

Eastern Virginia Medical School (EVMS)

Emergency Operations Plan



March 1, 2021

Eastern Virginia Medical School
P.O. Box 1980
Norfolk, VA 23501-198

Table of Contents

Promulgation Document	6
Approval and Implementation	7
Record of Changes	8
EOP	9
Record of Distribution	9
Base Plan	1
I. Introduction	1
II. Situation and Assumptions	2
III. Concept of Operations	4
IV. Roles and Responsibilities	16
V. Incident Management Actions	17
VI. Plan Development and Maintenance	21
EVMS ESF Annex 1 Transportation	23
I. Introduction	23
II. Concept of Operations	24
III. Roles and Responsibilities	26
EVMS ESF Annex 2 Communications	29
I. Introduction	29
II. Concept of Operations	29
III. Roles and Responsibilities	31
EVMS ESF Annex 3	33
I. Introduction	33
II. Concept of Operations	33
III. Roles and Responsibilities	35
EVMS ESF Annex 4 Firefighting	38
I. Introduction	38
II. Concept of Operations	39
III. Roles and Responsibilities	40
EVMS ESF Annex 5 Emergency Management	42
I. Introduction	42
II. Concept of Operations	42
III. Roles and Responsibilities	44
EVMS ESF Annex 6 Mass Care	46
I. Introduction	46
II. Concept of Operations	46
III. Roles and Responsibilities	49
EVMS ESF Annex 7	51
I. Introduction	51
II. Concept of Operations	51
III. Roles and Responsibilities	53
EVMS ESF Annex 8	55
I. Introduction	55
II. Concept of Operations	56
III. Roles and Responsibilities	57
EVMS ESF Annex 9 Search and Rescue	60
I. Introduction	60
II. Concept of Operations	60
III. Roles and Responsibilities	62
EVMS ESF Annex 10	63

I. Introduction	63
II. Concept of Operations	64
III. Roles and Responsibilities	65
EVMS ESF Annex 11	67
I. Introduction	67
II. Concept of Operations	67
III. Roles and Responsibilities	72
EVMS ESF Annex 12	73
I. Introduction	73
II. Concept of Operations	73
III. Roles and Responsibilities	75
EVMS ESF Annex 13	76
I. Introduction	76
II. Concept of Operations	76
III. Roles and Responsibilities	78
EVMS ESF Annex 14	80
I. Introduction	80
II. Concept of Operations	80
III. Roles and Responsibilities	82
EVMS ESF Annex 15	83
I. Introduction	83
II. Concept of Operations	83
III. Roles and Responsibilities	85
EVMS ESF Annex 16	86
I. Introduction	86
II. Concept of Operations	86
III. Roles and Responsibilities	88
EVMS ESF Annex 17	89
I. Introduction	89
II. Concept of Operations	89
III. Roles and Responsibilities	91
Appendix 1:	92
I. Introduction	92
II. Concept of Operations	93
III. Roles and Responsibilities	95
Appendix 2:	98
I. Introduction	98
II. Concept of Operations	99
III. Roles and Responsibilities	101
Appendix 3:	103
I. Purpose	103
II. Process for Message Distribution	103
III. Administration	104
IV. User, Group, and Message Management	105
Appendix 4:	106
Appendix 5:	109
I. Purpose	109
II. Disaster Financial Data Collection and Reporting Process	109
III. PA Eligible Work	109
Appendix 6	115
Hazard Annex Crime	123

II. Scope	123
III. Situation	123
IV. Concept of Operations	124
V. Appendices	126
Hazard Annex Fire	127
I. Purpose	127
II. Scope	127
III. Situation	127
IV. Concept of Operations	128
V. Appendices	129
Hazard Annex Severe Weather	130
II. Scope	130
III. Situation	130
IV. Concept of Operations	131
V. Appendices	132
Hazard Annex Utility Failure	134
I. Purpose	134
II. Scope	134
III. Situation	134
IV. Concept of Operations	135
V. Appendices	136
Hazard Annex Infectious Disease	137
II. Scope	137
III. Situation	137
IV. Concept of Operations	138
V. Appendices	140
Hazard Annex Cyber	141
I. Purpose	141
II. Scope	141
III. Situation	141
VI. Concept of Operations	142

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Promulgation Document

By virtue of the authority vested in me as the Vice President of Administration and Finance of Eastern Virginia Medical School (EVMS) and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the EVMS Emergency Operations Plan dated March 1, 2021. The Plan provides for EVMS's response to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

The Plan complies with Title 23.1 of the *Code of Virginia* and is consistent with the National Incident Management System as implemented in the National Response Framework adopted May 2019.

The EVMS Emergency Manager, on behalf of the Vice President of Administration and Finance, is hereby authorized to activate the EVMS Emergency Operations Center (EOC) in order to direct and control EVMS emergency operations. Augmentation of the EOC shall constitute implementation of the Plan.

Furthermore, the EVMS Emergency Manager is hereby authorized, in coordination with the Vice President of Administration and Finance, to amend the Plan as necessary to ensure the continued health and safety of the students, faculty, staff, and property of EVMS.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation.

Signature on File

Helen S. Heselius
Vice President of Administration and Finance

Attest:

Signature on File

Witness

Approval and Implementation

RESOLUTION OF ADOPTION

WHEREAS, the Board of Visitors of EVMS is concerned with the health and wellbeing of its students, facility, and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and wellbeing of its students, facility, and staff and desires that the best possible emergency service be available to them; and

WHEREAS, Title 23.1 of the *Code of Virginia* requires public institutions of higher education to develop, adopt, and keep current a written crisis and emergency management plan; and every four years, conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by EVMS staff in coordination with the Virginia Department of Emergency Management with input from EVMS departments and the City of Norfolk Office of Emergency Management;

NOW THEREFORE BE IT RESOLVED that the EVMS Board of Visitors, on this 16th Day of March 2021, does hereby officially adopt the EVMS Emergency Operations Plan, to include plans and procedures for both peace time and war-caused disasters.

I, Theresa Emory, MD, do hereby certify that the foregoing writing is a true and correct copy of a resolution unanimously adopted by the Board of Visitors of EVMS at a meeting held on March 16, 2021.

SIGNED

Signature on File

Theresa Emory, MD
Board of Visitors - Rector

Record of Changes

All additions, deletions, and/or modifications to the Eastern Virginia Medical School (EVMS) Emergency Operations Plan (EOP) are recorded in the table below.

Date	Section	Purpose	Authorized by
12/30/10	All	Draft EOP completed	J. Applewhite
06/01/12	All	EOP Finalized	M. Babashanian
02/12/13	All	EOP officially adopted	Board of Visitors
02/16/14	All	Annual Review by VP/Emergency Manager	M. Babashanian
02/12/15	All	Annual Review by VP/Emergency Manager	M. Babashanian
07/16/16	All	Annual Review by VP/Emergency Manager	M. Babashanian
02/01/17	All	Review and Revision	M. Salmon
03/12/18	All	Annual Review	M. Salmon
03/15/19	All	Annual Review by VP/Emergency Manager	M. Babashanian
03/16/20	All	Annual Review by VP/Emergency Manager	M. Babashanian
03/16/21	All	Review, Revision, and Adoption	H. Heselius

Record of Distribution

Group	Agency/Department	Title of Recipient	How Distributed (electronic or hard copy)
Locality	City of Norfolk Emergency Preparedness and Response	Emergency Manager	Electronic
State Agencies	Virginia Department of Emergency Management, Planning Division	Local Planning Assistance Program Manager	Electronic
Helen Heselius	EVMS	VP Administration & Finance	Electronic/Hardcopy
Mark Salmon	EVMS	Emergency Preparedness Coordinator	Electronic/Hardcopy
EOC	EVMS	Command Center	Hardcopy
Heather Singleton	EVMS	Executive Director Occupational Health	Electronic
EVMS Intranet	EVMS	Placed Read Only online	Electronic

EOP Base Plan

I. Introduction

The Eastern Virginia Medical School (EVMS) Hazard Vulnerability Assessment evaluates the various risks and impacts of a variety of disasters and emergency situations at EVMS. These hazards pose a threat to EVMS in potentially disrupting its mission, vision, and goals. EVMS strives to make every attempt to prevent and mitigate the effects of disaster. Thus, this Emergency Operations Plan (EOP) details preparedness, response, recovery, and mitigation actions to be taken by EVMS in the event of a disaster or emergency of any type.

A. Purpose

The purpose of the EVMS EOP is to establish a comprehensive, all hazards approach to managing disasters and emergencies at EVMS across a spectrum of activities including mitigation, preparedness, response, and recovery.

This EOP establishes policies, procedures, and organizational structure for the response to emergencies or disasters that may cause a significant disruption of the functions of all or portions of the School. This plan describes the roles and responsibilities of School departments and individuals in a disaster or emergency. These procedures are designed to protect the lives of students, faculty, staff, and visitors and to protect School property through the effective use of School and community resources and personnel.

Because an emergency may occur with little or no warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes. Activation of this plan will reduce the vulnerability of people and property to disaster, and establish a means to respond effectively to actual disasters or threats of disaster.

B. Scope

This plan is designed to address natural and human-caused hazards that could adversely affect the School. It covers the full range of complex and constantly changing requirements in anticipation of or in response to threats of or actual disasters and emergencies. The EVMS EOP also provides the basis to initiate long-term recovery and mitigation activities.

This plan is applicable to all EVMS departments and individuals that may be requested to provide assistance or conduct operations in the context of actual or potential emergencies or disasters at EVMS. It describes the fundamental policies, strategies, and general concept of operations to be used to control the emergency or disaster from its onset through the recovery phase.

This plan is modeled after the National Response Framework (NRF) and incorporates the National Incident Management System (NIMS) to facilitate coordination between

responding departments and agencies. It also coincides with Virginia Department of Emergency Management guidelines for higher education emergency planning and EOP development. EVMS will cooperate with federal, state, and local emergency management agencies and other responders in the development, implementation, and execution of emergency response plans.

C. Plan Organization

The EVMS EOP is organized using a Base Plan and Functional Annex format. The EOP consists of a Base Plan, 17 functional annexes, five hazard specific annexes, appendices containing additional information, and ICS checklists for pertinent positions in the EVMS ICS organizational structure. Together, all of these sections coordinate to form one comprehensive emergency operations plan that can be used to respond to and manage any hazard that may affect the EVMS campus.

D. Authorities

The EVMS EOP uses the foundation provided by the Homeland Security Act, HSPD-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to provide a comprehensive, all hazards approach to emergency management at EVMS. Additionally, the EVMS EOP was written in accordance with the safety and security requirements outlined in the Higher Education Opportunity Act of 2011.

The EVMS EOP may be used in conjunction with other emergency operation plans including local, state, and federal plans developed under these authorities as well as memorandums of understanding (MOUs) among various external public and private entities.

II. Situation and Assumptions

A. Situation

1. Eastern Virginia Medical School is located in Norfolk, Virginia in the Tidewater region of the southeastern section of the Commonwealth of Virginia.
2. An emergency or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
3. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this one, should only serve as a guide and a checklist, and may require modifications in order to meet the requirements of the emergency.
4. EVMS is exposed to many hazards, all of which have the potential to disrupt the EVMS community, cause damage, and create casualties. These hazards, as described in the EVMS Hazard Vulnerability Assessment, include:

- a. Floods (storm surge)
 - b. Floods (100-year)
 - c. Hurricanes/Tropical storms
 - d. Winter storms
 - e. Tornados
 - f. Extreme temperature
 - g. Earthquakes
 - h. Crime
 - i. Hazmat release
 - j. Radiological release
 - k. Biological release
 - l. Utility failure (gas, power, sewer, telecom, water)
 - m. Urban fire
 - n. Public health emergencies
5. Any of the above incidents will require EVMS to coordinate operations and resources and may:
- a. Occur at any time with little or no warning in the context of a general or specific threat or hazard;
 - b. Span the spectrum of emergency management to include mitigation, preparedness, response, and recovery activities;
 - c. Result in numerous casualties; fatalities; displaced people; property loss; disruption of normal life-support systems, essential public services, and basic infrastructure; and significant damage to the environment;
 - d. Impact critical infrastructure at EVMS; and/or
 - e. Require prolonged, sustained emergency management operations and support activities.
6. Top priorities for emergency management are:
- a. Save lives and protect the health and safety of the EVMS community, responders, and recovery workers;
 - b. Protect and restore critical infrastructure and key resources, including those affecting the operations of the hospitals residing on campus;
 - c. Protect property and mitigate damages and impacts to individuals, the campus, and the environment; and
 - d. Facilitate recovery of individuals, the campus, and the environment.
7. Resource management, including mission assignment, deployment, and demobilization will be coordinated from the EVMS Emergency Operations Center (EOC) during emergency/disaster situations.
8. Disasters affecting EVMS may affect the surrounding community. Therefore, it is necessary for the School to prepare for and carry out disaster response and a short term recovery operation in conjunction with local resources, and it is important that EVMS can sustain itself for at least 72 hours after a disaster using internal resources, in case external help is limited.

B. Assumptions

1. EVMS will maintain a current, widely disseminated emergency operations plan, train personnel to evaluate and respond to emergencies and disasters, and maintain emergency response personnel to make such responses in an immediate and effective manner.
2. All School departments, units, and operations will be familiar with and support the EOP and will be prepared to identify and assist in response to an emergency by developing plans within their units and operations that support the EOP.
3. All departments will maintain specific emergency response plans relevant to their areas and operations, ensure that all personnel are trained and familiar with the EOP and the departmental plans and procedures, and ensure staff is capable of implementing them in a timely and effective manner.
4. School and local officials will attempt to ensure public safety and protect property. They will also implement all four phases (preparedness, response, recovery, and mitigation) of the emergency management cycle to ensure the efficiency and effectiveness of emergency operations.
5. Assistance from city, county, state, and federal agencies and from volunteer and private organizations may be available to supplement School resources. Through memoranda of understanding, government agencies and semi-public entities can agree to lend their resources and personnel to one another during an emergency. The response times of these organizations will vary depending on the severity of the disaster. EVMS may also be available to assist city, county, and federal agencies as requested.
6. EVMS will follow the advice and guidance of external partners when making evacuation and other emergency management decisions, but reserves the right to make independent decisions. EVMS will keep external partners informed of major decisions involving an emergency response.

III. Concept of Operations

A. General

1. This EVMS EOP will be activated upon noticeable threat of an impending emergency or disaster on the EVMS locality or surrounding areas. It will be used as a decision making tool and a guide for information collection and dissemination during an emergency.
2. Upon notification of an actual or impending disaster, the EVMS Incident Commander or his/her designee will activate the EOP and operationalize the specific emergency response phase of operations. He/she may also activate the EOC and take other appropriate actions.
3. All departments and offices will contribute to the emergency response and will

assist each other in creating a seamless preparatory period and response to an emergency under the authority of the EVMS Incident Commander.

4. School emergency operations will be conducted according to the National Incident Management System (NIMS) and the Incident Command System (ICS) and use the emergency management cycle of mitigation, preparedness, response, and recovery.
5. The EVMS EOC will be staffed and operated as the situation dictates. When activated, operations will be supported by representatives from EVMS departments who will provide information, data, resources, and recommendations regarding actions needed to cope with emergency and disaster situations.
6. The EVMS Incident Commander or his/her designee will coordinate and control EVMS response and recovery resources through the EVMS EOC.
7. The Public Information Officer, located in the EVMS EOC, will disseminate emergency public information through any and all available media outlets during a disaster or emergency according to Appendix 1: Emergency Notification and Crisis Communications of this EVMS EOP.
8. All legal documents of either a public or private nature recorded by designated officials must be protected and preserved in accordance with existing law, statutes, and ordinances. During a threat of a disaster or actual disaster, or an evacuation, all departments that are assigned primary and supporting responsibilities in Annexes to this EOP will maintain on-going communication and coordinate media releases with the Public Information Officer in the EVMS EOC.
9. EVMS will coordinate with the National Weather Service and the City of Norfolk Office of Emergency Management to maintain up-to-date information concerning weather conditions. Appropriately, such information will be provided to the EVMS community.
10. When the response to a disaster or emergency exceeds School resources, assistance may be requested from the City of Norfolk, other public and private institutions and vendors, and state and federal agencies. County, state, and federal assistance must be requested through the City of Norfolk Office of Emergency Management.
11. Communications, emergency services, public safety, and other functions associated with all emergency operations are detailed in the functional annexes of this EOP. Responses to specific potential hazards are delineated in the hazard specific annexes of this EOP.
12. Under this plan, departments having various authorities and resources have been assigned primary and support responsibilities for various functional annexes. The EVMS functional annexes and their scopes are described in Figure 1.

Figure 1. Functional Annexes

Functional Annex	Scope
ESF 1 - Transportation	This Function explains what transportation and evacuation actions may take place in an emergency, when these actions will take place, and who is responsible for these actions. This Function includes tasks such as directing traffic on EVMS campus; closing entrances, garages, and parking lots; and blocking roadways, parking lots, or intersections during an emergency or disaster.
ESF 2- Communications	This Function describes all internal communications activities required during an emergency or disaster, such as ensuring physical communications infrastructure continuity during an emergency. This Function also describes any technologies that will be utilized for communications during a disaster, such as cell phones and radios, including those utilized on scene and in the EOC during an emergency.
ESF 3 - Public Works and Engineering	This Function explains emergency duties associated with the Physical Plant/Facilities and its tasks during emergencies and disasters to ensure service continuity and recovery. This Function encompasses water, sewer, natural gas, and electrical functions of the University, as well as preparations and repairs for individual buildings on campus.
ESF 4 - Firefighting	This Function monitors and supports firefighting activities, including the detection and suppression of fires in EVMS facilities through interaction with Norfolk Fire-Rescue.
ESF 5 - Emergency Management	This Function coordinates the activities of, and supports all departments and partner organizations across the spectrum of emergency management. Activities include alert and notification, staffing or staff augmentation, deployment of emergency response teams, incident action planning, coordination of operations, logistics and materiel, direction and control, and information management.
ESF 6 - Mass Care	This Function describes processes and procedures needed for the provision of mass care services at the School. This Function addresses procedures for ensuring the safety of campus visitors, faculty, staff, and students in the event they need to seek shelter on campus for an extended period of time. It also addresses procedures for caring for emergency services personnel, such as providing food and water, in the event of an extended emergency or disaster.
ESF 7 - Logistic Management and Resource Support	This Function explains how EVMS resources are obtained, tasked, and deployed for use in an emergency. This Function also describes how finances are managed during and following an emergency, including information on the FEMA reimbursement process.

Functional Annex	Scope
ESF 8 - Public Health and Medical Service	This Function describes health and mental health services provided by the School in the event of an emergency or disaster, such as services provided to students, services for emergency personnel, and coordination with the hospitals.
ESF 9 – Search and Rescue	This Function rapidly deploys Search and Rescue activities to include locating, accessing, stabilizing, and transporting lost, missing, stranded, or trapped subjects to a place of safety or another provider within the chain of the emergency response system.
ESF 10 - Oil and Hazardous Material Response	This Function describes how to handle a hazardous materials release on campus that causes or occurs during an emergency, including how the campus will respond and coordinate with external agency emergency services.
ESF 11 - Agriculture and Natural Resources	This Function describes what actions need to be taken to support and protect research labs and animals on campus during an emergency or disaster.
ESF 12 - Energy	This Function is responsible for coordinating the restoration of damaged energy systems and components during an emergency incident.
ESF 13 - Public Safety and Security	This Function describes the actions law enforcement will take during an emergency to the extent that additional roles and responsibilities are needed outside of the normal duties of EVMS Police and Public Safety.
ESF 14 - Recovery and Mitigation	This Function provides the framework to facilitate short, interim, and long term recovery from a disaster. It enables the EVMS Community to overcome the consequences of a severe incident such as destruction of critical infrastructure and the disruption of social and economic vitality.
ESF 15 - External Affairs	This Function ensures that sufficient assets are deployed during a potential or actual incident to provide accurate, coordinated, and timely information to affected audiences.
ESF 16 - Military Affairs	This Function integrates all supporting Department of Defense (DOD) and National Guard resources into the state's coordinated effort of emergency management within the Commonwealth of Virginia.
ESF 17 - Volunteers and Donations	This Function coordinates the efficient and effective delivery of donated goods and volunteer services to support disaster relief efforts in impacted areas of the EVMS Community.

B. Organizational Structure

The organizational structure at EVMS consists of several elements including the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), the Emergency Operations Center (EOC), and external entities (Figure 2).

1. Emergency Senior Advisory Group (ESAG)

The Emergency Senior Advisory Group consists of members of EVMS senior management who are responsible for communicating during disaster situations to make administrative decisions regarding canceling classes, evacuations, closing the campus, and other decisions as dictated by the situation. The President or designee authorizes the evacuation or shutdown of the school as needed to include notification of all appropriate personnel and EVMS Medical Group. The ESAG will establish priorities and authorizes high level decisions to deal with the emergency. The ESAG conducts emergency meetings, initiated by the EVMS Incident Commander, to determine a course of action based on group discussion and information provided by support personnel. The ESAG will also approve any major policy changes to emergency plans as suggested by the ERG and Emergency Manager. ESAG members and their alternates must remain on call at all times. The following School personnel comprise the ESAG:

- President/Dean/Provost
- Vice President of Administration & Finance (EVMS Incident Commander)
- Vice President of Operations and Chief of Staff

In the event of a major emergency or disaster at EVMS, the ESAG will conduct the following tasks:

- Upon notification of a significant emergency requiring senior management decisions, the Vice President of Administration and Finance (EVMS Incident Commander) will immediately initiate a meeting of the ESAG. Under the direction of the EVMS Incident Commander, members of the ESAG, if on campus at the time of activation, will convene in the President's Office. The alternate off-campus ESAG location will be located on the Old Dominion University Campus on Monarch Way. In the event the ESAG members cannot access the primary or alternate meeting locations because they must remain off-campus, cannot access the campus, or must shelter-in-place in different on-campus locations due to the emergency, they can utilize teleconference capabilities for all communications with each other and with the EOC.
- Once convened, the ESAG will discuss immediate decisions necessary as a result of the emergency including, but not limited to, cancellation of classes, evacuation of the campus, and/or closing the campus or portions thereof.
- If needed, the ESAG will contact support personnel to offer advice and expertise to aid in the decision making. Support personnel may therefore join the ESAG meetings as requested.
- The ESAG is responsible for notifying and keeping the Board of Visitors up-to-date throughout the emergency.

- Throughout the emergency, the ESAG will maintain contact with the EOC through communication between the EVMS Incident Commander and the Liaison Officer.
- The ESAG will remain convened until all necessary high-level decisions are made regarding the emergency. The ESAG may hold several meetings throughout an emergency situation, and may remain convened throughout the long-term recovery to an emergency or disaster.

