

Crisis and Emergency Management Plan: Basic Plan

December 2025



OLD DOMINION
UNIVERSITY

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Promulgation Statement

The Old Dominion University (ODU) Crisis and Emergency Management Plan (CEMP) is a multidisciplinary, all-hazards plan that establishes a comprehensive framework for the management of incidents, emergencies, and events at any ODU campus in the Hampton Roads, Virginia region. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires annual planning, training, and exercising prior to a real-world event to respond effectively. This plan represents a commitment by University leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

Pursuant to the provisions of the *Code of Virginia* [§23.1-804](#) the following Crisis and Emergency Management Plan for Old Dominion University is hereby promulgated.

/s/ Brian O. Hemphill (signature on file)
Brian O. Hemphill, Ph.D., President

12/10/2025
Date

/s/ Brandi Hephner LaBanc (signature on file)
Brandi Hephner LaBanc, Ed.D., Vice President for Student and Campus Life

12/10/2025
Date

/s/ Garrett Shelton
Garrett Shelton, Chief of Police/Assistant Vice President for Public Safety

12/10/2025
Date

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Approval and Implementation

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

WHEREAS, the §23.1-804 of the *Code of Virginia* requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by the **Old Dominion University Department of Public Safety** staff in coordination with the Virginia Department of Emergency Management with input from various University departments and local municipal Emergency Management Agencies.

NOW THEREFORE BE IT RESOLVED that the **Old Dominion University Board of Visitors**, on this **22** day of **April, 2022** does hereby officially adopt the **Old Dominion University Crisis and Emergency Management Plan**, to include plans and procedures for both natural and human-caused disasters.

I, **Donna Meeks**, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the **Board of Visitors of Old Dominion University** at a meeting held on **22 April 2022**.

/s/ Donna Meeks (signature on file)
Old Dominion University Approval

4/22/22
Date

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Record of Distribution

It is the intent, based on the sensitivity of information contained within this document, that distribution is limited to those personnel, offices, departments, and agencies that have an operational “need to know.” The following list is not all inclusive; additional copies may be distributed at the direction of the Director of Emergency Management or designee. All recipients listed below will receive an electronic copy of the Crisis and Emergency Management Plan (CEMP). Distribution beyond the recipients listed below may not be made without authorization from the Director of Emergency Management or designee. Requests for distribution of additional electronic copies will be submitted to the Director of Emergency Management.

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Catherine Burris	Associate University Controller	
Garrett Shelton	Chief of Police/Assistant Vice President for Public Safety	Police Department/ Public Safety
Keitha Boone	Deputy Chief of Police	
Chris Buie	Accreditation/Property and Evidence/ Records Lieutenant	
Matt Spencer	Operations Lieutenant	
Mark Anthony	Investigations Lieutenant	
Kevin Crumpler	Training Lieutenant	
Scott Evans	Operations Lieutenant	
Jared Hoernig	Director, Emergency Management	
Jerry Reed	Emergency Planner, Emergency Management	
Mark Salmon	Emergency Management and Fire Safety Specialist	
Greg Wooldridge	Fire Marshal/Fire Prevention Manager, Fire Prevention	
Justin Nelson	Director, Transportation and Parking Services	
Zach Pearce	Associate Director of Operations, Transportation and Parking Services	
Doug Alexander	Director, Environmental Health and Safety	
Rob Wells	Executive Director, Compliance and Risk Management	Compliance and Risk Management
Kimberly Osborne	Vice President for University Communications and Chief Marketing Officer	University Communications
Amber Kennedy	Assistant Vice President for Public Relations	
Kenya Godette	Director of News and Media Relations	
Nina Rodriguez Gonser	Vice President for Digital Transformation and Technology	Digital Transformation and Technology
Chrysoula Malogianni	Senior Associate Vice President for Digital Innovation	
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Susan Kenter	Associate Vice President for Strategic Operations and Chief of Staff	
Kate Ledger	Associate Vice President for Enrollment Management and Outreach	
Julie Perez	Director of Undergraduate Admissions	
Bill Heffelfinger	Director of Graduate Admissions	
Steven Risch	Director of International Admissions	

Name	Title	Unit
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Allen Wilson	Senior Assistant Attorney General and University Counsel	University Counsel
Teressa Murrell	Assistant Attorney General and Associate University Counsel	
Annamarie Ginder	Assistant Attorney General and Associate University Counsel	
Stacy Purcell	Senior Assistant Attorney General and Deputy University Counsel	
Carrie John	University Registrar	University Registrar
Pierre Atallah	Senior Associate Registrar for Academic Services	
Tiffany Morris	Director of IT and Data Analysis	
Michal Holliday	Assistant Vice President of Facilities Management and Construction	Facilities Management and Construction
Michael Johnson	Senior Director of Capital Design and Construction	
Dave LaBanc	Director of Facility Planning and Asset Renewal	
Bobby Jackson	Director of Maintenance and Operations	
Darylnet Lyttle	Director	Student Health Services
Maria VanDerMeid	Medical Director	
Kristi Mantay	Assistant Administrator/Physician's Assistant	
Bridget Weikel	Associate Vice President for Learning	
Harry Smithson	Assistant Director	Procurement Services
Neil Cutler	Procurement Manager II	
Richard Clark	Executive Director	Housing and Residence Life
Paul Posener	Director of Administrative Services	
De'Laine Goodman-Richardson	Director of Business Operations	
Krystal Allen	Director of Residence Education	
Joy Himmel	Director of Counseling Services	Counseling Services
Liam Costello	Licensed Social Worker, Assistant Director	
Tranese Morgan	Psychologist	
Timothy Hackman	Dean of Libraries	University Libraries
Stuart Frazer	Assistant Dean for Administrative Services	
Rob Tench	Head of Resource Fulfillment	
Dorothy Lockaby	Head of Research and Scholarly Communication	
City of Hampton Emergency Management	Emergency Manager	
City of Newport News Fire Department	Emergency Manager	
City of Norfolk Emergency Management	Director	

Name	Title	Unit
City of Portsmouth Fire-Rescue Department	Emergency Manager	
City of Suffolk Fire Department	Emergency Manager	
City of Virginia Beach Emergency Management	Emergency Manager	

Record of Changes

Submit recommended changes to this document to Jared Hoernig, Director of Emergency Management at jhoernig@odu.edu.

Table 2: Record of Changes

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By
2025 Revision	All	Annual revision/update of plan per <i>Code of Virginia</i> §23.1-804	December 2025	J. Hoernig

Summary of Changes

This revision supersedes and replaces the 2024 ODU Crisis and Emergency Management Plan. The plan was subject to minor updates throughout – mainly personnel and contact information changes – for annual maintenance as required by *Code of Virginia §23.1-804*. Significant revisions are as follows:

RECORD OF DISTRIBUTION

- Updated to reflect personnel and title changes.

BASIC PLAN

- Concept of Operations: Incident Management Team membership updated (pages 25-26).
- Roles and Responsibilities: Senior Leadership Team and Incident Management Team roles and responsibilities updated (pages 43-44).

ANNEX B

- All Incident Annexes updated to reflect personnel and title changes.
- New Information Security Incident Response Plan added to replace existing Data and System Breach Management Framework (Incident Annex 5).
- New Heat Management Framework added to Incident Annex 7: Extreme Temperature.

APPENDIX D

- Incident Management Team Contact List updated to reflect personnel and title changes.

Foreword

Old Dominion University (ODU) is vulnerable to a host of natural hazards, including hurricanes, flooding, winter storms, and other severe weather. ODU is also vulnerable to technological incidents such as power outages, hazardous materials events, and human-caused disasters such as data breaches, terrorism, and violent crimes.

To address these hazards, the University has developed the ODU Crisis and Emergency Management Plan (CEMP) using best practice guidance from Federal, State, and local sources and the higher education sector to organize prevention, mitigation, preparedness, response, and recovery activities for incidents, emergencies, and events at ODU. Applying an all-hazards approach, this CEMP provides a flexible, scalable framework for operating in emergent conditions of any type.

The ODU CEMP employs elements of the National Incident Management System (NIMS) and the Incident Command System (ICS), both of which serve to provide a nationwide template to enable Federal/State/local/tribal governments and external partners to work together effectively and efficiently to prevent, mitigate against, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. The use of NIMS and ICS at ODU facilitates the University's ability to communicate internally among ODU departments, Higher Education Centers, and other locations, coordinate response actions with local jurisdictions and external emergency response agencies, and integrate into an expanding incident management system for local, regional, State, or Federal emergencies.

Implementation of the CEMP requires extensive cooperation, collaboration, and information sharing across all University departments and locations as well as with local, State, and Federal entities. Use of this Plan enables the University to operate seamlessly in emergent conditions and to provide a safe and secure environment for the ODU community.

The CEMP is organized to provide strategic and operational policy, guidance, and procedures for the broad spectrum of incidents, emergencies, or events that could impact ODU. The University's leadership recognizes that preventing, mitigating against, preparing for, responding to, and recovering from threats, incidents, and emergencies requires strategic policy guidance paired with operational flexibility to address the situation at hand. The strategic guidance is contained in the CEMP Basic Plan. The operational guidance and procedures are contained in the Emergency Support Function Annexes, Incident Annexes, and Support Annexes.

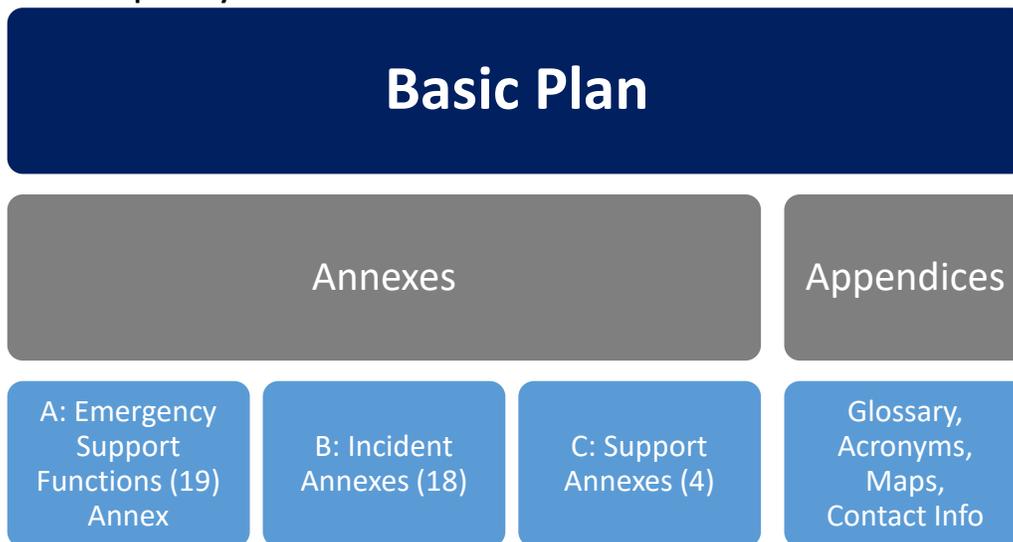
Plan Format

The ODU Crisis and Emergency Management Plan (CEMP) consists of the following components:

- A **Basic Plan** that guides and informs all incident, emergency, and event management activities. The Basic Plan includes critical information pertaining to organizational structures, roles and responsibilities, command/control/coordination, and other strategic-level operational concerns.
- An **Emergency Support Functions (ESF) Annex** that groups the majority of the University’s key operational activities into distinct functions and associated plans that could be implemented during a University incident, emergency, or event.
- **Incident Annexes** that explain the preparation for, response to, and recovery from foreseeable hazard and incident situations identified by University stakeholders.
- **Support Annexes** that include guidance information applicable across some or all hazards (e.g., evacuation, sheltering-in-place, business continuity, etc.).
- **Appendices** that provide a glossary of terms, acronyms list, maps, and key stakeholder contact information applicable throughout the CEMP.

Figure 1 below provides a visual depiction of the ODU CEMP.

