

Liberty
University

Liberty University

Emergency Management & Community Engagement

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Crisis
and
Emergency
Management
Plan

Liberty University Crisis and Emergency Management Plan

Emergency Management
&
Community Engagement
OCTOBER 2021

Liberty University

Crisis and Emergency Management Plan



October 2021

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Crisis and Emergency Management Plan: Basic Plan



October 2021

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1. Building Emergency Action Plan Template (EAP)
 - a. Department Continuity of Operations Plan Template (COOP)
2. Safety and Security Policy Committee and Incident Management Team Contact List

Promulgation

The Crisis and Emergency Management Plan (CEMP) provides the necessary structure and organization for Liberty University's approach to emergency management. The CEMP acknowledges and recognizes the five phases of emergency management: prevention, mitigation, preparedness, response, and recovery.

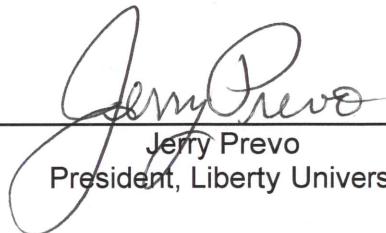
Liberty University is committed to the safety and protection of its students, faculty, staff, and visitors during a crisis or an emergency. The CEMP provides an effort to manage emergencies, contain and minimize the area of impact due to a crisis or emergency, minimize the damage to any University property and facility, and minimize disruption to University operations.

This document interprets emergency management, recovery, planning and guidance, along with actions that need to be taken, in the event of a crisis or an emergency that can impact the University and its operations. All students, staff, faculty, and members of the Liberty University community must understand their responsibilities, functions, and required actions as outlined in the CEMP. Students, staff, faculty, and members of the Liberty University community must ensure the completion of any ongoing training and exercises as assigned.

The CEMP complies with the Commonwealth of Virginia Code 23.1-804 as amended, requiring institutions of higher education to develop, adopt, and keep current a written Crisis and Emergency Management Plan that outlines the framework for how the University responds to incidents, emergencies, and events at its facilities. The CEMP is also consistent with the National Incident Management System (NIMS), as well as the Federal Emergency Management Agency (FEMA) and Incident Command System (ICS) practices and principles.

I hereby approve this Crisis and Emergency Management Plan, which outlines the procedures and process of response to an incident at Liberty University in Lynchburg, Virginia.

Approved: _____



Jerry Prevo
President, Liberty University

Date: _____

12/6/2021

Record of Changes

The record of changes will be kept and documented by the Liberty University Department of Emergency Management & Community Engagement. The record of changes includes the plan version number, the purpose, date, and responsible party for the change. Upon publication, the change will be considered part of the Crisis and Emergency Management Plan (CEMP).

Table 1: Record of Changes

Version	Section and/or Page Number	Purpose	Date	Responsible Party
1.0	All Pages	Initial publication	October 2021	J. Hurtak

Record of Distribution

The record of distribution lists all individuals, departments, and agencies that receive an initial copy of the CEMP. The most current version can be presented by the Department of Emergency Management & Community Engagement.

Table 2: Record of Distribution

Agency/Department	Recipient Title	Distribution Method
LU Safety and Security Policy Committee (SSPC)	President	Electronic
	Provost and Chief Academic Officer	
	Executive Vice President of Strategic Partnerships and Alliances	
	Chief Financial Officer	
	General Counsel	
	Executive Vice President for Human Resources	
	Executive Vice President of Enrollment Management and Marketing	
	Executive Vice President of Inclusion, Diversity and Equity	
	Senior Vice President of Student Affairs	
	Senior Vice President of University Communications and Public Engagement	
	Chief Information Officer, Information Technology	
	Campus Pastor	
Incident Assessment Team	Vice President of Security & Public Safety	Electronic
	Chief of Police, Liberty University Police	
	Deputy Chief of Police, Liberty University Police	
	Emergency Manager, Emergency Management & Community Engagement	
	Director, Environmental Health & Safety	
Incident Management Team	Lieutenant of Operations, Liberty University Police Department	Electronic
	Emergency Planner, Emergency Management & Community Engagement	

	Emergency Coordinator, Emergency Management & Community Engagement	
	Manager, Access Control	
	Senior Vice President, Campus Facilities and Transportation	
	Vice President, Marketing	
	Director of Employee Relations, Human Resources	
	Residential and Online Dean, College of Applied Studies and Academic Success	
	Director, Athletics	
	Vice President, Campus Recreation and Logistics	
	Vice President, Spiritual Development	
	Vice President, Auxiliary Services	
Virginia Department of Emergency Management Region 3	Chief Regional Coordinator	Electronic
Lynchburg Department of Emergency Services	Director	Electronic
Bedford County Fire and Rescue	Fire Chief	Electronic
Campbell County Public Safety	Fire Chief	Electronic

Legal

Confidentiality

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia (VA) Code §2.2-3705.2. Accordingly, LU is withholding this plan from public disclosure. Refer any request for a copy of this document to University's legal counsel.

Distribution

The CEMP has been distributed internally within LU and with those external agencies that may be affected by its implementation. The CEMP has been coordinated with other jurisdictions and through the local Emergency Management Coordinator for the city of Lynchburg; Amherst, Bedford, and Campbell Counties; and LU.

Authorities and References

VA Code 23.1-804 as amended requires institutions of higher education to develop, adopt, and keep current a written CEMP that outlines the framework for how the University responds to incidents/emergencies/events at its facilities. The plan will include a provision that the Department of Criminal Justice Services and the VA Criminal Injuries Compensation Fund will 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 Code of VA Section 19.2-11.01, as amended.

The following standards and plans were used in the development of this CEMP:

- U.S Code of Federal Regulations
 - Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistic Act (Clery Act)
 - Americans with Disabilities Act (2010)
- Department of Homeland Security
 - National Response Framework Fourth Edition
 - The First Responder Guidance for Improving Survivability in Improvised Explosive Device and/or Active Shooter Incidents
- Federal Emergency Management Agency
 - Comprehensive Preparedness Guide 101 Version 2
 - G367 FEMA Multi-Hazard Emergency planning for Campus Executives
 - Guide for Developing High-Quality Emergency Operations Plan for Institutions of Higher Education
- National Fire Protection Association (NFPA)
 - NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
- Virginia's Region 2000 Partnership
 - Region 2000 Hazard Mitigation Plan
- Central Virginia Planning District Commission
 - Hazard Mitigation Plan 2020 Update
- City of Lynchburg
 - Emergency Operations Plan
- Liberty University

- Emergency Management Plan for Critical Incidents (November 2017 to November 2021)
- Emergency Management Policy
- Liberty University Police Department Written Directives
- Emergency Guidelines
- Building Emergency Action Plans
- Liberty University Public Safety Communications Policies
- Pandemic Flu Plan
- Old Dominion University
 - Crisis and Emergency Management Plan (2020)
- Virginia Polytechnic Institute and State University
 - Crisis and Emergency Management Plan (March 2020)
- University of Florida
 - Comprehensive Emergency Management Plan (March 2014)

Introduction

MISSION

A crisis or emergency can happen suddenly, creating a situation where day-to-day response and support activities are overwhelmed. During crises, LU implements special processes to address the needs of emergency response operations and recovery management. To address this need, LU has established this CEMP as a framework to manage the immediate actions and operations required to respond to an emergency, including initial recovery activities and responsibilities.

The overall priorities of LU during a disaster are the protection of life, live assets, critical research processes, property, the community, and the environment. The objective is to respond to emergency conditions and manage the process of restoring LU's business, academic and research programs, and services. The CEMP is intended to be sufficiently flexible to accommodate contingencies of all types, magnitude, and duration.

PURPOSE

LU has established this plan to address the immediate requirements for a crisis or an emergency in which normal operations are interrupted and special measures must be taken to:

- Save and protect the lives of students, faculty, staff, and the public.
- Manage University resources effectively in the emergency response.
- Provide and analyze information to support decision-making and action plans.
- Manage immediate communications and information regarding emergency response operations and campus safety.
- Provide essential services and operations.

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

SCOPE

This plan and all its contents apply to all of LU's students, faculty, and staff located in the vicinity of Lynchburg, VA. If major emergencies impact the surrounding community in addition to the campus, LU will fulfill its responsibilities as outlined in the Lynchburg Emergency Operations Plan (EOP) in collaboration with local, state, and federal officials.

PLANNING ASSUMPTIONS

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

- An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- Disasters may be community, regional or state-wide.
- Critical utilities and services may be interrupted, including water delivery, electrical power,

- natural gas, information systems, landline, and cellular telecommunications.
- Major roads, overpasses, bridges, and local streets may be damaged.
- People may be injured and displaced.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University if conditions make it unsafe to travel.
- Students, faculty, staff, and the public may have to function with limited support services and some degradation of service, until a full recovery is made.
- LU may declare an emergency at any time if conditions indicate that an incident is developing or highly probable.
- The succession of events in an emergency are not predictable; innovation and improvisation may be needed to address incident requirements

PLAN ADMINISTRATION

Board of Trustees Resolution

On August 11, 2020, the LU Board of Trustees empowered the President of LU to authorize and establish rules, regulations and procedures regarding the CEMP outlining the mechanisms that will be employed to prepare for, respond to, and recover from any emergency incident at LU.

Implementation

The CEMP is implemented when it becomes necessary to mobilize resources of multiple departments and offices to save lives and protect property, infrastructure, and the environment. The plan assigns major roles and responsibilities to departments and offices and requires planning, training, and exercising prior to an incident or event. Each University office or department is committed to effectively and efficiently functioning within his or her assigned roles while mitigating, planning for, responding to, and recovering from an incident or event.

Plan Development and Maintenance

The LU Department of Emergency Management & Community Engagement (EMCE) will keep the CEMP current. Annually, a review team, consisting of representatives appointed by the Incident Management Team, will review the CEMP Basic Plan and revise as needed. The President or their designee will approve this review in writing. The Incident Management Team (IMT) and all emergency resource units will be requested to contribute input to the review team as part of this process. It is the responsibility of the University Emergency Manager to ensure the update of information in this plan as appropriate.

Every four years, the University will conduct a comprehensive review and revision of the CEMP. This review will be coordinated by EMCE, and the revised plan will be adopted formally by the President on behalf of the Board of Trustees.