2. Emergency Response Group (ERG)

The Emergency Response Group (ERG) is led by the Vice President of Administration & Finance (EVMS Incident Commander) and will coordinate all critical resource management necessary to control the emergency or disaster. This will consist of collecting and evaluating information from on scene incident command, emergency responders and EVMS departments, and coordinating the response with support agencies, local officials, and other tenants of the Eastern Virginia Medical Center, i.e. Sentara Norfolk General Hospital (SNGH), Children's Hospital of the King's Daughters (CHKD), City of Norfolk Public Health, and private businesses. The ERG will direct the deployment of EVMS resources and adjust the emergency response based on information received from on-scene responders. The ERG ensures continuity of basic school services and operations during protracted incidents that require a campus-wide response. The EVMS Incident Commander seeks out the support, guidance, and advice of the ERG members in planning for and responding to disaster situations. The ERG is composed of school officials who will take operational actions necessary to support a disaster response. Some ERG members will staff the EOC for the duration of the disaster and will route communications through the EOC and make critical operational decisions as the situation warrants. The following School personnel comprise the ERG:

Primary:

- Vice President of Administration and Finance (EVMS Incident Commander)
- Emergency Manager (EOC Coordinator)
- Executive Director of Facilities
- Chief of Police and Public Safety
- Executive Director of Materials Management
- Executive Director of Parking and Transportation
- Manager of Housekeeping Services
- Manager of Telecommunications
- Executive Director of Human Resources
- EVMS Medical Group administrator
- Assistant Vice President of Marketing and Communications
- Associate Vice President of Finance

The ERG can be scaled back or expanded as necessary depending on the needs of the disaster. Along with the positions listed above, the following may be added to the ERG if the situation warrants:

- Associate Dean for Business Management
- Associate Dean for Student Affairs
- Associate Dean of Research
- CompMed (Animal Research Department Administrator, Jones Institute)
- Chief Information Officer/Assistant Vice President for Information Technology
- Director of Environmental Health and Safety
- SNGH Emergency Manager
- CHKD Emergency Manager
- City of Norfolk Public Health Department
- Risk Management
- Occupational Health representative
- Representatives from local first responder agencies as necessary

In the event of a significant emergency or disaster at EVMS, the ERG will conduct the following procedures:

- Upon notification of a significant emergency or disaster on campus requiring multiple campus resources to manage, the Team Coordinator will call an ERG meeting. All Primary ERG members are expected to attend this meeting.
- ERG members should initiate plan checklists within their areas, as well as departmental disaster plans.
- ERG members should prepare their offices and homes as needed in accordance with the type of emergency situation occurring (i.e., secure homes and families in the event of a hurricane and prepare for prolonged stay at EVMS if requested).
- The ERG will meet throughout the emergency or disaster until the EVMS Incident Commander deems the activation of the EOC necessary.
- Upon activation of the EOC, ERG members are expected to assist with EOC setup as needed and, if assigned, report to the EOC for the duration of the emergency or disaster.
- ERG members must remain on call for the duration of the emergency or disaster.

3. Emergency Operations Center

The Emergency Operations Center (EOC) is a physical location where members of the ERG work together to ensure all resources and information is routed and coordinated during a disaster situation. The EOC is the location where the dissemination and collection of information takes place and critical resource management is provided to on scene command to aid in immediate and long term mitigation of the disaster.

Activation

The EVMS Incident Commander or designee is responsible for ordering an EOC activation. Members of the ERG will be notified by text alert of the activation and are to report to the EOC. The EOC can also be activated during training exercises. School personnel from Telecommunications, Media Production and Police & Public Safety departments will be responsible for setting up and making operational the equipment in the EOC once activation has been ordered.

Location

The EOC is located in the SunTrust Conference Room on the fourth floor in Brickell Library. This room has been prepared as an emergency operations center.

Personnel

The following positions and their assigned alternates are required to work in the EOC once it is activated:

- Emergency Manager (EOC Manager/Coordinator)
- Vice President of Administration and Finance (EVMS Incident Commander)
- Executive Director of Facilities
- Chief of Police and Public Safety
- Executive Director of Materials Management
- Chief Information Officer/Assistant Vice President for Information Technology
- Executive Director of Parking and Transportation
- Manager of Housekeeping Services
- Manager of Telecommunications
- Executive Director of Human Resources
- Director of Environmental Health and Safety
- Associate Dean for Business Management
- Assistant Vice President of Marketing and Communications
- EVMS Medical Group administrator
- Associate Vice President of Finance
- Other School personnel as needed or directed by the IC.

Alternates for all EOC personnel will work in the EOC if the primary individual is not available or if the primary individual contacts the alternate and requests assistance.

The EOC may be partially activated under the discretion of the EVMS Incident Commander. During partial activation, not all ERG personnel will be required to stay. The EVMS Incident Commander, in coordination with the Emergency Manager, will direct those personnel who must remain in the EOC.

Setup

Preliminary preparations may begin at any time, but the EVMS Incident Commander or Emergency Manager must order the activation of the EOC. All personnel who arrive at the EOC must sign in on the designated Check In/Out Log and sign out when alternates arrive. The EOC will be set up according to Incident Command System (ICS) specifications as show in Figure 2.

Direction and Control

The EVMS Incident Commander or his/her alternate must remain in or near the immediate vicinity of the EOC at all times during the disaster situation. Decisions of the EVMS Incident Commander are considered final for the duration of the emergency and interdepartmental and interdivisional cooperation is expected.

Actions

All actions taken and coordinated in the EOC for disaster operations will be

recorded using an Action Form and placed in the EOC log. Each log entry must include the date, time, situation, and action required. The Action Log may be recorded using Homeland Security Information Network (HSIN), or other electronic means, if available.

Information Sharing

The EOC Manager will gather information for Situation Reports every few hours during the emergency. The Situation Reports will be shared with EVMS emergency response personnel and external partners as appropriate. If EVMS requires additional resources, these will be recorded in the Situation Reports. Pertinent information will be posted in the EOC on status boards displaying disaster information, local weather information, advisories, and damages and the status boards will be updated by a designated representative as needed throughout the disaster situation. Pertinent technologies, such as HSIN, will be utilized in the EOC when appropriate and available, and will also be used for communicating and coordinating with the City of Norfolk, Sentara Norfolk General Hospital, the Children's Hospital of the King's Daughters, and other external entities that utilize HSIN.

Shut down

The EOC will be shut down after all disaster operations are completed, including damage assessment and resource request for repairs. The EVMS Incident Commander or Emergency Manager is the authority on closing the EOC. Representatives from Media Services, Telecommunications and other school departments will assist in dismantling the EOC and returning any equipment to appropriate locations. If necessary, EOC operations may shift to another location if recovery takes longer than expected.

Backup EOC

If the primary location for the EOC is unsuitable or unusable, the EOC will be established in an available location in another building on campus. If an EOC must be activated off campus, EVMS will establish an EOC using space at Old Dominion University. If an alternate EOC is needed outside of the Tidewater Region, EVMS will communicate with other universities in Virginia and the Virginia Department of Emergency Management to identify space at another school for use as the EVMS EOC.

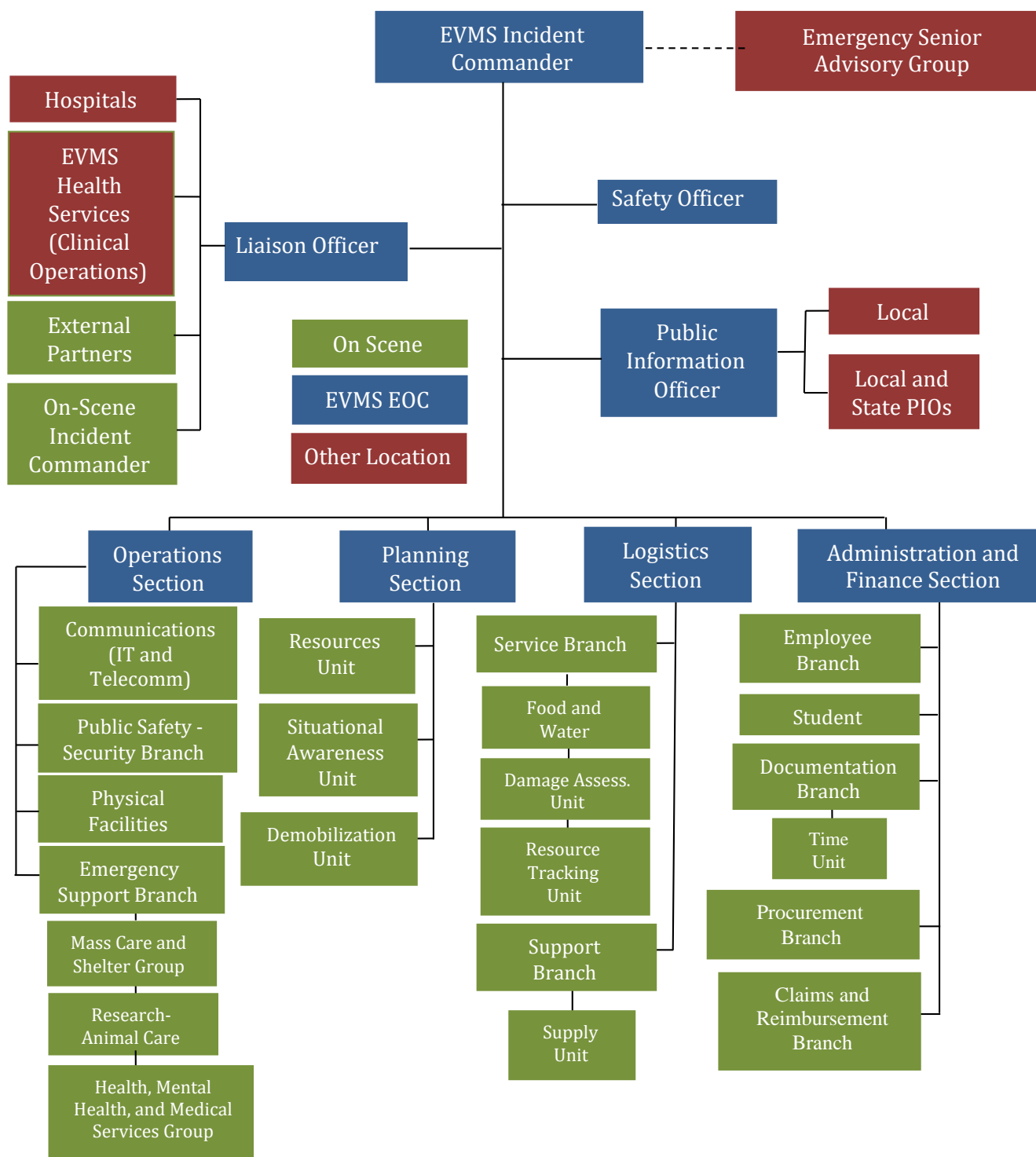
4. External Entities

EVMS relies on coordination and communication with numerous external entities for disaster mitigation, preparedness, response, and recovery activities including, but not limited to:

- Children's Hospital of the King's Daughters
- Sentara Norfolk General Hospital
- Norfolk Department of Public Health
- City of Norfolk Police Department
- City of Norfolk Fire-Rescue

- City of Norfolk Department of Emergency Preparedness and Response
- Virginia State Police
- National Weather Service, Wakefield
- Virginia Department of Emergency Management
- American Red Cross of Southeastern Virginia
- Local Media
- Local Emergency Responders
- Federal Emergency Management Agency (FEMA)

Figure 2. EVMS Emergency Management Organizational Structure



C. NIMS Compliance

The EVMS EOP complies with the National Incident Management System (NIMS), as required by Department of Homeland Security (HSPD 5). NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Use of NIMS at EVMS facilitates the school's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies. The key principles of NIMS are as follows:

- Modular response model based on activating only those organizational elements required to meet current objectives.
- Common terminology applied to organizational elements, position titles, facility designations, and resources.
- Unified command structure so that organizational elements are linked to form a single overall structure with appropriate span-of-control limits.
- Comprehensive resource management for coordinating and inventorying resources for field responses.
- Integrated communication so that information systems operate smoothly among all response agencies involved.
- Generic positions whereby individuals are trained for each emergency response role and follow prepared action checklists.
- Consolidated action plans that contain strategies to meet objectives at both the field response and EOC levels.

Under NIMS compliance, EVMS will respond to emergencies using the Incident Command System (ICS). ICS is the model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual departments and agencies as they work towards the common goal of stabilizing an incident and protecting life, property, and the environment. For EVMS events, an Incident Command Post will be set up at the scene of the emergency or disaster, which will be run by the On-Scene Incident Commander. An official from the primary responding agency or department (either internal or external) on scene will act as the On-Scene Incident Commander. EVMS will also have an Incident Commander (EVMS Incident Commander) for the overall school. The EVMS Incident Commander will work in a Unified Command structure with other campus partners and coordinate with the On-Scene Incident Commander.

The On-Scene Incident Commander will direct emergency response activities on scene and will coordinate with the EVMS Incident Commander through the EVMS Liaison Officer so that the EVMS Incident Commander can coordinate school response activities and decisions. Within the EOC, representatives from EVMS departments will provide support and coordination, identify resource shortages and issues, gather and provide information, and implement multi-departmental coordination entity decisions. The EVMS EOC will in turn report to the City of Norfolk EOC, which will report to the Virginia EOC.

IV. Roles and Responsibilities

The following table illustrates the roles of each EVMS department, as detailed in the functional annexes to this EOP.

Functional Annex	Lead Department	Supporting Departments
ESF 1 - Transportation	EVMS Police and Public Safety	<ul style="list-style-type: none"> Physical Facilities Parking Services Environmental Health and Safety Human Resources CompMed Marketing and Communications Student Affairs
ESF 2 - Communications	Telecommunications	<ul style="list-style-type: none"> Information Technology EVMS Police and Public Safety
ESF 3 - Public Works and Engineering	Physical Facilities	<ul style="list-style-type: none"> Telecommunications Information Technology
ESF 4 - Firefighting	EVMS Police and Public Safety	<ul style="list-style-type: none"> Physical Facilities Environmental Health and Safety Comp-Med Risk Management
ESF 5 - Emergency Management	EVMS Office of Emergency Management	<ul style="list-style-type: none"> City of Norfolk Office of Emergency Preparedness and Response
ESF 6 - Mass Care	EVMS Police and Public Safety	<ul style="list-style-type: none"> Physical Facilities Materials Management House Keeping Services Student Affairs
ESF 7 - Logistics Management and Resource Support	Materials Management	<ul style="list-style-type: none"> Administration and Finance
ESF 8 - Public Health and Medical Service	Student Affairs and Human Resources	<ul style="list-style-type: none"> Environmental Health and Safety Physical Facilities
ESF 9 - Search and Rescue	EVMS Police and Public Safety	<ul style="list-style-type: none"> Physical Facilities
ESF 10 - Oil and Hazardous Materials Response	Environmental Health and Safety	<ul style="list-style-type: none"> Physical Facilities Research
ESF 11 - Agriculture and Natural Resources	Comp-Med Office of Research	<ul style="list-style-type: none"> Physical Facilities Environmental Health and Safety

ESF 12 - Energy	Physical Facilities	<ul style="list-style-type: none"> • Dominion Virginia Power • Virginia Natural Gas
ESF 13 - Public Safety and Security	EVMS Police and Public Safety	<ul style="list-style-type: none"> • Marketing and Communications
ESF 14 - Recovery and Mitigation	EVMS Office of Emergency Management	<ul style="list-style-type: none"> • Administration and Finance
ESF 15 - External Affairs	Marketing and Communications	<ul style="list-style-type: none"> • Telecommunications
ESF 16 - Military Affairs	EVMS Office of Emergency Management	<ul style="list-style-type: none"> • EVMS Police and Public Safety
ESF 17 - Volunteers and Donation	Office of Development	<ul style="list-style-type: none"> • Human Resources

V. Incident Management Actions

This section describes incident management actions ranging from early coordination efforts to assess and mitigate the hazard, to preparatory activation of the functional annex structure, to deployment of resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.

A. Activation

This section discusses the early-stage efforts to activate and deploy EVMS organizational elements and resources including emergency management groups, response groups, and response resources.

1. Upon notification of an incident, the EVMS Incident Commander will activate departments that will or may become involved in the incident response.
2. The EVMS Incident Commander will call meetings of the ESAG and ERG as necessary throughout the incident.
3. The EOC will be activated upon discretion of the EVMS Incident Commander. Once it is activated, all further activation of resources will take place through the EOC. Public information dissemination will also take place through the EOC.

B. Preparedness Actions

Preparedness encompasses actions taken regularly throughout the year to prepare for and prevent the effects of disasters. These include actions taken to protect lives and property.

1. The ESAG and ERG will meet periodically throughout the year to participate in emergency exercises, including School exercises, local exercises, and state exercises,

to improve preparedness measures. The ERG will also participate in writing and updating plans and procedures, including this EOP, for emergencies on campus, with consultation with the ESAG for major policy changes.

2. Departments will educate staff about emergency procedures and provide staff members with written plans and checklists for reference. Departments will keep all needed disaster supplies on hand and keep emergency contact information up to date.
3. Emergency management personnel will ensure that proper disaster preparedness funding is allocated by the School and will track how this money is spent.
4. Design and construction of EVMS buildings and infrastructure will incorporate disaster preparedness measures when possible, such as building out of flood-prone areas and using substantial materials for building. Projects will also be developed to improve the infrastructure of the School, such as drainage and pipelines and impact resistant windows, in relation to disaster preparedness.
5. Relationships with the City of Norfolk Office of Emergency Management, Virginia Department of Emergency Management, the hospitals, and Consortium of Planning and Parking personnel will be maintained through meetings, participation in exercises, and regular contact. EVMS will maintain coordination, with these partners to ensure this EOP integrated and does not conflict with other emergency plans. Relationships will also be fostered with the National Weather Service, Wakefield, and local media.
6. The Logistics Section, in coordination with Materials and Management, will develop and maintain an inventory of stockpiled supplies and a vendor list.
7. Preparedness actions will focus on actions promoting the protection of public health and safety, responder health and safety, and property and the environment.

C. Response Actions

Response actions encompass activities that address the short-term, direct effects of an incident. These activities include immediate actions to preserve life, property, and the environment; meet basic human needs; and maintain the social, economic, and political structure of the School.

1. Initial response actions include immediate law enforcement, fire, and EMS actions; evacuations; transportation system detours; emergency notification; actions taken to minimize damage; search and rescue; the establishment of mass care facilities; the provision of public health and medical services, food, water, ice, and other emergency essentials; the emergency restoration of critical infrastructure; and protection of responder health and safety.
2. Upon receiving information about the specifics of the incident, the EVMS Incident Commander will activate the appropriate functional annexes, as needed, to mobilize assets and the deployment of resources to support the incident.

3. The Emergency Operations Center will be set up and staffed appropriately. All emergency personnel required to work in the EOC will report to Brickell Library. Once the EOC is activated, all response actions will be coordinated through the EOC.
4. The ESAG will meet at a specified time and location to coordinate with the ERG and make critical decisions concerning School opening and closing information and student evacuation. Major decisions, such as those regarding closure of the campus or cancelation of classes, will be communicated with the EVMS community immediately upon finalization. The ERG will meet as necessary.
5. The EVMS Emergency Manager will maintain contact with the City of Norfolk Office of Emergency Management and the National Weather Service, Wakefield to obtain critical information on weather conditions, county actions, and evacuation possibilities.
6. The Emergency Manager will attend City of Norfolk meetings as necessary and relay important EVMS decisions.
7. The Logistics Section will refer to the inventory list of stockpiled supplies and vendor list as necessary to address emergency resource needs.
8. Emergency Resources and supplies will be procured by the Finance and Administration Section in coordination with the Logistics Section, according to EVMS emergency procurement procedures. Acquisition, distribution, and demobilization of resources will be conducted in a manner consistent with existing EVMS policies, ICS/NIMS guidelines, and legal requirements.
9. Appropriate procedures will be followed if mandatory or voluntary evacuations are issued, campus is closed, or classes are canceled.
10. Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation. The Planning Section will coordinate with other Command and General Staff to plan for implementation of Recovery Operations and demobilization of emergency resources, as necessary.

D. Recovery Actions

Recovery actions encompass the development, coordination, and execution of service- and site-restoration plans and the reconstruction of School operations and services through individual, private-sector, governmental, non-governmental, and public assistance programs. Recovery actions will be initiated according to this EOP, and the EVMS Continuity of Operations (COOP) Plan will be activated as appropriate.

1. Recovery actions may include cleanup and restoration of School facilities and residences, damage assessment, debris removal, re-establishment of business operations, and re-opening of the School.
2. Damage Assessment

- a. Physical Facilities personnel, in coordination with Police and Public Safety, Risk Management, and Environmental Health and Safety personnel, will assess all parts of the campus for damage following a disaster. This initial assessment will focus on life threatening damage and major destruction to the exterior of buildings. Priority for assessments will be given to buildings and infrastructure serving the following functions: buildings housing technology equipment, campus utilities, animal research facilities, patient care facilities, and parking garages. Physical Facilities personnel will report any damage back to the EOC, as well as the need for extra resources for repairs if necessary.
 - b. EOC personnel will notify the owner or main occupant of each building that has suffered severe damage and give him/her a report of the damage.
3. Debris removal operations will focus on clearing and maintaining entry points to and roadways through the EVMS campus, as well as clearing critical facilities. The Operations Section will coordinate with the Administration and Finance Section to facilitate debris management efforts including tracking of costs associated with removal and amount of debris removed. Disposal of debris will be executed in compliance with all laws and regulations and meet the Debris Management requirements for reimbursement through the FEMA Public Assistance Program. The EVMS Incident Commander, in consultation with the ERG, will determine the prioritization of on campus debris removal based on damage assessments and the need to maintain critical facilities and essential functions.
4. All resources needed for repairs to damage caused by the disaster will be routed through the EOC. Emergency personnel in the EOC will request additional resources as needed from contractors, local vendors, and the City of Norfolk. Emergency personnel in the EOC will also track financial transactions through the Administration and Finance Section.
5. The ESAG and ERG will meet as necessary to discuss re-openings, continued closings, and recovery operations as necessary and appropriate.
6. The Planning Section will facilitate all resource releases from the EOC after obtaining approval from the EVMS Incident Commander. Section Chiefs will initiate the Demobilization process. All resources assigned by the EOC will be held on campus during the time it takes to process them through the demobilization system. No resources are to leave the incident until authorized to do so. The Planning Section and Logistics Section Chiefs will coordinate to arrange transportation of released personnel and equipment, as needed.

E. Mitigation Actions

Mitigation actions encompass activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident.

1. Potential mitigation measures at EVMS include the following:

- Pursuit of grant funding for loss reductions measures.
 - Delivery of loss reduction building science expertise.
 - Conducting mapping of the campus to identify flood zones and other vulnerable areas.
 - Predictive modeling to protect critical assets.
 - Documentation of losses in actual incidents and of losses avoided due to previous hazard mitigation measures.
 - Community education and outreach necessary to foster loss reduction.
2. EVMS will pursue mitigation measure as much as possible according to the vulnerabilities identified in the EVMS Hazard Vulnerability Assessment.

F. Remedial Actions

1. EVMS will formally convene ERG meetings called “hotwashes” following major incidents to identify critical issues requiring attention, lessons learned, and best practices associated with the EVMS response.
2. Identified issues will be validated and promptly assigned to appropriate departments for remediation. The Emergency Manager will coordinate, monitor, and report the status of remediation actions for issues arising from disasters or emergencies at EVMS.
3. Following a major disaster or emergency, an After Action Report will be written to identify operational successes, problems, and key issues affecting the management of the incident. The Emergency Manager will lead the development of the After Action Report. The report will include appropriate feedback from EVMS departments involved in the incident management. This After Action Report will be used to improve plans and procedures for future response.

VI. Plan Development and Maintenance

A. Development and Maintenance

The EVMS Emergency Manager is responsible for the development and maintenance of the EVMS EOP. The Emergency Manager will, on an annual basis, solicit and incorporate suggestions and changes from the EVMS Executive Leadership and Department Directors, as needed. The Emergency Manager must submit all changes for final approval by the Vice President of Administration and Finance prior to adoption.

B. Testing, Training, and Exercises

The Emergency Manager, in cooperation with EVMS Executive Leadership, will conduct annual training and exercises to ensure that EVMS staff and their respective departments are familiar with this EOP and their roles in an emergency response. The exercises and training will be part of EVMS’ multi-year training and exercise plan. Exercise records will be kept by the Emergency Manager.