Figure 1: CEMP Graphic Layout



Purpose

The University's Mission Statement, approved by the ODU Board of Visitors, is:

“Old Dominion University (ODU) is a preeminent public research university located in Coastal Virginia. Our world-class faculty fosters dynamic on-campus and global online learning for undergraduate and graduate students that enriches their lives, promotes insightful and perceptive leadership, and motivates the pursuit of excellence in dedicated fields and professions. We collaborate with strategic partners to address challenges and propose solutions that impact the economy, environment, health and wellness, and social justice. In pursuit of equity and inclusion, ODU provides opportunities for educational, artistic, and professional growth to our diverse Monarch community..”

The Old Dominion University Crisis and Emergency Management Plan (CEMP) establishes the organizational framework for the University community and external partners to work together to effectively and efficiently prevent, mitigate against, prepare for, respond to, and recover from all-hazards incident, emergency, and event situations in a coordinated manner to provide for the health, safety, security, and mission continuity of the institution. The CEMP addresses the immediate requirements for an incident, emergency, or event in which normal operations are interrupted and special measures must be taken to:

- save lives and protect the health and safety of the University community, responders, and recovery workers;
- ensure security of the University community;
- provide and analyze information to support decision-making and action planning;
- manage University resources effectively in the emergency response;
- protect and restore critical infrastructure and key resources;
- ensure University leadership and administration continues to function before, during, and after the disruption;
- manage communication regarding emergency response and recovery operations;
- communicate critical information to the University community;
- protect property and mitigate damages and impacts to individuals, the University at-large, and the environment;
- track response resources immediately and throughout response and recovery; and
- facilitate the recovery process for members of the University community and the environment.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place within the University. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management of response operations and the early transition to recovery operations.

The information contained in the ODU CEMP has been prepared for use by Old Dominion University and is not for the benefit of third parties. The information is guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the University of the sufficiency of the information contained herein and the University assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and

non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

Scope

The CEMP outlines the roles, responsibilities, guidelines, and procedures necessary to implement the emergency management cycle of prevention, mitigation, preparedness, response, and recovery (see Figure 2 at right) toward all-hazards incidents, emergencies, and events at all ODU campuses in the Hampton Roads, Virginia region. The plan applies to all University students, faculty, staff, departments, units, divisions, colleges/schools, contractors, all levels of governmental agencies, the private sector, volunteer organizations, and other external partners that may be requested to provide assistance whether in an actual incident or an imminent threat to the University community.

Figure 2: Emergency Management Cycle



The CEMP is modeled in accordance with best practices in the emergency management field, including incorporation of the National Incident Management System (NIMS) to facilitate coordination and communication between all responding entities. Old Dominion University cooperates and collaborates with local, State, and Federal emergency management agencies and other stakeholders in the development, implementation, and execution of emergency management plans.

Authorities

The ODU CEMP is guided and authorized by the foundation provided in the following documents in Table 3 below:

Table 3: CEMP Authorities and Guidance

Type	Authority/Guidance
University/Local	Old Dominion University Continuity Plan, December 2025
	Old Dominion University Hazard Mitigation Plan, February 2007
	Old Dominion University Policy 1008: Title IX: Sexual Harassment and Sex or Gender-Based Discrimination
	Old Dominion University Policy 1010: Absence of the President
	Old Dominion University Policy 1020: Closure of the University Due to Inclement Weather and Emergencies
	Old Dominion University Policy 1021: Emergency Management Policy
	Old Dominion University Policy 3012: Safety and Security Policy
	Old Dominion University Policy 3505: Information Technology Security Policy
	Old Dominion University Policy 6202: Telework Policy

Type	Authority/Guidance
	Emergency Operations Plans for the Hampton Roads Cities of Norfolk, Virginia Beach, Portsmouth, Suffolk, Hampton, and Newport News Hampton Roads Hazard Mitigation Plan, 2022
State	Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended <i>Code of Virginia</i> , Title 1 Chapter 23 and Chapter 44 Code of Virginia §19.2-11.01 Code of Virginia §23.1-804 Commonwealth of Virginia Governor’s Executive Order 102 (2005) Commonwealth of Virginia Governor’s Executive Order 41 (2019) Commonwealth of Virginia Emergency Operations Plan (COVEOP), October 2021, as amended Department of Human Resource Management Civility in the Workplace Policy 2.35
Federal	Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003 Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003 Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707 National Incident Management System, October 2017 National Response Framework (NRF), October 2019 National Disaster Recovery Framework (NDRF), June 2016 Americans with Disabilities Act of 2010 Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA) Higher Education Act of 1965

This CEMP may be used in conjunction with other emergency operations plans including local, State, and Federal plans developed under these authorities as well as memoranda of understanding (MOUs) among various external public and private entities.

References

- [FEMA Comprehensive Preparedness Guide 101, version 2.0, November 2010](#)
- [FEMA Guide for Developing High-Quality School Emergency Operations Plans, June 2013](#)
- [Emergency Management Accreditation Program \(EMAP\) 2022 *Emergency Management Standard*](#)
- [National Fire Protection Association 1660 Standard](#)
- [Commission on Accreditation for Law Enforcement \(CALEA\) Standards 46.1.1, 46.1.2, 46.1.3, 46.1.4, 46.1.5, 46.1.6, 46.1.7, 46.1.8, 46.1.9, 46.1.10, 46.1.11, 46.1.12, 46.1.13](#)

Situation

LOCATION AND GEOGRAPHY

Founded in 1930, Old Dominion University is a public doctoral institution that offers in excess of 160 degree programs ranging from baccalaureate to doctoral. The main campus, located in the City of Norfolk, Virginia and bounded by the Elizabeth River to the west and the Lafayette River to the east, is comprised of 205 acres and 148 buildings in an urban/suburban interface setting. Maximum campus elevation is approximately 14 feet above sea level.

Figure 3: Aerial View of Norfolk Main Campus



Source: Google

The Norfolk main campus's central coordinates are latitude 36°53'07.4"N and longitude 76°18'24.9"W. Norfolk is approximately 80 miles southeast of Richmond, Virginia and 180 miles south of Washington, D.C. The primary transportation routes that serve the main campus are Interstate 64, U.S. Highway 58 (Midtown Tunnel), and State Route 337 (Hampton Boulevard).

In the Hampton Roads region of southeastern Virginia, the University maintains operations in the following facilities beyond the Norfolk campus:

- Virginia Health Sciences Medical Campus in Norfolk (University-owned)
- Peninsula Higher Education Center (HEC) in Hampton (space leased from and co-located with Virginia Peninsula Community College)
- Tri-Cities HEC in Portsmouth (University-owned)
- Virginia Beach HEC (University-owned)
- Virginia Modeling, Analysis, and Simulation Center (VMASC) in Suffolk (University-owned)
- Applied Research Center (ARC) in Newport News (space leased from City of Newport News and co-located with Jefferson Lab)
- ODU Innovation Center in Norfolk (space leased from City of Norfolk)
- Virginia Beach Institute of Data Science (leased space)
- Governmental Relations Offices in Richmond and Washington, DC (leased space)

POPULATION

As of the Fall 2024 census, Old Dominion University enrolls approximately 17,746 undergraduate students and 5,997 graduate students (totaling approximately 23,743 students and employs approximately 3,442 faculty, 1,957 staff, 2,064 part-time staff and adjunct faculty, and 654 administrative and professional faculty. Approximately 4,900 students live in on-campus residential housing. The University's population includes special considerations such as access and functional needs provisions and a significant international student population (92 countries represented beyond the United States).

THREAT, HAZARD, AND RISK ASSESSMENT SUMMARY

Old Dominion University is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt University operations, cause damage, and create casualties.

Through review of the University's existing Hazard Mitigation Plan (HMP) and a subsequent quantitative and qualitative threat, hazard identification, and risk assessment (THIRA) process involving whole of University community input, a series of potential threats and hazards to the institution have been identified in Table 4 on the next page. Assessment parameters included historical occurrence/ probability, impacts to human capital/facilities/the institution as a whole, and the existing preparedness posture. Threats and hazards listed in Table 4 are not all-inclusive. *For detailed information on these threats and hazards, see Annex B: Incident Annexes.*

Table 4: Old Dominion University Threats and Hazards by Category

Natural	Technological	Human-Caused
Earthquake	Data and System Breach	Active Threat
Extreme Temperature	Hazardous Materials Spill/Release	Bomb Threat/Explosion
Flooding (pluvial, tidal, and storm surge)	Infrastructure Failure	Civil Unrest/Demonstration
Hurricane/Tropical Storm/Nor'easter	Structure Fire/Arson	Code Adam/Missing Child
Lightning		Medical Emergency
Severe Weather/Tornado		Public Health Incident
Winter Storm		Threat of Harm/Criminal Activity

For historical perspective, ODU has dealt with impacts from the following types of threats and hazards:

- Hurricane Isabel, September 2003
- Nor'easter, November 2009
- Mineral, Virginia earthquake, August 2011
- Hurricane Irene, August 2011
- Barry III House bathroom fire, January 2013
- Multiple snowstorms, February 2015
- Hurricane Joaquin, October 2015
- Norfolk House bedroom fire, December 2015
- Whitehurst Hall infrastructure failure (water pipe break), January 2016
- Tropical Storm Hermine, September 2016
- Hurricane Matthew, October 2016
- Multiple tropical weather events, August-September 2017
- Smithfield House bedroom fire, September 2017
- Multiple snowstorms, January 2018
- Hurricane Florence, September 2018
- Hurricane Michael, October 2018
- Newport News House bedroom fire, October 2018
- Bomb Threat, November 2018
- York House Kitchen Fire, December 2018
- Smithfield House Kitchen Fire, August 2019
- Hurricane Isaias, August 2020
- COVID-19 Pandemic, 2020-2021
- Multiple snowstorms, January 2022
- Welcome Center Fire, December 2025

Additional examples of threats or hazards that have impacted (or have the potential to impact) the University are:

- Due to slow land subsidence and sea level rise, ODU routinely faces flooding ranging from nuisance to major from rainfall (pluvial), high tides, and storm surge associated with tropical weather systems and nor'easters.
- The security and integrity of the University's information technology (IT) infrastructure is tested hundreds of times daily by malicious external entities.

- Significant quantities of chemicals and gas bottles are stored and used throughout campus for research and maintenance.
- The University maintains two separate childcare centers. These operations, in conjunction with summer camps, visiting school tours, and other functions, present an elevated risk for a Code Adam/missing child incident.
- Peaceful protests routinely take place.
- Myriad public health threats (e.g., COVID-19, seasonal influenza, Zika virus, MRSA, norovirus, tuberculosis, influenza, meningitis, and other communicable diseases, etc.) have the potential to spread quickly throughout campus, especially among the resident student population.

CAPABILITY ASSESSMENT

Old Dominion University has a strong foundation of planning with physical and technical capabilities to support implementation of this plan. ODU's highly knowledgeable and experienced staff have responded to and recovered from several local and declared disasters in the course of their careers at this and other academic institutions or related facilities. Among the staff are credentialed engineers, architects, planners, and trades personnel. The University maintains relationships with pre-approved and vetted contractors with excellent histories of service. The University has a strong financial standing and continues to show a serious commitment to investing in emergency preparedness and business continuity. Given the University's documented economic impact (\$2.6 billion annually) and reliance on the local and regional economy, the cooperative and enduring relationship with local officials is expected to remain a priority for all.

MITIGATION OVERVIEW

Old Dominion University must be positioned to effectively prevent, mitigate against, prepare for, respond to, and recover from disruptive incidents. A key tool to meet this objective is to develop, adopt, update, and maintain an institution-specific hazard mitigation plan. ODU's Hazard Mitigation Plan, last released in 2007, addresses the institution's THIRA and provides a number of mitigation strategies and projects for consideration. Further, the [2022 Hampton Roads Hazard Mitigation Plan](#), of which ODU is associated vis-à-vis locality inclusion, establishes the broad regional community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities. ODU is currently working to update its hazard mitigation profile through a special district addendum to the Hampton Roads Hazard Mitigation Plan; this project is planned for completion in Summer 2026.

