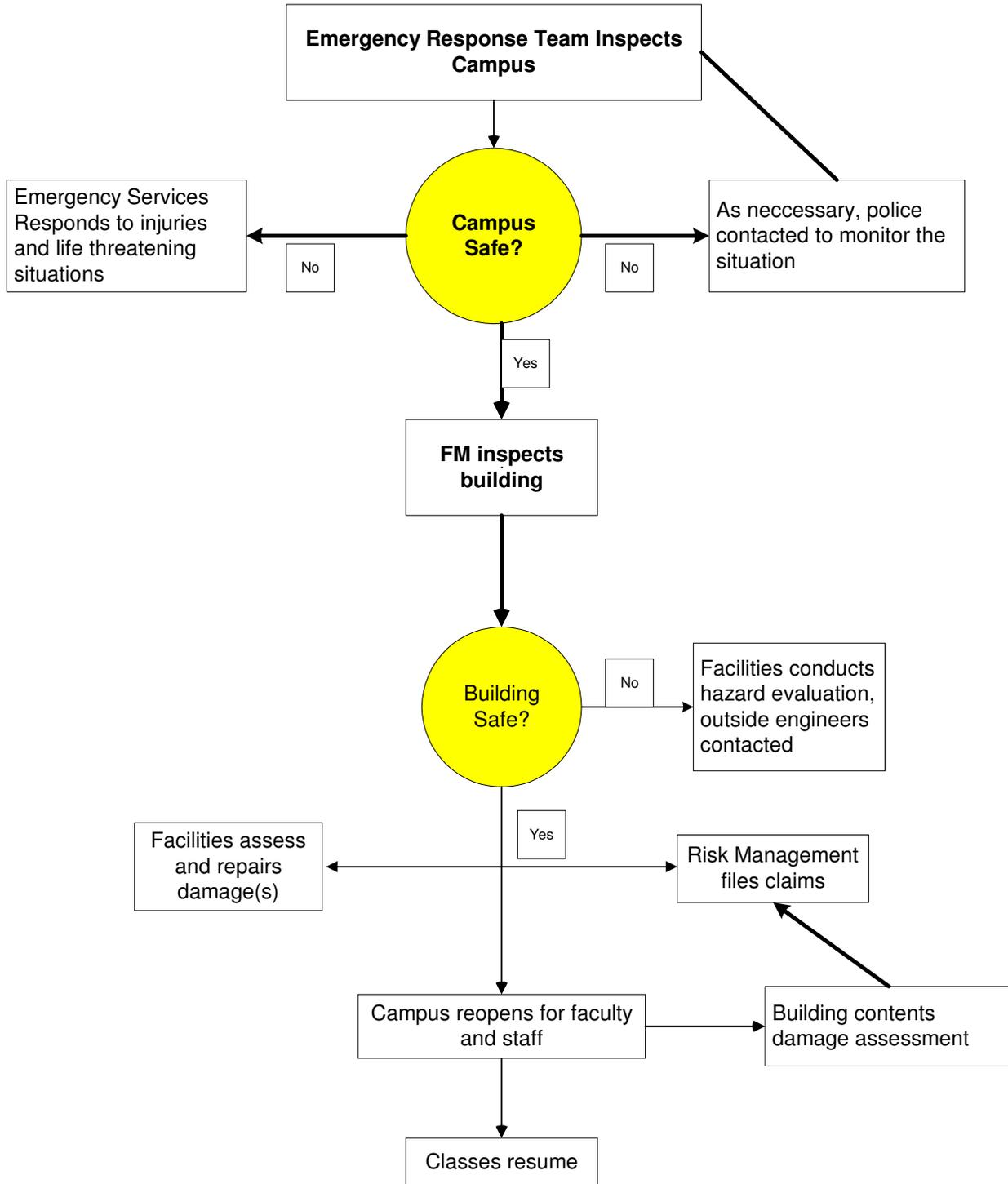
Should it be deemed necessary to alert the College community to an impending threat or emergency situation, the Chair of the Emergency Management Team will activate alert warning resources and activities. In situations where immediate community notification is required a police supervisor is authorized to send a notice to the community before notifying the Chair of the Emergency Management Team.