ESAG and ERG members will take specialized ICS training to the extent possible and to levels recommended by the Emergency Manager. The Emergency Manager will track ICS training records to ensure that EVMS remains NIMS compliant. Improvement Action Plan(s) and After Action Report(s) will be developed and kept on file following each exercise. These documents will be utilized for future improvements and updates to the EOP.

ESF Annex 1: Transportation

Primary Department

EVMS Police and Public Safety

Supporting Departments

Physical Facilities
Parking Services
Environmental Health and Safety
Human Resources
Comp-Med
Marketing and Communications
Student Affairs

External Support Agencies

City of Norfolk Police
City of Norfolk Fire – Rescue
City of Norfolk Department of Emergency
Preparedness and Response

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing transportation closures and evacuation actions to move people to safety within or off of the EVMS campus, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to managing transportation closures and evacuation actions to move people to safety within or off of the EVMS campus. Activities described in the Transportation annex include, but are not limited to:

1. Coordinating Transportation activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Transportation resources.
3. Prioritizing and/or allocating all EVMS Transportation resources.
4. Processing all Transportation information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Transportation activities could be varied. Normal Transportation activities may be disrupted.

EVMS Police and Public Safety is the primary department for coordinating with other EVMS departments and external agencies providing Transportation resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Transportation must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Transportation annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Response Group (ERG), through Emergency Operations Center (EOC) to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Transportation will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Transportation during non-School business hours, Transportation assigned personnel in primary and supporting departments will be notified of the activation by the Incident Commander.

The EOC, staffed by assigned EVMS personnel from Transportation and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

The decision to evacuate may be predetermined in the plan, such as when the fire alarm activates or a supervisor or building manager makes the decision to evacuate. This decision level for an evacuation will generally be the result of the small scale incidents.

During larger scale incidents or events, the Incident Commander will assess the need for evacuation, plan evacuations, and coordinate support for the evacuation effort with the ERG. The Incident Commander will also communicate and coordinate with the ESAG when major decisions for evacuations of the campus need to be made.

In addition to EVMS decisions to evacuate for any reason, the Authority Having Jurisdiction (AHJ), i.e. Norfolk Police or Norfolk Fire-Rescue, has the authority vested in their agencies by state code to order a partial or complete evacuation at any time the AHJ deems it necessary to preserve life or property.

B. Initial Response Actions

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

Limited evacuation building evacuations may occur as the result of a localized hazardous materials incident, fire, bomb threat, natural gas leak, or other emergency. Larger scale or full campus evacuations may occur as the result of a major hazardous material spill, terrorist attack, or a major weather event such as a hurricane.

For developing situations such as hurricanes, the EVMS Incident Commander shall have authority to declare the need for larger-scale campus evacuations and will coordinate this decision with the ESAG. Based on the severity of the threat to human life, immediate evacuation may be initiated by any duly recognized emergency response force (local or state police, fire, emergency services, etc.). The Incident Commander will notify the ERG of all emergency evacuation decisions, and the conduct of operations for the overall completion of the evacuation process including warning, movement, mass care, and reentry will remain with the ERG representatives in the EOC.

The ESAG, under the direction of the EVMS Incident Commander, and with input from EVMS Medical Group administration regarding situations that affect patient care, may call for a school closure when they deem it necessary. Faculty and staff may be instructed to secure work areas and relocate equipment. When the school and facilities are closed, students and non-essential personnel (faculty and staff) are officially instructed to leave and advised to seek shelter. The school and its facilities are not available as use for shelter during a developing emergency, unless decided upon by the EVMS Incident Commander (mostly in severe weather situations). In addition, if the school closes for an emergency, all scheduled on-campus events will be cancelled.

Students are responsible for securing their own lodging and transportation arrangements. When the school closes, students are encouraged to pursue the following options as they leave the area:

- Secure transportation via personal vehicle, airline, train, or bus service
- Share rides and sheltering options with students who do not have a personal means of transportation
- Relocate to designated shelters as indicated by the City of Norfolk, the Commonwealth of Virginia, or the Red Cross. Students may be able to seek shelter on campus in the event of a severe weather emergency, if the EVMS Incident Commander deems a shelter necessary for the protection of the EVMS community. Information regarding specific shelter locations will be provided on the emergency website as it becomes available.

C. Ongoing Response Actions

During a prolonged emergency, Transportation via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff. As required through multiple operational periods, Transportation will provide information updates for Situation Reports and account for deployed EVMS resources related to Transportation and Evacuation.

The EVMS Emergency Manager will provide necessary communication and notification to the City of Norfolk Department of Emergency Preparedness and Response and the Commonwealth of Virginia Department of Emergency Management.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The ESAG and ERG will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

Transportation will facilitate the orderly return of residents by coordinating campus transportation resources with local bus and rail systems.

III. Roles and Responsibilities

The follow tables list Transportation roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Police and Public Safety (Lead)	<ul style="list-style-type: none"> • Lead Transportation activities from the EVMS EOC. • Prioritize evacuation objectives based on safety of the campus population. • Coordinate with external support agencies. • Ensure order and safety of evacuation operations.
Physical Facilities	<ul style="list-style-type: none"> • Ensure campus facilities and resources remain secure. • Provide access to secure campus facilities.
Parking Services	<ul style="list-style-type: none"> • Activate evacuation procedures for garages and lots. • Record and report vehicles that remain on campus in long term evacuation.
Environmental Health and Safety	<ul style="list-style-type: none"> • Ensure security of hazardous materials.
Human Resources	<ul style="list-style-type: none"> • Track demobilization of campus personnel not involved in emergency management activities. • Track mobilization of campus personnel for emergency activities.
CompMed	<ul style="list-style-type: none"> • Ensure security of CompMed resources and animal subjects.
Marketing and Communications	<ul style="list-style-type: none"> • Support dissemination of campus evacuation orders and notifications.

Student Affairs	<ul style="list-style-type: none"> • Support dissemination of campus evacuation orders and provide support to students as necessary.
Information Technology	<ul style="list-style-type: none"> • Support the building control systems with technology services.

Recovery	
EVMS Police and Public Safety (Lead)	<ul style="list-style-type: none"> • Coordinate Transportation activities to return personnel and students to campus. • Ensure safety of re-entry operations.
Physical Facilities	<ul style="list-style-type: none"> • Ensure campus facilities are open and functional prior to re-entry.
Parking Services	<ul style="list-style-type: none"> • Resume normal business activities.
Human Resources	<ul style="list-style-type: none"> • Track demobilization of campus personnel for emergency activities.
Marketing and Communication	<ul style="list-style-type: none"> • Support dissemination of campus re-entry information.
Student Affairs	<ul style="list-style-type: none"> • Support dissemination of campus re-entry information and assist students as necessary.
Information Technology	<ul style="list-style-type: none"> • Support the building control systems with technology services.

Attachments

Emergency Evacuation Plan draft

ESF Annex 2: Communications

Primary Department

Telecommunications

Supporting Departments

Information Technology

EVMS Police and Public Safety

External Support Agencies

Local Phone/Internet/Electricity Providers

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing all internal communications and communication infrastructure, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to managing all internal communications and communication infrastructure. Activities described in the Communications annex include, but are not limited to:

1. Coordinating Communications activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Communications resources.
3. Prioritizing and/or allocating all EVMS Communications resources.
4. Processing all Communications information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Communications could be varied. Normal Communications activities may be disrupted.

Telecommunications is the primary department for coordinating with other EVMS departments and external agencies providing Communications resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Communications must develop operating instructions and inventory resources to support this Emergency Management Function.

Communications is responsible for all communications infrastructure on campus, including phone (land line and cellular), internet, and information technology systems – both hardware and software – and responding to both malicious and unintentional threats.

A. General Function Activation

When the Communications annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Communications will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Communications during non-School business hours, Communications assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Communications and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

Communications will provide a status assessment of communications, information technology, and related services that are utilized on campus to the ESAG.

Communications will liaison with local services providers receive service status updates and to report outages that impact the campus.

Communications will prioritize service restoration activities based on public safety and security first, and then normal campus operations.

Communications will ensure appropriate resources are in place to allow seamless communications between and among emergency responders, whether via radio, cellular phone, or other means, including in the EOC.

Communications will ensure the appropriate use of the electronic communications system throughout the emergency and support implementation of the system as needed and requested.

C. Ongoing Response Actions

During a prolonged emergency, Communications via the ESAG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Communications will provide information updates for Situation Reports and account for deployed EVMS resources related to Communications.

Communications will track the restoration of campus communications infrastructure, and information technology systems by EVMS departments and external service providers.

Communications will maintain communications equipment throughout the emergency to ensure ongoing communications between and among emergency responders.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

III. Roles and Responsibilities

The follow tables list Communications roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Telecommunications (lead)	<ul style="list-style-type: none">• Lead Communication activities within the EVMS EOC.• Prioritize service restoration objectives based on safety of the campus population.• Coordinate with external support agencies.• Advise on the status of campus telecommunications systems and equipment, including the electronic communications system.• Ensure appropriate communications equipment is available and set up in the EOC; distribute and maintain equipment as needed throughout the emergency.
EVMS Police and Public Safety	<ul style="list-style-type: none">• Advise on the status of Police communications equipment.

	<ul style="list-style-type: none"> • Coordinate with Telecommunications to ensure emergency responders have the appropriate telecommunications equipment available.
Information Technology	<ul style="list-style-type: none"> • Advise on the status of campus information technology systems. • Detect and remediate malicious and unintentional threats to the campus information technology systems.
Local Service Providers	<ul style="list-style-type: none"> • Liaison with the ERG to restore communications and internet services to the campus.

Recovery	
Telecommunications (lead)	<ul style="list-style-type: none"> • Lead Communication restoration activities within the EVMS EOC. • Prioritize service restoration objectives based on safety of the campus population. • Coordinate with external support agencies. • Advise on the restoration of campus telecommunications systems.
EVMS Police and Public Safety	<ul style="list-style-type: none"> • Advise on the restoration of Police communications equipment.
Information Technology	<ul style="list-style-type: none"> • Advise on the restoration of campus information technology systems.
Local Service Providers	<ul style="list-style-type: none"> • Advise on the restoration of communications and internet services.

ESF Annex 3: Public Works and Engineering

Primary Department	Physical Facilities
Supporting Departments	Telecommunications Information Technology
External Support Agencies	Local Utility Providers

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass assessing and restoring the Physical Plant/Facilities of and utilities supporting the EVMS campus, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to assessing and restoring the Physical Plant/Facilities on the EVMS campus. Activities described in the Public Works and Engineering annex include, but are not limited to:

1. Coordinating Public Works and Engineering activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Public Works and Engineering resources.
3. Prioritizing and/or allocating all EVMS Public Works and Engineering resources.
4. Processing all Public Works and Engineering information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Public Works and Engineering could be varied. Normal Public Works and Utilities activities may be disrupted.

Physical Facilities is the primary department for coordinating with other EVMS

departments and external agencies providing Public Works and Engineering resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Public Works and Engineering must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Public Works and Engineering annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Public Works and Engineering will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Public Works and Engineering during non-School business hours, Public Works and Engineering assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Public Works and Engineering, and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

Public Works and Engineering will provide service assessments to the Incident Commander to determine the status of campus physical plant services and external power and utilities. Public Works and Engineering will coordinate the activities undertaken to restore internal and external power and utilities disruptions.

Public Works and Engineering will liaison with local utilities providers to report service disruptions and receive status updates on restoration activities. If necessary, Public Works and Engineering will liaison with the City of Norfolk Office of Emergency Management if resource requests must go through the City EOC.

C. Ongoing Response Actions

During a prolonged emergency, Public Works and Engineering via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Public Works and Engineering will provide information updates for Situation Reports and account for deployed EVMS resources related to Public Works and Engineering.

Public Works and Engineering will track the restoration of campus power and utilities and report to the EVMS Incident Commander when restoration activities are complete.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures regarding utilities. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

III. Roles and Responsibilities

The follow tables list Public Works and Engineering roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Physical Facilities (lead)	<ul style="list-style-type: none">• Lead Public Works and Engineering activities within the EVMS EOC.• Prioritize service restoration objectives based on safety of the campus population and patient and research support needs.• Coordinate with external support agencies.• Advise on the status of campus power and utilities infrastructure.
Telecommunications	<ul style="list-style-type: none">• Coordinate with Physical Facilities on service disruptions and restoration.
Information Technology	<ul style="list-style-type: none">• Coordinate with Physical Facilities on service disruptions and restoration.
External Power and Utilities Providers	<ul style="list-style-type: none">• Liaison with EVMS EOC to restore power and utilities services to the campus.

Recovery	
Physical Facilities (lead)	<ul style="list-style-type: none"> • Continue Public Works and Utilities restoration efforts from within the EVMS EOC and by conducting damage assessments to campus. • Prioritize service restoration objectives based on safety of the campus population and patient and research support needs and based on damage assessment results. • Continue to coordinate with external support agencies. • Continue to advise on the status of campus power and utilities infrastructure.
Telecommunications	<ul style="list-style-type: none"> • Coordinate with Physical Facilities on service disruptions and restoration.
Information Technology	<ul style="list-style-type: none"> • Coordinate with Physical Facilities on service disruptions and restoration. • Support the building control systems with technology services.
External Power and Utilities Providers	<ul style="list-style-type: none"> • Liaison with EVMS EOC to restore power and utilities services to the campus.

ESF Annex 4: Firefighting

Primary Department	EVMS Police and Public Safety
Supporting Departments	Physical Facilities Environmental Health and Safety Comp-Med Risk Management
External Support Agencies	Norfolk Fire-Rescue Norfolk Police Department

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to provide and coordinate resources (personnel, equipment, facilities, materials, and supplies) to support firefighting activities during an incident, emergency, and event.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to coordinating emergency support services with external community first responder agencies. Activities described in the Emergency Support Services annex include, but are not limited to:

This Functional Annex to the EVMS EOP monitors and supports the firefighting activities initiated by external resources (Norfolk Fire-Rescue) as per mutual aid agreement. Activities described in the Firefighting annex include, but not limited to:

1. Coordinating Firefighting activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Firefighting resources.
3. Prioritizing and/or allocating all EVMS Firefighting resources.
4. Processing all Firefighting information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During a fire emergency the need for fire suppression equipment and trained personnel is an essential component to control the incident. Although fire prevention is practiced daily through education, testing, and inspection, EVMS must be ready to support external agencies to bring a fire incident under control.

Norfolk Fire-Rescue is the primary external agency used for firefighting, search and rescue, and hazardous materials incidents. EVMS Police and Public Safety is the main internal supporting department to closely coordinate with the external resource and other EVMS departments as needed.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Firefighting annex (ESF 4) is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of a fire, ESF 4 will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of the Firefighting annex during non-school business hours, ESF 4 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from ESF 4 and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

ESF 4 will provide situational awareness to local first responders in an emergency event. ESF 4 will coordinate with the local incident command post and local EOC to prioritize campus life safety and security services.

ESF 4 will support rescue and safety operations as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

During a prolonged emergency, ESF 4 via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, ESF 4 will provide information updates for Situation Reports and account for deployed EVMS resources related to Emergency Support Services.

ESF 4 shall ensure EVMS has access to sufficient emergency services resources to protect life and safety throughout a prolonged emergency by coordinating with local emergency support services throughout the duration of the incident.

ESF 4 will coordinate with campus and local hospitals as necessary.

ESF 4 will remain in coordination with the On-Scene Commander through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the University to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

ESF 4 will protect any fire scene for fire investigation.

ESF 4 will also conduct the EVMS fire and incident investigations.

III. Roles and Responsibilities

The follow tables list Firefighting roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Police and Public Safety (Lead)	<ul style="list-style-type: none">• Lead Firefighting activities within the EVMSEOC.• Prioritize Firefighting objectives based on safety of the campus population.• Coordinate with external support agencies; request extra emergency services resources as needed based on the severity of the emergency.
Physical Facilities	<ul style="list-style-type: none">• Control and allow building access in support of Emergency Support Services.

Environmental Health and Safety	<ul style="list-style-type: none"> • Provide information on hazardous materials if they are threatened by or involved in the emergency, especially if requested by external emergency support services agencies/departments.
CompMed	<ul style="list-style-type: none"> • Provide information on research labs if they are threatened by or involved in the emergency, especially if requested by external emergency support services agencies/departments.
Risk Management	<ul style="list-style-type: none"> • Track projected losses as a result of the emergency.
City of Norfolk Police Department	<ul style="list-style-type: none"> • Coordinate with EVMS Police and Public Safety and the EVMS EOC to provide emergency services to the campus in an emergency or prolonged incident. • Work with surrounding jurisdictions using mutual aid agreements to provide extra emergency services resources to EVMS if needed.
City of Norfolk Fire – Rescue	<ul style="list-style-type: none"> • Coordinate with EVMS Police and Public Safety and the EVMS EOC to provide emergency services. To the campus in an emergency or prolonged incident. • Work with surrounding jurisdictions using mutual aid agreements to provide extra emergency services resources to EVMS if needed.

Recovery	
EVMS Police and Public Safety (Lead)	<ul style="list-style-type: none"> • Lead Firefighting activities within the EVMS EOC • Coordinate with external support agencies. • Assist external support agencies with demobilization.
Physical Facilities	<ul style="list-style-type: none"> • Continue to control and allow building access to emergency services personnel in support of recovery activities.
Environmental Health and Safety	<ul style="list-style-type: none"> • Provide information on hazardous materials losses if they were involved in the emergency.
CompMed	<ul style="list-style-type: none"> • Provide information on research lab losses if they were involved in the emergency.
Risk Management	<ul style="list-style-type: none"> • Lead post fire investigations.
City of Norfolk Police Department	<ul style="list-style-type: none"> • Coordinate with the EVMS EOC to demobilize Police resources, including staff and equipment.
City of Norfolk Fire – Rescue	<ul style="list-style-type: none"> • Coordinate with the EVMS EOC to demobilize Fire and Rescue resources, including staff and equipment

ESF Annex 5: Emergency Management

Primary Department

EVMS Office of Emergency Management

Supporting Departments

Police and Public Safety

External Support Agencies

City of Norfolk Emergency Preparedness & Response
Virginia Department of Emergency Management

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to compile, analyze, and coordinate the overall information and activities in the Schools EOC in support of the incident/emergency/event response and recovery.

B. Scope

This Functional Annex to the EVMS EOP coordinates the activities of and supports all departments and external agencies across the spectrum of emergency management to include but not limited to;

1. Coordinating Emergency Management activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Emergency Management resources.
3. Prioritizing and/or allocating all EVMS Emergency Management resources.
4. Processing all Emergency Management information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Emergency Management is paramount and could be varied. Normal School operations may be disrupted.

EVMS Office of Emergency Management is the primary department responsible for managing incidents/emergencies/events occurring at EVMS and may require additional support from EVMS Police and Public Safety, City of Norfolk Emergency Preparedness and Response, and the Virginia Department of Emergency Management.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Emergency Management annex (ESF 5) is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation an emergency, ESF 5 will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of the Emergency Management annex during non-school business hours, ESF 5 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from ESF 5 and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

Emergency Management will support mitigation, response, and recovery operations as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

During a prolonged emergency, Emergency Management via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Emergency Management will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

Emergency Management shall ensure EVMS has access to sufficient emergency services resources to protect life and safety throughout a prolonged emergency by coordinating

with local emergency support services throughout the duration of the incident.

Emergency Management will coordinate with campus and local hospitals as necessary.

Emergency Management will remain in coordination with the On-Scene Commander through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Emergency Management roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Office of Emergency Management	<ul style="list-style-type: none">• Lead Emergency Management activities within the EVMS EOC.
EVMS Police and Public Safety	<ul style="list-style-type: none">• Prioritize incident/emergency/event objectives based on safety of the campus population• Coordinate with external support agencies and request additional emergency services/resources as needed based on the severity of the emergency.
City of Norfolk Emergency Preparedness and Response	<ul style="list-style-type: none">• Work with EVMS to secure additional needed resources.
Virginia Department of Emergency Management	<ul style="list-style-type: none">• Work with the City of Norfolk to secure additional resources for EVMS.

Recovery	
EVMS Office of Emergency Management	<ul style="list-style-type: none"> • Lead Emergency Management activities within the EVMS EOC
EVMS Police and Public Safety	<ul style="list-style-type: none"> • Coordinate with external support agencies. • Assist external support agencies with demobilization.
City of Norfolk Emergency Preparedness and Response	<ul style="list-style-type: none"> • Support with EVMS demobilization.
Virginia Department of Emergency Management	<ul style="list-style-type: none"> • Support City of Norfolk with any demobilization requests.

ESF Annex 6: Mass Care

Primary Department

EVMS Police and Public Safety

Supporting Departments

Physical Facilities
Materials Management
Housekeeping Services
Student Affairs
Marketing and Communications

External Support Agencies

Red Cross of Southeastern Virginia
City of Norfolk Office of Emergency Management

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass addressing shelter-in-place procedures, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to addressing shelter-in-place procedures. Activities described in the Mass Care annex include, but are not limited to:

1. Coordinating Mass Care activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Mass Care resources.
3. Prioritizing and/or allocating all EVMS Mass Care resources.
4. Processing all Mass Care information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Mass Care could be varied. Normal Mass Care activities may be disrupted. Depending on the emergency, students, faculty, staff, visitors, and/or patients may need to take shelter on the EVMS campus. EVMS must be ready to support anyone that must take shelter in campus buildings due to an emergency.

EVMS Police and Public Safety is the primary department for coordinating with other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Mass Care must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

In certain emergency situations, the campus community may be advised to immediately shelter-in-place to avoid or minimize exposure to outside emergency events. If emergency events dictate the need for shelter-in-place due to an immediate, life threatening incident taking place on the campus (such as a tornado or criminal activity), members of the campus community should take shelter in campus buildings in designated shelter/lock down areas. Each individual building should have designated shelter areas designated for each floor. The need for immediate shelter-in-place actions due to a threat on campus will be communicated to the campus community through the emergency notification system.

In longer duration emergencies, such as severe weather events, the need for a longer-term on-campus shelter for campus community members may be necessary. In this case, lead and supporting agencies will designate Lewis Hall as the shelter for prolonged emergency events. All efforts will be made to reduce the need to shelter on campus and actions will be taken to evacuate students and non-essential personnel as time and safety allow.

When the Mass Care annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of an emergency, Mass Care will be activated and the EOC will be opened (based on the appropriate EOC activation level). The immediate opening of on-campus shelters may take place after the occurrence of a sudden disaster, such as building fire, hazmat incident, or campus owned student apartment evacuation, which would result in the immediate need for relocation of displaced staff and students. In this case, Mass Care will address the immediate needs by opening an on-campus shelter to accommodate those affected by the sudden emergency.

Upon the notification of an imminent or external disaster, the ESAG, ERG, and EOC will base the decision of opening a shelter on the actions taken by the City of Norfolk regarding their shelter activation. Upon activation of Mass Care during non-School business hours, Mass Care assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

Immediately upon notification that the shelter needs to be set-up, the ERG will coordinate and supervise set up of the shelter space located in Lewis Hall. They will also brief other shelter staff on responsibilities outlined in this Function.

The EOC, staffed by assigned EVMS personnel from Mass Care and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The Mass Care Function will coordinate the provision of shelter services. For a shelter-in-place situation, once shelter-in-place instructions have been communicated to the campus community, students, faculty, and staff should either stay in the building they are in when they receive the message or if outside, go to the nearest building and await further instructions.