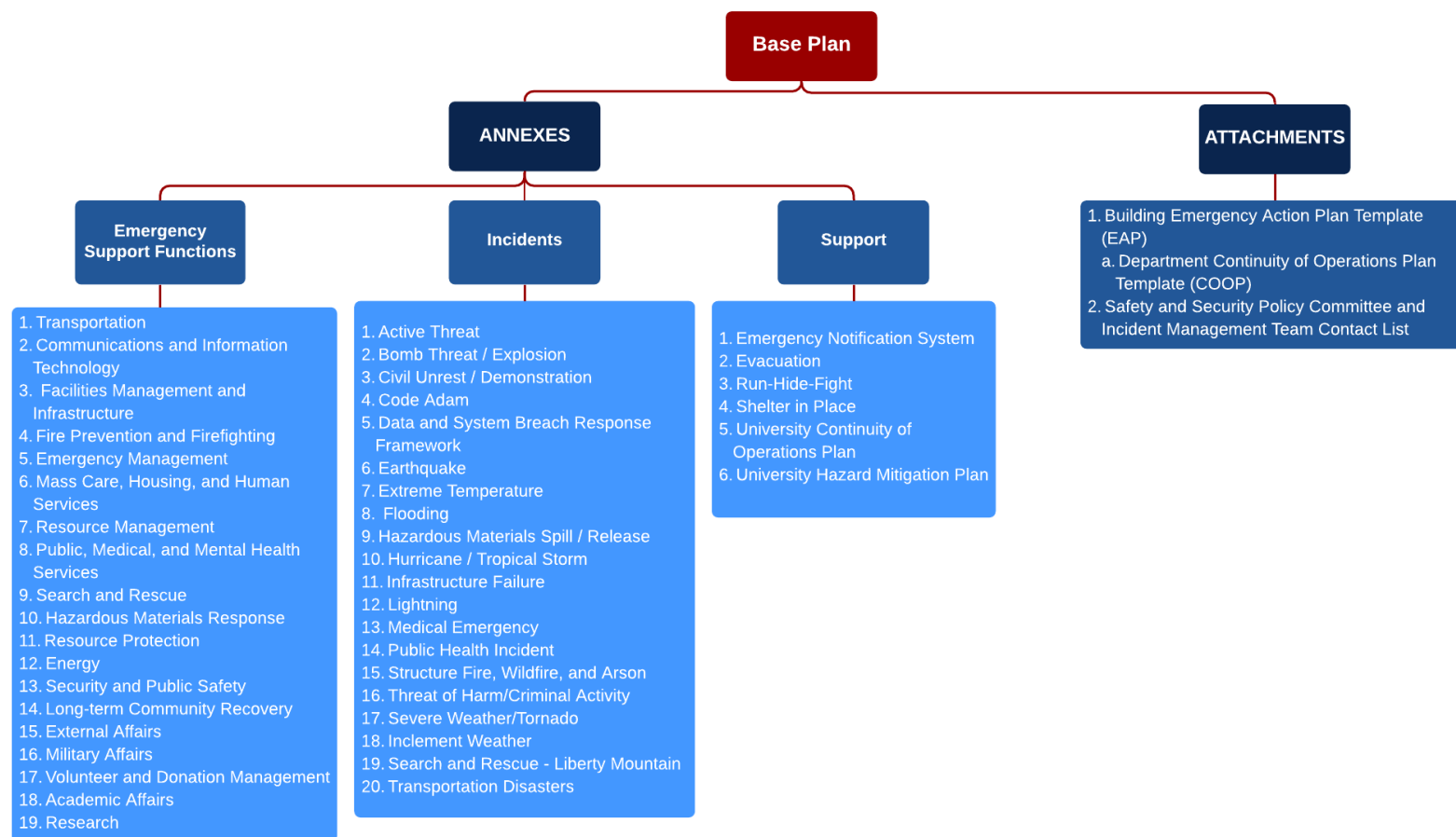
This plan shall be considered a “living plan” and with each use, either by exercise, incident or planned event, the plan shall be reviewed by EMCE in coordination with appropriate University departments and offices to improve and adjust the plan as needed. Any updates, not part of the scheduled update process, shall be directed to the EMCE for review and implementation in the CEMP.

PLAN ORGANIZATION

The CEMP is a collection of four major components: The Base Plan, Incident Annexes, Appendices, and Attachments. Each component plays a key role in achieving the five phases of emergency management: prevention, mitigation, preparedness, response, and recovery. Together, these components coordinate to form the CEMP, which can be employed in its entirety, or in part, to respond to and manage emergencies that may impact LU.

- Liberty University Crisis and Emergency Management Plan
 - Basic Plan
 - Annexes
 - Emergency Support Functions (ESF)
 - Incidents
 - Support
 - Attachments
 - Building Emergency Action Plan Template
 - Department and University Continuity of Operations Plans Template (COOP)
 - Safety and Security Policy Committee and Incident Management Team Contact List
 - Vendors and Partners

Figure 1: CEMP Organizational Chart



SITUATION OVERVIEW

Located within the City of Lynchburg, VA and just a short drive from the scenic Blue Ridge Mountains, LU is the largest university in VA. Additionally, it is one of the largest private, nonprofit universities in the nation. LU is accredited by the Southern Association of Colleges and Schools Commission on Colleges and is accredited to award associate, bachelor's, master's, specialist, and doctoral degrees. The main campus consists of 357 buildings, 215 classrooms, and over 6.6 million square feet of building space on more than 7,000 acres. Enrollment consists of more than 15,000 residential students and over 114,000 online students for a total enrollment exceeding 125,000 students. LU employs over 2,500 full- and part-time faculty and staff providing instruction in over 700 programs of study across 16 colleges and schools. This report will include statistics for the reasonably contiguous main campus property as well as separate statistics for the Residential Annex, Aviation Complex, Equestrian Facility, and Thomas Road Facility.

The University's hazard identification and risk assessment resulted in a ranked and prioritized evaluation of hazards based on historical and anticipated impact to the University. Severe weather or high wind events, building fires, and severe winter storms offer the most significant threats to the University.

Hazard and Threat Analysis

A variety of natural, technological, and anthropogenic hazards and threats can and historically have impacted LU, requiring the implementation of emergency response measures. The potential exists for disruption of the LU community's daily operations, casualties, and damage or destruction of property and the environment. The vulnerability assessment of the City of Lynchburg's *EOP*, along with the *Region 2000 Hazard Mitigation Plan*, contains detailed plans to assist in hazards and threats posed within its jurisdictions.

Of particular concern to LU, given the large student population, frequency of highly attended events at the University and diverse research activities that take place at the University, are the threat of extreme weather, HAZMAT incidents, transportation disasters, disease and pandemic outbreaks, critical infrastructure disruption, special event hazards and terrorism, along with other criminal acts.

Damages resulting from extreme weather and critical infrastructure disruptions can significantly impair LU's ability to provide public services to its large residential student population. The materials required to support the various research endeavors at LU increase its vulnerability to HAZMAT incidents. The close quarters of campus living make disease and pandemic outbreaks a significant threat to the student population. Special events such as football games bring together sizable numbers of LU community members and visitors to the campus, raising safety and security concerns. These events, as well as several research activities associated with the University and its status as a preeminent institution of higher education, can also establish the University as a target of terrorism or other criminal acts.

Intelligence regarding terrorism and other threats is obtained and assessed from several sources and incorporated into the University's threat and hazard analysis. Liberty University Police Department (LUPD) regularly receives communications, assessments, and briefings from the Virginia State Police Fusion Center and the City of Lynchburg Police Intelligence Bureau. The resource agencies assist in identification of potential criminal or terrorist activity. The LUPD regularly coordinates with these agencies when it comes to threats regarding safety and security.

Capability Assessment

LU will work to protect life, property, and environment from the effects of emergencies by providing a holistic, resilient approach through prevention, mitigation, preparedness, response, and recovery efforts. While developing programs and activities in these areas, the University will incorporate principles described in the *National Preparedness Goal* and associated frameworks articulated by the Federal Emergency Management Agency (FEMA).

Overall preparedness activities consist of actions that will improve or enhance emergency response, such as training and exercises. LU will prepare for emergencies by creating and maintaining emergency plans and procedures to accomplish the tasks associated with an emergency response. Plans and procedures will allow departments to integrate their individual capabilities into the University-wide emergency response and recovery effort. Units will validate their readiness for an emergency through internal drills and participation in University and community exercises and training. The City of Lynchburg and the surrounding cities and their Public Safety agencies will also be encouraged to participate in University exercises. Exercise results will be documented and recommendations will be implemented to improve the University's preparedness for an emergency. The University will revise this Plan based on ongoing planning and exercising.

Preparedness will occur within the five mission areas outlined in Homeland Security Presidential Directive (HSPD)-8: National Preparedness — Prevention, Protection, Mitigation, Response and Recovery.

Prevention/Protection

The University has a strong commitment to preparedness, focusing on educating students, faculty, and staff on mitigation, preparedness, response, and recovery strategies. The Office of Security & Public Safety assesses the University's preparedness for natural, epidemic, and terrorist-related emergencies and then develops and communicates the University's strategies, plans and procedures to address these hazards. Key personnel from across the University are engaged in planning as well as training and exercising emergency response plans. These efforts are complemented through collaboration with representatives from the City of Lynchburg, Amherst, Bedford and Campbell Counties and other local, regional, state, and federal agencies on emergency response and planning.

Mitigation

Moving through recovery, LU will take actions to reduce or eliminate long-term risk to people and property from recognized hazards and their side effects. Mitigation measures will be incorporated in the rebuilding of infrastructure damaged in the event. The University's Hazard Mitigation Plan will be reviewed and updated as necessary, adding mitigation actions that could be of value in preventing similar impacts for a future disaster. The Liberty University Office of Security & Public Safety will work with the Virginia Department of Emergency Management (VDEM) for each incident deemed necessary.

Response

Once an incident occurs, priorities shift from prevention, preparedness, and incident mitigation 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
- Actions to minimize additional damage
- Urban search and rescue
- Provision of public health and medical services, food, ice, water, and other emergency essentials
- Debris clearance
- Emergency restoration of critical infrastructure
- Control, containment, and removal of environmental contamination
- Protection and response to health and safety

Response activities will be coordinated and supported by the IMT and departmental designated employees associated within the needed ESF. Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations, and if applicable, hazard mitigation efforts.

Recovery

LU seeks to provide a safe work environment that supports people and the business of the University. In the event of damage to University buildings and Grounds, under the direction of the EMCE, Environmental Health & Safety (EHS) and Facilities Management (FM) shall lead the damage assessment process with the goal of determining the extent of damage, recovery activities, relocation needs, and public information needs that are immediately required. If University operations are disrupted for an extended period, the following guidelines should be followed:

- Continuity Plans will be implemented to facilitate continuation of services to students, faculty, staff, and the public at alternate work locations within the school, executive suites, and university-owned properties or clinic.
- In those situations where workspace is unsafe or uninhabitable due to loss of access to a facility, loss of services due to equipment or systems failure, or other incident-specific factor, the President or their designee will authorize the closing of University facilities. This decision will be made in consultation with Incident Assessment Team (IAT) as appropriate.
- Individual schools and departments are not authorized to close or cancel classes without the prior approval from the University President or their designee. The University President or their designee shall make decisions on alternative class schedules, including cancellations and delays. Deans and Department Heads are responsible for monitoring the availability of the original workspace and for notifying staff and faculty when it is appropriate to return to the regular work area.
- To the extent possible, normal workflow should be maintained in the alternate location or through teleworking. If computers, phones, and other necessary equipment are not available, staff should engage in planning, evaluation, or training activities that require staff presence but not operational equipment. They also may be assigned other temporary duties to aid in the recovery, as appropriate.
- If none of the above options is feasible, each department within the University will seek the guidance of the Human Resources Department.