Planning Assumptions

The following planning assumptions outline the assumed operating conditions and provide a foundation for establishing protocols and procedures:

- Old Dominion University maintains a current CEMP, trains personnel to evaluate and respond to incidents, emergencies, and events, and maintains a roster of emergency response personnel to make such response in an immediate and effective manner.

- Personnel assigned responsibilities in the CEMP are familiar with requirements in the CEMP and are prepared to identify and assist in response to an incident/emergency/event by developing plans within their respective campus or department that supports the CEMP.
- All departments and campuses maintain specific emergency response plans relevant to their areas and operations; ensure that all personnel are trained in and familiar with their responsibilities in the CEMP, including the respective departmental/campus plan and procedures; and ensure that staff members are capable of implementing them in a timely and effective manner.
- The roles of ODU officials include ensuring public safety at each University location and protecting ODU property. They also implement all phases (prevention, mitigation, preparedness, response, and recovery) of the emergency management cycle to ensure the efficiency and effectiveness of emergency operations.
- Assistance from local, State, and Federal agencies and from volunteer and private organizations may be available to supplement ODU resources. Through memoranda of understanding (MOUs), government agencies can agree to lend their resources and personnel to one another during an emergency. The response times of these organizations vary depending on the severity of the disaster. ODU may also be available to assist local, State, and Federal agencies as requested.
- An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning, potentially causing significant loss of life, property damage, environmental and economic impact.
- Some emergencies or disasters will occur with enough warning that appropriate emergency notification will be achieved. Other situations will occur with little or no advance warning.
- The succession of events in an emergency or disaster is not predictable; therefore, published operations plans, such as this one, only serve as a guide and may require modifications to meet the requirements of the emergency.
- As a part of their commitment to this plan, groups, departments, and agencies referenced in this plan will engage in systematic assessments of procedures, resources and training to ensure their continued ability to carry out their responsibilities as outlined in the plan.
- In time of emergency, the department heads will continue to be responsible for the protection and preservation of records essential for the continuity of government operations. Department and agency heads will establish lists of succession of key emergency personnel.
- Incidents are typically managed at the lowest possible level of leadership.
- There may be competition among the University and localities for scarce resources and widespread power and communications outages may require the use of alternate methods of providing public information and delivering essential services.
- Communications may be problematic due to demands exceeding capacities.
- Protection and restoration of critical infrastructure and key resources is a priority.
- Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System.
- The CEMP is the core plan for managing operations during University incidents/emergencies/ events. Other supplemental plans, such as building/departmental Emergency Action Plans, and other documents provide details on the authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (e.g., loss of IT infrastructure, hazardous materials spills, etc.). Higher-level functional, incident-specific, and support plans are vertically integrated into the CEMP as annexes. In many cases, University departments manage incidents under guidance provided by department-level plans using their own authorities. These supplemental plans, which are horizontally integrated into and may be implemented concurrently with the CEMP, are

subordinate to the overarching core coordinating structures, processes, and protocols detailed in the CEMP.

Delegations of Authority

The University President provides overall direction and will delegate authority to specific individuals if he is unavailable or otherwise delegates his authority. Per [University Policy 1010: Absence of the President](#), if the President is unavailable or otherwise delegates his authority, the line of succession is:

1. Provost and Vice President for Academic Affairs
2. Executive Vice President for Administration and Finance
3. Vice President for Human Resources

At all times in the CEMP, reference to any position shall be understood, in the absence of the referenced individual, to include designees with delegated authority to carry out the duties of the primary position. For a list of positions with delegated authority, refer to the ODU University Continuity Plan.

Concept of Operations

NATIONAL INCIDENT MANAGEMENT SYSTEM

As per [University Policy 1021: Emergency Management](#), Old Dominion University has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management throughout the institution. The Director of Emergency Management or designee is the single point of contact responsible for coordinating the ongoing implementation and maintenance of NIMS program activities for the University.

As both a national best practice and a state compliance requirement, NIMS sets common goals across all fundamental incident management components, including providing for a flexible, scalable, and modular organization; implementing unified command wherever possible; leveraging Multi-Agency Coordination Systems; using effective span of control and common terminology; standardizing event and incident action planning; having comprehensive resource management processes in place; integrating communications; pre-designating facilities; and managing incidents at the lowest operational level possible.

The University's emergency response organization will implement a unified incident management strategy that aligns Emergency Support Functions within the Incident Command System to manage, coordinate, and direct resources committed to an incident, emergency, or event. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring personnel safety and accountability.

DIRECTION, CONTROL, AND COORDINATION

Incident Command System

Old Dominion University utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies.

Unified Command

Unified Command (UC) will be used when there is more than one University department or organization with incident jurisdiction, or when incidents cross political jurisdictions. Departments will work together through the designated members of the UC to establish common objectives and strategies under a single Event/Incident Action Plan (EAP/IAP) while retaining and preserving respective authorities.

In large-scale incidents/emergencies/events, key University department heads, contractors, and other stakeholders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other departments/agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

Area Command

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command (AC) organization. An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

Multi-Agency Coordination System (MACS)

The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

The Multi-Agency Coordination System (MACS) consists of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

Emergency Operations Center (EOC)

One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the ODU EOC will be used. In some cases, the EOC may also manage direction and control of the incident.

Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and the Commonwealth of Virginia EOC to coordinate response and recovery activities. Detailed information about the University's EOC is located in the Concept of Operations section, Organization subsection.

Department Operations Center (DOC)

A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Facilities Management and Construction to manage snow removal operations.

University departments may choose to establish a DOC to coordinate their emergency management activities. The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

ORGANIZATION

On-Scene Incident Commander(s)

Most incident and emergency situations are handled routinely by front-line staff in departments such as Police, Athletics, Facilities Management and Construction, Environmental Health and Safety, Fire Prevention, Housing and Residence Life, Recreation and Wellness, Student and Campus Life, and others, with response activities conducted at the field level. Through the application of its functions and principles (e.g., unified command, chain of command, span of control, action planning, etc.), ICS is routinely implemented to organize response and enable efficient management of these incidents or emergencies. Once an incident or emergency has occurred or is imminent, the responding department establishes on-scene incident command, including the designation of an Incident Commander (IC) and establishment of an Incident Command Post (ICP). The IC provides command and control, which includes planning, accountability, and carrying out a plan to manage the situation. The IC allocates resources assigned to the incident, including those activated through local mutual aid agreements. In the event that multiple departments/areas within the University are affected, an on-scene IC may be present at each of several separate incidents. Depending on the scope of the incident/emergency/event, resources needed, and coordination necessary within and outside the University, the Emergency Operations Center (EOC) may be activated to provide support for IC field operations.

Senior Leadership Team

The Senior Leadership Team (SLT) provides strategic-level direction and guidance during an incident, relying on the On-Scene Incident Commander(s), the Incident Management Team, and functional units to execute the plan. The SLT is comprised of members of the President's cabinet as follows:

- University President
- Executive Vice President for Administration and Chief Operating Officer
- Executive Vice President for Health Sciences
- Provost and Executive Vice President for Academic Affairs
- Vice President for and Finance
- Vice President for University Advancement
- Vice President for Talent Acquisition and Culture
- Vice President for Research and Economic Development

- Vice President for Student and Campus Life (SCL)
- Vice President for Digital Transformation and Technology
- Vice President for University Communications and Chief Marketing Officer
- Chief Integration Officer and Senior Advisor to the President
- Vice President for Governmental Relations
- Director of Athletics
- Senior Assistant Attorney General/University Counsel
- Chief of Police/Assistant Vice President for Public Safety (SLT Liaison to EOC/IMT)

Depending on the type/scale/nature of the incident/emergency/event, not all members of the SLT may be activated. For incident/emergency/event subject matter expertise, support, and/or resources, additional ad hoc members/liaisons may be appointed/activated at the request of the Executive Vice President for Administration/Chief Operating Officer and/or Vice President for Student and Campus Life.

Emergency Operations Center

The EOC is a facility where University staff and select other personnel work collaboratively to define emergency priorities, establish policies, assign resources, and coordinate requests for assistance. Upon activation of the CEMP, the EOC may be partially or fully staffed (physically or virtually) by members of the Incident Management Team (IMT) depending on the type and scope of the incident/emergency/event. Available warning time will be used to implement increased readiness measures, which will help to maximize protection of the University population, property, and supplies from the effects of threatened incidents, emergencies, or events.

The major functions of the EOC are:

- **Situational Assessment.** This assessment includes the collection, processing, and display of all information needed. This may take the form of consolidating situation reports, obtaining supplemental information, and preparing maps/perimeters and status boards.
- **Incident Priority Determination.** The EOC will establish the priorities among ongoing incidents within the University. Processes and procedures will be established to coordinate with Area or Incident Commands to prioritize the incident demands for critical resources. Additional considerations for determining priorities will include life-threatening situations, threat to property, high damage potential, incident complexity, environmental impact, economic impact, and other criteria established by the EOC.
- **Critical Resource Acquisition and Allocation.** Critical resources will be acquired, when possible, from University departments. Resources may need to be shifted to match the incident needs as a result of incident priority decisions. Resources available from incidents in the process of demobilization may be shifted, for example, to higher priority incidents. Resources may also be acquired from outside the affected area.
- **Support for Relevant Incident Management Policies and Interagency Activities.** The EOC will coordinate, support, and assist with policy-level decisions and interagency activities relevant to incident management activities, policies, priorities, and strategies.
- **Coordination with Others.** A critical part of the EOC process is establishing communication and coordination with surrounding jurisdictions, the State and Federal governments, partner organizations, and public and private sector resources.
- **Collection of Data.** Through situation assessment department personnel implementing the multiagency coordination procedures may collect, collate, and disseminate incident and operational

related information within their area of responsibility as well as provide agency/jurisdictional contacts for media and other interested agencies.

The University's primary EOC is located on the main campus in the S.B. Ballard Stadium East Security and Meeting Room 1011. An alternate EOC is also located on the Norfolk main campus in the Engineering and Computational Sciences (ECS) Building, Conference Room 3316. Both EOCs were built to incorporate a significant technology backbone, and both are supported by generator power. The EOC is the traditional setting for centralized emergency coordination. The decision to activate the EOC will be made by the Director of Emergency Management or designee, after consultation with the Assistant Vice President for Public Safety or designee and/or at the recommendation of the Senior Leadership Team. When activated, the EOC will become the operational point of contact and coordination for the University's response to the given incident, emergency, or event. The EOC is managed by the Director of Emergency Management or designee, who requests additional staff and support positions as necessary depending upon the nature, scope, complexity, and/or requirements of the incident/ emergency/event.

Some departments and agencies represented at the EOC will have a department operations center (DOC). In these circumstances, the individual at the EOC serves as a liaison to the DOC. As tasks are assigned at the EOC, this information is conveyed to the DOC for implementation. DOCs will coordinate their activities with the EOC, to maintain shared situational awareness and reduce duplication of effort.

As an alternative to the primary and alternate EOCs, ODU Emergency Management may formalize the emergency management organization by coordinating response from the Visual Arts Building Second Floor Conference Room on the Norfolk main campus. This conference room can be modified to provide a mini command center, as well as facilitate emergency coordination meetings. ODU Emergency Management will announce the activation of this alternate EOC and provide information on key points of contact. Other sites such as the DTT Fourth Floor Conference Room A in the Engineering and Computational Sciences Building, and off-campus conference rooms at each Higher Education Center have the capability to serve in a limited EOC operation.

Additional EOC redundancies include the capability to operate virtually through web-based Microsoft Teams/SharePoint, Zoom, and email applications for information sharing and response coordination.