[Information in this section redacted]

## **X. RECOVERY**

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

**Exhibit 1.7 Campus Wide Emergency Recovery Steps**



# **APPENDIXES**

## APPENDIX 1

### NATIONAL INCIDENT MANAGEMENT SYSTEMS (NIMS) COLLEGE EMERGENCY RESPONSE PLAN

#### PURPOSE

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

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

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

#### KEY PRINCIPLES

- A. Modular response model based on activating only those organizational elements required to meet the needs of the immediate incident.
- B. Common terminology applied to organization elements, position titles, facility designations and resources.
- C. Unified command structure which ensures that organizational elements are linked to form a single overall structure with appropriate span-of-control limits, training, redundancy and order of succession in the Command Structure to ensure coverage in emergencies.
- D. Comprehensive resource management for coordinating and inventorying resources for field responses.
- E. Integrated communication so that information systems operate smoothly among all response agencies involved.
- F. Generic positions whereby individuals are trained for each emergency response role and follow prepared action checklists.

- G. Consolidated action plans that contain strategy to meet objectives at both the field response and Emergency Operations Center levels.

## **ORGANIZATION**

NIMS is organized around five major management activities.

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

During minor incidents, the five major activities may be managed by a single individual. Large incidents usually require each of these activities to be established as a separate section within the organization. The EMT will make this decision based on the demands of the incident and appoint an Incident Commander.



College Department: William and Mary Police Department

## **B. Search and Rescue**

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

City Lead Agency: Williamsburg Fire and Police Departments  
College Lead Department: William and Mary Police

## **C. Hazardous Materials**

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

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

## **D. Medical Services**

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

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

## **E. Law Enforcement**

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

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

5. Pre-plan distribution and allocation of state resources in support of the overall law enforcement mission.

City Lead Agency: Williamsburg Police Department  
College Lead Department: William and Mary Police Department

## **F. Communications Systems**

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

City Lead Agency: Williamsburg Fire Department  
College Lead Department: William and Mary Police Department  
Office of Information Technology

## **G. Public Works**

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

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

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

## **H. Transportation**

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

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

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

### **I. Mass Care**

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

City Lead Agency: Williamsburg Fire Department  
College Lead Department: Facilities Management with support from Procurement, Rec Sports, Auxiliary Services

### **J. Food and Water**

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

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

### **K. Utilities**

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

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

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

### **L. Public Information**

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

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

### **M. Volunteers & Donations**

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

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

### **N. Animal Services**

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

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

## APPENDIX 3

### ORGANIZATIONAL UNIT PLANS

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

- A. Identify the individuals and alternates to whom the specific responsibilities are assigned including:
  - 1. Unit Plan Execution / Emergency Response.
  - 2. Unit Plan Maintenance – all Units are required to provide the Emergency Response Plan Coordinator with an updated Unit Plan every year.
  - 3. Unit Plan Coordinator.
- B. Develop procedures for communicating within the Unit.
  - 1. Current emergency call roster for the Team Members.
  - 2. Contact list for all Unit Faculty and Staff.
- C. Identify all life safety threats. Be certain that all faculty and staff review and understand the safety procedures defined in the Incident Response Plan.
- D. Identify critical assets and how to protect them in an emergency situation.
  - 1. Assets include physical items of value as well as electronic and hard copy data.
  - 2. Assign individuals (or other units) to secure physical assets.
  - 3. Assign individuals to be responsible for vital records.
  - 4. Assist with building content damage assessments.
- E. As appropriate identify disaster-specific response plans to maintain and restore services that are critical to the College.
- F. Identify and document (contact names, location, telephone numbers, email address, etc.) subcontractors, suppliers and service providers that may be needed in an emergency situation.
- G. Identify critical reliance on other Units.
- H. Provide training for new hires as necessary.
- I. Communicating assignments to all employees.

*NOTE: Much of this information is also contained in the Continuity Plan for each unit.*

## APPENDIX 4

### CRITICAL OPERATIONS ROLES AND RESPONSIBILITIES

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

#### Academic Affairs

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

#### Academic Research

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

#### Athletics

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

#### Auxiliary Services

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

#### Counseling Center

The Counseling Center shall provide emergency psychological crisis intervention services to students, faculty and staff. Specifically, the center will:

1. Respond to an institutional request for crisis intervention by coordinating and mobilizing volunteer counseling personnel for on-site services.
2. Plan for and provide on-site triage, individual and group interventions and initiate referrals for more specialized and follow up care.
3. Maintain a list of college and community resources, meet annually with liaison personnel and engage periodically in training and simulation exercises.