- LU will undertake all actions to return to normal operations as soon as feasibly possible, with special effort focused on mental health support for students, faculty and staff, re-establishment of habitats to prevent subsequent damage to natural resources, and the protection of cultural resources during other recovery operations.

Emergency Support Function

The Emergency Support Function (ESF) plays a vital role in the operations of emergency management. Each ESF is made up of departments within the University that possess the resources and capabilities that are addressed in their respective roles. Additionally, capabilities by phase of emergency management are described in this CEMP and in the ESF Annex.

Incident Recognition

The IAT is alerted and conducts an immediate incident assessment to determine the scope and impact of the incident, using information provided by the emergency responders, University Police, unit and departmental designated personnel, and the Emergency Operations Center (EOC) as appropriate. Input from this team results in the decision to mobilize the IMT and activate the CEMP to handle a crisis within the University or to support implementation of the Regional EOP. If possible and necessary, the President of the University is consulted on this decision. The group also advises the Office of Security & Public Safety on the need to request the City or County to declare a local emergency.

Incident Notification

Once the decision to mobilize the IMT and activate the CEMP is made, the Office of Security & Public Safety notifies team members of the activation, provides a brief description of the situation, and sets initial priorities and instructions (e.g., “arrive at designated meeting location within two hours for initial assessment”). Notification processes in the event of CEMP activation may occur through pager, text message, e-mail, telephone call, in-person notification, or other notification methods. The full extent of the University’s communications tools will be used to contact IMT members.

The University community will be informed of emergency incidents using the University Emergency Notification systems with the approval of the Vice President of Security & Public Safety. Emergency messages are authorized by designated University officials, the VP of Security & Public Safety, and the Chief of Police, or their designee. These messages include a brief explanation of the emergency, protective actions to take and directions to the University’s website for more information. Other methods for notifying those within the University community may be used, including email, telephone calling lists, sirens and public announcement systems, text messages, two-way radios, LUPD and Security Officers, as well as other University personnel.

Activation of the Emergency Operations Center

If the IMT is required to convene in person, the EMCE will activate the EOC with assistance from Information Technology Services (ITS). Activities include transporting equipment and supplies to the selected locations, setting up workspaces, computers and telephones, and associated technology support. IMT members are expected to sign in and out of the EOC to assist in resource tracking.

Authorities and Standards

POLICIES AND REGULATIONS

Private Sector

The private sector may be contracted to assist in emergency response at LU. This could include private owners of critical infrastructure; a response organization, such as private ambulance services and environmental clean-up services; or a regulated or responsible party, who would implement protective actions as requested or required by the University.

Local

Identified response needs will be addressed initially with available University resources. If the University's capabilities are exceeded, outside assistance is available through mutual aid agreements with the City of Lynchburg, Campbell and Bedford County, Virginia State Police and volunteer emergency organizations. Mutual aid for other than police, fire and medical services may be requested through the VA Statewide Mutual Aid program.

- Regional Hazard Mitigation Plan
- Lynchburg Emergency Operations Plan

State

For assistance beyond tactical mutual aid (i.e. that which might be used in everyday incidents), a local emergency must be declared and local resources fully committed with unmet needs before state assistance is requested. However, with the onset of a major incident or event, requests for state assistance may occur prior to experiencing shortages after deployment of all local resources and based on anticipated needs.

Requests for state assistance will be made on LU's behalf by the Lynchburg Emergency Management Coordinator through the VA EOC to the State Coordinator of Emergency Management.

In certain circumstances, if there are victims because of an incident or an emergency, as defined in the Code of VA §19.2-368.189.0, Course of proceeding when relief asked of the Governor, the Office of EMCE will immediately contact the Virginia Department of Criminal Justice Services (VDCJS) and the Virginia Criminal Injury Compensation Fund (VCICF) to deploy assistance to the University.

- Code of Virginia, Title 23.1 Chapter 8 Insinuations of Higher Education; Other Educational and Cultural Institutions; Health and Campus Safety
- Commonwealth of Virginia Emergency Operations Plan, September 2012
- Code of Virginia, Title 44 Chapter 3.2 Emergency Services and Disaster Law of 2000

Federal

The National Response Framework (NRF), the Robert T. Stafford Disaster Relief and Emergency Assistance Act (1974 as amended April 2007), and other relevant federal statutes determine how the federal government will augment state and local response efforts when authorized. Federal

assistance must be requested through the VDEM. Federal regulations require that the request be made after the Commonwealth determines it cannot meet the identified need through statewide resources. The request for assistance must provide enough detail about the unmet needs that an accurate determination of the appropriate response resources will occur.

- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- FEMA National Response Framework
- HSPD 5
- HSPD 8
- National Incident Management System (NIMS)
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended

Liberty University

LU is one of the largest private, non-profit Christian universities in the nation and remains the largest university in Virginia. LU is committed to the safety and security of students, faculty, staff, and visitors while on campus. The Commonwealth of VA has set forth safety and security policies and practices for public institutions of higher education to adopt. Although LU is a private non-profit college, it is in the University's best interest to be parallel to or surpass these safety and security policies and practices, as it is stated in the Code of VA Title 23.1 Chapter 8 § 23.1-804, Institutional Crisis and Emergency Management Plan.

- Liberty University Emergency Management Policy
- Liberty University Police Department Written Directives
- Emergency Guidelines
- Building Emergency Action Plans
- Liberty University Public Safety Communications Policies
- Pandemic Flu Plan

Concept of Operations

CRISIS AND EMERGENCY MANAGEMENT PLAN USE

A primary goal of the University is to provide a safe environment for the students, faculty, staff, and visitors. The CEMP will be employed to swiftly handle the initial impact of the incident. If the incident exceeds LU's emergency response capabilities, outside assistance will be requested through the Emergency Manager. LU resources will be fully committed before local, state, or federal assistance is requested.

INCIDENT MANAGEMENT STRUCTURE

National Incident Management System

LU has adopted the National Incident Management System (NIMS) as the standard for incident, emergency, and event management throughout the institution. The Emergency Manager or their designee is the single point of contact responsible for coordinating the ongoing implementation and maintenance of the 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 a flexible, scalable, and modular organization; management of incidents at the lowest operational level possible; unified command wherever possible; mutual aid collaboration and coordination; common terminology; standardized event and incident action planning; resource management; integrated communications systems; and pre-designated facilities and staging areas.

The University's emergency response organization will implement a unified incident management strategy that aligns the ESF 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.

Incident Command System

LU applies the Incident Command System (ICS) for the purpose of managing any incident, emergency, or event throughout the institution. A standardized, all-hazards management tool, ICS uses the following characteristics to efficiently respond to and recover from a campus incident:

- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are used (and demobilized) to maximize productivity and minimize cost and duplication of effort.
- **Incident Action Planning:** A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operating picture during response and recovery operations.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.
- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.
- **Unified Command:** Representatives from multiple affected departments collaborate to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and documentation all contribute to effective accountability throughout the incident management process.

Unified Command

The traditional single Incident Commander model (first person on scene in-charge) will generally transition to Unified Command (UC) as collaborative decision-making between multiple responsible internal and/or external departments/agencies becomes necessary to resolve an incident. UC evolves during larger incidents, where representatives from separate university departments or agencies/government entities coordinate decision-making and leverage resources. UC is typically exercised within the EOC but may be used in the field as necessary. UC serves as the single voice of incident operations.

Department Operations Center (DOC)

The DOC is used to effectively coordinate incidents, events, or emergencies that have a focused impact on a department(s) within the University. The activation of the DOC is determined by the IAT and the impacted department(s). The DOC can be hosted at the University's EOC and can provide efficient operations through coordinated efforts with the impacted department(s).

An example of the utilization of a DOC are sporting and community events, Commencement, and snow removal operations.

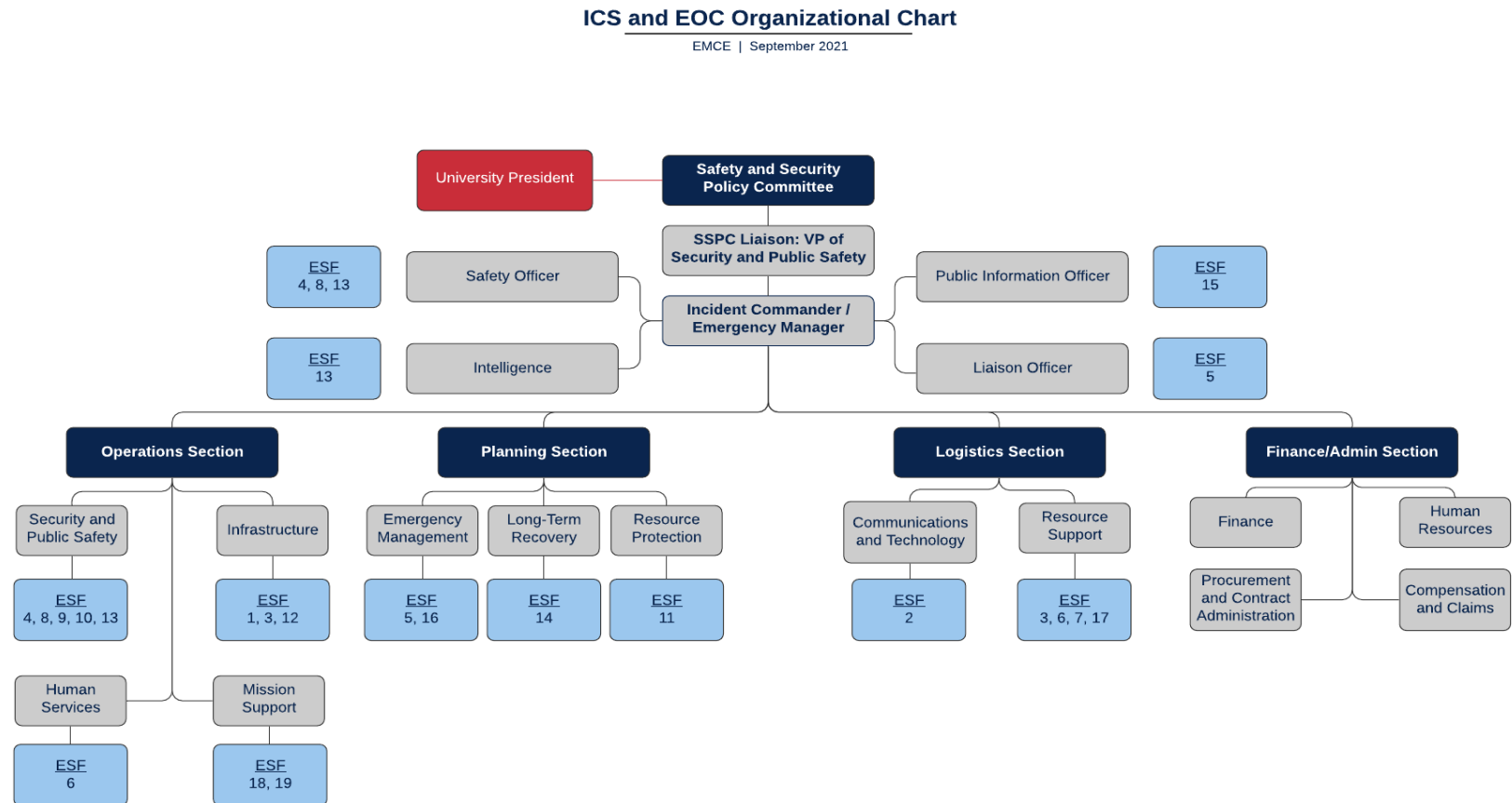
Emergency Operations Center (EOC)

The EOC is used to monitor incidents or emergencies that happen on or around the University campus. The activation of the EOC is determined by the IAT and carries out the Emergency Management and the ICS functions. The EOC can serve as an Incident Command (IC) to manage and control the direction of an incident, along with serving as a UC with internal or external departments and agencies.