Typically, emergencies that require sheltering-in-place will not last more than three to five hours. However, departments may wish to keep extra water and non-perishable food on hand, and individuals may want to keep an extra supply of prescription medicine, eyeglasses, or other essentials on hand in the event the emergency goes beyond 12 hours. These provisions will be kept on hand in the pre-designated campus shelter used for prolonged emergencies, such as severe weather events.

In a prolonged emergency, EVMS faculty, staff, students, and/or emergency personnel may be directed to the pre-designated long-term shelter site (Lewis Hall) if they require shelter on campus during the prolonged event. In this case, Mass Care will work to activate and support the on-campus shelter.

The Executive Director of Facilities or other member of the ERG will communicate the appropriate message (based on information provided from the ESAG) to facilities management staff about shutting down heating, ventilation, and air conditioning systems in buildings if necessary for safety.

In a prolonged event when the shelter is activated, the ERG will work to set up accommodations and provisions such as food and water supplies in the pre-designated shelter location (Lewis Hall).

C. Ongoing Response Actions

During a prolonged emergency, Mass Care via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Mass Care will provide information updates for Situation Reports and account for deployed EVMS resources related to Mass Care.

If the EVMS Incident Commander is informed by the Norfolk Police Department or other local authority that the campus community is advised to stay sheltered for an extended period of time (longer than 12 hours) mass care procedures will be implemented.

The pre-designated shelter for prolonged events (Lewis Hall) will operate on a 24-hour basis, with two 12-hour shifts to be covered by shift supervisors. Shift supervisors will assist the shelter manager with shelter operations. Initial assessment by members of the ERG will include an estimate of the number of people requiring services, and staffing and support requirements for the next 48 hours.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The Incident Commander will initiate the recovery process using the EVMS COOP Plan.

The shelter will demobilize personnel and resources as emergency events dictate.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

III. Roles and Responsibilities

The follow table lists Mass Care roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Police and Public Safety (lead)	<ul style="list-style-type: none"> • Coordinate the opening and operation of the shelter. • Develop shelter staffing plan. • Develop plan for shelter check-in (ensure only EVMS faculty, staff, and/or students enter the shelter). • Assess feeding needs and coordinate with campus services to ensure they are met. • Provide security for shelter site. • Coordinate with other pertinent departments to issue a shelter-in-place notification for immediate life threatening events if necessary. • Establish contact with campus hospitals.
Physical Facilities	<ul style="list-style-type: none"> • Prepare the facility for sheltering. • Oversee sanitation of the shelter facility, including the kitchen, sleeping area, bathrooms, and exterior.
Materials Management	<ul style="list-style-type: none"> • Create shelter resource inventory. • Develop shelter resource needs assessment. • Deliver needed supplies to shelter location.
Housekeeping Services	<ul style="list-style-type: none"> • Support provision of shelter services as needed.

Student Affairs	<ul style="list-style-type: none"> • Inform students about shelter option for prolonged events and procedures for accessing shelter. • Facilitate the provision of healthcare for any special populations. • Facilitate the provision of healthcare for any injuries.
Marketing and Communications	<ul style="list-style-type: none"> • Communicate and coordinate with the media regarding shelter operations. • Assist in crafting messages about the shelter operations for distribution to the campus community.
Red Cross of Southeastern Virginia	<ul style="list-style-type: none"> • Assist EVMS with sheltering operations if possible, and/or provide advice and information on sheltering on campus.
City of Norfolk Department of Emergency Preparedness and Response	<ul style="list-style-type: none"> • Coordinate with EVMS on the decision to open shelters in an emergency and advise EVMS on whether or not to activate a shelter, depending on City sheltering decisions.

Recovery	
EVMS Police and Public Safety (lead)	<ul style="list-style-type: none"> • Coordinate the closing and demobilization of the shelter. • Develop shelter demobilization plan. • Provide security for shelter demobilization. • Assist in relocating shelter occupants if necessary.
Physical Facilities	<ul style="list-style-type: none"> • Return the facility to order after it closes
Materials Management	<ul style="list-style-type: none"> • Track shelter resource demobilization.
Student Affairs	<ul style="list-style-type: none"> • Assist in returning sheltered students back to permanent housing if necessary. • Provide information and resources to sheltered students regarding demobilization of the shelter.
Marketing and Communications	<ul style="list-style-type: none"> • Communicate and coordinate with the media regarding shelter demobilization operations. • Assist in crafting messages about the shelter operations and demobilization for distribution to the campus community.
Red Cross of Southeastern Virginia	<ul style="list-style-type: none"> • Assist EVMS with demobilizing shelter if possible.
City of Norfolk Department of Emergency Preparedness and Response	<ul style="list-style-type: none"> • Coordinate with EVMS on the decision to close and demobilize the shelter, depending on City shelter decisions.

ESF Annex 7: Logistics Management and Resource Support

Primary Department

Materials Management

Supporting Departments

Administration and Finance

External Support Agencies

City of Norfolk Department of Emergency
Preparedness and Response

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing and procuring EVMS faculty and staff, equipment, facilities, supplies, and other assets, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to managing and procuring EVMS faculty and staff, equipment, facilities, supplies, and other assets. Activities described in the Resource Management and Procurement annex include, but are not limited to:

1. Coordinating Logistics Management and Resource Support activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Logistics Management and Resource Support.
3. Prioritizing and/or allocating all EVMS Logistics and Management and Resource Support resources.
4. Processing all Logistics Management and Resource Support information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Logistics Management and Resource Support could be varied. Normal Logistics Management and Resource Support activities may be disrupted or needs changed/enhanced.

Materials Management is the primary department for coordinating with other EVMS

departments and external agencies providing Logistics Management and Resource Support resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Logistics Management and Resource Support must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Logistics Management and Resource Support annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Logistics Management and Resource Support will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Logistic Management and Resource Support during non-School business hours, Logistics Management and Resource Support assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Logistics Management and Resource Support and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency. Logistics Management and Resource Support lead and supporting departments will staff the Logistics Section within the EOC.

B. Initial Response Actions

Logistics Management and Resource Support will work with other activated Emergency Management Functions to develop a resource needs assessment. Logistics Management and Resource Support will match resource needs with existing supply caches and Memorandums of Understanding (MOUs) and Memorandums of Agreement (MAAs) to develop strategies for procurement to fill resource gaps. Logistics Management and Resource Support may access pre-event contracts and/or purchasing agreements to arrange for emergency procurement of supplies and resources. If necessary, the Department of Finance will authorize increased limits on procurement cards.

C. Ongoing Response Actions

As required through multiple operational periods, Logistics Management and Resource Support will provide information updates for Situation Reports and account for deployed EVMS resources related to Logistics Management and Resource Support.

Logistics Management and Resource Support will track resource requests and monitor resource deployment in the EVMS EOC, working closely with the Department of Finance to ensure record consistency.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ESAG.

Logistics Management and Resource Support will track resource demobilization and ensure proper paperwork is maintained for potential recovery assistance.

III. Roles and Responsibilities

The follow tables list Logistics Management and Resource Support roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Materials Management (lead)	<ul style="list-style-type: none"> • Coordinate all resource requests, mobilization, deployment, and demobilization. • Coordinate with external resource providers to mobilize and provide resources. • Maintain a list of available resource vendors and contact vendors as needed throughout the emergency. • Anticipate resource needs for future operational periods and work with the EVMS Incident Commander to garner needed resources. • Access/activate emergency procurement contracts if necessary.
Administration and Finance	<ul style="list-style-type: none"> • Support all resource requests, mobilization, deployment, and demobilization. • Support Materials Management communicating with external resource providers. • Ensure proper paperwork is completed for resource mobilization, deployment, and demobilization and able to be used for reimbursement if necessary.
City of Norfolk Office of Emergency Management	<ul style="list-style-type: none"> • Work with EVMS to secure needed resources of EVMS's internal resources and vendors become overwhelmed in an emergency.

Recovery	
Materials Management (lead)	<ul style="list-style-type: none"> • Coordinate all resource requests, mobilization, deployment, and demobilization. • Coordinate with external resource providers to demobilize resources.
Administration and Finance	<ul style="list-style-type: none"> • Support all resource requests, mobilization, deployment, and demobilization. • Support Materials Management communicating with external resource providers to demobilize resources. • Ensure proper paperwork is completed for resource mobilization, deployment, and demobilization
City of Norfolk Department of Emergency Preparedness and Response	<ul style="list-style-type: none"> • Work with EVMS to secure needed resources of EVMS's internal resources and vendors become overwhelmed in an emergency. • Assist EVMS in demobilizing resources if necessary.

ESF Annex 8: Public Health and Medical Service

Primary Departments

Student Affairs and Human Resources

Supporting Departments

Environmental Health and Safety
Physical Facilities

External Support Agencies

City of Norfolk Department of Public Health
City of Norfolk Fire - Rescue
Sentara Norfolk General Hospital
Children's Hospital of the King's Daughters

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass responding to the health and mental health needs of faculty, staff, students, and visitors, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to responding to the health and mental health needs of faculty, staff, students, and visitors. Activities described in the Public Health and Medical Service annex include, but are not limited to:

1. Coordinating Health and Mental Health Services activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Public Health and Medical Services.
3. Prioritizing and/or allocating all EVMS Public Health and Medical Service resources.
4. Processing all Public Health and Medical Service information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operation

During emergencies, the need for Public Health and Medical Service could be varied. Normal Public Health and Medical Service activities may be disrupted or the needs increased.

Student Affairs (for students) and Human Resources (for employees) serve in a dual role as the primary departments for coordinating with other EVMS departments and external agencies providing Public Health and Medical Service resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Public Health and Medical Service must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Public Health and Medical Service annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Public Health and Medical Service will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Public Health and Medical Service during non-School business hours, Public Health and Medical Service assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Public Health and Medical Service and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

Public Health and Medical Service will coordinate immediately with local emergency management through the EOC. Public Health and Medical Service will coordinate EVMS response efforts with county and state efforts, and state and local public health.

B. Initial Response Actions

The following situations require the provision of various response services and deployment of varying resources.

General Health Care. This function may encompass facilitating health care for EVMS faculty, staff, students, and visitors affected by the emergency, either by

directing them to appropriate resources or calling upon emergency services to attend to their needs.

Crisis Counseling and Mental Health. This function will coordinate with local public health to assess the mental health needs of victims and emergency workers. EVMS mental health personnel will assist victims and emergency response workers to the extent possible. Members of the ERG should observe for signs of Post-Traumatic Stress Disorder (PTSD) in emergency personnel.

Radiological/Chemical/Biological Hazards. This function, in consultation with local public health authorities, will assist in assessing health and medical effects of chemical and biological exposures on the EVMS population and provide technical assistance and consultation on medical treatment and decontamination of exposed victims.

C. Ongoing Response Actions

During a prolonged emergency, Public Health and Medical Service via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Public Health and Medical Service will provide information updates for Situation Reports and account for deployed EVMS resources related to Public Health and Medical Service.

Public health will continue to acquire and assess data regarding the emergency incident. Public health will coordinate with other appropriate agencies and attempt to identify the nature and extent of health and medical problems, and institute surveillance of the situation to obtain valid current information.

Public Health and Medical Service may coordinate closely with hospital personnel to determine and facilitate health and mental health needs required by the emergency.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ESAG.

III. Roles and Responsibilities

The follow tables list Public Health and Medical Service roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Student Affairs (Lead)	<ul style="list-style-type: none"> • Coordinate the provision of public and mental health services on EVMS Campus for students. • Coordinate Function resources to support public and mental health needs. • Disseminate public and mental health service information to EVMS students and facilitate the delivery of services to students if needed.
Human Resources (Lead)	<ul style="list-style-type: none"> • Coordinate the provision of public and mental health services on EVMS Campus for employees. • Coordinate Function resources to support public and mental health needs. • Disseminate public and mental health service information to EVMS employees and facilitate the delivery of services to employees if needed (activate the Employee Assistance Program as necessary).
Environmental Health and Safety	<ul style="list-style-type: none"> • Provide an assessment of and technical assistance on chemical, biological, radiological and other hazardous materials safety and health implications. • Conduct environmental monitoring to provide situational awareness on chemical, biological, radiological, and other hazardous materials.
Physical Facilities	<ul style="list-style-type: none"> • Manage physical access to facilities impacted by a health emergency to support closure and evacuation.
City of Norfolk Department of Public Health	<ul style="list-style-type: none"> • Assist EVMS in setting priorities for EVMS Public Health and Medical Service Function activities.
City of Norfolk Fire Department	<ul style="list-style-type: none"> • Support Health and Mental Health Services Function response activities through emergency medical services.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> • Support Public Health and Medical Service Function response activities through the provision of care to victims and emergency response workers. • Maintain communication with the Public Health and Medical Service Function to assist with health and mental health needs caused by the emergency if necessary.
Children's Hospital of the King's Daughters	<ul style="list-style-type: none"> • Support Public Health and Medical Service Function response activities through the provision of care to victims and emergency response workers. • Maintain communication with the Public Health and Medical Service Function to assist with health and mental health needs caused by the emergency if necessary.

Recovery	
Student Affairs (Lead)	<ul style="list-style-type: none"> • Coordinate the continued provision of public and mental health services on the EVMS Campus for students. • Coordinate demobilization of Function resources to support public and mental health needs. • Disseminate public and mental health service termination information to EVMS students.
Human Resources (Lead)	<ul style="list-style-type: none"> • Coordinate the continued provision of public and mental health services on EVMS Campus for employees. • Coordinate demobilization of Function resources to support public and mental health needs. • Disseminate public and mental health service information to EVMS employees.
Environmental Health and Safety	<ul style="list-style-type: none"> • Notify the ERG and ESAG when potential environmental health risks have been remediated.
Physical Facilities	<ul style="list-style-type: none"> • Manage physical access to facilities impacted by a health emergency to support re-entry.
City of Norfolk Department of Public Health	<ul style="list-style-type: none"> • Set priorities for EVMS Public Health and Medical Service Function recovery activities.
City of Norfolk Fire Department	<ul style="list-style-type: none"> • Support Public Health and Medical Service Function response activity and resource demobilization.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> • Support Public Health and Medical Service Function response activity and resource demobilization.
Children's Hospital of the King's Daughters	<ul style="list-style-type: none"> • Support Public Health and Medical Service Function response activity and resource demobilization.

ESF Annex 9: Search and Rescue

Primary Department	EVMS Police and Public Safety
Supporting Departments	Physical Facilities
External Support Agencies	Norfolk Fire-Rescue

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to coordinate the search and rescue of missing persons in damaged structures resulting from a disaster or water rescue.

B. Scope

This Functional Annex to the EVMS EOP coordinates the activities of and supports all departments and external agencies in search and rescue services to include but not limited to;

1. Coordinating Search and Rescue activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Search and Rescue resources.
3. Prioritizing and/or allocating all EVMS Search and Rescue resources.
4. Processing all Search and Rescue information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for search and rescue could be varied. Normal School operations may be disrupted.

EVMS Police and Public Safety is the primary department responsible for managing incidents/emergencies/events resulting in search and rescue activities occurring at EVMS and may require additional support from Norfolk Fire-Rescue.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Search and Rescue (ESF 9) is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of a search and rescue event, ESF 9 will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of the Search and Rescue annex during non-school business hours, ESF 9 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from ESF 9 and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

Emergency Management will support mitigation, response, and recovery operations as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

During a prolonged emergency, Search and Rescue via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Search and Rescue will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

Search and Rescue shall ensure EVMS has access to sufficient emergency services resources to protect life and safety throughout a prolonged emergency by coordinating with local emergency support services throughout the duration of the incident.

Search and Rescue will coordinate with campus and local hospitals as necessary.

Search and Rescue will remain in coordination with the On-Scene Commander through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Search and Rescue roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Police and Public Safety	<ul style="list-style-type: none">• Lead Search and Rescue activities in coordination with external agencies.
Physical Facilities	<ul style="list-style-type: none">• Assist with resources and entry.
Norfolk Fire-Rescue	<ul style="list-style-type: none">• Assist EVMS with Search and Rescue function.

Recovery	
EVMS Police and Public Safety	<ul style="list-style-type: none">• Lead Search and Rescue activities in coordination with external agencies.
Physical Facilities	<ul style="list-style-type: none">• Assist with resources and entry.
Norfolk Fire-Rescue	<ul style="list-style-type: none">• Assist EVMS with Search and Rescue function and demobilization.

ESF Annex 10: Oil and Hazardous Materials Response

Primary Department

Environmental Health and Safety

Supporting Departments

Physical Facilities
Research

External Support Agencies

City of Norfolk Fire - Rescue
City of Norfolk Department of Public Health
Sentara Norfolk General Hospital
Children's Hospital of the King's Daughters

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing and securing hazardous materials, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to managing and securing hazardous materials. Activities described in the Oil and Hazardous Materials Response annex include, but are not limited to:

1. Coordinating Oil and Hazardous Materials Response activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Oil and Hazardous Materials Response resources.
3. Prioritizing and/or allocating all EVMS Oil and Hazardous Materials Response resources.
4. Processing all Oil and Hazardous Materials Response information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Oil and Hazardous Materials Response assistance and response could be varied. Normal Oil and Hazardous Materials Response activities may be disrupted.

Environmental Health and Safety is the primary department for coordinating with other EVMS departments and external agencies providing Oil and Hazardous Materials Response resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Oil and Hazardous Material Response must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Oil and Hazardous Materials Response annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Oil and Hazardous Material Response will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Oil and Hazardous Materials Response during non-School business hours, Oil and Hazardous Materials Response assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Oil and Hazardous Materials Response and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The Oil and Hazardous Material Response function will provide the EVMS Incident Commander and the On-Site Incident Commander with an assessment of the location of sensitive materials throughout the campus in storage sites and in labs. Oil and Hazardous Material Response will establish a priority remediation list to ensure that all sensitive materials are safe and accounted for.

When an emergency threatens or results in chemical, biological, radiological, or other

Oil and Hazardous Material Response release, Environmental Health and Safety will immediately notify the City of Norfolk Fire – Rescue and the Department of Public Health and coordinate the potential activation of local emergency response assets to support Oil and Hazardous Materials Response activities.

C. Ongoing Response Actions

During a prolonged emergency, Oil and Hazardous Materials Response via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Oil and Hazardous Materials Response will provide information updates for Situation Reports and account for deployed EVMS resources related to Oil and Hazardous Materials Response.

Environmental Health and Safety will keep a constant watch on hazardous materials on the campus throughout the emergency to ensure hazardous materials remain unaffected. If hazardous materials are affected by the emergency, Environmental Health and Safety will respond to the affected area or notify City of Norfolk Fire – Rescue.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ESAG.

Oil and Hazardous Materials Response will ensure that all sensitive materials are contained, accounted, for, and/or disposed of as recovery dictates.

III. Roles and Responsibilities

The follow tables list Oil and Hazardous Materials Response roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Environmental Health and Safety (Lead)	<ul style="list-style-type: none">• Coordinate Oil and Hazardous Materials Response Function Activities.• Advise on hazardous materials locations, releases, and contamination.• Set remediation procedures.• Prioritize remediation activities.• Liaison with local responders.• Advise on safety procedures for emergency response workers entering a contaminated area.

Physical Facilities	<ul style="list-style-type: none"> Control physical access to Oil and Hazardous Materials Response sites.
Research	<ul style="list-style-type: none"> Report to Environmental Health and Safety about hazardous materials currently being used in labs.
City of Norfolk Department of Public Health	<ul style="list-style-type: none"> Provide technical assistance to EVMS Oil and Hazardous Materials Response Function activities.
City of Norfolk Fire – Rescue	<ul style="list-style-type: none"> Support EVMS Oil and Hazardous Materials Response Function response activities through emergency medical services and technical assistance.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> Support Oil and Hazardous Materials Response Function response activities through technical assistance and the provision of care to victims and emergency response workers.
Children’s Hospital of the King’s Daughters	<ul style="list-style-type: none"> Provide information as necessary to emergency responders and the EVMS EOC.

Recovery	
Environmental Health and Safety (Lead)	<ul style="list-style-type: none"> Coordinate Oil and Hazardous Materials Response recovery activities. Advise on remediation status of Oil and Hazardous Materials Response releases and contamination. Liaison with local response agencies to determine when re-entry is safe.
Physical Facilities	<ul style="list-style-type: none"> Control physical access to support re-entry to Oil and Hazardous Materials Response sites.
City of Norfolk Department of Public Health	<ul style="list-style-type: none"> Provide technical assistance to EVMS Oil and Hazardous Materials Response Function recovery activities.
City of Norfolk Fire-Rescue Department	<ul style="list-style-type: none"> Support EVMS Oil and Hazardous Materials Response Function recovery through technical assistance.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> Support Oil and Hazardous Materials Response Function recovery through technical assistance.
Children’s Hospital of the King’s Daughters	<ul style="list-style-type: none"> Provide information as necessary to emergency responders and the EVMS EOC.

ESF Annex 11: Agriculture and Natural Resources

Primary Department

CompMed
Office of Research

Supporting Departments

Physical Facilities
Environmental Health and Safety

External Support Agencies

External Animal Care and Veterinary Service
Providers

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass securing and caring for research assets and animal research subjects, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to securing and caring for research assets and animal research subjects. Activities described in the annex include, but are not limited to:

1. Coordinating Agriculture and Natural Resources activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Agriculture and Natural Resources assets.
3. Prioritizing and/or allocating all EVMS Agriculture and Natural Resources assets.
4. Processing all Agriculture and Natural Resources information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the needed to maintain Agriculture and Natural Resources could vary. Normal Agriculture and Natural Resources activities may be disrupted.

CompMed, an existing third-party partner, is the primary department for coordinating with

other EVMS departments and external agencies to provide ongoing care and resources to research animals. The Office of Research is the primary department for coordinating with other EVMS departments and external agencies to ensure that other live research is cared for and provided with necessary resources in an emergency. Other EVMS departments may assist in these efforts.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies, or research universities in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency-having responsibility for Agriculture and Natural Resources must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Agriculture and Natural Resources annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Agriculture and Natural Resources will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Agriculture and Natural Resources during non-School business hours, Agriculture and Natural Resources assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Agriculture and Natural Resources and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

This annex is activated in the event of an emergency that results in the loss of critical utilities for a specified amount of time as follows: loss of electrical power to animal facilities lasting longer than thirty minutes, loss of potable water systems lasting longer than two hours, or any other event that threatens the health of research animals or specimens or could result in noncompliance with federal laws for the protection of research animals.

B. Initial Response Actions

Agriculture and Natural Resources will instruct faculty and staff researchers on how to protect their research in the immediate aftermath of an emergency.

For incidents with warning, Agriculture and Natural Resources will contact the Vivarium manager and document that they have completed all necessary steps to secure animal research areas. Agriculture and Natural Resources will assess generator

function and facilities holding animals regularly throughout the emergency.

After a sudden incident, Agriculture and Natural Resources will work with faculty and student researchers to assess damage to buildings holding animals and sensitive research and report any deficiencies in animal care or disruptions to sensitive research that occurred during the incident.

Animals in affected buildings may need to be relocated to another area of campus or to a location off campus if facilities are threatened or have sustained major damage as a result of a significant emergency or disaster, which is either imminent or has occurred.

If sensitive research has been affected, the EOC will work to contact the PI for the affected lab to gather information about the sensitive research and take steps to salvage research where possible.

In all incidents, Environmental Health and Safety will report to the ERG the presence of hazardous materials in the Vivarium that may be on concern for Agriculture and Natural Resources.