Incident Management Team

The Incident Management Team (IMT) supports the field response during the implementation of the CEMP. The IMT is staffed by personnel representing functional departments of the University that are designated as Emergency Support Function (ESF) primary departments (*see ESF section for more information*). IMT members are responsible for ensuring their functional area has standard operating procedures and resources necessary to execute their plan. The IMT is augmented by supporting University departments, external agencies, and contractors, as applicable. All primary and supporting departments must be knowledgeable of overall CEMP operations. The IMT consists of the following members and their alternates:

- Director of Environmental Health and Safety
 - Alternate: Radiation Safety Officer
 - Medical Campus Alternate: Director of Environmental Health and Safety
- Director of Counseling Services
 - Alternate: Assistant Director of Counseling Services
- Assistant Vice President for Public Relations

- Alternate: Director of News and Media Relations
- Alternate: Assistant Director of News and Media Relations
- Medical Campus Alternate: Executive Director of Marketing and Communications
- Medical Campus Alternate: Director of News
- Director of Student Health Services
 - Alternate: Medical Director
- Assistant Vice President for Facilities Management and Construction
 - Alternate: Senior Director for Design and Construction
- Director of Emergency Management
 - Alternate: Emergency Planner
- Associate Vice President of Administration for Digital Transformation and Technology and Chief Information Officer
 - Alternate: Executive Director of Client Services
 - Alternate: Executive Director of Unified Communications and Operations
- Chief of Staff and Associate Vice President for Academic Affairs
 - Alternate: Vice Provost
 - Medical Campus Alternate: Senior Associate Vice President and Chief Operating Officer
 - Medical Campus Alternate: Associate Dean for Administration for School of Health Professions
 - Medical Campus Alternate: Executive Assistant
- Senior Associate Vice President and Chief Human Resources Officer
 - Medical Campus Alternate: Associate Vice President for Human Resources
- Chief of Staff and Executive Director of Strategic/Financial Operations
 - Alternate: Interim Director of Research Compliance
 - Medical Campus Alternate: Associate Dean for Research Administration
- Chief of Police/Assistant Vice President for Public Safety
 - Alternate: Deputy Chief of Police
- Director of Transportation and Parking Services
 - Alternate: Associate Director of Operations
 - Medical Campus Alternate: Manager of Parking Services
- Executive Director of Strategic Sourcing and Payment Solutions
 - Alternate: Assistant Director of Procurement Services
- Chief of Staff and Assistant Vice President for Strategic Operations
 - Alternate: Senior Associate Vice President for Student Engagement and Dean of Students
 - Alternate: Associate Dean of Students and Director of Student Outreach and Support
 - Alternate: Associate Vice President for Wellbeing and Belonging
 - Alternate: Assistant Vice President for Campus Life Services
 - Alternate: Executive Director for Housing and Residence Life
- Reconciliation Supervisor
 - Alternate: Senior Accountant
 - Medical Campus Alternate: Senior Associate Vice President and Chief Financial Officer
- Executive Director of Compliance and Risk Management
- Senior Associate Athletic Director for Facilities and Operations

Depending on the type/scale/nature of the incident/emergency/event, not all members of the IMT may be activated. For incident/emergency/event subject matter expertise, support, and/or resources,

additional ad hoc members/liaisons may be appointed/ activated at the request of the Director of Emergency Management or designee.

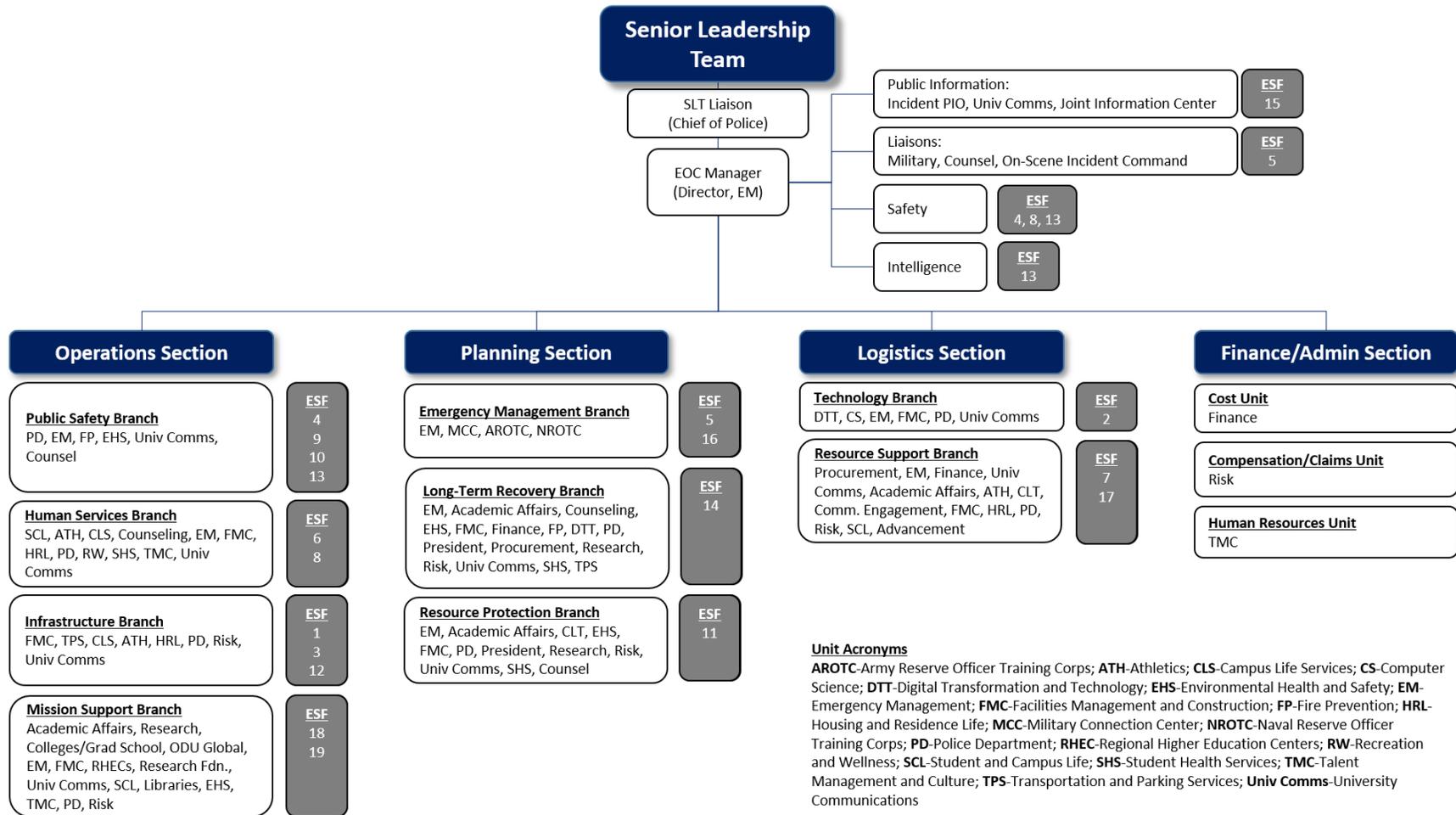
EOC Organizational Structure

The EOC is organized using ICS principles and consists of a command staff (Incident Commander/Unified Command, Public Information Officer(s), Liaison Officer(s), and Safety Officer(s)) and four sections: Operations, Planning, Logistics, and Finance/Administration.

- **Command:** responsible for overall management of the incident, including assessment and establishment of incident priorities, assessing resource needs and orders, and coordinating with external agencies. Public information, safety, liaison, and intelligence duties are executed as part of the Command staff.
- **Operations:** responsible for managing tactical operations to reduce immediate hazards, save lives and property, establish situational control, and restore normal operations. The make-up of the Operations section will vary based on incident priorities.
- **Planning:** responsible for collecting, evaluating, and disseminating information about the incident and the status of resources to create a shared understanding of the current situation and prepare alternative strategies to address incident priorities.
- **Logistics:** responsible for providing facilities, services, and materials to support incident response.
- **Finance and Administration:** responsible for all incident costs and financial considerations related to the incident.

Figure 4 on the next page depicts the overall EOC organization in association with Emergency Support Functions (ESFs, discussed in the next section) and abbreviations for the departments that comprise them. Note that depending on the size/type/scope of the incident/emergency/event, not every section, department, or ESF as indicated will be activated within the EOC.

Figure 4: ODU Emergency Operations Center Organizational Chart



Emergency Support Functions

The CEMP organizes the various departments, agencies, and voluntary organizations into 19 Emergency Support Functions to facilitate planning and coordination prior to an incident/emergency/event and to achieve an effective emergency response and recovery, and then implementation of mitigation actions to reduce disaster impacts.

Each Emergency Support Function has assigned University primary departments and supporting University departments and/or external agencies/contractors. The primary departments are designated because they either have statutory responsibility or the prerequisite expertise and resources due to their programmatic or regulatory responsibilities. The primary department is responsible for leading pre-incident planning and coordination to ensure that all departments/agencies are prepared to provide resources and perform their assigned operational roles. The primary department is responsible for maintaining their Emergency Support Function, in collaboration with ODU Emergency Management. All primary and supporting departments/agencies are responsible for maintaining standard operating procedures for their assigned responsibilities.

Emergency Support Functions will be activated as needed to support actual or anticipated requirements, and primary departments will provide representatives to the IC/UC/EOC upon activation. Within the IC/UC/EOC, the Emergency Support Function representatives are assigned to specific sections in the Coordination Group: Command, Operations, Logistics, Planning, and Finance and Administration (*see Table 5 below*).

Table 5: Emergency Support Function Assignments within the Emergency Operations Center

Command	Public Information
	ESF 15: External Affairs
	Liaison
	ESF 5: Emergency Management
	Safety
	ESF 4: Fire Prevention and Firefighting
	ESF 8: Public Health, Medical, and Mental Health Services
	ESF 13: Public Safety and Security
	Intelligence
	ESF 13: Public Safety and Security
Operations Section	Public Safety Branch
	ESF 4: Fire Prevention and Firefighting
	ESF 8: Public Health, Medical, and Mental Health Services
	ESF 9: Search and Rescue
	ESF 10: Hazardous Materials Response
	ESF 13: Public Safety and Security
	Human Services Branch
	ESF 6: Mass Care, Housing, and Human Services
	Infrastructure Branch
	ESF 1: Transportation
ESF 3: Facilities Management and Infrastructure	
ESF 12: Energy	

Operations Section	Mission Support Branch
	ESF 18: Academics ESF 19: Research
Planning Section	Emergency Management Branch
	ESF 5: Emergency Management ESF 16: Military Affairs
	Long-Term Recovery Branch
	ESF 14: Long-Term Community Recovery
	Resource Protection Branch
	ESF 11: Resource Protection
Logistics Section	Communications and Technology Branch
	ESF 2: Communications and Information Technology
	Resource Support Branch
	ESF 7: Resource Management ESF 17: Volunteer and Donations Management

Detailed information on each Emergency Support Function (and University Lifeline, as applicable) is provided in Annex A: Emergency Support Functions.

Emergency Support Function Matrix

Table 6 on the next page cross-references ODU’s Emergency Support Functions with respective primary and supporting departments/units (*see Annex A: Emergency Support Functions for more information*). To provide for greatest flexibility during an incident, ESFs or elements thereof may be activated wholly or in part at the discretion of the incident/emergency/event activated organizational structure (IC/UC/EOC).