- **Command Staff:** responsible for overall management of the incident, including assessment and establishment of incident priorities, assessing resource needs and orders, and coordinating with external agencies.
 - The following positions perform the specific essential duties that support the Command Staff role(s):
 - **EOC Manager:** Coordinate all facility, resource, logistical, staffing, and support needs required for EOC operations.
 - **Liaison Officer(s):** Coordinate with external governmental and public/private resource groups.
 - **Safety Officer:** Monitor, evaluate, and recommend procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel.
 - **Public Information Officer(s):** Relay incident information to internal and external stakeholders. Establish and coordinate Joint Information Center (JIC) operations.
 - **Intelligence:** Works with local and state intelligence teams on all information regarding the incident.
- **General Staff** positions perform the following essential duties:
 - **Operations Section:** Direct and coordinate all non-public safety operations, receive, and implement Incident Action Plans from the Planning Section.
 - **Planning Section:** Maintain situational awareness; initiate, collect, and verify field reports; assess reconnaissance and other data; prioritize situation reports and plans; develop Incident Action and Demobilization Plans.
 - **Logistics Section:** Obtain and stage resources (facilities, services, and materials) in support of incident operations
 - **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process related to the incident.

The following basic EOC Organizational Chart illustrates the lines of direction, communication, and authority present during an EOC activation.

Figure 2: Incident Command and EOC Organizational Chart



PLAN ACTIVATION

The President of LU, the VP of Security & Public Safety, or their designees, may activate the CEMP, mobilize the Safety and Security Policy Committee (SSPC) and IMT to handle an incident, event, or emergency within LU, and declare a University emergency. If possible, the President of LU will be consulted on any decision to declare an emergency affecting the University.

The only persons authorized to declare a local emergency are the City and County jurisdictional Directors of Emergency Services. The LU VP of Security & Public Safety may request the City or County to declare a local emergency, as needed, that pertains to an incident or crisis that occurs on campus.

The CEMP may be activated to respond to any campus emergency and may be activated for a lower-level event that may not reach the threshold of a local emergency declaration. The declaration of a local emergency activates the CEMP and authorizes the provision of aid and assistance. The CEMP may also be activated to manage requests for mutual aid and cooperative assistance to other jurisdictions that have requested assistance through the local EOC in response to a major event or incident.

The parameters considered in determining whether to invoke an emergency declaration include:

- Any imminent threat or hazard impact on campus that threatens or impedes the continuity of University operations.
- The Governor of VA declares a state of emergency and LU is within the declared impact area.
- Assessment by LU's IAT that an imminent hazard threat or actual hazard impact exists on grounds and that critical needs will exceed the capacity of response resources operating under baseline procedures. This assessment may determine:
 - The needs of the incident related to the risk of loss of life or substantial property damage are beyond the capacity of currently available response resources during routine operations.
 - The scope of the emergency exceeds the baseline management capacity for effective management of the incident or scene(s).
 - The incident response requires coordination with, or support from, additional departments, offices and other emergency organizations beyond routine working relationships and operating procedures, including financial compensation for services and supply expenditures.
 - The operations response phase is expected to continue for an extended period, exceeding the resources availability for successive operational periods.

The CEMP may continue in operation beyond any emergency declaration, allowing an orderly incident response demobilization and transition to recovery management.

EMERGENCY ACTIVATION LEVELS

Emergency conditions vary with each incident and activation. It is the responsibility of the University Incident Assessment Team (IAT) to determine the Emergency Activation Level. LU has adopted the practice of the NIMS activation levels for an emergency, event, or incident:

Level 1—An emergency incident that normal University emergency response resources can handle. While there may be some damage or interruption, the conditions are localized and activation of the IMT is not needed.

Level 2—An incident with substantial damages and interruptions to LU operations. A partial or full activation of the IMT is needed. LU may be the only affected entity.

Level 3—An incident requiring the full activation of the IMT to address immediate emergency response. Emergency conditions are widespread, and LU must be self-sufficient for a period of hours to several days. LU may request mutual aid assistance through the Lynchburg Emergency Management coordinator.

The designated level for an incident may change as emergency conditions intensify or lessen.

Table 3: Emergency Activation Levels

Activation Level	Description
1 Normal Operations/ Steady State	<ul style="list-style-type: none">Activities that are normal for the DOC when no incident or specific risk or hazard has been identifiedRoutine monitor and warning activities if the DOC normally houses this function
2 Enhanced Steady-State/ Partial Activation	<ul style="list-style-type: none">DOC may be elevated to an EOCCertain IMT members are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving threat
3 Full Activation	<ul style="list-style-type: none">EOC is activated, including all IMT and SSPC personnel from all assisting departments and agencies, to support the response to a major incident or credible threat

EMERGENCY OPERATIONS CENTER

LU has identified two (2) locations on and off campus as the primary and secondary EOC and SSPC meeting locations.

Emergency Operations Center locations:

- **Emergency Management & Community Engagement Operations Center**
 - **Address:** 4550 Mayflower Drive
 - **Phone:** 434-592-7674
 - **Parking:** adjacent to the location
 - **Amenities:** 50 maximum, Technical Tools-projector and screen, internet connection
- **Liberty University Police Emergency Operation Center**
 - **Address:** Liberty University Police Department; 1031 Regents Parkway
 - **Phone:** 434-592-7641
 - **Parking:** adjacent to the location
 - **Amenities:** 130 maximum, Technical Tools-projector and screen, internet connection

Safety and Security Policy Committee emergency operations locations:

- **Executive Offices Conference Room**
 - **Address:** 1031 Regents Parkway
 - **Phone:** 434-592-7641
 - **Parking:** adjacent to the location
 - **Amenities:** 130 maximum, Technical Tools-projector and screen, internet connection
- **Liberty Mountain Conference Center**
 - **Address:** 3700 Candler's Mountain Road
 - **Phone:** 434-592-5600
 - **Parking:** adjacent to the location
 - **Amenities:** 150 maximum, Technical Tools-projector and screen, internet connection

As all EOC locations are owned by LU, Memorandums of Understanding (MOU) are not needed. For each EOC location, a portable EOC equipment kit will be utilized. Each kit contains basic supplies and conference call-capable telephones to rapidly establish an EOC in the event of a crisis. It should be noted that these EOC locations may be utilized by a particular entity during a situation that is limited in scope but may require a dedicated/equipped EOC. The Office of EMCE can provide support in establishing the operation of an EOC as requested by a university entity.

MONITORING, DETECTION, ALERT, AND WARNING

LUPD provides for notification, alerts and warnings of incidents affecting LU. LUPD operates 24 hours, seven days a week, and 365 days a year. LUPD receives information of potential incidents from the community through telephonic and digital channels, as well as direct communications with the Lynchburg Communications Center.

LUPD provides for emergency call-taking and emergency dispatch. Weather information is monitored continuously, providing timely notification of hazardous conditions. The University camera system is monitored at this location. LUPD has the capability to initiate the emergency

notification system as well as the campus siren system. The shift supervisor for LUPD has the responsibility and capability of notifying senior leadership when they determine the size and scope of an incident require a broader response.

EMERGENCY NOTIFICATION SYSTEM

LU Emergency Notification System (ENS) is a multi-channel, redundant communication platform that disseminates critical information to subscribers in case of an incident. Campus sirens, email, landline and cellular phone calls, SMS messaging, social media, and website updates all serve to provide the following information, at a minimum, to subscribers:

- Nature of incident
- Location of incident
- Actions to be taken

MEDIA RELATIONS

LU Office of Communications and Public Engagement personnel, upon notification, should report to the designated JIC. The Senior Vice President of Communications and Public Engagement will serve as the Public Information Officer (PIO). The PIO is responsible for the coordination of press releases with the Incident Commander/UC and/or the SSPC.

For information, the media can contact the Office of Communications & Public Engagement or visit www.liberty.edu/news. In large-scale incidents, information can be found on the LU webpage at www.liberty.edu.

DEMOBILIZATION

The Incident Commander/UC will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible. Section chiefs will be responsible for the demobilization of their respective sections.

CAMPUS RECOVERY

Aligning with the University's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. The SSPC will provide strategic guidance to the EOC and/or LU EMCE and other university departments.

Organization and Emergency Responsibilities

SUCCESSION OF AUTHORITY

The following explains the succession of decision-making authority as related to critical incident management units/functions:

The University President provides overall direction and if unavailable or by choice will delegate authority to specific individuals. The line of succession is:

1. Provost and Chief Academic Officer
2. Executive Vice President of Strategic Partnerships and Alliances
3. Chief Financial Officer

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.

EMERGENCY SUPPORT FUNCTIONS

Emergency Support Functions

The CEMP organizes the various departments, agencies, and voluntary organizations into 19 ESFs 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 ESF 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 ESF, in collaboration with the LU EMCE. All primary and supporting departments/agencies are responsible for maintaining standard operating procedures for their assigned responsibilities.

The ESFs 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 ESF representatives are assigned to specific sections in the Coordination Group: Command, Operations, Logistics, Planning, and Finance and Administration.

Emergency Support Function Assignments within the Emergency Operations Center

Table 4: Emergency Support Function Assignments for EOC

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: Security and Public Safety
	Intelligence
	ESF 13: Security and Public Safety
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: Security and Public Safety
	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
	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
Logistics Section	ESF 11: Resource Protection
	Communications and Technology Branch
	ESF 2: Communications and Information Technology
	Resource Support Branch
	ESF 3: Facilities Management and Infrastructure ESF 6: Mass Care, Housing, and Human Services ESF 7: Resource Management ESF 17: Volunteer and Donations Management

Detailed information on each Emergency Support Function is provided in Annex A: Emergency Support Functions.

Emergency Support Function Matrix

Table on the next page cross-references LU's ESFs 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).