In addition to general initial response actions, the Vivarium has developed the following checklists for animal care in specific emergencies:

Power Outage

1. Ensure all staff members are safe.
2. Finish any research procedures that were ongoing when the power went out.
3. Ensure all ventilated racks are still functioning.
 - If they are not, the amount of air available to the animals is as follows:
 - Thoren racks: 12hours, then pull cage out to ¼ length of cage for another 12 hours
 - Techniplast racks: 72 hours
 - Lab Products racks: Indefinite
 - Animal Care Systems Racks (Opti-racks) – In case of building power failure, convection created by the animal heat loads ventilate the cages adequately for survival. Within the first 24 hours of a power failure, remove the vent hose and let the rack exhaust directly in the animal room. This will allow maximum passive airflow through the cages.
4. Ensure central proportioner in Lewis Hall and water irradiator in Jones Institute are still working on generator power.
5. Check all rooms for emergency lights.
6. Check all water lines to ensure water is still being delivered.
7. Check room temperatures and humidity levels.
8. Report any discrepancies to the facility manager and the attending veterinarian.
9. If rooms begin to increase temperature to where animal health is a concern, utilize the emergency fans to circulate air.
10. If rooms begin to decrease in temperature to where animal health is a concern, utilize the emergency heaters.

Loss of Water

1. Determine the cause of the water loss.
2. Contact the Maintenance Department to inquire about length of loss.
3. Contact the Facility Manager and/or the Program Manager.
4. Priority is given to all USDA regulated species and diabetic animals.
5. Since no advance warning is provided and back up water will probably not be available, give all diabetic rodents Napa-Nectar, if there is not enough Napa-Nectar give a ½ of a potato or ½ of an apple.
6. For primates, use any stored water to fill as many water bottles as possible and place on their cages. If not enough water bottles or water to fill the bottles is available:
 - All primates get one orange or apple each every few hours.
 - Separate all paired primates.
 - Frozen water in .5-1 gallon containers may be given as well.
 - Juice may be given as well.
7. All other rodents get ½ of a fruit or potato.
8. Rabbits can get iceberg lettuce, apples, or pineapples.
9. Guinea pigs can get fruit as well.
10. Any animal experiencing dehydration can be given subcutaneous fluids or gavaged water orally.
11. If animals become moribund or if the PI refuses to allow animals to receive alternate water source, they will be euthanized.

Hurricanes

1. If a Category 3 or greater hurricane is predicted to make landfall in the Hampton Roads area, all available personnel will report to work to prepare for the storm. The following preparations will be made:
 - All caging and racks will be changed, if time permits.
 - All food hoppers and water bottles will be filled.
 - All extra water bottles and emergency water barrels will be filled with water.The current animal census dictates the need for approximately 50-75 gallons of water per day.
2. Once the above-listed preparations have been made, personnel will return to their homes to secure their personal belongings. If warranted, CompMed personnel and volunteers (including family and pets) may be asked to report to the animal facility to remain during the storm. CompMed will purchase supplies for their stay. Children will be restricted from entry into animal rooms. Pets and research animals will be housed in separate areas.
3. Feed is monitored routinely, and a two-week supply is on hand at all times. Physical Facilities maintains staff around the clock during anticipated natural disasters. In the event of a power outage, the emergency generator will supply power to air handlers and fans.
4. All possible water containers, including Rubbermaid barrels, sinks, and bathtubs, will be filled, prior to the hurricane. In addition, a supply of apples and potatoes will be purchased to augment the need for water.

5. Following the hurricane, all animal care personnel not already at the animal facility will report to work, as soon as possible, to assist with the care of the animals, to secure the facility, and to assist with cleanup.

C. Ongoing Response Actions

During a prolonged emergency, Agriculture and Natural Resources via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Agriculture and Natural Resources will provide information updates for Situation Reports and account for deployed EVMS resources related to Agriculture and Natural Resources.

If the emergency is long term and/or severe damage prohibits the survival of the animals:

1. Provisions for animal transfer should be made to another secure location.
 - Transportation must be done through the Comp Med van or an approved transport vehicle.
 - Primates must be sedated for the move.
2. If alternate housing is unavailable:
 - All supplies and resources will be given to the primates.
 - Animals will be euthanized in the following order:
 - I. All rodents
 - II. Guinea pigs
 - III. Rabbits
 - IV. Swine
 - V. Cynos
 - VI. Baboons

For sensitive research, emergency responders will continue monitor any sensitive research, by checking generators and other utility needs, contacting PIs when necessary, and moving specimens if necessary.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

Euthanized animals and destroyed sensitive research will be disposed of according to EVMS, state, and local public health and research regulations. The ERG will work with researchers to recover and/or replace any lost research to the extent possible.

III. Roles and Responsibilities

The follow tables list Agriculture and Natural Resources roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
CompMed (lead)	<ul style="list-style-type: none">• Maintain situation awareness and provide information to the ERG on animal research activities and disruptions resulting from the emergency event.• Notify faculty and student researchers on steps to take to secure research materials, results, and animals.
Office of Research	<ul style="list-style-type: none">• Execute lab specific emergency plans as applicable.• Ensure sensitive research is secured and cared for to the extent possible.
Physical Facilities	<ul style="list-style-type: none">• Assess animal facilities for damage.• Assess generator function and refuel as necessary.
Environmental Health and Safety	<ul style="list-style-type: none">• Report on hazard materials present in the Vivarium and other animal and research facilities.
External Animal Care and Veterinary Service Providers	<ul style="list-style-type: none">• Provide support to EVMS research animals, as requested.

Recovery	
CompMed (lead)	<ul style="list-style-type: none">• Maintain situation awareness and provide information to the ESAG on repopulation of animal research facilities if evacuated.• Notify faculty and student researchers when it is safe to resume research activities.
Office of Research	<ul style="list-style-type: none">• Account for damaged research materials and work with researchers to salvage or replace research specimens where possible.
Physical Facilities	<ul style="list-style-type: none">• Assess generator function and refuel as necessary.
Environmental Health and Safety	<ul style="list-style-type: none">• Assess animal facilities for damage involving hazardous materials.
External Animal Care and Veterinary Service Providers	<ul style="list-style-type: none">• Provide support to EVMS research animals, as requested.

ESF Annex 12: Energy

Primary Department

Physical Facilities

External Support Agencies

Dominion Virginia Power
Virginia Natural Gas

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to provide coordination of emergency power to support emergency response and recovery operations and to normalize community functions.

B. Scope

This Functional Annex to the EVMS EOP coordinates the activities of and supports all departments and external agencies in energy resiliency and restoration to include but not limited to;

1. Coordinating Energy activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Energy resources.
3. Prioritizing and/or allocating all EVMS Energy resources.
4. Processing all Energy information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for energy resiliency and support could be varied. Normal School operations may be disrupted.

Physical Facilities is the primary department responsible for maintaining energy resources in the event of a power outage with the support from our external agencies, Dominion Power and Virginia Natural Gas.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Energy (ESF 12) is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of an Energy event, ESF 12 will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of the Energy annex during non-school business hours, ESF 12 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from ESF 12 and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

Energy will support mitigation, response, and recovery operations as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

During a prolonged emergency, Energy via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Energy will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

Energy shall ensure EVMS has access to sufficient emergency services resources to protect life and safety throughout a prolonged emergency by coordinating with local emergency support services throughout the duration of the incident.

Energy will coordinate with campus and local hospitals as necessary.

Energy will remain in coordination with the On-Scene Commander through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG. The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Energy roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Physical Facilities	<ul style="list-style-type: none">Plan and coordinate with supporting departments and external agencies to recover core physical plant operations.
Dominion Power	<ul style="list-style-type: none">Assist EVMS with power restoration.
Virginia Natural Gas	<ul style="list-style-type: none">Assist EVMS with natural gas restoration.

Recovery	
Physical Facilities	<ul style="list-style-type: none">Restore normal power and operations following an emergency outage.
Dominion Power	<ul style="list-style-type: none">Assist EVMS with power restoration.
Virginia Natural Gas	<ul style="list-style-type: none">Assist EVMS with natural gas restoration.

ESF Annex 13: Public Safety and Security

Primary Department

EVMS Police and Public Safety

Supporting Departments

Marketing and Communications

External Support Agencies

Local, regional, state, and federal law enforcement agencies

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass utilizing law enforcement personnel and resources, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to utilizing law enforcement personnel and resources. Activities described in the Public Safety and Security annex include, but are not limited to:

1. Coordinating Public Safety and Security activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Public Safety and Security resources.
3. Prioritizing and/or allocating all EVMS Public Safety and Security resources.
4. Processing all Public Safety and Security information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Public Safety and Security could be varied. Normal Public Safety and Security activities may be disrupted or the needs enhanced.

EVMS Police and Public Safety is the primary department for coordinating with other EVMS departments and external agencies providing Public Safety and Security resources. Other EVMS departments may assist in this effort.

Existing agreements may be able to augment and satisfy an increase in resource needs. If

EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Public Safety and Security must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Public Safety and Security annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Public Safety and Security will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Public Safety and Security during non-School business hours, Public Safety and Security assigned personnel in primary and supporting departments will be notified of the activation by the ESAG.

The EOC, staffed by assigned EVMS personnel from Public Safety and Security and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recovery EVMS resources in support of resolving the emergency.

EVMS Police and Public Safety will contact local law enforcement and other local first responders through the EVMS dispatch center. In an emergency, EVMS Police and Public Safety will liaison with local and state police.

B. Initial Response Actions

Emergency response will be prioritized to achieve life safety, incident stabilization, and secure property. Some exceptionally threatening incidents, such as active shooters, require a deviation from immediately delivering medical care to neutralizing an imminent threat of continued injury.

Public Safety and Security will establish an on-scene Incident Command Post to coordinate emergency response activities outside of the EOC.

Since EVMS Police and Public Safety is the primary responder to law enforcement emergencies on the EVMS campus, there will be situations that exceed capabilities of the department. These situations may require a greater law enforcement response than existing capabilities allow. In these situations, requests for assistance will be made to the appropriate external agencies.

C. Ongoing Response Actions

Public Safety and Security will continue to provide and deploy resources to protect life safety, stabilize the incident, and secure property throughout the emergency.

During a prolonged emergency, Public Safety and Security via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Public Safety and Security will provide information updates for Situation Reports and account for deployed EVMS resources related to Public Safety and Security.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

III. Roles and Responsibilities

The follow tables list Public Safety and Security roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Police and Public Safety (lead)	<ul style="list-style-type: none"> • Activate an on-scene Incident Command Post, as necessary. • Coordinate emergency management activities between the Incident Command Post and the EOC. • Act at the primary first response department for EVMS in an emergency. • Control access to the campus or isolated areas on campus in an emergency. • Notify external law enforcement agencies of the need for assistance. • Disseminate crisis communications to the EVMS student and faculty population.
Marketing and Communications	<ul style="list-style-type: none"> • Craft and distribute messages with information about the emergency to the campus community. Work with EVMS Police and Public Safety to gather information for the messages. • Send out crisis communications to the City of Norfolk and surrounding jurisdictions. • Act as the point of contact for media regarding law enforcement activities on the EVMS campus.
External Agencies	<ul style="list-style-type: none"> • Offer mutual law enforcement assistance in an emergency as requested by EVMS Police and Public Safety.

Recovery	
EVMS Police and Public Safety (lead)	<ul style="list-style-type: none"> • Demobilize the Incident Command Post, as necessary. • Coordinate demobilization activities between the Incident Command Post and the EOC. • Control access to the campus or isolated areas on campus for re-entry. • Disseminate all clear communications to the EVMS student and faculty population.
Marketing and Communications	<ul style="list-style-type: none"> • Continue to craft messages and distribute information to the campus community about the emergency. • Send out all clear communications to City of Norfolk and surrounding jurisdictions.
External Agencies	<ul style="list-style-type: none"> • Offer mutual law enforcement assistance in an emergency as requested by EVMS Police and Public Safety

ESF Annex 14: Recovery and Mitigation

Primary Department

EVMS Office of Emergency Management

Supporting Departments

Administration and Finance

External Support Agencies

City of Norfolk Department of Emergency
Preparedness and Response

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to enable EVMS to facilitate short, interim, and long term recovery from the consequences of a disaster. This annex consists of identifying available programs and resources of the local, state, and federal agencies to enable recovery and to reduce or eliminate risk from future incidents.

B. Scope

This Functional Annex to the EVMS EOP coordinates the activities of and supports all departments and external agencies involved in recovery with support from Administration and Finance to include but not limited to;

1. Coordinating Recovery and Mitigation activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Recovery and Mitigation resources.
3. Prioritizing and/or allocating all EVMS Recovery and Mitigation resources.
4. Processing all Recovery and Mitigation information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Recovery and Mitigation could be varied. Normal School operations may be disrupted.

The EVMS Office of Emergency Management is the primary department responsible for Recovery and Mitigation after an incident/emergency/event. Administration and Finance will support the effort with funding as appropriate.

Existing agreements may be able to augment and satisfy an increase in resource needs. If

EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Recovery and Mitigation (ESF 14) is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of a Recovery and Mitigation event, ESF 14 will be activated and the EOC will continue to be operational (based on the appropriate EOC activation level). Upon activation of the Recovery and Mitigation annex during non-school business hours, ESF 14 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from ESF 14 and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

Recovery and Mitigation will support mitigation, response, and recovery operations as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

During a prolonged emergency, Recovery and Mitigation via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Energy will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

Recovery and Mitigation shall ensure EVMS has access to sufficient emergency services resources to protect life and safety throughout a prolonged emergency by coordinating with local emergency support services throughout the duration of the incident.

Recovery and Mitigation will coordinate with campus and local hospitals as necessary.

Recovery and Mitigation will remain in coordination with the On-Scene Commander through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Recovery and Mitigation roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Office of Emergency Management	<ul style="list-style-type: none">• Coordinate recovery efforts following pre-established recovery plans.
Administration and Finance	<ul style="list-style-type: none">• Assist with funding needs during recovery.

Recovery	
EVMS Office of Emergency Management	<ul style="list-style-type: none">• Coordinate recovery efforts following pre-established recovery plans.
Administration and Finance	<ul style="list-style-type: none">• Assist with funding needs during recovery.

ESF Annex 15: External Affairs

Primary Department

Marketing and Communications

Supporting Departments

Telecommunications

External Support Agencies

City of Norfolk Public Information Office

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to ensure that sufficient assets are deployed during a potential and actual incident to provide accurate, coordinated, and timely information to affected audiences.

B. Scope

This Functional Annex to the EVMS EOP coordinates the activities of and supports all departments and external agencies involved providing public information during incidents, emergencies, and events. Activities described in the External Affairs annex include, but are not limited to:

1. Coordinating External Affairs activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available External Affairs resources.
3. Prioritizing and/or allocating all EVMS External Affairs resources.
4. Processing all External Affairs information and resource requests from other EVMS Emergency Management Functions and external emergency supportservices.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for External Affairs could be varied. Normal School operations may be disrupted.

Marketing and Communications is the primary department responsible for External Affairs after an incident/emergency/event. Telecommunications will support the effort as appropriate.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the External Affairs annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of an External Affairs event, ESF 15 will be activated and the EOC will continue to be operational (based on the appropriate EOC activation level). Upon activation of the External Affairs annex during non-school business hours, ESF 15 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from External Affairs and other Emergency Management Functions, will monitor and coordinate all communication both internal and external.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

External Affairs will support mitigation, response, and recovery operations through timely messaging as requested by the On-Scene Incident Commander and local first responding agencies.

C. Ongoing Response Actions

Military Affairs will continue to provide and deploy resources received from the military community to protect life safety, stabilize the incident, and secure property throughout the emergency.

During a prolonged emergency, Military Affairs via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Military Affairs will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

During a prolonged emergency, External Affairs via the ESAG and ERG will determine

the length of operational periods as well as shift change logistics for EOCstaff.

As required through multiple operational periods, External Affairs will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

External Affairs will coordinate the release of all information to the news media. Media releases shall be approved by the Vice President of Administration and Finance or their designee.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists External Affairs roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Marketing and Communications	<ul style="list-style-type: none">• Coordinate the release of information to the news media.• If necessary, establish a Joint Information Center on Campus.• Designate a PIO and at least one secondary.
Telecommunication	<ul style="list-style-type: none">• Establish the means for effective communications to internal and external organizations.

Recovery	
Marketing and Communications	<ul style="list-style-type: none">• Continuing updated messages

ESF Annex 16: Military Affairs

Primary Department

EVMS Office of Emergency Management

Supporting Departments

EVMS Police and Public Safety

External Support Agencies

City of Norfolk Department of Emergency
Preparedness and Response
Virginia Department of Emergency
Management

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP is to focus on the interrelationship with the community's military facilities and agencies in emergency management situations.

B. Scope

This Functional Annex to the EVMS EOP coordinates with external support agencies to acquire the assistance of local military assets if necessary to mitigate, prepare, respond, and recovery from an emergency or disaster.

1. Coordinating Military Affairs activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Military Affairs resources.
3. Prioritizing and/or allocating all EVMS Military Affairs resources.
4. Processing all Military Affairs information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency

II. Concept of Operations

During emergencies, the need for Military Affairs could be varied. Normal School operations may be disrupted.

The Office of Emergency Management is the primary department responsible for requesting Military Affairs if necessary after an incident/emergency/event. EVMS Police and Public Safety will support the effort as appropriate.

Existing agreements may be able to augment and satisfy an increase in resource needs. If

EVMS capabilities are exceeded, support may be available from local municipal and county

agencies in the surrounding area.

A. General Function Activation

When the Military Affairs annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of a Military Affairs event, ESF 16 will be activated and the EOC will continue to be operational (based on the appropriate EOC activation level). Upon activation of the Military Affairs annex during non-school business hours, ESF 16 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from Military Affairs and other Emergency Management Functions, will monitor and coordinate all activities involving the military community.

B. Initial Response Actions

The On-Scene Incident Commander will report confirmed incidents to 9-1-1 and establish incident command post staging for local first responding agencies. The On-Scene Incident Commander will coordinate with the EVMS Liaison Officer to communicate current emergency services activities and future resource needs.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the local incident command post to prioritize campus life safety and security services.

Military Affairs will support mitigation, response, and recovery operations through interrelationships with the community's military facilities and agencies.

C. Ongoing Response Actions

Military Affairs will continue to provide and deploy resources received from the military community to protect life safety, stabilize the incident, and secure property throughout the emergency.

During a prolonged emergency, Military Affairs via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Military Affairs will provide information updates for Situation Reports and account for deployed EVMS resources related to the incident/emergency/event.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Military Affairs roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
EVMS Office of Emergency Management	<ul style="list-style-type: none">Request military resources through the City of Norfolk Office of Emergency Management.
EVMS Police and Public Safety	<ul style="list-style-type: none">Assist Military Affairs with the deployment of military resources.

Recovery	
EVMS Office of Emergency Management	<ul style="list-style-type: none">Monitor and assess military resource needs.
EVMS Police and Public Safety	<ul style="list-style-type: none">Continue deployment of military assets.

ESF Annex 17: Volunteers and Donations

Primary Department

Office of Development

Supporting Departments

Human Resources

I. Introduction

A. Purpose

This functional Annex to the EVMS EOP describes the coordinating processes used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during disasters.

B. Scope

This Functional Annex to the EVMS EOP refers to the volunteer services and donated goods that are not solicited and are unaffiliated with the School.

1. Coordinating Volunteers and Donation activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Volunteers and Donation resources.
3. Prioritizing and/or allocating all EVMS Volunteers and Donation resources.
4. Processing all Volunteers and Donation information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency.

II. Concept of Operations

During emergencies, the need for Volunteers and Donation could be varied. Normal School operations may be disrupted.

The Office of Development is the primary department responsible for requesting Volunteers and Donation if necessary after an incident/emergency/event. EVMS Police and Public Safety will support the effort as appropriate.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

A. General Function Activation

When the Volunteers and Donation annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives confirmation of a Volunteer and Donation event, ESF 17 will be activated and the EOC will continue to be operational (based on the appropriate EOC activation level). Upon activation of the Volunteers and Donation annex during non-school business hours, ESF 17 assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Emergency Manager.

The EOC, staffed by assigned EVMS personnel from Volunteers and Donation and other Emergency Management Functions, will monitor and coordinate all activities involving the unaffiliated volunteers and unsolicited donations.

B. Initial Response Actions

The on scene Incident Commander will update the Emergency Manager concerning the type, possible length, and needed resources to mitigate, respond, and recover from the emergency, incident, or event.

Emergency Management will determine if EOC activation is necessary, and if so, will coordinate with the on scene incident command post to prioritize campus life safety and security services.

Volunteers and Donation will support mitigation, response, and recovery operations through interrelationships with the community to provide volunteer manpower and the receipt of donations if necessary.

C. Ongoing Response Actions

Volunteers and Donation will continue to provide resources received from the community to protect life safety, stabilize the incident, and secure property throughout the emergency if needed.

During a prolonged emergency, Volunteers and Donation via the ESAG and ERG will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Volunteers and Donation will provide information updates for Situation Reports and account for deployed EVMS resources related to volunteer manpower and donations from the community.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of

EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the ERG.

The EOC will deactivate as conditions warrant.

III. Roles and Responsibilities

The following table lists Volunteers and Donation roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Office of Development	<ul style="list-style-type: none">• Coordinate the acquisition of volunteers and donations.
Human Resources	<ul style="list-style-type: none">• Assist the Office of Development with acquiring volunteer manpower.

Recovery	
Office of Development	<ul style="list-style-type: none">• Continue Volunteers and Donation coordination.
Human Resources	<ul style="list-style-type: none">• Continue to assist with implementing volunteer manpower.

Appendix 1: Emergency Notification and Crisis Communication

Primary Department

Marketing and Communications

Supporting Departments

EVMS Police and Public Safety
Information Technology
Information Technology – Telecommunications
Business Affairs

External Support Agencies

Electronic Communications System Vendor

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass disseminating information regarding an emergency event to the onsite campus population and to external recipients, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to disseminating information regarding an emergency event to the onsite campus population and to external recipients. Activities described in the Emergency Notification and Crisis Communications annex include, but are not limited to:

1. Coordinating Emergency Notification and Crisis Communications activities and resources to support other EVMS Emergency Management needs during the response phase immediately following, and recovery phase after, an emergency.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available Emergency Notification and Crisis Communications resources.
3. Prioritizing and/or allocating all EVMS Emergency Notification and Crisis Communications resources.
4. Processing all Emergency Notification and Crisis Communications information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
5. Facilitating the return to normal EVMS operating policies and procedures in the recovery from an emergency and communicating this information to the EVMS community and public.

II. Concept of Operations

During emergencies, the need for Emergency Notification and Crisis Communications could be varied. Normal public information activities may be disrupted.

Marketing and Communications is the primary department for coordinating with other EVMS departments and external agencies providing Emergency Notification and Crisis Communications resources. During an urgent event requiring immediate life safety information to be distributed to the campus community, EVMS Police and Public Safety will take the lead. Other EVMS departments may assist in emergency notification and crisis communications efforts as well.

Existing agreements may be able to augment and satisfy an increase in resource needs. If EVMS capabilities are exceeded, support may be available from local municipal and county agencies in the surrounding area.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for Emergency Notification and Crisis Communications must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Emergency Notification and Crisis Communications annex is activated, representatives from indicated primary and supporting departments will provide expertise and guidance to the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and begin the recovery process.

When EVMS receives notification of a pending, imminent, or occurring emergency, Emergency Notification and Crisis Communications will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of Emergency Notification and Crisis Communications during non-School business hours, Emergency Notification and Crisis Communications assigned personnel in primary and supporting departments will be notified of the activation by the EVMS Incident Commander.