Table 6: Summary of Emergency Support Function Roles and Responsibilities

Emergency Support Function	1: Transportation	2: Communications and Information Technology	3: Facilities Management and Infrastructure	4: Fire Prevention and Firefighting	5: Emergency Management	6: Mass Care, Housing, and Human Services	7: Resource Management	8: Public Health, Medical, and Mental Health Svcs.	9: Search and Rescue	10: Hazardous Materials Response	11: Resource Protection	12: Energy	13: Public Safety and Security	14: Long-Term Community Recovery	15: External Affairs	16: Military Affairs	17: Volunteer and Donations Management	18: Academic Affairs	19: Research
Department/Division/Office/Area																			
Academic Affairs					S						S			S	S		S	P	
Army ROTC																S			
Athletics	S				S	S			S								S		
Auxiliary Business Services			S	S		S					S							S	
Colleges and Graduate School																		S	
Community Engagement															S		S		
Computer Science		S																	
Counseling Services						S		P						S					
Digital Transformation and Technology		P			S									S					
Educational Accessibility						S													
Emergency Management	S	S	S	S	P	S	S	S	S	S	P	S	S	P	S	S	P	S	S
Environmental Health and Safety				S	S					P	S			S					P
Facilities Mgmt. and Construction	S	S	P	S	S	S				S	S	P		S			S	S	S
Finance							S							S			S		
Fire Prevention				P	S									S					
Housing and Residence Life			S	S		S					S								
Military Connections Center																S			
Navy ROTC																S			
Police Department	S	S	S	S	S	S		S	P	S	S		P	S	S		S		S
President											S			S	S	P			
Procurement Services			S				P										S		
Recreation and Wellness						S			S										
Regional Higher Education Centers																		S	
Research					S						S			S	S				P
Research Foundation																		S	S
Compliance and Risk Management			S		S						S			S			S		S
Student and Campus Life					S	P		S							S		S	S	
Student Health Services					S	S		P			S			S					
Talent Management and Culture						S		S									S		S
Transportation and Parking Svcs.	P				S									S					
University Advancement																		S	
University Communications	S	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S
University Counsel											S		S		S				
University Libraries																		S	

P = Primary Department or Responsibility
S = Supporting Department or Responsibility

University Lifelines

To prioritize functions that are both necessary to enable the continuous operation of critical University and business functions and essential to human health and safety or economic security, University lifelines have been implemented in alignment with current federal and state best practices. Table 7 below cross-references the University’s eight (8) lifelines with the responsible Emergency Support Function.

Table 7: Emergency Support Function/University Lifeline Cross-Reference

University Lifelines and Associated Emergency Support Functions							
Communi-cations	Energy	Food, Hydration, & Shelter	Hazardous Materials	Health & Medical	Safety & Security	Trans- portation	Water Systems
							
ESF 2	ESF 12	ESF 6	ESF 10	ESF 8	ESF 13	ESF 1	ESF 3
Comms & IT	Energy	Mass Care, Housing, & Human Svcs	Hazardous Materials	Public Health, Medical, & Mental Health Services	Public Safety & Security	Trans- portation	Facilities Management & Infrastructure
Lifeline Status Color Legend							
Minimal Impact		Moderate Impact		Significant Impact		Unknown	Administrative

When reporting University Lifeline status in Situation Reports, each Lifeline will have a colored outer border as indicated in the Lifeline Status Color Legend above.

SEQUENCE OF ACTIONS WITHIN THE EMERGENCY MANAGEMENT CYCLE

Prevention and Mitigation

Old Dominion University routinely seeks measures to reduce or eliminate long-term risk to people and property from recognized hazards and their side effects. As appropriate, prevention and mitigation measures will be incorporated in the rebuilding of infrastructure damaged in the incident/emergency/event. The *ODU Hazard Mitigation Plan* will be reviewed and updated as necessary, to include adding mitigation actions that could be of value in preventing similar impacts from a future incident/emergency/event.

Figure 5: Prevention/Mitigation Phases



Preparedness

The University champions a strong commitment to preparedness, focusing on educating community members on prevention, mitigation, preparedness, response, and recovery strategies. ODU Emergency Management assesses the University’s preparedness for natural, technological, and human-caused incidents, emergencies, and events, and then develops and communicates the appropriate strategies, plans, and procedures to address these threats and hazards. Key personnel from all levels within the University are engaged in planning as well as training and exercising emergency response plans. These efforts are complemented through collaboration with representatives from surrounding jurisdictions and regional, State, and Federal agencies on emergency planning.

Figure 6: Preparedness Phase



Incident Recognition and Assessment

The University, along with local/State and non-governmental organizations, reports threats, incidents, and potential incidents using established communications and reporting channels. The Chief of Police/Assistant Vice President for Public Safety and/or Director of Emergency Management and/or other University officials or respective designee are alerted and an immediate assessment is conducted to determine the scope and impact of the incident, using information provided by emergency responders, situational awareness tools, and the ODU Police Department Dispatch Center as appropriate. This assessment leads to a recommendation to activate the CEMP and mobilize the Incident Management Team at staffing levels necessary to handle the situation. The Director of Emergency Management or designee can make the determination to activate the CEMP to begin the coordination of information-sharing and incident management activities within and outside the University.

Internal Faculty/Staff Incident Notification and Warning

All applicable ESF primary departmental points of contact (POCs) will be notified of the need to activate the EOC (or other organizational structure/method suitable to manage the incident) either by the Director of Emergency Management, Chief of Police/Assistant Vice President for Public Safety, Executive Vice President for Administration/Chief Operating Officer and/or Vice President for Student and Campus Life or respective designee through email, SMS text messaging, the ODU Alerts Emergency Notification System, and/or other available channels. University departments/ units will conduct trickle-down notification to their EOC and/or DOC representative(s) and other staff as appropriate through their internal notification process. Additionally, the following notifications will take place:

- The Director of Emergency Management or designee will notify the Chief of Police/Assistant Vice President for Public Safety or designee of the activation of the EOC (if not already aware); this will be forwarded to the Senior Leadership Team as appropriate.
- Each ESF will be responsible for additional notifications necessary for emergency operations.
- The Director of Emergency Management or designee will advise the applicable City OEM and Virginia Department of Emergency Management (as necessary) of University EOC activation.

Upon notification, activated standing and ad hoc IMT members will report to the EOC at the appointed time and be prepared to carry out their assigned roles and responsibilities. Departments will provide appropriate representation to the EOC and DOC (if necessary) based upon the level of activation.

Departmental representatives will be prepared to staff the EOC until they are relieved by other department personnel or the incident is terminated.

Implementation of the Crisis and Emergency Management Plan/

Activation of the Emergency Operations Center

The implementation of the CEMP and activation of the EOC may or may not occur simultaneously. The level of CEMP implementation and EOC activation will be based upon the severity and scope of the incident. The ESF Annexes, Incident Annexes, and/or Support Annexes may be selectively activated (wholly or in-part as needed) based upon initial or anticipated requirements.

The CEMP will generally be implemented by the Director of Emergency Management or designee to provide formal guidance for the situation at hand. Activation may be based upon weather warnings issued through the National Weather Service (NWS), ODU Police Department Dispatch Center, or other sources. Any department head may request that the EOC be partially/fully and physically/virtually activated to support incidents/emergencies/events being managed by their unit.

If IMT member support is needed to manage the incident, emergency, or event, the Director of Emergency Management or designee will activate the EOC either physically or virtually. Examples of EOC activation activities include enlisting necessary technology support; transporting equipment and supplies to the selected location; and setting up workspaces, computers, and telephones. IMT members are expected to sign in and out of the EOC to assist in accountability and resource tracking. All departments and partner organizations are expected to provide a trained representative to the EOC with authority to make decisions and commit resources when requested.

The EOC will establish operational periods (shifts) as a basis for the incident action planning process at the EOC. Typically, the operational periods are 12 hours long (e.g., 8:00 a.m. to 8:00 p.m. and 8:00 p.m. to 8:00 a.m. during 24-hour operations. The planning process (using the *Planning P, to be referenced in a new EOC Annex pending development*) is designed around identifying expected accomplishments over the next operational period. An EOC Incident Action Plan (IAP) will be produced for each operational period to communicate overall EOC objectives.

The EOC will schedule and conduct an operational period—or shift change—briefing at the beginning of each operational period to ensure EOC staff are briefed on the operational elements of the IAP and are aware of the objectives that are expected to be accomplished. Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

EOC Levels of Activation

The EOC has three levels of activation: monitoring, partial, and full.

1. **Monitoring:** EOC operations are decentralized. Normal emergency response, communication, and resource management protocols are in place.
2. **Partial Activation:** Through physical or virtual activation, certain key designated departments and agencies report to the EOC per ODU Emergency Management request. Partial EOC activations normally take place within regular business hours but may include after-hours or weekend operations. Microsoft Teams, in addition to normal information sharing platforms, are used for situational awareness and resource coordination. WebEOC is used for information sharing and coordination with/resource requests from locality EOCs. Examples of events necessitating a partial EOC activation include planned events, emergencies of limited scope involving multiple departments, or ramp-up operations ahead of a large-scale anticipated or forecasted emergency (e.g., a hurricane or winter storm).
3. **Full Activation:** All designated EOC positions and Emergency Support Functions are staffed on up to a 24-hour rotational basis. Microsoft Teams (internal) and WebEOC/Homeland Security Information Network (HSIN) (external), normal information sharing platforms, and coordination with external partners (VDEM, the Virginia Fusion Center (VFC), local/state/federal law enforcement) for intelligence gathering may be required. Examples of events warranting a full EOC activation include major disasters affecting the entire University, regional emergencies, terrorist events, etc.

Levels of Emergency

Emergency conditions vary with each incident and activation. As a guide, three levels of emergency (see Figure 7 at right), generally consistent with EOC levels of activation, are specified as follows:

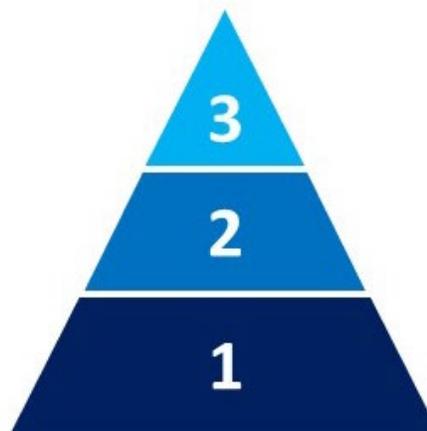
Level 1: A localized incident/emergency/event occurs and affects a single department/unit/area; normal University response resources have the capacity to handle without external support. While there may be some damage or disruption, the conditions are localized, and activation of the CEMP is not needed.

Level 2: An incident/emergency/event occurs and results in substantial damage and/or disruption to University operations. A partial or full activation of the CEMP is needed.

Level 3: A major incident/emergency/event occurs, requiring the full activation of the CEMP to address immediate emergency response. Emergency conditions are widespread, and the University must be self-sufficient for a period of hours to several days or longer. Significant external support may be necessary from partner localities, the State, the Federal government, and/or the private sector.

The designated level for an incident/emergency/event is subject to change as conditions intensify or lessen.

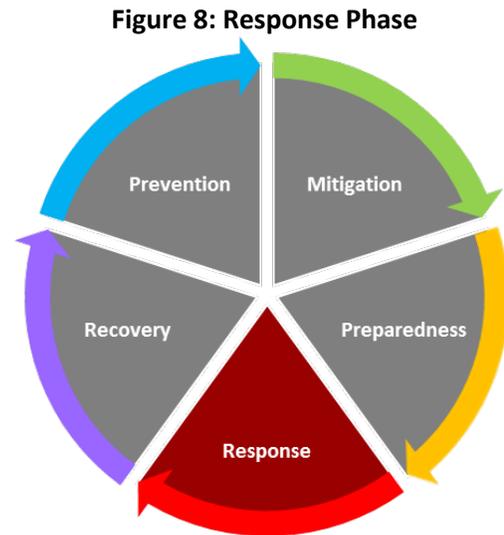
Figure 7: EOC Activation Levels



Response

Once an incident, emergency, or event occurs, priorities shift from prevention, mitigation, protection, and preparedness to immediate and short-term response activities to preserve life, property, and the environment. Response actions, managed through the previously defined incident management structure, will be prioritized and swiftly implemented. These actions may include, but are not limited to:

- Immediate law enforcement, fire, and/or emergency medical services
- Evacuations
- Transportation system detours
- Emergency public information
- Rapid needs assessment
- Actions to minimize additional damage
- Urban search and rescue
- Provision of public health and medical services, food, water, and other emergency essentials
- Debris clearance
- Emergency restoration of critical infrastructure and key resources
- Control, containment, and removal of environmental contamination
- Protection of responder health and safety



Response activities will be coordinated by the IMT and activated Emergency Support Functions under the leadership and support of the Senior Leadership Team (if activated). Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation efforts.