<div> LIBERTY UNIVERSITY </div> <div>Emergency Support Function Chart</div>																			
Emergency Support Functions	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, Medical, and Mental Health Services	9 - Search and Rescue	10 - Hazardous Materials Response	11 - Resource Protection	12 - Energy	13 - Security and Public Safety	14 - Long-Term Community Recovery	15 - External Affairs	16 - Military Affairs	17 - Volunteer and Donation Management	18 - Academic Affairs	19 - Research
Academic Affairs						S				S	S			S	S		S	P	
Athletics	S					S			S								S		
Auxiliary Services			S	S		S					S						S		
Campus Recreation						S			S										
College and Graduate Schools																		S	
Counseling Services						S		P						S					
Emergency Management & Community Engagement (EMCE)	S	S	S	S	P	S	S	S	S	S	P	S	S	P	S	S	P	S	S
Environmental Health & Safety				P				S		P	S			S					P
Facilities Management	S	S	P	S	S	S				S	S	P		S			S	S	S
Finance							S							S			S		
Human Resources						S		S									S		S
Information Technology Services		P			S														
LU Online																		S	
LU Send									S										
Marketing	S	S	S			S		S	S	S	S	S	S		P	S	S	S	S
Military Affairs																S			
Office of the President										S				S	S	P			
Office of Residence Life			S	S		S					S							S	
Police Department	S	S	S	S	S	S		S	P	S	S		P	S	S		S		S
Procurement and Contract Administration			S				P										P		
Research Ethics										S	S			S	S			S	P
Risk Management			S							S	S			S			S		S
ROTC																S			
Student Service Senter						P									S		P	S	
Student Health and Wellness					S	S		P			S			S					
Transit	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

Plan Development and Maintenance

ROLES, RESPONSIBILITIES, AND ADMINISTRATION

Board of Trustees

In executing responsibility to protect the lives of students, faculty, and staff and the property and assets of the University, the Board of Trustees will enable the President or their designee to:

- Establish the University Emergency Management Program.
- Designate the administrator ultimately responsible for emergency management.
- Adopt and promulgate the Crisis and Emergency Management Plan.

University President

This plan is promulgated under the authority granted by the Board of Trustees to the President of LU. All decisions concerning the discontinuation of University functions, cancellation of classes, or cessation of operations, rest with the President or their designee.

Vice President of Security & Public Safety

The VP of Security & Public Safety is designated as the Director of Emergency Services for the University. The Director of Emergency Services assumes overall responsibility for the University's incident management operation through the roles delineated in this CEMP. Specifically, the Director of Emergency Services or their designee will:

- Exercise direction and control from the EOC during disaster operations.
- Direct and control emergency operations in time of emergency and issue directives to other services and organizations concerning disaster preparedness.
- Coordinate Liberty University resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, and other contingencies.
- Work with law enforcement and/or other emergency responders to determine the need to evacuate an endangered area, establish a curfew, or order a quarantine if required by the incident.
- Working with the same officials, consider the need to alter the normal business or class schedule, including delayed openings, early closings, or total closings.
- Provide leadership and play a key role in communicating to the public and helping the University community cope with the consequences of any type of incident; and
- Fulfill or designate an individual the responsibilities pursuant to Virginia Executive Order 65 (2004), in conjunction with Virginia Executive Order 44 (2007).

Safety and Security Policy Committee

The Safety and Security Policy Committee (SSPC) provides direction in making strategic policy decisions for any incident that impacts the University's ability to perform its mission, along with essential functions and primary business functions. The SSPC is chaired by the President of LU; the President's designee; and includes the following members:

- President of Liberty University
- Provost and Chief Academic Officer
- Executive Vice President of Strategic Partnerships and Alliances
- Chief Financial Officer
- General Counsel
- Executive Vice President for Human Resources
- Executive Vice President of Enrollment Management and Marketing
- Executive Vice President of Inclusion, Diversity and Equity
- Senior Vice President of Student Affairs
- Senior Vice President of University Communications
- Campus Pastor
- Vice President of Security & Public Safety

The SSPC group provides high-level direction during an incident, relying on the Emergency Manager, Incident Commander, and other functional units to execute the plan. The SSPC has the following responsibilities:

- Reviewing, evaluating, and determining requirements concerning safety and security assessments, plans, programs, and education, including changes that may affect the quality of the University's living, learning, and working environment.
- Overseeing reviews of the university's assessment of vulnerabilities, hazards and risks related to the safety and security of individuals and the physical campus.
- Ensuring that sufficient University resources and funding are available to perform necessary emergency management, safety, and security functions, and that these resources are consistent with anticipated regulatory changes.
- Overseeing the education and prevention of violence on campus in accordance with Title 23.1 Chapter 8 of Code of Virginia including (i) creation of university safety and security policies, and (ii) providing direction to the Campus and Workplace Violence Prevention Committee and the Threat Assessment Team on the development and implementation of violence prevention procedures, education and guidance regarding recognition and reporting of individuals whose behavior may pose a threat, assessment of such individuals and means of action to resolve potential threats.
- Overseeing the Safety and Security Policy and other policies that have implications for emergency management, safety, and security, including but not limited to facilities use, sponsorship of entertainment and events, threatening or intimidating conduct, facilities access control, environmental health & safety, and violence prevention.
- Reviewing and establishing guidelines and standards for departmental emergency response and continuity of operations plans.
- Evaluating the effectiveness of the University's safety and security plans and programs.
- Advising the President on safety and security issues.
- Ensuring that University departments, business units, and personnel effectively instill and integrate an emergency management culture into their work operations.

Emergency Manager

As the University official tasked with promulgating the culture of emergency preparedness across campus, the Emergency Manager or their designee will:

- Serve as or designate a EOC Manager.

- Maintain the EOC in a state of readiness.
- Develop and maintain the Crisis and Emergency Management Plan.
- Assume relevant duties as directed by the Vice President of Security & Public Safety.
- Develop and implement a test, training, exercise, and drill schedule to assure all involved parties for emergency response and recovery are fully prepared to fulfill their tasks.
- Ensure that the CEMP is reviewed, revised, and adopted every four years.

Incident Assessment Team

The Incident Assessment Team (IAT), a subset of the IMT and SSPC, is responsible for determining the initial scope of an incident. At a minimum, the following participate in assessing an incident to determine the level of emergency, to the extent allowable by the emerging incident. The following members, or their designee, serves in the IAT:

- Vice President of Security & Public Safety
- Emergency Manager
- LUPD Chief of Police, or their designee
- Director of Environmental Health & Safety

Other members of the IMT or SSPC may be asked to participate in the initial assessment, depending on the expertise required by the situation.

Incident Management Team

The Incident Management Team (IMT) is responsible for the execution of the CEMP during an incident. The IMT is comprised of personnel representing functional areas of LU that are defined as having critical responsibilities. Members are responsible for ensuring their functional area has an Emergency Action Plan (EAP) and the ability to provide a role as an ESF, by identifying resources necessary to execute their plan. The IMT includes both primary and alternate members, who must be available during crisis situations. Alternate members direct and execute their ESF responsibilities in the absence or unavailability of the primary member. All primary and alternate members must be knowledgeable of overall CEMP operations. The composition of the activated IMT may vary depending on the type of emergency. Departments and units with the IMT responsibilities are identified at the following:

- Lieutenant of Operations, Liberty University Police Department
- Emergency Management & Community Engagement
- Director of Environmental Health & Safety
- Manager of Access Control
- Senior Vice President of Campus Facilities and Transportation
- Senior Vice President of Student Affairs, or their designee
- Residential and Online Dean, College of Applied Studies and Academic Success
- Vice President of Marketing
- Director of Employee Relations
- Chief Information Officer and Vice President of Analytics, or their designee
- Director of Athletics
- Senior Vice President of University Communications, or their designee
- Chief Financial Officer, or their designee
- Vice President of Campus Recreation and Logistics

- Vice President of Auxiliary Services
- Vice President of Spiritual Development

During the activation of the CEMP, the IMT will implement a unified incident management strategy based on the Incident Command System to manage, coordinate, and direct resources committed to an incident. This structure supports the effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed and ensuring personnel accountability.

The IMT staffs the EOC and performs the following functions:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through University Communications and Joint Information Center.
- Requests additional resources from outside agencies and implements mutual aid agreements.
- Coordinates with local, state, and federal government agencies.
- Maintains situational awareness and a common operating picture throughout the incident.
- Prepares Incident Action Plans for multi-operational period incidents.
- Implements University business Continuity of Operations Plans (COOPs).
- Staff incident management positions.

Building Emergency Coordinators

As part of the EMCE's Building Emergency Action Plan (EAP) program, University buildings would have an established point of contact, known as a Building Emergency Coordinator (BECs). The BEC would provide support and limited emergency response when it comes to incidents, emergencies, or events on campus. The BECs will be responsible for the dissemination of information related to emergency management to building occupants. The BECs are responsible for familiarizing themselves with emergency plans and ensuring that building personnel have an understanding of emergency procedures both campus wide and within their specific building. BECs are also responsible for updating necessary information when it comes to the building EAPs, along with any communication and coordination with LU EMCE. BECs involved in an incident serve as the primary point of contact between first responders and building occupants. As necessary, BECs may assist in providing building emergency information and coordinating building evacuation procedures.

Faculty and Staff

Faculty and staff should familiarize themselves with the University emergency plans, procedures, and evacuation procedures. University faculty and staff should be prepared to provide direction to students during an incident.

Faculty and staff involved in an incident should assess a situation quickly and as thoroughly as possible and use common sense when determining how to respond. Emergencies should be reported by calling 911 or 434-592-3911. If an evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

TRAINING AND EXERCISES

Training

Trained and knowledgeable personnel are essential for the prompt and proper execution of LU CEMP, EAPs, and COOPs. Personnel with emergency management responsibilities will be provided training opportunities to better understand their roles and responsibilities during an incident. Awareness information and training will be provided to the campus community.

Exercises

The exercise program prepares and tests the University community's knowledge, skills, abilities, and experience when it comes to serving in an emergency response capacity. EMCE works with University departments to design, plan, and conduct exercises to allow personnel to test their knowledge along with their roles and responsibilities in each incident scenario within their work environment.

LU applies the U.S. Department of Homeland Security and Federal Emergency Management Agency's building-block approach to exercise design, planning, and execution.

- **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 and present new concepts. It 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 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 as well as scripted exercise scenarios.

AFTER ACTION REVIEW

An After-Action Review (AAR) is essential for identifying issues that may have impeded operations or an improvised approach that was introduced during the response and recovery operations. Any findings on the AAR may be applicable to future incident response and recovery efforts. In order for issues to be addressed, the LU EMCE will coordinate AARs and provide documentation, dissemination and archiving of findings.

Primary ESF offices will conduct an AAR with their support partners to identify ESF-specific issues or concerns. The results will be provided to the Department of Emergency Management & Community Engagement 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 areas for improvement and recommended actions to address the problem. Actions will be implemented to address deficiencies identified through the evaluation process.