The EOC, staffed by assigned EVMS personnel from Emergency Notification and Crisis Communications and other Emergency Management Functions, will monitor, coordinate, task, demobilize, and recover EVMS resources in support of resolving the emergency.

Because of the urgent nature and life safety implications of certain emergencies that may affect EVMS, Emergency Notification and Crisis Communications procedures may precede most other response actions described in this EVMS EOP. Therefore, the lead and supporting departments of this Annex should work together to make emergency notification and warning a top priority in major emergencies. The lead and supporting

departments for this Annex should refer to the *EVMS Emergency Notification System Procedure* for steps to activate and implement emergency notifications using an electronic communications system. Certain immediate emergency notifications involving life safety information will be initiated by EVMS Police and Public Safety, with follow up messages being coordinated by Marketing and Communications.

B. Initial Response Actions

Emergency response will be prioritized to achieve life safety, incident stabilization, and secure property. Some exceptionally threatening incidents, such as active shooters, require a deviation from normal response operations. This is especially true for Emergency Notification and Crisis Communications, as it is imperative to disseminate life safety information as quickly as possible after a life threatening emergency occurs. Early warning and notification of emergency events to the campus community is also required by law, according to the Higher Education Opportunity Act of 2008 Safety and Security requirements. During incidents when this is required, EVMS Police and Public Safety will distribute emergency notification messages to the campus community through the electronic communications system.

Initial emergency warnings will be issued based on the judgment of first responder personnel in coordination with the lead and supporting departments of this annex. Warnings will continue to be issued based on timely and accurate information regarding the emergency. The EVMS Incident Commander may direct emergency warning dissemination based on his/her knowledge of the situation. Additionally, the EVMS Incident Commander may work with the Public Information Officer to determine appropriate warnings and crisis communication messages to disseminate to the campus community as the emergency progresses.

As an incident progresses, Marketing and Communications, acting in the PIO role, will create and disseminate crisis communications messages about the emergency, working in coordination with the EVMS Incident Commander.

C. Ongoing Response Actions

During a prolonged emergency, Emergency Notification and Crisis Communications via the EVMS Incident Commander will determine the length of operational periods as well as shift change logistics for EOC staff.

As required through multiple operational periods, Emergency Notification and Crisis Communications will provide information updates for Situation Reports and account for deployed EVMS resources related to Emergency Notification and Crisis Communications.

Emergency Notification and Crisis Communications will continue to issue updates about the emergency to the campus community and the external public using several methods, including an electronic communications system (for critical information distribution, according to the *EVMS Emergency Notification System Procedure*) and via

the EVMS homepage (www.evms.edu) and the EVMS emergency website (www.emergency.evms.edu). Website messages will include the following:

- Official instructions regarding class cancellation and closures
- Links to information on progress and status of the emergency (i.e. weather information for weather emergencies)
- Links to information on evacuation routes, city advisories, shelter locations, etc.
- Updates on campus closing, projected opening of the school, and resumption of classes
- Provide 1st and 2nd year students with instruction regarding coordination with advisors.
- Advise 3rd and 4th year students to coordinate with their respective hospital supervisors regarding their role in supporting emergency response operations.

Emergency Notification and Crisis Communications will also serve as a conduit for media relations. The lead department, Marketing and Communications, will work with the EVMS Incident Commander to designate a Public Information Officer to organize media briefings and press releases regarding the emergency. Media briefings and press releases should continue on a regularly scheduled basis throughout the emergency. Press releases should use pre-developed formats and scripts whenever possible.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the School to normal operating policies and procedures. The EVMS Incident Commander will initiate the recovery process using the EVMS COOP Plan.

Emergency Notification and Crisis Communications will facilitate information flow throughout the recovery, including issuing regular updates to the campus community and external public using all means available and continually updating the media through briefings and press releases.

Recovery assistance may be available from the state and/or federal government. The reimbursement process and application will be coordinated through the Incident Commander.

III. Roles and Responsibilities

The follow tables list Emergency Notification and Crisis Communications roles and responsibilities for pertinent EVMS departments during an emergency that affects the campus.

Response	
Marketing and Communications (lead)	<ul style="list-style-type: none">• Issue emergency warnings as necessary using the electronic communications system in coordination with EVMS Police and Public Safety and IT – Telecommunications.

	<ul style="list-style-type: none"> • Update emergency information tools, such as the homepage and emergency website, with information about the emergency. Use pre-scripted messages when possible. • Field media questions as needed. • Provide information to the ESAG and ERG as needed and issue public briefings and emergency messages based on ESAG decisions. • Maintain communications with the City of Norfolk as needed. • Issue press releases to local media outlets including newspapers, TV stations, and radio stations. • Coordinate with IT to prepare for potential rerouting of the EVMS home page to a “dark site” hosted off campus in the event that heavy traffic on the EVMS home page threatens to cause the website to crash.
EVMS Police and Public Safety	<ul style="list-style-type: none"> • Issue immediate life safety messages to the campus community using the electronic communications system based on confirmed information about the emergency obtained from officers. • Issue messages in coordination with Marketing and Communications and IT – Telecommunications according to the <i>EVMS Emergency Notification System Procedure</i>. • Consult with the ESAG and ERG on types of messages to issue based on information obtained on scene.
Information Technology	<ul style="list-style-type: none"> • Ensure all systems are in working order to ensure emergency messages are disseminated in a timely manner.
Information Technology - Telecommunications	<ul style="list-style-type: none"> • Work with EVMS Police and Public Safety and Marketing and Communications to issue emergency warning messages through the electronic communications system according to the <i>EVMS Emergency Notification System Procedure</i>. • Ensure communications tools and technology are in working order to ensure rapid dissemination of emergency updates.
Business Affairs	<ul style="list-style-type: none"> • Approve emergency messages as necessary.
Electronic Communications System Vendor	<ul style="list-style-type: none"> • Provide system support to EVMS in times of crisis and during emergencies to ensure warning messages are disseminated in a timely manner.

Recovery	
Marketing and Communications (lead)	<ul style="list-style-type: none"> • Update all crisis communications and emergency notification tools with current emergency information as conditions change. • Following the campus damage assessment, if conditions warrant, report all major damage to the media or schedule a media briefing or group media tours to view damage. • When the School reopens, contact the media with this information and ensure that the EVMS homepage and emergency website and all other communication tools have been updated. • Keep the EVMS community and media up-to-date on when classes will reconvene and the campus will reopen (if it has been closed). • Return to normal operations.
EVMS Police and Public Safety	<ul style="list-style-type: none"> • Consult with the ESAG and ERG on types of messages to issue based on information obtained on scene throughout the recovery process.
Information Technology	<ul style="list-style-type: none"> • Ensure all systems are in working order to ensure update messages are disseminated in a timely manner.
Information Technology - Telecommunications	<ul style="list-style-type: none"> • Ensure communications tools and technology are in working order to ensure rapid dissemination of emergency updates.
Business Affairs	<ul style="list-style-type: none"> • Approve emergency update messages as necessary.
Electronic Communications System Vendor	<ul style="list-style-type: none"> • Provide system support to EVMS in times of crisis and during emergencies to ensure warning messages are disseminated in a timely manner.

Appendix 2: Clinical Operations

Primary Department

EVMS Medical Group

Supporting Departments

Environmental Health and Safety
Information Technology
Materials Management
Occupational Health
Physical Facilities

External Support Agencies

Sentara Norfolk General Hospital
Children's Hospital of the King's Daughters

I. Introduction

A. Purpose

This Functional Annex to the EVMS EOP establishes actions EVMS Medical Group must take for the provision of clinical services and accommodation of patients during an emergency or disaster, as emergency events dictate.

B. Scope

This Functional Annex to the EVMS EOP identifies actions for activation, initial response, ongoing response, and recovery operations for the lead, supporting, and external support agencies as they relate to responding to the clinical operations needs of EVMS. Activities described in the Clinical Operations Annex include, but are not limited to:

1. Coordinating clinical operations activities and resources in support of the EVMS response to and recovery from an emergency or disaster.
2. Facilitating situational awareness and emergency event impact assessments to establish priorities and determine needs of available clinical operations resources.
3. Communicating with the EVMS Liaison Officer to ensure the EVMS Incident Commander is briefed on the status of clinical operations during an emergency.
4. Communicating with patients that utilize EVMS clinical services to update them on the status of the clinics.
5. Prioritizing and/or allocating all EVMS clinical operations resources.
6. Processing all clinical operations information and resource requests from other EVMS Emergency Management Functions and external emergency support services.
7. Facilitating the return to normal clinical operations policies and procedures in the recovery phase of an emergency.

II. Concept of Operations

During emergencies, the need for clinical operations could be varied. Normal clinical operations activities may be disrupted or the needs increased.

EVMS Medical Group will coordinate with the EVMS Incident Commander and ESAG to make decisions regarding complete or partial closure and relocation of clinics, as necessary.

Coordinating among EVMS supporting departments and external supporting agencies in a preparedness context is necessary to ensure emergency operational readiness. Each EVMS department and external supporting agency having responsibility for clinical operations must develop operating instructions and inventory resources to support this Emergency Management Function.

A. General Function Activation

When the Clinical Operations annex is activated, the EVMS Medical Group CEO will consult with the EVMS Incident Commander, the Emergency Senior Advisory Group (ESAG), the Emergency Response Group (ERG), and the Emergency Operations Center (EOC) staff to respond to the emergency and then begin the recovery process.

When EVMS Medical Group receives notification of a pending, imminent, or occurring campus emergency, the Clinical Operations Annex will be activated and the EOC will be opened (based on the appropriate EOC activation level). Upon activation of the Clinical Operations Annex during non-School business hours, the EVMS Medical Group CEO will communicate with the ESAG and EVMS Incident Commanders to make a decision regarding the closure or relocation of clinics. The EVMS CEO and ESAG may decide to only partially relocate or close clinics, as dictated by the emergency situation.

Upon coordination with the EVMS Incident Commander and ESAG, the EVMS Medical Group CEO will activate the Annex and notify Clinical Operations Annex assigned personnel of the activation and direct emergency response actions accordingly, including notification of patients regarding the status of clinical operations. Patient notification will be coordinated with the EOC Public Information Officer (PIO), in conjunction with the EVMS Medical Group patient communication system and procedures. EVMS Medical Group will maintain constant contact with the EVMS Liaison Officer in order to share information and situational awareness.

The EOC, staffed by assigned EVMS personnel from EVMS Medical Group and other Emergency Management Functions, will assist in monitoring, coordinating, tasking, demobilizing, and recovering clinical operations resources in support of resolving the emergency.

B. Initial Response Actions

The following situations require the provision of various response services and

deployment of various resources.

Continuation of Clinical Patient Care. Clinical Operations, in coordination with practice managers and clinic administrators, will assess the need for continued clinical patient care services during an emergency and determine the best way to provide these services according to the situation. EVMS Medical Group will work with the EVMS Incident Commander and the ESAG to make a decision regarding the closure or relocation of clinical operations as emergency events dictate. This function will also communicate with patients regarding the status of services through coordination with practice managers and clinic administrators using communications tools already in place. Time sensitive medical procedures such as in vitro fertilization shall remain operational as long as safely possible.

Provision of Clinical Services and Patient Care. This function will coordinate with the EVMS Incident Commander, EVMS Liaison Officer, and other EVMS departments to assess the clinical needs of the EVMS community during a disaster or emergency. Clinical Operations personnel will assist with medical care as appropriate and decided upon by the EVMS Incident Commander.

Clinical Patient Evacuation. This Function will, if necessary, provide technical assistance during the preparation and relocation of clinical patients visiting EVMS to shelter-in-place locations or to a location that can provide qualified medical care.

C. Ongoing Response Actions

During a prolonged emergency, EVMS Medical Group will provide staffing for the EVMS EOC as requested by the EVMS Incident Commander. As required, EVMS Medical Group will provide information updates for Situation Reports and account for deployed EVMS resources related to clinical operations.

EVMS Medical Group will continue clinical operations as long as possible and will ensure the situation is continually monitored and maintain communication with the EOC through the EVMS Liaison Officer.

D. Recovery Actions

Recovery actions may begin concurrently with ongoing response actions, to the best of EVMS's ability to return the EVMS clinics back to normal operating procedures.

Recovery actions will include notification of patients regarding long-term continuation of care, rescheduling of patient appointments, and reconstitution of clinical staff resources.

The EVMS Medical Group CEO, in coordination with the EVMS Liaison Officer, will initiate the recovery process.

Recovery assistance may be available from the state and/or federal government. The

reimbursement process and application will be coordinated by EVMS. All recovery actions should be tracked through the EVMS EOC.

III. Roles and Responsibilities

The follow tables list roles and responsibilities for Clinical Operations during an emergency that affects the campus.

Response	
EVMS Medical Group (Lead)	<ul style="list-style-type: none"> Decide, in coordination with the EVMS Incident Commander and ESAG, to close, continue, or relocate EVMS clinical service and operations. Implement steps to achieve the decision regarding continuation, closure, or relocation of clinical services. Notify and accommodate patients, as necessary, regarding status of clinical services. Communication and coordinate with the EVMS Liaison Officer to ensure clinical operations coincide with overall EVMS response actions.
Environmental Health and Safety	<ul style="list-style-type: none"> Support EVMS Medical Group in the appropriate handling of hazardous waste materials generated by clinics, which may be enhanced during an emergency or disaster. Maintain operational status of medical equipment, such as x-ray machines, especially if clinics remain open.
IT	<ul style="list-style-type: none"> Support EVMS Medical Group, including access to patient records systems. Maintain and support, to the extent possible, IT services during a disaster and incorporate redundant systems as necessary.
Materials Management	<ul style="list-style-type: none"> Support EVMS Medical Group in obtaining medical supplies, as necessary, for clinical operations.
Occupational Health	<ul style="list-style-type: none"> Provide guidance regarding workplace safety and health for clinic employees. This function may be enhanced during a disaster due to the increased potential for a hazardous working environment.
Physical Facilities	<ul style="list-style-type: none"> Manage physical access to clinical facilities. Provide damage assessment, maintenance, and building inspection services, as necessary.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> Work with EVMS to determine how to coordinate clinical resources between EVMS clinics and the hospitals.
Children's Hospital of the King's Daughters	<ul style="list-style-type: none"> Work with EVMS to determine how to coordinate clinical resources between EVMS clinics and the hospitals.

Recovery	
EVMS Medical Group (Lead)	<ul style="list-style-type: none"> • Coordinate, through the EVMS EOC via the EVMS Liaison Officer, the recovery of clinical operations to normal operations. • Implement steps to return clinics to normal operating procedures. • Notify and accommodate patients, as necessary, regarding long-term continuation of clinical services.
Environmental Health and Safety	<ul style="list-style-type: none"> • Reinstitute normal support services for handling hazardous waste materials generated by clinics. • Reinstitute support services for and assist in returning medical equipment, such as x-ray machines, to normal operational status.
IT	<ul style="list-style-type: none"> • Support EVMS Medical Group in the recovery of patient records systems and IT connectivity.
Materials Management	<ul style="list-style-type: none"> • Reinstitute support services for obtaining medical supplies for clinical operations. Replenish essential supplies as necessary.
Occupational Health	<ul style="list-style-type: none"> • Provide guidance regarding workplace safety and health for clinic employees. This function may be enhanced during the recovery process due to the increased potential for a hazardous working environment.
Physical Facilities	<ul style="list-style-type: none"> • Manage repair and reconstruction of clinical facilities, as necessary. • Provide damage assessment, maintenance, and building inspection services, as necessary.
Sentara Norfolk General Hospital	<ul style="list-style-type: none"> • Work with EVMS to determine how to reinstate clinical resources between EVMS clinics and the hospitals.
Children's Hospital of the King's Daughters	<ul style="list-style-type: none"> • Work with EVMS to determine how to reinstate clinical resources between EVMS clinics and the hospitals.

Appendix 3: Emergency Notification Procedure

I. Purpose

The campus emergency notification system is to be used to convey urgent text messages to the faculty, staff, students and others interested in the operating status of EVMS. It is intended to be used in conjunction with other communications such as mass emails to campus, signage, etc.

While the service is offered free to registrants, they are responsible for private carrier costs related to their mode of receipt, whether their device allows texting and how to use the device.

- The distribution of inclement weather messages, their timing, authorization and content are dictated by EVMS Human Resources Policy 3.43.
- Security Alerts must be authorized by executive administration, specifically: President, Dean, or Vice President of Administration and Finance.

Messages must be designed for clear concise distribution of less than 160 characters in order to guarantee receipt by all handheld devices. Format as follows:

- SECURITY ALERTS
 - Subject: SECURITY ALERT
 - Content: to be determined by leadership
 - Electronic Communications Systems templates may be entered upon leadership approval
- WEATHER CLOSING & DELAYS
 - Subject: WEATHER CLOSING & DELAYS
 - Content: to be determined by type of closing as stipulated in policy.
 - EXAMPLES:
 - EVMS closed <DAY DATE> for winter storm. See email for more details. Students/residents assigned to non-EVMS facilities should follow host facility.
 - EVMS Medical Group clinical operations/administration is OPEN <DAY DATE>. EVMS Admin/Education is CLOSED. See email for info regarding possible travel concerns.
 - EVMS will OPEN on time <DAY DATE>, including EVMS Medical Group clinical operations and administration. See email for info regarding possible travel concerns.

II. Process for Message Distribution

When a security incident has resulted from an ‘assault’ on EVMS personnel, it’s students, patrons, visitors or property, an immediate alert should be sent using the guidelines below.

A follow-up alert should be sent providing more detail information if appropriate.

****EVMS Police and Public Safety have been given leave by leadership to send an alert from their office when there is a clear and present danger and time is of the essence.**

Step 1: Login <https://www.getrave.com/login/evms>

Step 2: Name the Alert (i.e. SECURITY ALERT, WEATHER CLOSING)

Step 3: Choose one or more methods to send your alert.

- Text (Y or N) – limited to 160 characters
- Email (Y or N) – limited to 10k characters
- Voice (Y or N) not yet applicable
- Primary RSS Channel (Y or N) – website integration and Active

Crawl Step 4: Secure required approvals indicated above.

Step 5: Confirm and send.

Step 6: Verify all applicable mediums were successful.

- Text and Email received, RSS Active Crawl desktop banner and www.evms.edu website updated with message.

The Police and Public Safety department is primarily responsible for sending security alerts. Telecommunications has primary responsibility for sending weather alerts.

III. Administration

The overall system administration will be handled by the Telecommunications Manager and domain administrator. Telecommunications and Police and Public Safety have support admins to send out enterprise messages. Each admin will use their EVMS user ID and password as credentials and will login to access the management console. There are no hardware management requirements. Telecommunications will manage all contracts, invoices and payments.

All outages or issues should be reported to the Rave Tech Support Help Desk via email or phone. Telecommunications will be the primary for reporting Rave Alert outages. EVMS Police and Public Safety will be the primary for reporting Rave Guardian outages.

- Email: techsupport@ravemobilesafety.com
- Emergency Support Line: 1-888-605-7163

The domain administrator is responsible for training support admins in the use of the system and making sure that all related documentation is distributed.

User Support

Primary user support will be provided through the: Telecommunication Help Desk
M-F, 8am-4:30pm
telehelp@evms.edu
757-446-5217

Secondary support will be provided by the:

Network Information Center Help Desk
M-F, 8am-5pm
comphelp@evms.edu
757-446-5871

Support is limited to working through issues related to registration. Users will be directed to their carrier to resolve problems associated with their devices or services.

IV. User, Group, and Message Management

- Monthly Testing of the Administration Group to take place on the second Monday of every month.
- Monthly testing log is maintained by the Telecommunications Manager. A copy of the monthly testing is submitted annually to the Vice President of Administration and Finance and the EVMS Executive Director of Facilities.

Appendix 4: Glossary

Annex - Annexes to an Emergency Operations Plan provide detailed information regarding policies, responsibilities, and procedures about mitigation, preparedness, response, and recovery activities associated with a given emergency operation. The annexes are integral components of the Emergency Operations Plan that develop specific information on a particular emergency function in a format that parallels that of the basic plan. Annexes are action oriented, with the focus on emergency operations, and serve as a planning scenario for identifying preparedness actions that ensure a timely and effective response to emergency and disaster situations.

Appendix - Appendices to an Emergency Operations Plan provide relevant information not already addressed in the Base Plan. Typically, this includes common information such as a list of terms and definitions, guidelines for the Emergency Operations Plan revision, or an Emergency Operations Plan exercise program. It may also include forms used for managing most emergencies.

Base Plan - The Base Plan portion of an Emergency Operations Plan establishes general policies, responsibilities, and procedures for implementing integrated emergency management response in an emergency or disaster situation.

Catastrophic Event - An event that could result in sustained impacts over a prolonged period of time; almost immediately exceeds resources normally available to state, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

Classes Canceled - Period of time when classes will not take place at EVMS, therefore grading and attendance policies are revoked.

Continuity of Operations (COOP) - All measures that may be taken to ensure the continuity of essential functions of EVMS before, during or after an all hazard event, including terrorism and the use of weapons of mass destruction.

Emergency Management - The organized analysis, planning, decision-making, assignment, and coordination of available resources to the mitigation of, preparedness for, response to or recovery from emergency of any kind, whether from attack, man-made, or natural sources.

Emergency Operations Center (EOC) -The location at EVMS where all resources and information will be routed during an emergency.

Emergency Operations Plan (EOP) - A document which focuses on how a jurisdiction will respond to disaster events. The plan states the method for taking coordinated action to meet the needs of an emergency situation. The Emergency Operations Plan consists of a Base Plan and several Annexes, and Appendices, if necessary. Emergency Operations Plans identify the available personnel, equipment, facilities, supplies, and other resources and state the method

or scheme for coordinated actions to be taken by individuals and government services in the event of natural and man-made disasters.

Emergency or Disaster - An occurrence threatening the health, safety, or property of a community or larger area. Emergencies are categorized as being natural or man-made. Examples include hazardous materials accidents, earthquakes, winter storms, floods, transportation accidents, hurricanes, or urban fires. Emergencies may be handled with local resources. Disasters require aid beyond the local resource capability.

Federal Emergency Management Agency (FEMA) - At the federal level of government, the Federal Emergency Management Agency is involved in mitigation, preparedness, response, and recovery activities. The Federal Emergency Management Agency, in conjunction with state government, provides planning assistance, training events, exercise programs, and research on the latest mitigation measures. The Federal Emergency Management Agency makes funds available for disaster response and recovery activities, provides disaster assistance services, and makes low cost disaster insurance available to individuals and businesses. The Federal Emergency Management Agency also coordinates emergency operations to insure continued government at the federal level in a national or regional emergency.

Hurricane Emergency - The period of time at EVMS from when a hurricane threat is identified in the Atlantic Basin to the completion of the recovery period and all reparations of EVMS damages from the hurricane and its subsequent effects.

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

Mandatory Evacuation - An evacuation order in which students are required to leave campus for a safer location. The campus will soon close following a mandatory evacuation and all residence halls will be locked and all entrances to campus blocked.

Shelter-in-Place - An emergency action where resident students will be asked to remain on campus through the hurricane emergency instead of evacuating. The students will not be allowed to leave the residence halls in this situation. A shelter-in-place scenario will rarely occur.

School Closed - All business operations will cease at EVMS. No EVMS faculty, staff, or students will be allowed on campus unless designated as emergency personnel. Entrances will be blocked and all services stopped until the School is once again opened. EVMS reserves the right to partially open the School for business operations and continue the cancellation of classes if

necessary. This will be specified in public announcements.