### Environmental Health and Safety (EHS)

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

### Facilities Management

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

### Finance

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

### Human Resources (HR)

- A. Together with Finance, maintain the continuity of Payroll Processing Services.
- B. Maintain the continuity of critical employee Benefit Services.
- C. Provide for employee counseling.
- D. In a post disaster community-wide disaster:
  - 1. Assess Faculty and Staff availability.
  - 2. Assist with the appropriation of personnel.
  - 3. Assist employees with work recovery needs.
  - 4. Provide for employees to take personal leave to attend to personal needs; etc.

### Information Technology (IT)

- A. Maintain the operation of voice, intranet, data, and video and wireless communications services including the emergency communications system.
- B. Develop policy to provide for the coordination of data and telephone systems.
- C. Implement proper backup controls and redundancies to maintain critical services.
- D. Properly document all hardware and its configuration; develop a plan for hardware replacement and setup.

- E. Develop adequate information security controls.
- F. Maintain a records management plan that duplicates data on a regular basis and secures this information at a remote location.
- G. As necessary develop and maintain a plan to perform critical applications at a remote site.

#### Muscarella Museum

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

#### Police Department

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

#### Student Affairs

- A. Coordinate with other campus and community agencies to identify and address the safety and security needs of students.
- B. Develop procedures to communicate with and account for students in emergency situations.
- C. Implement a comprehensive program for emergency shelter for students currently housed in the on-campus facilities in coordination with Facilities Management.
- D. Evaluate shelter alternatives for students residing off campus.
- E. Provide consultation and coordinate student leadership and organizations regarding their participation in the mitigation of the emergency.
- F. Provide the maximum appropriate number of officers on duty.
- G. Consult with the Shelter Managers for buildings designated as public shelters and establishes appropriate security procedures.

#### Student Health

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

#### Swem Library

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

### University Relations

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

*(See Appendix 5: Emergency Communications Plan)*

### Victim Assistance

As provided in our Cooperative Agreement dated 9/21/10, the Williamsburg / James City County Victims/Witness Assistance Program will contact the Virginia Criminal Injury Compensation Fund to deploy assistance in the event of a criminal action incidental to an emergency and involving victims as defined by *Code of Virginia §19.2-11.01*. The program will also provide additional services to victims and witnesses as specified in the agreement.

## APPENDIX 5

# Emergency Communications Plan

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## 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 Director of 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; Acting Director of Creative Services; Director of News Marketing 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 Director of University Relations, who also serves as Chair of the Emergency Communications Team (the Director of News Marketing 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 Director of University Relations or the Director of News Marketing 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 Director of University Relations, who also serves as Chair of the Emergency Communications Team (the Director of News Marketing 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 Director of University Relations or the Director of News Marketing will report to the EOC while the other serves as the on-site public information officer.

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

1. Designating a media center as needed. 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.
2. Identifying which media will be used to communicate the message, including web pages, and determining which methods of communication can be used to put out the message. The Director of University Relations (with Director of News Marketing 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.
6. Preparing and distributing statements for use by those answering the telephone or by individuals staffing call centers should one be created.
7. Monitoring comments and coverage on the College's social media channels.

### **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. 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.

### **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 Director of 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 Marketing 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 Director of University Relations (and chair of the ECT) will be serving as on-site PIO. In those cases, the Director of News Marketing 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 Director of University Relations or the Director of News Marketing 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.

### 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

### **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

## **APPENDIX 6 GLOSSARY**

Emergency Communications Team (ECT) – The ECT is an assemblage of College officials and other professional and technical staff responsible for planning, preparedness and operations associated with emergency public and internal information origination and distribution.

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

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

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

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

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

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

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

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

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

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

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

**APPENDIX 7**

**DETAILED RESPONSE PROTOCOLS**

*(HELD IN WILLIAM AND MARY POLICE DEPARTMENT)*