Public Information, Notifications, and Warnings (External Communications)

In “blue sky” conditions, various University departments maintain seasonal, pre-incident public awareness and education programs (e.g., hurricanes, fire prevention, winter storms, etc.), which generally align with national educational initiatives. Methods used to disseminate information include the University website, social media, email, and outreach events, among others.

During an incident/emergency/event situation, it is essential that the University community be provided with timely, accurate, and easily understood information on any protective measures that need to be taken to save lives and protect property. An emergency situation may occur with little or no warning.

In advance of or when an incident/emergency/event occurs and/or upon activation of the EOC, a representative of ODU University Communications will implement internal communications/ notification protocols and the Public Information System (PIS), serve as the Public Information Officer (PIO), and be the primary point of contact for release of information to the media. Through an established Joint Information Center (JIC) as part of the Joint Information System (JIS), the PIO will coordinate with the EOC and will assume responsibility for public information as the lead for ESF 15: External Affairs. Any request for information by the media shall be referred to the EOC and/or the PIO/JIC. This does not preclude public

safety PIOs from responding to media inquiries on the scene and coordinating with ESF 15: External Affairs.

Other departments with technical expertise will provide assistance to the PIO to prepare appropriate protective action guidance and other emergency-related information. The PIO will coordinate the release of information through appropriate outlets and channels. The PIO will also be responsible for arranging regular briefings for the media at a suitable time and location.

The ODU Alerts Emergency Notification System will be used to provide emergency information and updates to members of the University community. This system consists of layered notification channels integrated under a single delivery platform to include SMS text messaging, email, desktop computer alerts (beta), and phone calls. Additional channels available for notification dissemination include the University website, outdoor loudspeakers (Norfolk main campus only), social media, and others as identified and implemented.

The National Weather Service issues watches and warnings regarding weather related threats that are disseminated through a variety of sources, including police vehicle loudspeaker systems as appropriate and NOAA All-Hazards Weather Alert Radios, which are strategically placed in a number of University buildings.

Post-incident outreach initiatives focus on mitigation and preparedness actions ahead of the next incident/emergency/event; these are conveyed in similar fashion as pre-incident outreach.

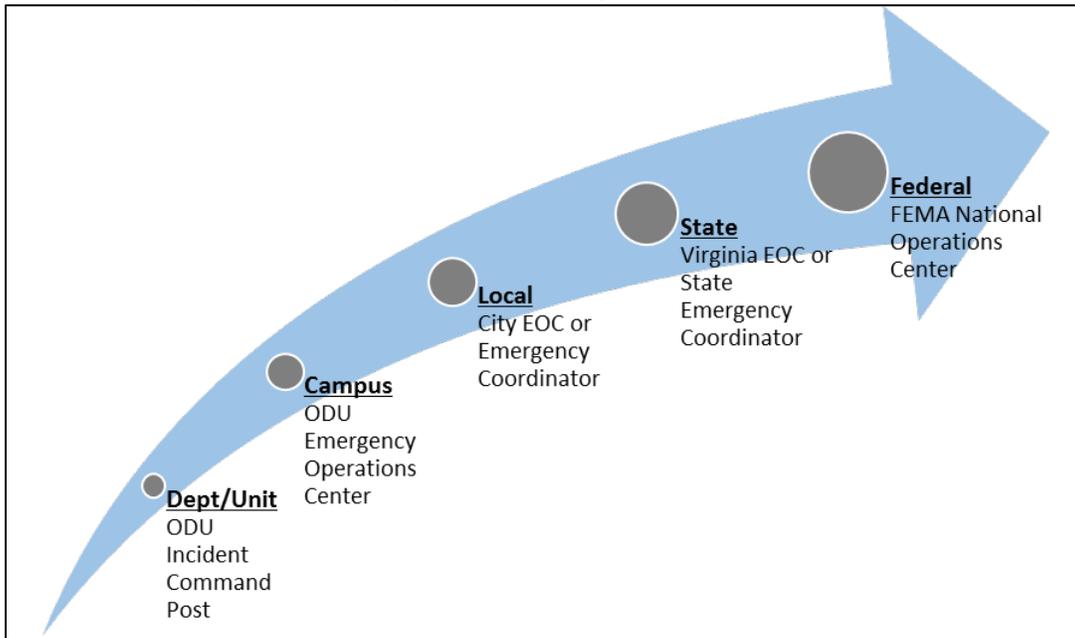
For more information, see ESF 15: External Affairs.

Requests for Resources and Assistance

The ODU EOC is activated to support special operations coordination and the resource needs of the Incident Commander(s) and/or Unified Command (UC) managing an incident/emergency/event. When ODU cannot fulfill resource requirements for response needs, or when internal resources are exhausted, assistance will be requested from the respective City EOC that has jurisdiction. The City EOC may forward the request to the Virginia Emergency Operations Center (VEOC) when the incident/ emergency/event exceeds local/regional and mutual aid capabilities (ODU cannot make direct requests to the VEOC). State agencies have the ability to provide top-down, state agency-to-state agency resource support if they are the first to determine if ODU needs assistance (i.e., before localities recognize an ODU resource need). When the State's resources become overwhelmed, the Governor may request Federal assistance.

Figure 9 below illustrates the request flow for resources/support during an incident/emergency/event.

Figure 9: Resource Request Flow during Incidents/Emergencies/Events



Recovery

Although there is no clear line between the response and recovery phases, the command and control, coordination, and resources to serve those impacted by an incident, emergency, or event transitions from immediate needs to a more deliberate process of program delivery. Recovery activities may include coordination with the State and Federal government for administering State and Federal assistance.

Generally, the closing of the EOC or demobilization of the incident organizational structure, or the return to a normal operating schedule, will signal the formal transition to the recovery phase. ODU Emergency Management is the lead for coordinating recovery operations and developing a plan for long-term recovery and will serve as the recovery phase Incident Command upon the approval of the Executive Vice President for Administration/Chief Operating Officer and/or Vice President for Student and Campus Life/Senior Leadership Team and/or Assistant Vice President for Public Safety/Chief of Police or respective designee. The formal transition from response and recovery and the transfer of incident command to ODU Emergency Management will be announced to all departments and organizations using existing notification protocols and procedures.

Figure 10: Recovery Phase



Short-term recovery is generally any activity to return vital life-support systems and critical infrastructure to minimum operating standards. Short-term recovery operations will begin during the response phase

and will focus on rapid debris removal and cleanup, and a coordinated restoration of essential services such as utilities and information technology systems. Generally, the existing command and ESF structures established by the CEMP will be used to manage short-term recovery.

Long-term recovery includes any activity designed to return life to normal or an improved state such as resumption of academic, research, and business operations, reconstitution of the University's full workforce, and rebuilding efforts. The objective of long-term recovery, guided by the University's current Strategic Plan, is to restore facilities to pre-incident/emergency/event condition. Long-term recovery includes hazard mitigation and prevention activities, restoration or reconstruction of University facilities, and recovery of disaster response costs. The major objectives of long-term recovery include:

- Coordinating delivery of social and health services;
- Improving land use planning;
- Restoring academic and research throughput to pre-incident/emergency/event levels;
- Recovering disaster response costs; and
- Effectively integrating prevention/mitigation strategies into recovery planning and operations.

For more information, see ESF 14: Long-Term Community Recovery and Mitigation.

Debris Management

A major initial recovery function is the management, collection, and disposal of debris. ODU Facilities Management and Construction serves as the lead unit in the coordination of debris collection and disposal. Debris must be removed to restore transportation access, ensure delivery of services to the University community, and facilitate short-term recovery.

For more information, see ESF 3: Facilities Management and Infrastructure.

Damage Assessment

Damage assessment is a critical element of recovery operations; it determines the impact of the incident/emergency/event, identifies resource needs, and, as appropriate, justifies requests for local, State, and Federal assistance. The damage assessment also provides a basis for determining priorities for repair and restoration of essential facilities.

ODU Emergency Management, with assistance from other University departments, is responsible for the overall coordination of damage assessment. Department heads are responsible for assessing damage to their resources and in their area of expertise. Within the EOC, the Planning Section (usually ODU Emergency Management staff) is responsible for the collection, analysis, and distribution of damage assessment information, to include providing storm reports to the National Weather Service Wakefield Forecast Office (WFO) as quickly as practicable. The Wakefield WFO number for reporting is (800) 737-8624 (email akq-report@noaa.gov) and reports should minimally include location, type, and magnitude of damage.

Damage assessment includes the collection of information on the status of critical infrastructure, such as electric power generation and distribution, telecommunications, transportation, medical services, water supply and distribution, sanitary services, and information on the number and types of structures that have been damaged or destroyed. The collection of this information requires the support of multiple University departments and ESFs.

The damage assessment process begins with the on-scene University personnel (e.g., Public Safety, Facilities Management and Construction, Transportation and Parking Services, etc.). Responders will immediately begin collecting damage information on the numbers and types of environmental hazards, street and bridge access, damage to buildings, downed power lines, and damage to critical infrastructure. This information will be provided to the Incident Commander or designee for use in managing the incident, establishing priorities, and determining the need to request additional resources.

The objectives of damage assessments are as follows:

- Determine the immediate needs and priorities of disaster survivors.
- Evaluate the damage to housing, businesses, lifelines, and critical facilities.
- Develop initial cost estimates of damage to housing, businesses, lifelines, and critical facilities.
- Identify obstacles or interruptions to emergency operations or impediments to relief efforts.
- Identify secondary threats such as unsafe buildings still occupied or areas at risk to rising floodwaters.
- Estimate the economic impact of the disaster including damages to commerce and industry.
- Monitor public health.
- Determine the resources needed to respond to the disaster and identify the gaps that need to be filled from outside sources.

Based on the level of impact, damage assessments can range from simple Rapid Assessments and Windshield Surveys to more detailed Initial/Preliminary Damage Assessments (IDA/PDA) required for potential Federal reimbursement. The departments with assigned damage assessment responsibilities will develop appropriate internal procedures to accomplish their assigned tasks.

For more information, see ESF 3: Facilities Management and Infrastructure.

Continuity

A major incident, emergency, or event could result in key Senior Leadership Team/Incident Management Team/departmental personnel becoming inaccessible or unavailable, the partial or complete destruction of University facilities and systems, and the loss of vital records essential to the continued operations of the University.

To ensure University mission continuity, the Old Dominion University Continuity Plan addresses the following elements using guidance provided by ODU Emergency Management, VDEM, and business continuity best practices:

- Line of succession (minimum of three backups/successors or three qualified individuals trained for essential department positions)
- Pre-delegation (in writing) of emergency authorities to key officials
- Provision for the safeguarding of vital records and systems
- Protection of facilities and personnel
- Provision for relocation to an alternate operating facility

For more information, see CEMP Support Annex 4: University Continuity Plan.

Special Considerations

Accessibility and Inclusion for All Members of the University Community

The Stafford Act and Post-Katrina Emergency Management Reform Act, along with Federal civil rights laws, mandate integration and equal opportunity for people with disabilities. Old Dominion University recognizes the varying and special requirements of individuals that require and utilize the assistance of personal assistants, service animals, and/or other support mechanisms. ODU is committed to ensuring that the physical and mental health needs of these individuals are appropriately addressed and will make every effort to ensure that the individuals and assistance providers remain together to the maximum extent possible during potential evacuation, transport, sheltering, or the delivery of other services. Service animals shall be treated as required by law (e.g., the Americans with Disabilities Act of 1990).