Acronyms and Glossary

ACRONYMS

AAR	After Action Review
BEC	Building Emergency Coordinator
CEMP	Crisis and Emergency Management Plan
COOP	Continuity of Operations Plan
CFR	Code of Federal Regulations
DEC	Department Emergency Coordinator
DHS	Department of Homeland Security
DOC	Department Operations Center
EAP	Emergency Action Plan
ECO	Emergency Coordination Officer
EHS	Environmental Health & Safety
EMCE	Emergency Management & Community Engagement
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOP	Lynchburg Emergency Operations Plan
EPC	Emergency Preparedness Committee
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
HAZMAT	Hazardous Material
HMP	Hazard Mitigation Plan
HSPD	Homeland Security Presidential Directive
IAT	Incident Assessment Team
IC	Incident Commander
ICS	Incident Command System
IMT	Incident Management Team
ITS	Information Technology Services
JIC	Joint Information Center
LU	Liberty University
LUPD	Liberty University Police Department
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NRF	The National Response Framework
PIO	Public Information Officer
SSPC	Safety and Security Policy Committee
UC	Unified Command
VA	Commonwealth of Virginia
VCICF	Virginia Criminal Injury Compensation Fund
VDCJS	Virginia Department of Criminal Justice Services
VDEM	Virginia Department of Emergency Management
VOAD	Voluntary Organization Active in Disaster

GLOSSARY

- **Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, Liberty University campus property.
- **Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.
- **Crisis and Emergency Management Plan:** An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the university's mission.
- **Department Operations Center:** A centralized location that can be used to effectively coordinate incidents, events, or emergencies that have a focused impact on a department(s) within the University.
- **Emergency:** An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus.
- **Emergency Coordination Officer:** The person serving as the primary conduit between the state department of emergency management and the university with regard to emergency preparedness. The ECO coordinates planning, training, exercising, and all other activities related to the phases of emergency management.
- **Emergency Management:** The process of coordinating available resources to effectively manage emergencies or disasters that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves five phases: prevention, mitigation, preparedness, response, and recovery.
- **Emergency Management & Community Engagement:** A Liberty University Department focused on Emergency Management, Community Engagement/Crime Prevention, Communications, and Global Travel Security.
- **Emergency Action Plan:** A department/area/unit-specific set of guidelines and procedures for use during an imminent life safety event (e.g., building fire, severe weather, hostile intruder, etc.).
- **Emergency Operations Center:** A centralized location from which emergency operations can be directed and coordinated with the campus and community.
- **Exercise:** A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full-scale exercises.
- **Hazard:** Any source of danger or element of risk to people or property.
- **Hazard Mitigation Plan:** A risk management tool used to identify natural and human-caused hazards facing the Liberty University campus.
- **Incident:** An occurrence or event, natural or human-caused, which requires a response to protect life or property.
- **Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.
- **Incident Assessment Team:** Select group of personnel responsible for assessing an incident and determining the emergency activation level for the University.
- **Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.

- **Incident Command System:** A nationally used, standardized, on-scene emergency management concept
- **Incident Management Team:** Select group of personnel closely aligning with ESF representative departments that will manage the early stages of an incident with EMCE.
- **Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
- **Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.
- **National Incident Management System:** The group of principles that are legislated for all entities to assist in coordinating national emergency response functions.
- **Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.
- **Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.
- **Safety and Security Policy Committee:** An operational committee appointed by the President to serve as a coordinating and policy body, with responsibilities for establishing the framework for an overarching university safety, emergency management, and security program for all Liberty University facilities (on- and off-campus, owned and leased) and ensuring that it is implemented through the appropriate offices; evaluating the overall safety and security infrastructure; and providing oversight to the work of university operational committees responsible for environmental health and safety, violence prevention, emergency management, and other safety- and security-related efforts
- **Unified Command:** An incident management method employing collaborative decision-making between multiple responsible internal and/or external departments/agencies to resolve an incident in a more efficient manner.

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Liberty University

Crisis and Emergency Management Plan

Emergency Support Functions (Annex A)



October 2021

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Department of Emergency Management & Community Engagement
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Emergency Support Function 1: Transportation

Primary Department	LU Transportation LU Transit
Liberty University Supporting Departments	Athletics
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Police Department (LUPD)
	University Communications (UniComm)
External Supporting Agencies	Lynchburg Department of Emergency Services (DES)
	Lynchburg Fire Department (LFD)
	Lynchburg Police Department (LPD)
	Lynchburg Department of Public Works (PW)
	Virginia Department of Transportation (VDOT)
	Virginia State Police (VSP)

PURPOSE

The purpose of ESF 1 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) transportation and transit staff, resources, and contractors to effectively respond to and recover from an incident, emergency, or event.

SCOPE

ESF 1 describes what transportation actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Processing and coordinating requests for transportation support.
- Coordinating primary and alternate transportation services.
- Reporting damage to transportation infrastructure because of the event.
- Coordinating the restoration and recovery of transportation infrastructure and services.
- Managing traffic restrictions, direction, and transportation safety.
- Providing for public and contractor transportation evacuation support.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU students, faculty, and staff and organizations involved in transportation activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 1 will be in accordance with the National Incident Management System (NIMS).
- ESF 1 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 1 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting,

expansion, or improvement of operations and securing of necessary manpower, materials, and services.

- ESF 1 activity will be directed toward satisfying the needs of responding agencies requiring transportation routes to perform their assigned missions.
- ESF 1 will utilize available primary and supporting organization capabilities.
- ESF 1 encompasses the full range of transportation services or resources that may be required to support emergency response operations; and the transport of critical supplies, equipment, and evacuations, including those persons with access and functional needs.
- ESF 1 will serve as the coordination point for information collection regarding the status of transportation infrastructure, services, and restoration operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incident, emergency, or event situations that may disrupt transportation infrastructure and/or services thereby inhibiting the restoration of essential University operations or services. LU's main campus is mainly vulnerable to flooding, which can impact parking lots, campus streets, and primary ingress/egress routes to/from campus. Snow and ice have the potential to disrupt operations at any part of the campus for a significant period.

PLANNING ASSUMPTIONS

- The University transportation infrastructure system may become compromised.
- Incident/emergency/event response and recovery activities, which require the use of transportation infrastructure and services, may become difficult to sustain.
- Access to the incident area is dependent upon the re-establishment of transportation routes. Gradual clearing of access routes permits sustained flow of emergency relief efforts.
- The immediate use of the transportation system for response and recovery activities may exceed the capabilities of the LU Police Department (LUPD) and/or the Transportation or Transit departments, thus requiring assistance from Local, State, and Federal governments to supplement efforts.
- Each supporting department or agency is responsible for the inspection, repair, and operation of its own equipment and services or to those agencies with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University transportation infrastructure and services. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified

Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate transportation requirements and issues. Once the IC/UC/EOC is activated, all requests for transportation support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 1 will monitor the status of the University's transportation infrastructure and services in coordination with regional transportation organizations and provide updates to IC/UC/EOC Command as requested. ESF 1 will provide technical assistance to IC/UC/EOC Command in determining the most viable transportation networks to, from, and within the incident/emergency/event area, as well as alternate means to move resources within the area affected by the event.

ESF 1 will coordinate with ESF 3: Facilities Management and Infrastructure for emergency access debris removal.

ESF 1 will coordinate the activities of the departments and agencies listed above to:

- Provide transportation/transit services and other available resources as needed in support of IC/UC/EOC operations.
- Facilitate campus evacuation and re-entry.
- Primary Routes Adjacent to Main Campus:
 - Wards Road to the Liberty University Drive Tunnel.
 - Candler's Mountain Road to Regents Parkway.
 - Candler's Mountain Road to University Boulevard.
 - Highway 460 Westbound to University Boulevard.
- Secondary Routes Adjacent to Main Campus:
 - Wards Road and Liberty Mountain Drive.
 - Liberty View Lane to Liberty Mountain Drive.
 - 460 Eastbound to Liberty Mountain Drive.
 - 460 Eastbound to Candler's Mountain Road.
 - Candler's Mountain Road to Liberty Mountain Drive.
 - Odd Fellows Road to Liberty Mountain Drive.
- Maintain open communication with supporting departments and agencies as to the condition of transportation infrastructure and services.
- Ensure the restoration and recovery of transportation services after the emergency has been resolved.

ESF 1 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 1 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.

Preparedness	<ul style="list-style-type: none"> • Develop and maintain supporting plans and procedures. • Train staff for emergency assignments. • Participate in planning, training, and exercises. • Develop and maintain internal notification roster. • Develop and maintain inventory of resources. • Assist in resolving ESF 1 after-action issues.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the IC/UC/EOC when ESF 1 is activated. • Provide support and technical assistance for evacuations. • Provide resources for movement of personnel and resources in support of emergency operations. • Support the maintenance of public transportation services to the extent possible. • Assess damages and track repair/restoration of transportation infrastructure. • Maintain a timely information flow to the IC/UC/EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Provide available transportation assets to support recovery activities. • Submit records of costs and expenditures for necessary reimbursement. • Assess condition of transportation infrastructure, fleet materials, and vehicles after the emergency has abated. • Participate in ESF 1 after-action review.

Primary: LU Transportation and LU Transit	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Ensure communications interoperability between transportation resources, public safety, and the IC/UC/EOC. • Develop and maintain alternate Monarch Transit and Safe Ride routes and schedules for inclement weather conditions. • Maintain contract(s) with snow removal vendor(s) for parking lots and garages.
Response	<ul style="list-style-type: none"> • Coordinate activities with supporting departments and agencies. • Monitor, coordinate, and provide available transportation assets as needed to meet emergency operational requirements and evacuations. • Immediately relay important information to LU Public Safety and the IC/UC/EOC. • Determine the most efficient, viable, and safe transportation networks to, from, and within the impacted area. • Prioritize and/or allocate resources necessary to maintain and restore transportation infrastructure and services. • Make available personnel, equipment, and other assets to assist in the restoration of transportation infrastructure and services. • Provide damage assessment and frequent updates of transportation infrastructure status.
Recovery	<ul style="list-style-type: none"> • Coordinate the restoration of transportation/transit services on campus. • Conduct ESF 1 after-action review.

Supporting: LU Athletics	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Maintain bus evacuation contract(s) with transportation vendor(s).
Response	<ul style="list-style-type: none"> • Working with Transit, implement bus evacuation contract(s) as needed. • Provide personnel/space/logistical/staging support to support evacuation, as needed. • Assist with damage assessment of transportation infrastructure, as needed.

Supporting: LU Emergency Management & Community Engagement	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Provide situational awareness to transportation stakeholders regarding pending weather or other threats/hazards that may impact transportation infrastructure or services. • With stakeholder input, develop and maintain a campus evacuation plan to include approximate number of students and support staff who will require transportation (including those with access and functional needs considerations); number and type of transportation resources that could assist with evacuations; designated pick-up sites; evacuation routes; destination points, memoranda, and associated support; and re-entry procedures.
Response	<ul style="list-style-type: none"> • Provide ongoing situational awareness to transportation stakeholders regarding weather or other threats/hazards impacting transportation infrastructure or services. • Coordinate with local municipalities to prioritize snow and/or debris removal on transportation routes adjacent to campus. • Assist with evacuation coordination.
Recovery	<ul style="list-style-type: none"> • Assist with re-entry of evacuated personnel.