School Opened - Accesses to campus will open to traffic and EVMS students, faculty, and staff will be allowed on campus. Business operations and education processes will resume where possible. However, classes may or may not resume at this time and student housing may or may not remain closed. EVMS reserves the right to partially open the School for business operations and continue the cancellation of classes if necessary. This will be specified in public announcements.

Voluntary Evacuation - An evacuation order given to EVMS students well before the arrival of a hurricane. Classes are officially canceled and the grading and attendance policies are revoked. Students are encouraged to leave campus for a safer location but are not required to do so.

Warning - The alerting of public officials, emergency support services, and the general public to the threat of extraordinary danger and the related effects of both enemy caused and natural disasters.

Appendix 5: Financial Recovery

I. Purpose

During and after an emergency event, EVMS will need to recover financial losses sustained during the response and recovery from the incident. The following provides guidelines and procedures to be taken by EVMS for the documentation, tracking, and reimbursement process. This appendix includes information regarding management of the reimbursement process through the FEMA Public Assistance (PA) Program.

During and after an emergency event, EVMS will need to recover financial losses sustained during the response and recovery from the incident. The following provides guidelines and procedures to be taken by EVMS for the documentation, tracking, and reimbursement process. This appendix includes information regarding management of the reimbursement process through the FEMA Public Assistance (PA) Program.

II. Disaster Financial Data Collection and Reporting Process

Regardless of how resources or services are procured (i.e., purchased, borrowed, volunteered, and other), their cost data must be tracked and processed to ensure a complete and accurate accounting of incident-related expenses. Once an incident occurs, whether federally-declared or not, this Appendix outlines the pre-determined series of actions that need to take place to ensure all EVMS departments involved are collecting the necessary data for receiving possible reimbursements from state or federal resources. In addition, forms will be provided by branch and by position to ensure that all necessary data are captured and that recovery procedures are consistent with FEMA eligibility guidelines. In case of an EOC activation, all departments having roles and responsibilities during response to and recovery from the incident will be required to follow the processes laid out in this Appendix. However, there may be incidents/events which do not warrant an EOC activation, but may receive a local, state, and even a Federal disaster declaration. In which case, the Administration and Finance Section should follow the processes laid out in this Appendix.

III. PA Eligible Work

There are two types of work eligible for reimbursement through a Public Assistance Grant: emergency work and permanent work. Each of these work types are further divided into categories based on the action being performed for emergency work, or the type of facility repaired for permanent work. The categories of work are often identified by a single letter. The categories are:

1. *Emergency Work*
 - a. Debris Removal
 - b. Emergency Protective Measures
2. *Permanent Work*
 - a. Road Systems and Bridges

- b. Water Control Facilities
- c. Buildings, Contents, and Equipment
- d. Utilities
- e. Parks, Recreational, and Other

Category A: Debris Removal

Debris removal is the clearance, removal, and/or disposal of items such as trees, woody debris, sand, mud, silt, gravel, building components, wreckage, vehicles, and personal property.

For debris removal to be eligible, the work must be necessary to:

- Eliminate an immediate threat to lives, public health and safety;
- Eliminate immediate threats of significant damage to improved public or private property;
- Ensure the economic recovery of the affected community to the benefit of the community-at-large; or
- Mitigate the risk to life and property by removing substantially damaged structures and associated appurtenances as needed to convert property acquired through a FEMA hazard mitigation program to uses compatible with open space, recreation, or wetlands management practices.

Examples of eligible debris removal activities include:

- Debris removal from a street or highway to allow the safe passage of emergency vehicles.
- Debris removal from public property to eliminate health and safety hazards.

Examples of ineligible debris removal activities include:

- Removal of debris, such as tree limbs and trunks, from natural (unimproved) wilderness areas.
- Removal of pre-disaster sediment from engineered channels.
- Removal of debris from a natural channel unless the debris poses an immediate threat of flooding to improved property.

Debris removal from private property is generally not eligible because it is the responsibility of the individual property owner. If property owners move the disaster-related debris to a public right-of-way, the local government may be reimbursed for curbside pickup and disposal for a limited period of time. If the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of the community is threatened, FEMA may fund debris removal from private property, but it must be approved in advance by FEMA.

Category B: Emergency Protective Measures

Emergency protective measures are actions taken by applicants before, during, and after a disaster to save lives, protect public health and safety, and prevent damage to improved public and private property. Emergency communications, emergency access and protective measures are:

- Warning devices (barricades, signs, and announcements)
- Search and rescue
- Security forces (police and guards)
- Construction of temporary levees
- Provision of shelters or emergency care
- Sandbagging
- Bracing/shoring damaged structures
- Provision of food, water, ice and other essential needs
- Emergency repairs
- Emergency demolition
- Removal of health and safety hazards

Category C: Roads and Bridges

Roads (paved, gravel, and dirt) are eligible for permanent repair or replacement under the Public Assistance Program, unless they are Federal-aid roads. Eligible work includes repair to surfaces, bases, shoulders, ditches, culverts, low water crossings, and other features such as guardrails. Damage to the road must be disaster-related to be eligible for repair. In addition, repairs necessary as the result of normal deterioration, such as "alligator cracking," are not eligible because it is pre-disaster damage.

Landslides and washouts often affect roads. Earthwork in the vicinity of a road may be eligible, but only if the work is necessary to ensure the structural integrity of the road. Road or bridge closures resulting from a disaster may increase traffic loads on nearby roads. If diverted traffic causes damage to a road, FEMA may pay to repair this damage if no alternative is available. Restoration of a damaged road may include upgrades necessary to meet current codes and standards, as defined by the State or local department of highways. Typical standards affect lane width, loading design, and construction materials.

Bridges are eligible for repair or replacement under the Public Assistance Program, unless they are on a Federal-aid road. Eligible work includes repairs to decking, guardrails, girders, pavement, abutments, piers, slope protection, and approaches. Only repairs of disaster-related damage are eligible. In some cases, FEMA may use pre-disaster bridge inspection reports to determine if damage to a bridge was present before the disaster.

Work to repair scour or erosion damage to the channel and stream banks is eligible if the repair is necessary to ensure the structural integrity of the bridge. Earthwork that is not related to the structural integrity of the bridge is not eligible. Similarly, work to remove debris, such as fallen trees, from the channel at the bridge is eligible if the debris could cause further damage to the structure or if the blockage could cause flood waters to inundate nearby homes, businesses, or other facilities.

When replacement of a damaged bridge is warranted, eligible work may include upgrades necessary to meet current standards for road and bridge construction, as defined by the State or local highway department. Typical standards affect lane width, loading design construction materials and hydraulic capacity. If code requires and if the applicant has consistently enforced that code, FEMA will permit changes in the bridge design from one lane to two lanes, to include access modification for a short distance (i.e. within the area of damage). This does not apply

to other expansions of capacity (e.g., from two lanes to four lanes).

Permanent restoration of a road or bridge that service US Army Corps of Engineers (USACE) or Natural Resources Conservation Service (NRCS) levees and dams, private and commercial roads, and homeowners' association roads or fall under the authority of the Federal Highway Administration is not eligible for public assistance.

Category D: Water Control Facilities

Water control facilities include dams and reservoirs, levees, lined and unlined engineered drainage channels, shore protective devices, irrigation facilities, and pumping facilities.

Restoration of the carrying capacity of engineered channels and debris basins may be eligible, but maintenance records or surveys must be produced to show the pre-disaster capacity of these facilities. The pre-disaster level of debris in the channel or basin is of particular importance to determine the amount of newly deposited disaster-related debris. Such a facility also must have had a regular clearance schedule to be considered an actively used and maintained facility.

Restoration of reservoirs to their pre-disaster capacity also may be eligible in accordance with the criteria for debris basins described above. Not all reservoirs are cleaned out on a regular basis, and evidence of pre-disaster maintenance must be provided to FEMA. In addition, removal of debris that poses an immediate threat of clogging or damaging intake or adjacent structures may be eligible.

The USACE and NRCS have primary authority for repair of flood control works, whether constructed with Federal or non-Federal funds, as well as authority over federally funded shore protective devices. Permanent repairs to these facilities are not eligible through the PA Program.

Category E: Buildings and Equipment

Buildings, including contents such as furnishings and interior systems such as electrical work, are eligible for repair or replacement under the PA Program. In addition to contents, FEMA will pay for the replacement of pre-disaster quantities of consumable supplies and inventory. FEMA also will pay for the replacement of library books and publications. Removal of mud, silt, or other accumulated debris is eligible, along with any cleaning and painting necessary to restore the building.

If an insurance policy applies to a facility, FEMA will deduct from eligible costs the amount of insurance proceeds, actual or anticipated, before providing funds for restoration of the facility. FEMA will reduce PA grants by the maximum amount of insurance proceeds an applicant would receive for an insurable building located in an identified floodplain that is not covered by Federal flood insurance. The reduction in eligible costs will be the larger of the two reductions just described. The owners of insurable buildings can expedite the grant process by providing FEMA with policy and settlement information as soon as possible after a disaster occurs.

FEMA may pay for upgrades that are required by certain codes and standards. Examples

include roof bracing installed following a hurricane, seismic upgrades to mitigate damage from earthquakes, and upgrades to meet standards regarding use by the disabled. For repairs, upgrades are limited to damaged elements only. If a structure must be replaced, the new facility must comply with all applicable codes and standards regardless of the level of FEMA funding.

If a damaged building must be replaced, FEMA has the authority to pay for a building with the same capacity as the original structure. However, if the standard for space per occupant has changed since the original structure was built, FEMA may pay for an increase in size to comply with that standard while maintaining the same occupant capacity. A Federal or State agency or statute must mandate the increase in space; it cannot be based only on design practices for an industry or profession.

Category F: Utilities

Typical utilities include:

- Water treatment plants and delivery systems
- Power generation and distribution facilities, including generators, substations, and power lines
- Sewage collection systems and treatment plants
- Telecommunications

The owner of a facility is responsible for determining the extent of damage incurred. FEMA does not provide funds for random surveys to look for damage, such as TV inspection of sewer lines. If disaster-related damage is evident, however, FEMA may pay for inspections to determine the extent of the damage and method of repair.

While FEMA will pay for restoration of damaged utilities, FEMA does not provide funds for increased operating expenses resulting from a disaster. Similarly, FEMA cannot provide funds for revenue lost if a utility is shut down. However, the cost of establishing temporary, emergency services in the event of a utility shut-down may be eligible.

Category G: Parks, Recreational Facilities, and Other Items

Category G includes the repair and restoration of parks, playgrounds, pools, cemeteries, and beaches. This category also is used for any work or facility that cannot be characterized adequately by Categories A-F.

Eligible publicly-owned facilities in this category include: playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, and golf courses.

Other types of facilities, such as roads, buildings and utilities, that are located in parks and recreational areas also are eligible and are subject to the eligibility criteria for Categories C, D, E, and F.

Natural features are not eligible facilities unless they are improved and maintained. This restriction applies to features located in parks and recreational areas. Specific criteria apply to beaches and to trees and ground cover.

Beaches. Emergency placement of sand on a natural or engineered beach may be eligible when necessary to protect improved property from an immediate threat. Protection may be to a 5-year storm profile or to its pre-storm profile, whichever is less.

A beach is considered eligible for permanent repair if it is an improved beach and has been routinely maintained prior to the disaster. A beach is considered to be an "improved beach" if the following criteria apply:

- the beach was constructed by the placement of sand to a designed elevation, width, grain size, and slope; and
- the beach has been maintained in accordance with a maintenance program involving the periodic re-nourishment of sand at least every 5 years. Typically, FEMA will request the following from an applicant before approving assistance for permanent restoration of a beach:
 - design documents and specifications, including analysis of grain size;
 - "as-built" plans;
 - documentation of regular maintenance or nourishment of the beach; and
 - pre- and post-storm cross sections of the beach.

Permanent restoration of sand on natural beaches is not eligible.

Trees and Ground Cover. The replacement of trees, shrubs, and other ground cover is not eligible. This restriction applies to trees and shrubs in recreational areas, such as parks, as well as trees and shrubs associated with public facilities, such as those located in the median strips along roadways and as landscaping for public buildings. Grass and sod are eligible only when necessary to stabilize slopes and minimize sediment runoff.

This restriction does not affect removal of tree debris or the removal of trees as an emergency protective measure. FEMA will reimburse for the removal of tree debris and the removal of trees as emergency protective measures if the removal eliminates an immediate threat to lives, public health and safety, and improved property, or if removal is necessary to ensure the economic recovery of the affected community to the benefit of the community-at-large.

However, FEMA will not reimburse for the replacement of these trees

Appendix 6: Victim Assistance Contact Information

Any incident meeting the definition of an emergency in accordance with the Eastern Virginia Medical School Emergency Operations Plan and where there are victims as defined by Chapter §19.2-11.01 of the Code of Virginia, it is required that the Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) shall be contacted immediately to deploy assistance. Chapter 19.2-11.01 defines a victim as; *“(i) a person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony or of assault and battery in violation of § 18.2-57 or § 18.2-57.2, stalking in violation of § 18.2-60.3, sexual battery in violation of § 18.2-67.4, attempted sexual battery in violation of § 18.2-67.5, maiming or driving while intoxicated in violation of § 18.2-51.4 or § 18.2-266, (ii) a spouse or child of such a person, (iii) a parent or legal guardian of such a person who is a minor, (iv) for the purposes of subdivision A 4 of this section only, a current or former foster parent or other person who has or has had physical custody of such a person who is a minor, for six months or more or for the majority of the minor's life, or (v) a spouse, parent, sibling or legal guardian of such a person who is physically or mentally incapacitated or was the victim of a homicide; however, "victim" does not mean a parent, child, spouse, sibling or legal guardian who commits a felony or other enumerated criminal offense against a victim as defined in clause (i)”*

Hazard Annex

Crime

Primary Department	EVMS Police and Public Safety
Supporting Departments	Physical Facilities Marketing and Communications Student Affairs Human Resources
External Supporting Agencies	City of Norfolk Police Department City of Norfolk Fire – Rescue City of Norfolk Department of Emergency Preparedness and Response

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to a criminal event affecting the campus.

II. Scope

This Crime Annex to the EVMS EOP identifies actions that primary and supporting departments will take to ensure the safety of the campus population, as well as protect campus property and secure key EVMS assets, in response to a criminal event. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of a Crime event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed. However, due to the specific nature of a Crime event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage a Crime event.

III. Situation

Crime is defined as illegal activities that may cause personal harm (violent crime) or loss or damage to property (property crime). Both the reality of crime and the perception of crime are real concerns on the EVMS campus. Perception of crime may result in under utilization of parts of campus, or even in difficulty attracting students to enroll at EVMS or faculty and staff to work at EVMS.

If a violent crime or any other crime which poses an ongoing danger to the EVMS campus population occurs, efforts will be made using the actions described in this annex to report

the information immediately to the appropriate administrators, employees, and students.

This annex also encompasses actions that must be taken to respond to an active shooter event on the EVMS campus. An active shooter is defined as one or more persons who participate in a random or systematic shooting spree that demonstrates their intent to continuously harm others. Their overriding objective appears to be that of mass injury and death rather than other criminal conduct, such as robbery or hostage taking. For the purpose of this annex, the term “active shooter” also includes anyone who uses any other deadly weapon (knife, club, bow and arrow, explosives, etc.) to inflict death or bodily harm to people.

IV. Concept of Operations

During a Crime event, the EVMS Police and Public Safety Department is the primary department for coordinating with other EVMS departments and external agencies responding to the emergency. Other EVMS departments may assist in this effort, as designated by a supporting department role. Primary and supporting department emergency response actions identified below should be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General Crime

1. Initial Response Actions

- a. Recognize presence of an active threat and request all necessary/available EVMS resources. (EVMS Police and Public Safety)
- b. Alert campus about the incident via the campus electronic notification system, as appropriate and in accordance with federal regulations. (EVMS Police and Public Safety)
- c. Request assistance from Norfolk Police, Virginia State Police, FBI, and/or Norfolk Fire/EMS as necessary. (EVMS Police and Public Safety)
- d. Develop a Unified Command structure with the responding City of Norfolk agencies (EVMS Police and Public Safety)
- e. Activate the EOC, ERT, and ESAG as necessary and in accordance with the EVMS EOP Base Plan. (EVMS Police and Public Safety)
- f. Request the Norfolk Police Department to lead death and major crime investigations, Explosive Ordinance Devices (EOD) services, SWAT operations, and hostage negotiations. (EVMS Police and Public Safety)
- g. Coordinate with Sentara and CHKD hospital staff to lock-down hospital entrances/exits, if necessary. (EVMS Police and Public Safety)
- h. Follow direction from the EVMS Incident Commander and EVMS Police and Public Safety to assist with the situation as needed. (All EVMS Departments)

2. Ongoing Response Actions

- a. Report rape, homicides, and other serious crimes to Norfolk Police. (EVMS Police and Public Safety)

- b. Obtain and distribute blueprints, plans, and layouts of buildings and infrastructure to appropriate responding City of Norfolk agencies. (Physical Facilities)
- c. Refer public communications to Marketing and Media. (Student Affairs)
- d. Update the campus community and media as necessary throughout the incident. (Marketing and Communications)
- e. Provide traffic and perimeter control and other secondary/tertiary duties. (EVMS Police and Public Safety)
- f. Work with partner responding agencies to control the situation. (EVMS Police and Public Safety)

3. *Recovery Actions*

- a. Utilize secondary resources of hospital security and parking staff for traffic and access control. (EVMS Police and Public Safety)
- b. Protect the crime scene; items which may have been handled by the perpetrator may bear fingerprints and should not be touched. (EVMS Police and Public Safety)
- c. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)
- d. Provide counseling services to employees and students as necessary depending on the incident. (Student Affairs, Human Resources)
- e. Deactivate the EOC, ERT, and ESAG as appropriate and in accordance with the EVMS EOP Base Plan. (EVMS Police and Public Safety)
- f. Provide education and outreach to the campus community regarding safety and security, related in particular to the recent criminal event. (Marketing and Communications, EVMS Police and Public Safety)
- g. Continue to work with external partner agencies on ongoing investigations and after action reporting. (EVMS Police and Public Safety)

B. Active Shooter Threat

The following emergency response actions should be taken in addition to the above general response actions for criminal events in which an active shooter threat is perceived, present, and/or persistent.

- 1. Recognize the presence of an active threat and request all available resources. Organize a Contact Team to engage the threat and determine the “hot side” of the building. Communicate suspect information and neutralize the threat as soon as possible. (EVMS Police and Public Safety)
- 2. Establish an incident command system by instituting appropriate communication channels, delegating responsibilities, developing safe routes and triage areas, and coordinating with all City of Norfolk responding agencies. (EVMS Police and Public Safety)
- 3. Organize Contact Teams of between two and five officers in various cover formations and engage the shooter as soon as possible. Officers in Contact Teams must remember to maintain focus on the active shooter, moving past victims that

- may be asking for aid. Make sure to communicate observations to outside resources and partner response agencies. (EVMS Police and Public Safety)
4. Organize the Rescue/Evacuation Team to be composed of a secondary group of officers to locate, triage, and rescue victims of the active threat. Rescue teams will form like Contact Teams and progress until victims are located. (EVMS Police and Public Safety)
 5. Organize Containment/Perimeter Teams composed of the last officers deployed to the scene. Officers should stand on opposite corners of the structure to ensure the containment of the suspect and assist with rescue efforts. (EVMS Police and Public Safety)
 6. Upon the arrival of Special Operations/SWAT units or when the incident becomes a hostage situation, active threat response units should assume containment positions. (EVMS Police and Public Safety)
 7. When clearing rooms, utilize a strong wall concept when only two team members are available (the first officer enters the room, clearing either the left or right of the room as the second officer follows, mirroring the first officer's actions). Ensure all movement is coordinated and communicated verbally. [Number one man enters the room, clears, engages the subject(s). Number two man enters, mirroring number one, clears room, engages the subject(s), and always covers number one. Enter rooms by employing two-man entry same side, button hook, or crisscross.] (EVMS Police and Public Safety)
 8. Throughout the incident, continue to update the campus electronic emergency notification system to alert employees, students, and visitors of any immediately dangerous situation. (EVMS Police and Public Safety, Marketing and Communications)

V. Appendices

EVMS Police and Public Safety - Safety Management and Assessment Response Team (SMART)

The EVMS SMART Threat Assessment appendix provides structured guidelines for the identification, evaluation, and response to any potential threats to the safety of the EVMS community. This appendix places EVMS in a state of readiness to engage all forms of safety threats, and is therefore a vital component to the management of all incidents of crime and violence. This threat assessment should be employed for any and all reported threats or behaviors of concern as listed in the appendix.

Hazard Annex

Fire

Primary Department

EVMS Police and Public Safety

Supporting Departments

Environmental Health and Safety
Physical Facilities
Student Affairs
Human Resources
Marketing and Communications

External Support Agencies

City of Norfolk Fire-Rescue
City of Norfolk Police Department
City of Norfolk Department of Emergency
Preparedness and Response

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to a structure fire event.

II. Scope

This Fire Annex to the EVMS EOP identifies actions that primary and supporting departments will take to ensure the safety of the campus population, as well as protect campus property and secure key EVMS assets, if the campus is affected by a structure fire. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of a Fire event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed. However, due to the specific nature of a Fire event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage a fire event.

III. Situation

A structural or building fire is an uncontrolled fire in a structure located in a populated area that threatens life and property. Although all fires are dangerous and therefore pose a threat to persons and property, of greatest concern are those fires which exceed existing response, containment, and/or evacuation capabilities. Concerns resulting from a fire emergency that could complicate and/or exacerbate the situation include hazardous materials, which may include explosives, flammable/combustible substances, toxins and other materials; or biological or radiological materials. At EVMS, many such materials are used in the course of research laboratory work, patient diagnostics and treatment, as well as for cleaning and other facilities.

operations. Hazardous materials in various forms can cause death, illness, serious injury and/or burns, breathing issues and/or asphyxiation, long-lasting health effects, potential communicable disease outbreak resulting in the need to evacuate populations, and extensive damage to buildings and other property. These concerns should be taken into consideration by EVMS when a fire affects the campus.

IV. Concept of Operations

During a Fire event, EVMS Police and Public Safety is the primary department for coordinating with other EVMS departments and external agencies responding to the emergency. Other EVMS departments may assist in this effort, as designated by a supporting department role. Primary and supporting department emergency response actions identified below should be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General Fire

1. Initial Response Actions

- a. Establish on-scene Incident Command Post and prepare for transition of Incident Command to City of Norfolk Agencies upon arrival on scene. (EVMS Police and Public Safety)
- b. Identify hazardous materials located within impacted buildings and notify responders of the presence of hazardous materials, along with specific MSDS information as requested. (Environmental Health and Safety)
- c. Provide necessary PPE and respirators to EVMS response staff. Assist external responders with PPE if requested and able. (Environmental Health and Safety)
- d. Provide specific building information to responders if requested, including floor plans, utility systems, etc. (Physical Facilities)

2. Ongoing Response Actions

- a. Coordinate with City of Norfolk Fire and Rescue to acquire secondary response duties and continue to assist with the response as necessary. (EVMS Police and Public Safety)
- b. Ensure the special needs community is properly evacuated. The mobility impaired should be aware of pre-designated safety areas to call and wait for help, unless life threatening situations arise when they should seek assistance for immediate evacuation. (EVMS Police and Public Safety)
- c. Maintain perimeter control and ensure EVMS students, faculty, staff, and visitors remain out of harm's way. (EVMS Police and Public Safety)
- d. Assist displaced students, faculty, and staff with alternate working and/or living accommodations. (Student Affairs, Human Resources)

3. Recovery Actions

- a. Request pre-arranged contractors to assist with clean-up and recovery efforts. (Environmental Health and Safety)

- b. Debrief with City of Norfolk Fire and Rescue to determine required continued response and recovery actions and to assist with demobilization of fire resources. (EVMS Police and Public Safety)
- c. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)

B. Hazardous Materials Considerations

The following emergency response actions should be taken in addition to the above General Fire response actions for events in which a hazardous materials release is perceived, present, and/or persistent. Responders should refer to the EVMS EOP Base Plan, ESF 10, Oil and Hazardous Materials Response for additional information.