This plan is developed on the premise of non-discrimination and recognizes the need for reasonable modifications of policies, practices, and procedures to ensure nondiscrimination, with reasonableness judged in light of nondiscrimination principles applied in emergent circumstances. The following hallmark tenets of nondiscrimination laws are observed in all phases of emergency management:

- **Self-Determination.** People with disabilities are the most knowledgeable about their own needs.
- **No “One-Size-Fits-All” Policy.** People with disabilities do not all require the same assistance and do not all have the same needs. Many different types of disabilities affect people in different ways. Preparations should be made for people with a variety of functional needs, including people who use mobility aids, require medication or portable medical equipment, use service animals, need information in alternate formats, or rely on a caregiver, as applicable.
- **Equal Opportunity.** People with disabilities must have the same opportunities to benefit from emergency programs, services, and activities as people without disabilities. Emergency recovery services and programs should be designed to provide equivalent choices for people with disabilities as they do for people without disabilities. This includes choices relating to short-term housing or other short- and long-term disaster support services.
- **Reasonable Accommodation.** Within reason, people with disabilities have the right to have alterations made to their environment or the way things are customarily done in order to facilitate equal access opportunities.
- **Inclusion.** People with disabilities have the right to participate in and receive the benefits of emergency programs, services, and activities provided by governments, private businesses, and nonprofit organizations. Inclusion of people with various types of disabilities in planning, training, and evaluation of programs and services will ensure that all people are given appropriate consideration during emergencies.
- **Integration.** Emergency programs, services, and activities typically must be provided in an integrated setting. The provision of services such as sheltering, information intake for disaster services, and short-term housing in integrated settings keeps people connected to their support system and caregivers and avoids the need for disparate service facilities.
- **Physical Access.** Emergency programs, services, and activities must be provided at locations that all people can access, including people with disabilities. People with disabilities should be able to enter and use emergency facilities and access the programs, services, and activities that are provided. Facilities typically required to be accessible include parking, drop-off areas, entrances and exits, security screening areas, bathrooms, bathing facilities, sleeping areas, dining facilities, areas where medical care or human services are provided, and paths of travel to and from and between these areas.
- **Equal Access.** People with disabilities must be able to access and benefit from emergency programs, services, and activities equal to the general population. Equal access applies to emergency

preparedness, notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, housing, and application for and distribution of benefits.

- **Effective Communication.** People with disabilities must be given information that is comparable in content and detail to that given to the general public. It must also be accessible, understandable, and timely. Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters through on-site or video; and interpretation aids for people who are deaf, deaf-blind, hard of hearing, or have speech impairments. People who are blind, deaf-blind, or have low vision or cognitive disabilities may need large print information or people to assist with reading and filling out forms.
- **Program Modifications.** People with disabilities must have equal access to emergency programs and services, which may entail modifications to rules, policies, practices, and procedures. Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or provide assistance in a more accessible location.
- **No Charge.** People with disabilities may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment. Examples of accommodations provided without charge to the individual may include ramps; cots modified to address disability-related needs; a visual alarm; grab bars; additional storage space for medical equipment; lowered counters or shelves; Braille and raised letter signage; a sign language interpreter; a message board; and assistance in completing forms or documents in Braille, large print or audio recording.

Victims of Crimes in an Emergency

The 2009 Session of the General Assembly introduced legislation amending the *Code of Virginia*, [§44-146.18](#), which was signed into law with an effective date of July 1, 2009, which states:

“The plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command, and a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in §19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.”

In the event of an emergency when there are crime victims involved as defined by [§19.2-11.01](#) of the *Code of Virginia*, Old Dominion University will contact the Virginia Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims. *Current contact information for DCJS and VCICF personnel can be found in ESF 13: Public Safety and Security, Attachment B.*

Medical, Access, and Functional Needs

Members of the University community with medical, access, and functional needs may include the elderly, children, persons with disabilities (e.g., mobility/vision/hearing/speaking impairments, among others), as well as those who are from diverse cultures, have limited or no English proficiency, or are public transportation-dependent (including students who do not have a car on campus).

People with medical, access, and functional needs may require assistance in one or more functions including, but not limited to, maintaining independence, communications, transportation, supervision, and medical care.

ODU Emergency Management, working in conjunction with other internal and external University stakeholders, will develop and maintain procedures to serve these populations to facilitate the delivery of services during an incident, emergency, or event.

For more information, see ESF 6 – Mass Care, Housing and Human Services and ESF 8 – Public Health, Medical, and Mental Health Services.

Roles and Responsibilities

UNIVERSITY BOARD OF VISITORS

Old Dominion University’s Board of Visitors (BOV) is responsible for adopting the CEMP for the purposes of protecting the lives of the campus community as well as the property and assets of the University. The BOV also supports the threat assessment committee, pursuant to *Code of Virginia §23.1-805*, and designates the administrator ultimately responsible for emergency management.

PRESIDENT

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

EXECUTIVE VICE PRESIDENT FOR ADMINISTRATION/CHIEF OPERATING OFFICER AND VICE PRESIDENT FOR STUDENT AND CAMPUS LIFE

The Executive Vice President for Administration /Chief Operating Officer and/or Vice President for Student and Campus Life oversees implementation of all phases of the emergency management cycle throughout the University community, provides strategic direction related to incident/emergency/event response/recovery, and approves funds for incident/emergency/event-related expenses. This position maintains authority to close the University or cancel classes and make all such decisions in consultation with the President, Senior Leadership Team, and Incident Management Team, as appropriate.

SENIOR LEADERSHIP TEAM

The Senior Leadership Team provides high-level policy decisions and guidance as required by the incident response and recovery actions, establishes incident priorities, delegates necessary authorities for incident stabilization and protection of life and property, negotiates resolutions to conflicting incident priorities, and allocates resources required to accomplish the incident management priorities. Additionally, the SLT ensures coordination with external agencies and resource providers, negotiates critical business function maintenance and restoration, and monitors the recovery process to ensure recovery is proceeding according to plan and to provide guidance as needed. Each SLT member is responsible for maintaining situational awareness respective to their functional area, providing guidance and subject matter expertise

from their area to the rest of the SLT in coordination with their staff, communicating clearly and consistently with all relevant stakeholders, and providing direction and guidance to members of the Incident Management Team.

INCIDENT MANAGEMENT TEAM

Under the strategic oversight and guidance of the SLT, the Incident Management Team is responsible for all operational preparedness, response, and recovery activities required to manage University incidents, emergencies, and events. The IMT executes the CEMP and its annexes during an incident and staffs the EOC or other activated incident management structure and directly represents all University Emergency Support Functions. Comprised of director- and associate/assistant vice presidential-level staff and other personnel (and their designated alternates), IMT members must be knowledgeable of the CEMP and associated plans and available during an emergency situation. The composition of the IMT may vary depending on the type of emergency. The responsibilities of the IMT include recommending the allocation of resources required to reduce identified vulnerabilities, recommending the allocation of resources required to manage the incident, emergency, or event at hand, ensuring coordination with external agencies and resource providers, documenting actions taken/decisions made/resources implemented/injuries/liability issues, and delegating necessary authorities for incident stabilization and protection of life and property.

INCIDENT COMMANDER

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

DIRECTOR OF EMERGENCY MANAGEMENT

The Director of Emergency Management maintains the EOC in a constant state of readiness, serves as the EOC Manager, develops and maintains the CEMP and other relevant plans, and assumes other duties as directed by the Assistant Vice President for Public Safety/Chief of Police/Assistant Vice President for Public Safety. The Director of Emergency Management maintains the training and exercise program to better prepare designated staff for emergency response and recovery tasks and coordinates directly with City and State Emergency Managers and other public safety officials in activities related to all phases of the emergency management cycle. The Director of Emergency Management serves as the institution's Emergency Management Coordinator (EMC), as required by [Governor's Executive Order 41 \(2019\)](#), so as to function as the primary point of contact for agency emergency management programs.

BUILDING EMERGENCY COORDINATORS

As part of the ODU Emergency Management building emergency action planning program, building contacts known as Building Emergency Coordinators (BECs) have been or are in the process of being identified to provide support for emergency planning and limited emergency response. BECs will be responsible for disseminating information and instructions to building occupants. These coordinators are critical resources in emergency preparedness and will be provided training and materials to accomplish

their tasks. These individuals are responsible for familiarizing themselves with emergency plans and for ensuring that building occupants have an understanding of procedures related to emergencies both campus-wide and within their specific area. BECs are responsible for developing and maintaining an emergency action plan for their respective building, department, or area, as applicable, and serve as the building point of contact during an incident, emergency, or event. BECs coordinate emergency evacuation, accountability of building occupants, and interface with first responders, as appropriate. BECs are assisted by Floor/Area Monitors (as designated and appropriate), who are responsible for assisting with the facilitation of evacuation and accountability of building occupants during an incident/emergency/event.

FACULTY AND STAFF

Faculty and staff shall familiarize themselves with applicable emergency plans and procedures and evacuation routes. Faculty and staff should understand that students will look to them for leadership during an emergency. They should know who the Building Emergency Coordinator is for their building and take instruction from that coordinator in the event of an incident. Faculty and staff must be prepared to assess situations quickly but thoroughly, and to use common sense in determining a course of action. All faculty and staff are responsible for emergency preparedness planning for their own work areas and securing their work areas when given warning of an impending emergency. This planning must be consistent with the guidance provided by ODU Emergency Management with regard to preparation. Work areas need to be secured in advance of certain weather systems (hurricanes, floods, etc.). During a recovery period, faculty and staff will be provided with instructions about returning to their workplace.

SAFETY AND SECURITY POLICY COMMITTEE

The University Safety and Security Policy Committee (SSPC) is a standing operational committee appointed by the Executive Vice President for Administration/Chief Operating Officer to serve as a coordinating and policy body, with responsibility for establishing the framework for an overarching University safety, security, and emergency management program for all ODU facilities.

EMERGENCY MANAGEMENT ADVISORY COMMITTEE

The Emergency Management Advisory Committee (EMAC) is an operational committee appointed by the Assistant Vice President of Public Safety/Chief of Police/Assistant Vice President for Public Safety and chaired by the Director of Emergency Management. Designed with the intent of whole-of-University-community representation, the EMAC is responsible for providing coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the University's total emergency management program. The Committee will meet at least quarterly to provide for regular program input.

CITY EMERGENCY MANAGEMENT COORDINATOR

The City Emergency Management Coordinator maintains the local emergency management program and the EOC from which emergency operations will be directed. As requested by the University, the Coordinator may contact the VEOC with requests for resources on behalf of the University when local capabilities are exceeded.

COMMONWEALTH OF VIRGINIA

The public safety and welfare of a State’s residents are the fundamental responsibilities of every Governor. The Governor coordinates State resources and provides the strategic guidance for response to all types of incidents, emergencies, and events. This includes supporting local governments as needed and coordinating assistance with other states and the Federal government. The Governor also may make, amend, or suspend certain orders or regulations associated with response in accordance with State law; communicate to the public in an accessible manner; help people, businesses, and organizations cope with the consequences of any type of incident; and command the State military forces (National Guard personnel not in Federal service and state militias). The Governor also coordinates assistance from other states through interstate mutual aid and assistance agreements, such as the Emergency Management Assistance Compact, and requests Federal assistance including, if appropriate, a Stafford Act declaration of an emergency or major disaster.

As a public institution of higher education, Old Dominion University is required to coordinate with local emergency management, as defined by *Code of Virginia §44-146.16*, to ensure integration into the local emergency operations plan. To this end, the institution maintains collaborative relationships with each jurisdictional Emergency Management Coordinator in the Hampton Roads, Virginia region and shares emergency plans accordingly.

FEDERAL GOVERNMENT

The Federal government maintains a wide range of capabilities and resources to respond to domestic incidents. Although Federal disaster assistance is often considered synonymous with presidential declarations under the Stafford Act, Federal assistance can be provided to State and local jurisdictions through a number of different mechanisms and authorities. For incidents in which Federal assistance is provided under the Stafford Act, the Federal Emergency Management Agency (FEMA) coordinates the assistance. For non-Stafford Act incidents, Federal response or assistance may be led or coordinated by various Federal departments and agencies consistent with their authorities.