Supporting: LU Facilities Management	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide site access, fuel, and maintenance support for emergency transportation. • Coordinate internal and external support to provide snow removal and debris management operations in support of restoring transportation infrastructure and services. • Assist with damage assessment of transportation infrastructure, as needed.
Recovery	<ul style="list-style-type: none"> • Assist in restoration of transportation infrastructure and services, as needed.

Supporting: LU Police Department	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide traffic control and management, as needed. • Create emergency access, as resources allow. • Report transportation issues (flooding, road conditions, roadblocks, etc.) to the IC/UC/EOC. • Monitor and coordinate, as needed, the activities of the local/state agencies with transportation-related duties and responsibilities to support emergency response operations, and to effectively manage transportation resources across all supporting departments and agencies.

	<ul style="list-style-type: none"> Assist with damage assessment of transportation infrastructure, as needed.
Recovery	<ul style="list-style-type: none"> Monitor and coordinate, as needed, the activities of the local/state agencies with transportation-related duties and responsibilities to support emergency recovery operations, and to effectively manage transportation resources across all supporting departments and agencies.

Supporting: LU University Communications and Marketing	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- [LU Campus Transit Map](#)
- [On-Demand Ride \(ODR\)](#) and [Safe Ride Program](#)
- LU Transportation Snow Removal Priority Maps
- LU Grounds Snowstorm Condition Operational Plan
- [City of Lynchburg Snow Removal Information](#)

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.

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Emergency Support Function 2: Communications and Information Technology Services

Primary Department	LU Information Technology Services (ITS)
Liberty University Supporting Departments	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Police Department (LUPD)
External Supporting Agencies	University Communications (UniComm)
	AT&T Wireless Services
	Amateur Radio Emergency Services (ARES)
	Lynchburg Department of Emergency Services (DES)
	Lynchburg Police Department (LPD)
	University-Approved Communications/IT Contractors and Vendors
	Virginia 2-1-1
	Virginia Department of Emergency Management (VDEM)
	Virginia Information Technologies Agency (VITA)
	Virginia State Police (VSP)

PURPOSE

The purpose of ESF 2 is to provide a flexible organizational structure and coordination mechanism for Liberty University's (LU) communications and information technology (IT) services staff, resources, and contractors to effectively respond to and recover from an incident, emergency, or event.

SCOPE

ESF 2 describes what communications and IT actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Establishing and maintaining connectivity of the University's Emergency Operations Center (EOC).
- Collecting, analyzing, and distributing information on the impact and status of communications and IT capabilities.
- Providing technology support for systems including:
 - Public safety/service radio systems.
 - 911 telecommunications systems.
 - Campus mass notification systems.
- Providing communications and IT capability for incident/emergency/event facilities and operations.
- Protection, restoration, and sustainment of telecommunications services.
- Protection, restoration, and sustainment of IT services.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in

communications and IT activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 2 will be in accordance with the National Incident Management System (NIMS).
- ESF 2 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 2 departments and agencies will be responsible for their continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 2 activity will be directed toward satisfying the needs of responding agencies requiring communications and IT to perform their assigned missions.
- ESF 2 will utilize available primary and supporting organization capabilities.
- ESF 2 will serve as the coordination point for information collection regarding the status of communications and IT infrastructure, services, and restoration operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incident, emergency, or event situations that may disrupt communications and/or IT infrastructure and/or services thereby inhibiting the ability for the University to conduct or resume mission-critical operations or services on campus and for the 85,000+ online students. Reliable communications and IT platforms and services are necessary to support day-to-day communications at all levels of the University, alert and warning dissemination, response and recovery operations, and coordination with other University departments/divisions. Such capabilities must be available to the University to support operations at the primary and alternate EOC as well as other designated support areas.

PLANNING ASSUMPTIONS

- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.
- In the case of a disruptive event, not all systems normally available may be immediately accessible.
- LU maintains a repeater for two-way radios near main campus upon which the LU Police Department is dependent on and is serviced through vendors/contractors.
- The University maintains a mass notification system with platforms to include SMS text messaging, email, voice, and outdoor loudspeakers (Lynchburg campus only).

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University communications and/or IT infrastructure and services. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or EOC, the primary department will provide representation to the IC/UC/EOC to coordinate communications and IT requirements and issues. Once the IC/UC/EOC is activated, all requests for communications and IT support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 2 will facilitate the provision of available communications and IT staff and contract resources, technical assets, and IT capabilities needed to support emergency operations.

ESF 2 will monitor the status of the communications and IT systems and associated infrastructure and provide updates to the EOC.

In the event of a large-scale disruption, emergency, or disaster, ESF 2 will prioritize restoration of services based upon the priorities and incident objectives established by the Safety and Security Policy Committee (SSPC) and/or EOC.

The primary department will request supporting departments and agencies to provide assets to meet operational requirements. If necessary, mutual aid and private sector resources will be acquired to augment the University resources through the Logistics Section at the EOC.

ESF 2 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures, to include Continuity Plans. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 2 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 2 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 2 after-action review.

Primary: LU Information Technology Services	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Develop, maintain, and follow Continuity Plan and Disaster Recovery Plan.
Response	<ul style="list-style-type: none"> Implement Continuity Plan and/or Disaster Recovery Plan as needed. Implement and sustain EOC technology and communications systems. Coordinate with the EOC for special responses and other needs. Support IT network operations.
Recovery	<ul style="list-style-type: none"> Conduct ESF 2 after-action review.

Supporting: LU Emergency Management & Community Engagement	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Develop and maintain EOC activation plans and procedures. Develop and maintain all-hazards alert and warning protocols. In coordination with ITS, UniComm, and LUPD, facilitate regular semiannual testing of University's Emergency Notification System.
Response	<ul style="list-style-type: none"> Activate and coordinate staffing of the University EOC. Issue alert and warning messaging as appropriate. Provide coordination, information sharing, and ongoing situational awareness support.

Supporting: LU Facilities Management	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide emergency repairs to affected facilities as needed.
Recovery	<ul style="list-style-type: none"> Assist in restoration of facilities as needed.

Supporting: LU Police Department	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Issue alert and warning messaging as appropriate. Coordinate with the EOC for special responses and other needs as necessary. Coordinate with the City of Lynchburg for restoration of radio communications infrastructure, if affected by the incident.

Supporting: LU University Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Issue alert and warning messaging as appropriate. Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- Federal Communications Commission Licenses for University-Owned Two-Way Radio Systems

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The emergency operations plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: communications.
- EMAP *2019 Emergency Management Standard 4.7*: Communications and Warning

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Emergency Support Function 3: Facilities Management and Infrastructure

Primary Department	LU Facilities Management
Liberty University Supporting Departments	Auxiliary Services (AS)
	Emergency Management & Community Engagement (EMCE)
	Office of Residence Life (ORL)
	Police Department (LUPD)
	Procurement
	Risk Management
	University Communications
	Marketing
External Supporting Agencies	Central Virginia Community College (CVCC)
	Lynchburg Department of Public Works (PW)
	Lynchburg Fire Marshal's Office (LFMO)
	Lynchburg Public Services (PS)
	Lynchburg Regional Wastewater Treatment Plant (RWTP)
	Lynchburg Utilities Department (UD)
	Virginia Department of Environmental Quality (DEQ)
	Virginia Department of Health (VDH)
	Virginia Department of Transportation (VDOT)

PURPOSE

The purpose of ESF 3 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) Facilities Management (FM) staff, resources, and contractors to effectively respond to and recover from an incident/emergency/event that impacts University facilities and related infrastructure.

SCOPE

ESF 3 describes what FM actions may take place during an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Collecting, analyzing, and distributing information on the impact and status of critical infrastructure systems, including utilities and vital University facilities.
- Infrastructure and critical facilities protection, damage assessment, and emergency repair and restoration.
- Emergency clearance of debris or snow.
- Management of debris removal and disposal.
- Provide engineering services and construction management.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU students, faculty, staff, and organizations involved in FM activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 3 will be in accordance with the National Incident Management System (NIMS).
- ESF 3 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 3 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 3 activity will be directed toward satisfying the needs of responding agencies requiring transportation routes to perform their assigned missions.
- ESF 3 will utilize available primary and supporting organization capabilities.
- ESF 3 encompasses the full range of transportation services or resources that may be required to support emergency response operations; and the transport of critical supplies, equipment, and evacuations, including those persons with access and functional needs.
- ESF 3 will serve as the coordination point for information collection regarding the status of transportation infrastructure, services, and restoration operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incidents, emergencies, and/or events that may disrupt, damage, or destroy University or municipality-owned facilities or infrastructure, thereby inhibiting the continuance and/or restoration of essential University operations/services. LU has the capacity to provide internal delivery of FM services through its general maintenance departments, grounds crews, and contract third party vendors for larger projects.

PLANNING ASSUMPTIONS

- After a significant disruptive event (e.g., hurricane), the process of repairing and restoring University-owned facilities and infrastructure may exceed the internal capabilities of FM, and assistance from Local, State, and Federal governments and contractors may be needed to supplement efforts.
- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties.

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University-owned facilities/infrastructure or dependent utilities. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments, agencies, and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate facilities requirements and issues. Once the IC/UC/EOC is activated, all requests for FM and infrastructure support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 3 will facilitate the provision of available FM and infrastructure staff and contract resources, technical assets, and engineering capabilities needed to support incident/emergency/event operations.

ESF 3 will be responsible for deploying FM personnel in teams for assigned damage assessment responsibilities and submitting reports to the EOC.

The Senior Vice President for FM or designee will coordinate with the Grounds Director who will be responsible for deploying all University and contracted private debris removal resources in coordination with the applicable Department of Public Works, VDOT, or other supporting agencies as appropriate.

ESF 3 will specifically coordinate with and/or support ESF 12: Energy for restoration of electrical and gas services; ESF 2: Communications and Information Technology Services for restoration of internet connectivity; and ESF 8: Public, Medical, and Mental Health Services for information regarding damage to or disruption of water supply systems. As necessary, ESF 3 will coordinate with ESF 13: Security and Public Safety to facilitate damage assessment windshield surveys.

ESF 3 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 3 operation will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify potential opportunities for preventing the occurrence and impact of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify potential opportunities for mitigating the occurrence and impact of future incidents.
Preparedness	<ul style="list-style-type: none"> Participate in planning, training, and exercises. Maintain notification roster. Maintain inventory of agency sources. Maintain supporting plans and procedures. Train agency staff for emergency assignments. Assist in resolving ESF 3 after-action issues.

Response	<ul style="list-style-type: none"> • Provide representative(s) to the EOC when ESF 3 is activated. • Assist with damage assessment and/or debris removal, as required and appropriate. • Maintain a timely information flow to the EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • As appropriate, assist in the distribution of emergency supplies. • Implement and assist in the debris removal and management process. • Provide required damage assessment reporting and records of costs for state or Federal Emergency Management Agency (FEMA) reimbursement requests to the EOC for forwarding to the appropriate agency. • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 3 after-action review.