1. Coordinate with City of Norfolk Fire and Rescue to determine special response actions necessary to account for the hazardous materials involved. (EVMS Police and Public Safety, Environmental Health and Safety)
2. Communicate pertinent safety information regarding the hazardous materials to students and staff, as well as any necessary safety actions. (Marketing and Communications)
3. Secure ventilation to prevent toxic material from entering buildings. (Physical Facilities)
4. Communicate to responders and anyone affected by the hazardous materials decontamination procedures if chemical contamination is suspected. (Environmental Health and Safety)

V. Appendices

Coordinate with Physical Facilities to obtain specific information for buildings affected by fire emergencies. Coordinate with Environmental Health and Safety to obtain specific information about building contents related to laboratories and clinics.

Hazard Annex

Severe Weather

Primary Department

EVMS Police and Public Safety

Supporting Departments

Physical Facilities
Materials Management
Student Affairs
Human Resources
Risk Management
Parking
Information Technology

External Support Agencies

National Weather Service - Wakefield
City of Norfolk Department of Emergency
Preparedness and Response

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to a Severe Weather event.

II. Scope

This Severe Weather Annex to the EVMS EOP identifies actions that primary and supporting departments will take to ensure the safety of the campus population, as well as protect campus property and secure key EVMS assets, if severe weather affects the campus. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of a Severe Weather event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed, however due to the specific nature of a Severe Weather event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage a Severe Weather event.

III. Situation

Due to EVMS's geographic location, it is vulnerable to severe weather. Severe weather may strike at any time, with or without warning, and may cause damage and destruction to the campus.

The EVMS Hazard Vulnerability Analysis identifies severe weather events that may affect EVMS to include flooding, straight-line winds (including those from tropical cyclones and nor'easters, severe snow/ice, tornados, and extreme hot/cold. For more information about

each of these types of severe weather events, refer to the EVMS Hazard Vulnerability Assessment. Emergency actions to these events are effectively universal in their goal to protect life, safety, and property of the EVMS campus population.

IV. Concept of Operations

During a Severe Weather event EVMS Police and Public Safety is the primary department for coordinating with other EVMS departments and external agencies responding to the emergency. Other EVMS departments may assist in this effort, as designated by a supporting department role. Primary and supporting department emergency response actions identified below should be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General Severe Weather

1. Initial Response Actions

- a. Conduct a situation analysis at the first sign or forecast of severe weather. Upon determination of a threat to the EVMS campus, immediately contact the Executive Director of Facilities, the ESAG, the ERG, and the Vice President of Administration & Finance to determine required further actions. (EVMS Police and Public Safety)
- b. Develop an initial situation report to send to the ESAG and ERG.
- c. If a severe weather threat is imminent, issue shelter-in-place or evacuation warnings, as appropriate. (EVMS Police and Public Safety)
- d. If the severe weather threat has a slow onset, issue evacuation instructions as appropriate. (EVMS Police and Public Safety, EVMS Incident Commander and ESAG)
- e. Prepare campus resources to respond to specific weather conditions. (EVMS Police and Public Safety)

2. Ongoing Response Actions

- a. During an evacuation, secure all entrances and exits to campus. (EVMS Police and Public Safety)
- b. Implement the inclement weather policy for staff if appropriate. (Human Resources)
- c. Issue severe weather warnings to advise the campus community of potential suspension of classes and remind students/staff to develop travel plans in the event of a school closure. Provide storm updates to include: class cancellation information, progress and tracking of storms, information on evacuation routes and other advisories, and projected opening and resumption of EVMS operations. (UNCW Police, Marketing and Communications)
- d. Communicate delays and closures via telecommunications, internet, and electronic emergency notification system. (Marketing and Communications, EVMS Police and Public Safety)
- e. Close campus if necessary. Work with EVMS Medical Group to determine the need to close EVMS clinics. (ESAG)

- f. Monitor traffic and road conditions should early closings and/or evacuations be necessary. (EVMS Police and Public Safety)

3. *Recovery Actions*

- a. Initiate preliminary damage assessments to gain situational awareness of the conditions in and around the EVMS Campus. (Physical Facilities, EVMS Police and Public Safety)
- b. Coordinate with local, state, and federal resources for recovery assistance. (ESAG/ERG)
- c. Initiate debris removal process as soon as conditions are safe. (Physical Facilities)
- d. Secure access to any potentially unsafe, unstable, or compromised areas. (EVMS Police and Public Safety)
- e. Control and coordinate re-entry to campus to limit interference with the recovery processes and exposure to hazards. (EVMS Police and Public Safety)
- f. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)

V. **Appendices**

EVMS Physical Facilities Snow and Ice Policy

Given the significance of maintaining clear and safe roads and pathways, the EVMS Physical Facilities Snow and Ice Policy implements structured procedures for the preparation and response to severe winter weather. The policy identifies essential support staff, establishes removal procedures, prioritizes ice and snow removal for all EVMS facilities, and reviews School closure policies. The critical nature of snow and ice removal to the operational status of EVMS places this appendix as a priority in its emergency preparedness plan. This appendix should be implemented with the first signs of severe winter weather that may affect EVMS. Portions of this Policy may be applied to debris removal procedures needed from other severe weather events, such as tropical systems.

Snow Removal Inventory

The Snow Removal Inventory lists out the various areas of the EVMS campus that will require snow and ice removal. This outline is necessary to guide the support staff in prioritizing and allocating resources for the efficient removal of snow and ice to maintain an operational status for EVMS. This appendix should be utilized jointly with other snow and ice removal policies in response to winter weather systems affecting EVMS. Portions of this inventory may be applied to debris removal procedures needed from other severe weather events, such as tropical systems.

Snow Removal Priority List

The Snow Removal Priority List outlines the prioritization rating of different areas of snow removal for the EVMS community. This appendix is a critical component of EVMS's winter weather response system as it assists in maintaining removal efficiency. This appendix

should be utilized jointly with other snow and ice removal policies in response to winter weather systems affecting EVMS. This list may be applied to debris removal procedures needed from other severe weather events, such as tropical systems.

Severe Weather Preparation Guideline/Checklist

To provide operational guidelines before, during, and after severe weather conditions. This document serves as a checklist to confirm that all necessary resources are available and in place prior to the incident. Severe weather conditions shall include; coastal storms, tropical storms, tornados, hurricanes, winter storms, and extreme heat.

Hazard Annex

Utility Failure

Primary Department

Physical Facilities

Supporting Departments

EVMS Police and Public Safety

Materials Management

Information Technology

CompMed

Environmental Health and Safety

External Support Agencies

Local Utility Providers

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to a Utility Failure event.

II. Scope

This Utility Failure Annex to the EVMS EOP identifies actions that primary and supporting departments will take to ensure the safety of the campus population, as well as protect campus property and secure key EVMS assets, in the event of a utility failure. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of a Utility Failure event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed. However, due to the specific nature of a Utility Failure event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage a Utility Failure event.

III. Situation

A utility failure is defined as the temporary or permanent compromise or failure of essential building systems including power, sewer, water, information technology services, and telecommunications. Hard data directly portraying incidence of utility failure is not available. Anecdotal evidence indicates that power, telecom, and IT (network) failures to campuses are relatively common events.

It is expected that public and private utility providers, such as those that provide electrical power, natural gas, or petroleum fuels have developed internal organizational procedures that will guide operations after a major incident. These procedures should outline protocols for situation assessment, damage assessment, response actions, and resource requirements.

Exposure to power failure in particular can be mitigated by the implementation of back-up generation, which is currently in place at all critical facilities on the EVMS campus. Such generators, however, are susceptible to hazards and in particular to flooding. Generators on campus should typically be elevated to the 1% flood level, but it is unconfirmed whether all generators on campus are raised to this level, or whether some or any are elevated above this level. This means that in a flood with a severity expected on a 1% level, back-up power would likely fail.

The manufactured Vivarium building behind Andrews Hall has been identified as having a generator that is likely below the 1% flood elevation. The “New Building” will have a back-up generator located on the roof. However, it will draw fuel from the underground tank(s) that supply Lewis Hall’s generator. Additionally, generators have a limited on-site supply of fuel (typically two to three days), meaning generator power cannot be sustained unless roadways are open, which is another concern related to flooding.

All steam heat, power, and chiller cooling at EVMS is generated by the Central Utility Plant. Exposure to power failure can also be mitigated by expanding redundancy within the providing utility’s power grid. Such enhancements have taken place in recent years, and all things equal, power can be re-routed in the event of a disruption within about four-to-six hours. During this interim period, however, the campus must provide its own back-up power.

Utility failures carry with them their own potential ripple effects. Power failures in particular may compromise IT systems and potentially any elements of water and sewerage systems that are reliant on electric pumps.

Additionally, utility failures may have significant impacts on valuable laboratory research and on live-animal research by compromising:

- Ventilation systems
- Automated water supply
- Atmospheric cooling and heating
- Freezers/ refrigeration
- Automated cage locks

Power and IT/telecom failures can also undermine emergency response, communications, and business continuity activities, as well as public-safety systems including dispatch, door locks, the electronic emergency notification system, and closed circuit television. It can also cripple facility ventilation systems, creating problems with hazardous materials containment, handling, and safety.

IV. Concept of Operations

During a Utility Failure event Physical Facilities is the primary department for coordinating with other EVMS departments and external agencies responding to the emergency. Other EVMS departments may assist in this effort, as designated by a supporting department role.

Primary and supporting department emergency response actions identified below should

be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General Utility Failure

1. Initial Response Actions

- a. Determine the status of energy/affected utility sources available to the School. (Physical Facilities)
- b. Assess energy and utility service system capabilities. (Physical Facilities)
- c. Report collected utility failure situational information to the appropriate utility company and to the EVMS Incident Commander. (Physical Facilities)
- d. Establish priorities to repair the affected utility systems. (Physical Facilities)
- e. Determine critical functions that are affected by the loss of the utility and implement the EVMS COOP Plan as necessary. (All Departments)

2. Ongoing Response Actions

- a. Coordinate with Environmental Health and Safety concerning buildings that have life safety and research integrity issues as a result of power loss. (Physical Facilities, CompMed, Environmental Health and Safety)
- b. Coordinate with the private utility providers for emergency power (or other affected utility) restoration. (Physical Facilities)
- c. Coordinate with the City of Norfolk ESF #3 Public Works and Utilities regarding emergency power restoration in a widespread regional utility failure. (Police)
- d. Work with the ESAG and ERG on recommendations to partially or completely close EVMS if necessary, or to relocate critical functions affected by the outage. (Physical Facilities)
- e. Coordinate sources of emergency fuel supplies for essential EVMS operations. (Materials Management)

3. Recovery Actions

- a. Repair/replace damaged equipment affected by or that acted as the cause of the utility outage. (Physical Facilities)
- b. Return to normal operations and ensure all critical facilities affected by the utility outage are up and running. (Physical Facilities, EVMS Incident Commander)
- c. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)

V. Appendices

Refer to Physical Facilities documentation for detailed information about the utilities supplying the campus including providers, maps, generator information, and equipment information.

Hazard Annex

Infectious Disease

Primary Department

Occupational Health

Supporting Departments

EVMS Medical Group
Environmental Health and Safety
Materials Management
Student Affairs
Human Resources
Physical Facilities
EVMS Police and Public Safety
Marketing and Communications

External Support Agencies

City of Norfolk Public Health
City of Norfolk Department of Emergency
Preparedness and Response
Sentara Norfolk General Hospital
Children's Hospital of the King's Daughters

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to an Infectious Disease or pandemic influenza event.

II. Scope

This Infectious Disease Annex to the EVMS EOP identifies actions that primary and supporting departments will take to ensure the safety and health of the campus population in the event of an infectious disease that affects the campus. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of an Infectious Disease event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed. However, due to the specific nature of an Infectious Disease event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage an Infectious Disease event.

III. Situation

Campuses are especially vulnerable to infectious diseases, given the ease with which viruses can spread in the campus environment of classrooms, research facilities, and clinics.

Impacts of an infectious disease outbreak or pandemic influenza affecting the EVMS campus include:

- Increased absenteeism of faculty, staff, and students

- Cancellation of classes or closing of the School
- Disruption to EVMS business and clinical operations
- Limited essential personnel
- Travel restrictions
- Potential financial loss
- Impacts to research

This Infectious Disease annex will be activated any time a student, staff member, or faculty members tests positive for a reportable communicable disease, when an infectious disease outbreak is suspected on campus due to the disease surveillance information presented, or when a pandemic is suspected or occurring somewhere in the world, as determined by the World Health Organization (WHO) and Centers for Disease Control (CDC).

EVMS will work closely with the City of Norfolk Public Health, Sentara Norfolk General, and the Children's Hospital of the King's Daughters in the event that an infectious disease emergency affects EVMS.

IV. Concept of Operations

During an Infectious Disease event, Occupational Health is the primary department for coordinating with other EVMS departments and external agencies responding to the emergency. Other EVMS departments may assist in this effort, as designated by a supporting department role. Primary and supporting department emergency response actions identified below are to be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General Infectious Disease

1. Initial Response Actions

- Brief supporting departments on hazard identification, the hazard situation, and incident response assumptions. (Occupational Health, EVMS Medical Group)
- Initiate and maintain contact with the City of Norfolk Public Health, Sentara Norfolk General, and the Children's Hospital of the King's Daughters. (Occupational Health, EVMS Medical Group, Dean/Provost)
- Brief supporting departments on incident specific roles and responsibilities. (Occupational Health)
- Communicate to the Emergency Response Group (ERG) symptoms of illness to observe. (Occupational Health, EVMS Medical Group)
- Communicate about incident, response plans, safety concerns, and general event related information (e.g. cancellation of activities and classes, vaccination dissemination, evacuation plans) via EVMS emergency website and other appropriate crisis communication and emergency notification methods. (Marketing and Communications)
- Implement the Infection Control, Bloodborne Pathogen Exposure, and Tuberculosis Surveillance Plan (2020) (Occupational Health)
- Implement pandemic continuity plan (2020) for hospital, e.g. flu vaccine allocation. (Environmental Health and Safety)

- h. Obtain basic information from the CDC regarding any incident specific guidance. (Occupational Health, EVMS Medical Group)
- i. Retrieve and distribute stockpiled personal protective equipment (PPE) and disinfectants. (Physical Facilities/Materials Management/Housekeeping)
- j. Develop PPE resource needs assessment and contact private vendors to address stockpile shortfalls. (Materials Management)
- k. Coordinate with EVMS Medical Group and the hospitals on monitoring and treating infected persons. (Occupational Health, EVMS Medical Group)
- l. Order and distribute medication, as necessary, including to EVMS clinics. (Pharmacy)

2. *Ongoing Response Actions*

- a. Create task force with subject matter experts from various disciplines to provide guidance about ongoing operations during pandemic, if applicable during long-term event. Participants should include physicians with infectious disease expertise and representatives from functional areas of EVMS such as education, graduate medical education, research, clinical, legal, human resources and administration and finance.
- b. Maintain disease surveillance to observe what symptoms present, what groups of people are presenting symptoms, and how fast the disease is spreading. (Occupational Health, Student Affairs, EVMS Medical Group, EVMS Police and Public Safety)
- c. Collaborate with contracted housekeepers to implement disinfection and clean-up procedures. (Housekeeping)
- d. Designate facilities that will house essential personnel, students who are unable to return home, or quarantined sick persons. (Occupational Health, Facilities)
- e. Monitor supply of food and water and coordinate feeding procedures for students and essential personnel. (Materials Management)
- f. Request further assistance from Virginia Department of Health, City of Norfolk Public Health, Sentara hospital, WHO, and CDC. (Occupational Health, EVMS Medical Group)
- g. Work with EVMS Medical Group to develop protocols for waiting rooms. (Occupational Health, EVMS Medical Group)
- h. Require staff to telecommute and implement appropriate procedures, if necessary. (Human Resources)
- i. Coordinate with academic staff to ensure continuity of academic lessons (e.g. distance learning). (Dean/Provost, Academic Affairs)
- j. Coordinate with other health care and medical response agencies to ensure contingency services are available. (Environmental Health and Safety)
- k. Coordinate with Facilities and EVMS Medical Group to ensure the negative pressure room is operational. (EVMS Medical Group, Environmental Health and Safety, Facilities)
- l. Coordinate with Materials Management to deliver food and essential supplies to sick students. (Student Affairs, Materials Management)
- m. Designate “clean” facilities and coordinate cleaning of facilities that will remain open. (Housekeeping)

3. *Recovery Actions*

- a. Work with Office of Education to re-schedule exams, assignments, and lectures, and find facilities for continuation of academic programs. (Dean/Provost, Student Affairs)
- b. Ensure all students receive required immunizations and/or ongoing medication. (Student Affairs)
- c. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)

V. **Appendices**

EVMS Human Resources Communicable Disease Policy

This document outlines the procedures EVMS staff members should take if they are ill or suspect being ill. To ensure the prevention and containment of any and all infectious diseases, this policy has been developed and incorporated as part of EVMS's emergency preparedness. This appendix should be employed when staff members observe any of the listed signs and symptoms of communicable diseases.

EVMS Human Resources Telework and Remote Work Policy

This policy allows employees to work remotely in response to a loss of access to a facility or portion of facility, loss of services due to reduction in workforce, or loss of services due to equipment or systems failure related to disaster or emergency. Remote work is temporary, not regularly scheduled arrangement, which allows an employee to perform work during regular work hours at an approved worksite such as the employee's home. Remote work is only available when EVMS activates the EVMS Continuity of Operations Plan (COOP) and with Department and Human Resources approval.

EVMS Housekeeping Blood borne Pathogens Exposure Control Plan

This document serves as an operational guideline for housekeeping and clinical staff for the thorough decontamination of surfaces and rooms potentially exposed to blood borne pathogens. Understanding it is much more effective to prevent the spread of infectious diseases than coordinating a response to an outbreak, this exposure control policy remains an integral component to EVMS's emergency management plan. This appendix should be utilized on a daily basis in routine cleaning schedules, as well as for any specific event that may raise the question of a possible blood borne pathogen exposure.

EVMS Infection Control, Bloodborne Pathogen, and Tuberculosis Plan

The EVMS Infection Control Program is a framework of policies and procedures to guide EVMS personnel and students in dealing with human blood or other bodily fluids with a particular emphasis on EVMS healthcare facilities. As an intricate component of infectious disease control and response, this appendix provides critical information for personal protection, cleaning and isolation procedures, specific pathogen decontamination, and hazardous waste management. This appendix should be utilized on a regular basis for all EVMS healthcare facilities and for any related incidents in and around the EVMS community.

Hazard Annex

Cyber

Primary Department

EVMS IT

Supporting Departments

Office of General Counsel
Risk Management
Marketing and Communications
Police and Public Safety

External Support Agencies

Cyber Crime division of FBI

I. Purpose

This Hazard Annex to the EVMS EOP establishes actions EVMS departments must take in support of coordinating and executing emergency management activities that encompass managing the response to a cyber security event affecting the campus.

II. Scope

This Cyber Security Annex to the EVMS EOP identifies the actions that primary and supporting departments will take to ensure the security of IT systems, applications, and institutional data in response to a cyber security event. The actions identified herein are intended to supplement general emergency management activities outlined in the EVMS EOP Base Plan and Functional Annexes for the specifics of a cyber security event. Standard ICS practices outlined in the EVMS EOP Base Plan should be followed. However, due to the specific nature of a cyber security event, the composition of the ESAG and ERG may be modified to account for hazard specific technical assistance, as necessary. EVMS departments should refer to this annex for additional specific actions required to manage a cyber security event.

III. Situation

The National Institute of Standards and Technology (NIST) defines a cyber security incident as actions taken through the use of an information system or network that result in an actual or potentially adverse effect on an information system, network, and/or the information residing therein. A cyber security incident can have damaging affects to company reputation and continuity of operations. If a cyber security incident occurs at EVMS efforts will be made using the actions described in this annex to report the information immediately to the appropriate individuals.

This annex also encompasses actions that must be taken to respond to a ransomware incident. NIST defines a ransomware incident as a type of malware that attempts to access to a user's data, usually by encrypting the data with a key known only to the hacker deny who deployed the malware, until a ransom is paid.

VI. Concept of Operations

During a cyber security incident, the EVMS IT department is the primary department for coordinating with other EVMS departments and responding to the incident. Other EVMS departments may be required to assist in this effort, as designated by a supporting department role. Primary and supporting department incident response actions identified below should be taken in addition to general emergency response actions identified in the EOP Base Plan.

A. General

1. Initial Response Actions

- a. Identify that a cyber security incident has occurred. (EVMS IT)
- b. Conduct a preliminary investigation in accordance with policy 9.30.09 and determine the scope of the incident. (EVMS IT)
- c. Determine the cause or source of incident and perform actions to mitigate risk. (EVMS IT)
- d. Document findings and provide preliminary information to CIO. (EVMS IT)
- e. If it appears that the incident involves regulated data or assistance is needed to determine if regulated data is involved Office of General Counsel will be engaged. (EVMS IT)
- f. Depending on the type of data, system involved, and the extent of the suspected exposure, the ERG will be activated. (EVMS IT)

2. Ongoing Response Actions

- a. Work with ERG to control situation and identify any incident specific required actions. (EVMS IT)
- b. Specific IT response will be based on a number of factors and decisions as information becomes available and appropriate stakeholders are involved.
- c. Depending on the severity of the incident it may be necessary to contact the Cyber Crime division of the FBI. (ERG)
- d. Update the campus community and media as necessary through the incident. (Marketing and Communications)

3. Recovery Actions

- a. Specific recovery actions will be dependent on the specific incident but in general terms will involve returning systems to operational status and ensuring that business operations are not negatively impacted. (EVMS IT)
- b. Develop an after-action report during the recovery phase to note strengths, weaknesses, and plans for improvement for future incidents. (All Departments)
- c. Work with ERG to identify further incident specific responses. (EVMS IT)

B. Ransomware Incidents

The following emergency response actions should be taken in addition to the above general response actions for events involving ransomware.

1. Identify that a ransomware incident has occurred. (EVMS IT)
2. Identify affected systems and determine whether data can be recovered from backups. (EVMS IT)
3. In the event that data cannot be recovered from backups, ransoms may not be paid by anyone except EVMS IT.
4. Risk Management will be consulted to determine if the ransom should be charged to a deductible account or the affected department's budget. If the cost of the ransom will be charged to the affected department they must require the affected data and be willing to subsidize the ransom.
5. With the approval of the CIO and VP of Administration and Finance funds will be released for the payment of the ransom. Ransoms are frequently paid using bitcoin or other cryptocurrencies. Funds will be released based on the documented cryptocurrency exchange rate.
6. EVMS IT will use the released funds to purchase the requisite cryptocurrency. Any unused funds will be returned to the controller.
7. EVMS IT will transfer the cryptocurrency to the hostage site, collect the decryption key, decrypt the data, and report the attack details to the FBI Cyber Crime division.