PRIVATE SECTOR

Private sector organizations play key roles before, during, and after incidents, emergencies, and events. Private sector entities include large, medium, and small businesses; commerce, private cultural and educational institutions; and industry, as well as public/private partnerships that have been established specifically for emergency management purposes. A fundamental responsibility of private sector organizations is to provide for the welfare of their employees in the workplace. In addition, some businesses play an essential role in protecting critical infrastructure systems and implementing plans for the rapid reestablishment of critical infrastructure operations following a disruption. Others are required by existing law and regulation to bear the cost of planning and response to incidents, regardless of the cause. In many cases, private sector organizations have immediate access to commodities and services that can support incident response. During an incident, key private sector partners have a direct link to emergency management operations.

NON-GOVERNMENTAL AND VOLUNTEER ORGANIZATIONS

Non-governmental organizations play vital roles in delivering important services, including core response capabilities. Non-governmental organizations, including racial and ethnic, faith-based, veteran-based, voluntary and nonprofit organizations, provide shelter, emergency food supplies, and other essential support services. Non-governmental organizations are inherently independent and committed to specific interests and values, which drive the groups' operational priorities and shape the resources they provide. Non-governmental organizations bolster government efforts and often provide specialized services to the whole community, as well as to certain members of the population including children; individuals with disabilities and others with access and functional needs; those from diverse religious, racial, and ethnic backgrounds; and people with limited English proficiency. Non-governmental organizations are key partners in preparedness activities and response operations.

Information Collection, Analysis, and Dissemination

Incident situational awareness and a common operating picture are achieved through the use of multiple methods, including email, Microsoft Teams, University safety cameras, local and VDOT traffic cameras, WebEOC and the Homeland Security Information Network (HSIN) (a virtual information sharing, resource request, and coordination platform between the University and local/State emergency management), ODU Police Dispatch platforms, local media, and other sources. On an as-needed basis, the University coordinates with the Virginia Fusion Center (VFC), U.S. Department of Homeland Security (DHS), and other State and Federal partners to support intelligence-gathering efforts prior to, during, or after planned events and/or emergencies.

The Planning Section in the EOC will be responsible for collection, analysis, and dissemination of incident-specific information through a variety of mechanisms including situation status reports, briefings, email communication, maps, graphics, and Microsoft Teams, and/or WebEOC. The Planning Section will establish the essential elements of the information and reporting schedule.

All ESFs will be responsible for maintaining current situational awareness and reporting requested information accurately and in a timely manner. Critical information will be disseminated in a timely manner independent of reporting schedules. Each ESF will be responsible for establishing the necessary communication and coordination mechanisms with supporting and partner organizations for information sharing and situational awareness.

Information related to the incident/emergency/event and other information such as personal protective actions or recovery activities will be coordinated with the incident Public Information Officer and ESF 15: External Affairs (if activated) and disseminated to the University community.

Communications

The communications infrastructure may be impacted by the emergency situation. Additionally, communications may be problematic due to demands exceeding capacities. It can be anticipated that normal means of communication in the affected areas will either be disrupted or incapacitated. This will require the use of alternate methods of communication to deliver essential services and public information.

ESF 2: Communications and Information Technology in the EOC will be responsible for establishing and maintaining internal University communications systems. The EOC Manager, ODU Public Safety, and ODU Digital Transformation and Technology (DTT) will be responsible for establishing communications with surrounding jurisdictions, the Virginia EOC, and Federal agencies as needed and appropriate.

The Old Dominion University Police Department utilizes Norfolk City-owned 800 MHz/700 MHz radio systems that allow for reliable, scalable, portable, and interoperable communications with the Norfolk Police Department. These systems have built-in resiliency and redundancy, including generator power at transmitter sites and multiple tower locations.

Multiple Norfolk campus units have redundant communications (in addition to cell phones) in the form of two-way radio systems: Athletics, Classroom Central, Facilities Management and Construction, Public Safety, Recreation and Wellness, Transportation and Parking Services, and Webb University Center. ODU Emergency Management also maintains an interoperable 45-unit 450MHz radio communications cache and two satellite phones for additional communications redundancy.

To provide additional communications capacity and redundancy, ODU Emergency Management maintains a working relationship with local Amateur Radio Emergency Services (ARES) groups who can potentially provide support at the EOC, sheltering sites, and other locations as requested.

Administration, Finance, and Logistics

ASSIGNMENT OF UNIVERSITY EMPLOYEES FULFILLING EMERGENCY ROLES

There are several classifications of University employees who have accepted emergency roles and duties in support of this plan. Designated, exempt, at-will, and professional faculty employees, with responsibilities involving campus health, safety or performance continuity, typically assume these roles as an obligation of employment and professional responsibility. Also, classified and hourly employees who serve in positions or trades that support normal operations that become elevated to response/recovery operations due to an incident/emergency/event assume emergency roles and duties. All of these employees may be required to work different shifts or be temporarily re-organized to perform response/recovery tasks within their occupational area, or area of special training, until normal operations have resumed. Finally, there are emergency volunteers generally recruited for some skill they are known to possess. These University employees represent various employment classification groups and may not have a specific emergency role within their occupational area. They participate voluntarily in emergency training and operations with the approval of their supervisors and the assumption that their time in this role will apply to their direct time in terms of compensation.

REPORTING AND RESOURCE/FINANCIAL MANAGEMENT

Microsoft Teams/SharePoint and Office Suite products will be used to support response and recovery communications in the EOC to include resource tracking and situational awareness. Additional technology or visual displays may be used to supplement Microsoft Teams or replace them if unavailable. The ITS help desk will be alerted to provide EOC support.

For information sharing and coordination of resource requests with the City and Commonwealth of Virginia EOCs, DHS' Homeland Security Information Network (HSIN)/Adobe Connect and/or WebEOC is used as needed (ODU Emergency Management staff is provided login credentials for each server).

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

Time and material expenditure tracking associated with facilities operations will be accomplished using the Archibus work order management system. All emergency preventative and disaster-related materials and expenses will be entered under a common work request number monitored by ESF 3: Facilities Management and Infrastructure in the EOC.

APPLICABLE MUTUAL AID AND MEMORANDA OF AGREEMENTS

Old Dominion University is a signatory of the National Intercollegiate Mutual Aid Agreement (NIMAA). This MAA supplies the mechanism from which ODU may request and/or provide resource support from/to other institutions of higher education within the Commonwealth and throughout the nation during incidents, emergencies, and events.

The ODU Police Department maintains a Mutual Aid Agreement with the Norfolk Police Department to provide police aid across jurisdictional lines in situations involving immediate threats to life or public safety, or as capable on official request. ODUPD also maintains a MAA with Virginia State Police to allow for assistance to be rendered for criminal investigations and other law enforcement support.

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

Plan Development and Maintenance

GENERAL

The Director of Emergency Management, through the Chief of Police/Assistant Vice President for Public Safety/Assistant Vice President for Public Safety and Executive Vice President for Administration/Chief Operating Officer and/or Vice President for Student and Campus Life, is responsible for the development, maintenance, testing, and exercising of this CEMP.

In accordance with *Code of Virginia §23.1-804*, this CEMP will be updated annually. A comprehensive review and revision will be completed every four years with certification in writing to the Virginia Department of Emergency Management (VDEM). A test or exercise to assess and evaluate some or all components of the CEMP (and other plans as appropriate) will be conducted annually; an activation of the CEMP in response to an actual event or incident will also meet the CEMP testing requirement.

This CEMP will be shared with the locality emergency management office in each of the following jurisdictions to ensure integration with the local emergency operations plan (EOP).

- Hampton
- Newport News
- Norfolk
- Portsmouth
- Suffolk
- Virginia Beach

TRAINING AND EXERCISES

A comprehensive training and exercise program is essential for the effective implementation of the CEMP. The Director of Emergency Management or designee is responsible for the overall coordination of the University's emergency preparedness training and exercise programs.

Training

The training program consists of an annual needs assessment in the form of a Training and Exercise Planning Workshop (TEPW-conducted during the September Emergency Management Advisory Committee meeting), curriculum (detailed in the Multi-Year Training and Exercise Plan (MYTEP)), course evaluations, and records of training. Training is regularly scheduled and conducted with the overall goals and objectives of the training program and is based on the training needs assessment/TEPW, and internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.

Designated personnel expected to serve in an emergency response/coordination capacity receive and maintain training consistent with their current and potential responsibilities; at a minimum, this includes classroom or online exposure to the National Incident Management System (NIMS, IS-700.B) and the Incident Command System (ICS, IS-100.C). Members of the Senior Leadership Team receive either NIMS IS-700.B and ICS IS-100.C or ICS Overview for Executives and Senior Officials (G402) classroom training. Members of the Incident Management Team also receive classroom or online training for ICS for Single Resources and Initial Action Incidents (IS-200.B), in addition to 100/700 curricula. Additional awareness training (e.g., plan awareness, EOC orientation, etc.) is offered as necessary and appropriate. See Table 8 on the next page for an illustration of this tiered training program.

Table 8: Tiered Training Program

Designated Emergency Personnel			Supplemental training as necessary and appropriate
IS-100.C: ICS Intro	IS-700.B: NIMS Intro		
Senior Leadership Team			
IS-100.C: ICS Intro	IS-700.B: NIMS Intro	or G402: ICS Exec. Intro	
Incident Management Team			
IS-100.C: ICS Intro	IS-700.B: NIMS Intro	IS-200.C: ICS for Initial Action Incidents	

Records for the training program, including names of those who received training and the types of training planned and conducted, are stored in ODU Emergency Management. Training certificates are stored until an employee separates from the University.

Exercises

The exercise, evaluation, and corrective action program regularly tests the knowledge, skills and abilities, and experience of personnel expected to serve in an emergency response/coordination capacity as well as the plans, policies, procedures, equipment, and facilities that constitute the University’s emergency management program.

Periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, exercises, and real-world events serve to evaluate plans, procedures, and capabilities of the University’s emergency management program. The products of these evaluations are documented and disseminated with appropriate program stakeholders and selected partners.

Old Dominion University applies the U.S. Department of Homeland Security’s (DHS) Homeland Security Exercise and Evaluation Program’s (HSEEP) building-block approach to exercise design, planning, and execution (see Figure 11 at right). HSEEP allows for a tiered, discussion- or operations-based exercise platform that can be tailored to fit the needs and capabilities of all levels of the University’s preparedness programs.

Figure 11: Exercise building-block approach



Source: U.S. Department of Homeland Security

- **Seminar:** A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.
- **Workshop:** A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- **Tabletop Exercise:** A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem-solving process.

- Game: A game features a realistic scenario in a tabletop exercise to test existing and potential strategies and to prepare for more complex exercises.
- Drill: A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- Functional Exercise: A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- Full-Scale Exercise: A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

ODU Emergency Management annually works with the University community at large and campus departments as requested to design, plan, and conduct these various exercise formats in the appropriate scale to allow players to test their knowledge of their roles and responsibilities given incident scenarios unique to their working environment.

PROCESS IMPROVEMENT

The constantly changing hazard environment requires a commitment to process improvement. The CEMP will rely on the testing of systems and equipment, training of personnel according to recommendations in NIMS, and exercising plans and procedures. Regularly scheduled tests, training, and exercises will improve the University's capacity to respond effectively to incidents/emergencies/events.

After-action reviews are essential for identifying issues that need correction or capturing improvised approaches that may be applicable for future incidents/emergencies/events. For issues to be addressed there needs to be a process for identification and documentation. ODU Emergency Management will organize after-action reviews and provide documentation, dissemination, and archiving of findings.

As needed, primary Emergency Support Function departments will conduct after-action reviews with their supporting partners to identify ESF-specific issues or concerns. The results of the ESF focused review will be provided to ODU Emergency Management for documenting, tracking, and incorporation into corrective action processes.

Through a collaborative and objective process with incident management partners, a corrective action plan will be developed that documents, prioritizes, and tracks areas for improvement and recommended actions to address the problem. Actions will be implemented to address deficiencies identified through the evaluation process.