Primary: LU Facilities Management	
Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • As appropriate, coordinate with EHS to ensure facilitation of building code inspections/enforcement.
Mitigation	<ul style="list-style-type: none"> • Review plans for compliance with all local, state, and federal regulations.
Preparedness	<ul style="list-style-type: none"> • Maintain plans and procedures for damage assessment and debris removal. • Maintain contracts with debris management and snow removal vendor(s), local equipment rental vendors, and local supply vendors to secure/ensure necessary materials are available during an incident, emergency, or event. • Coordinate with all contractors and with the Planning and Construction Department to ensure work sites are secured ahead of weather events.
Response	<ul style="list-style-type: none"> • Provide normal garbage and recycling collection, facilities, and grounds maintenance services to the extent possible. • Coordinate debris removal operations, prioritizing areas to be cleared as needed. • Conduct damage assessment and mitigation on University property. • Coordinate emergency construction, demolition, and/or repairs to University assets and facilities. • Coordinate utility restoration services in coordination with ESFs 2, 8, and 12. • Manage snow and ice removal from University infrastructure as identified in the current FM Snow Plan. • Assist with mutual aid requests for FM services as requested and available. • Contract with architectural and engineering (A/E) firms to support damage assessment and building inspections, to include cost estimates for remediation, as necessary. • Execute change orders to contractors under contract to make any repairs required by damage assessments. • Implement tiered assessments as needed. • Oversee management and continuation of transportation services on campus.
Recovery	<ul style="list-style-type: none"> • Coordinate debris removal operations. • Coordinate resolution of ESF 3 after-action issues. • In coordination with PW/LFMO/PS/RWTP/UD/DEQ and EHS, expedite building permit issuance process and the review and approval of site-related construction plans submitted for demolition, rebuilding, or restoration of University buildings. • Provide technical assistance in documentation of damages.

Supporting: LU Auxiliary Services (AS)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> For AS managed facilities, provide normal facilities maintenance and food services to the extent possible. After an incident/emergency/event that impacts AS managed facilities, provide damage assessment and debris removal support as appropriate. Provide snow/debris clearing operations on steps and landings as appropriate.

Supporting: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide EOC coordination and resource ordering support as needed.
Recovery	<ul style="list-style-type: none"> Collect, synthesize, and deliver Initial Damage Assessment (IDA) to appropriate municipalities and the Virginia Department of Emergency Management (VDEM).

Supporting: LU Office of Residence Life (ORL)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> In coordination with LU FM, maintain plans and procedures for damage assessment, debris removal, and flood response.
Recovery	<ul style="list-style-type: none"> In coordination with LU FM, implement (or continue) debris removal plan and coordinate debris removal operations.

Supporting: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide damage assessment support via conducting windshield surveys. Assist with road closures/clearance. As requested, provide site security for damaged structures or infrastructure.
Recovery	<ul style="list-style-type: none"> If applicable, provide oversight for debris removal burn sites.

Supporting: LU Procurement	
Phase	Roles and Responsibilities
Mitigation	<ul style="list-style-type: none"> As requested, coordinate contracting services, supplies, and support.
Preparedness	<ul style="list-style-type: none"> Maintain contracts with debris management and snow removal vendor(s), local equipment rental vendors, local hoteliers for emergency staff lodging, and local supply vendors to secure necessary materials are available during an incident, emergency, or event. Ensure local hoteliers are contracted for emergency staff lodging. Maintain supporting plans and procedures for Emergency acquisitions.
Response	<ul style="list-style-type: none"> Provide representative(s) to the EOC when ESF 3 and/or the Logistics Section is activated. Coordinate procurement services to provide resources as requested by the IC/UC/EOC. Procure critical resources as part of the Logistics Section in the EOC. Aid departments and agencies in locating resource and service providers. Provide guidance and technical assistance in purchasing and procurement. Assist in procurement-related contract negotiations and review. Maintain records of costs and expenditures.

Recovery	<ul style="list-style-type: none"> • As appropriate assist in the distribution of emergency supplies. • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 3 after-action review.
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Supporting: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the LU community regarding pre-emergency preparedness.
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the LU community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the LU community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- LU FM Snow Removal Plan
- [Lynchburg Snow and Ice Removal Plan](#)

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Infrastructure Protection Plan \(NIPP\)](#)
- [National Disaster Recovery Framework \(NDRF\) – Infrastructure Systems Recovery Support Function](#)
- Emergency Management Accreditation Program (EMAP) 2019 *Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.

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Emergency Support Function 4: Fire Prevention and Firefighting

Primary Departments	LU Environmental Health & Safety (EHS)
	Lynchburg Fire Department (LFD)
Liberty University Supporting Departments	Auxiliary Services (AS)
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Office of Residence Life (ORL)
	Police Department (LUPD)
	University Communications (UniComm)
External Supporting Agencies	Sodexo
	Virginia Department of Fire Programs (VDFP):
	Lynchburg Fire Marshal's Office (LFMO)

PURPOSE

The purpose of ESF 4 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) fire prevention resources and local/State fire prevention and response agencies to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 4 describes what fire prevention and response actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Fire code compliance inspections.
- Fire prevention outreach and education.
- Fire incident response.
- Fire origin and cause investigations.
- Liaison with local and State fire officials.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting departments and agencies. This ESF applies to all individuals and organizations involved in fire prevention and fire response activities required to support incident/emergency/event response and recovery operations at LU facilities within the city of Lynchburg and surrounding jurisdictions.

POLICIES

- During non-emergency situations, the focus of ESF 4 is on fire prevention, safety, and education. During emergencies, ESF 4 has three main priorities: life safety for the public and response personnel, incident stabilization, and the protection of property.
- All emergency response and recovery operations conducted under ESF 4 will be in accordance with the National Incident Management System (NIMS).
- ESF 4 primary and supporting departments and agencies will actively engage in planning, training, and exercises to ensure an effective operation upon activation.

- ESF 4 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 4 will utilize available primary and supporting organization capabilities.
- Statewide mutual aid or other outside resources beyond the existing automatic or standing mutual aid agreements already in place will be requested by municipal fire departments through their respective Emergency Operations Centers (EOC).
- ESF 4 will establish staging areas and logistical support bases for arriving mutual aid resources in coordination with all first response agencies.
- ESF 4 will serve as the coordination point for information collection regarding the status of firefighting operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

Fire risk is high at LU. Between cooking in various residence halls with kitchens; research using chemicals, open flames, etc.; foodservice operations; and other campus functions, LU is always subject to elevated risk of fire. The University may experience fire incident or emergency situations which may damage, destroy, or disrupt campus facilities or operations thereby inhibiting the restoration of mission-essential University operations or services.

PLANNING ASSUMPTIONS

- In most situations, LU's personnel and equipment, in conjunction with services provided by the LFD, and personnel and equipment provided through preexisting mutual aid agreements, are adequate to respond to a local incident.
- All LU faculty/staff/students are subject to fire drill participation at least once annually. Students and staff living in residence halls participate in four fire drills annually.

CONCEPT OF OPERATIONS

The primary department/agency monitors incidents on a continuous basis and routinely responds to incidents and emergencies. If resources are needed to handle a fire emergency on campus, LUPD Communications will dispatch LUPD Officers for initial response and will contact the LFD for assistance. Upon arrival, LUPD and the LFD personnel will establish an on-scene Incident Command Post (ICP) and operate under a Unified Command (UC) organizational structure appropriate to meet the needs of the incident or emergency.

The UC organizational structure will include the Command and General staff and section positions as appropriate for managing the given situation. An Incident Action Plan (IAP) is developed for each operational period, as necessary. As required, the UC will provide situational briefings to campus stakeholders and to the University's EOC, if activated.

Upon activation of the EOC, the primary departments will provide representation to address strategic level fire and rescue services, requirements, and issues. ESF 4 at the EOC will provide direction and guidance, coordinate ICP requests for support from other campus departments and external agencies and assist with requests for State and/or Federal resources through the EOC. As requested, ESF 4 at the EOC will provide briefings to the University's Safety and Security Policy Committee (SSPC) on incident operations and department/agency activities and issues.

As a fire threat or emergency escalates, the primary departments will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists. Personnel not directly involved in emergency response operations may assist in providing warning and alerting to persons within the affected area, evacuation, and communications as necessary and appropriate during the situation. LUPD and other law enforcement agencies may be used to assist in providing warning dissemination, evacuation, and other support, as necessary.

ESF 4 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 4 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 4 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 4 is activated. Provide support and technical assistance for building evacuations. Provide damage assessment support as applicable. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 4 after-action review.

Primary: LU Environmental Health & Safety (EHS)	
Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> Conduct fire code compliance inspections for University buildings and property. Serve as the direct liaison with Lynchburg Fire Marshal's Office (LFMO).
Preparedness	<ul style="list-style-type: none"> Provide fire prevention/fire safety training and outreach activities to the University community. Conduct fire drills at least once-annually for all campus buildings. Document campus fire incidents in the Annual Security and Fire Safety Report.
Response	<ul style="list-style-type: none"> Provide special event fire and life safety code compliance inspections, liaison and coordination support, and standby support.

	<ul style="list-style-type: none"> • Provide on-site liaison and coordination support with responding LFD personnel. • Respond to fire incidents involving known hazardous materials. • Provide available resources as requested. • Provide LU facility information. • Assist with evacuations.
Recovery	<ul style="list-style-type: none"> • Prepare and process reports using established procedures, focusing specific attention on after-action reports. • Generate in a timely manner, information to be included in IC/UC/EOC briefings, situation reports, and/or action plans. • In coordination with LFMO staff, support and/or conduct post-incident fire investigation. • Provide subject matter expert court testimony, as necessary. • Conduct ESF 4 after-action review.

Primary: Lynchburg Fire Department (LFD)	
Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • Engage community stakeholders to promote fire prevention and fire safety. • Coordinate and perform fire prevention inspections, as appropriate.
Preparedness	<ul style="list-style-type: none"> • Develop and maintain mutual aid agreements. • Develop public education programs, as necessary.
Response	<ul style="list-style-type: none"> • Respond to and suppress hostile fires. • Coordinate and establish on-scene Incident Command Post for command activities. • Establish and operate staging areas as necessary. • Request and manage mutual aid for fire and rescue operations. • Coordinate and perform search and rescue operations. • Coordinate and assist in evacuation operations as necessary. • Determine what assets are available and closest to the affected area(s) and the time frame for deploying those assets. • Prioritize and coordinate the acquisition and deployment of ESF 4 resources for the suppression of urban fires. • Assess the need for and obtain other support, as required. • Provide staff to the local IC/UC/EOC to coordinate ESF 4 activities, as needed. • Generate, in a timely manner, information to be included in IC/UC/EOC briefings, situation reports, and/or action plans. • Compile damage information obtained and report that information through ESF 5 – Emergency Management. • Coordinate and perform fire investigation services.
Recovery	<ul style="list-style-type: none"> • Inventory equipment used during response activities and repair/replace as needed. • Prepare and process reports using established procedures, focusing specific attention on after-action reports. • Generate in a timely manner, information to be included in IC/UC/EOC briefings, situation reports, and/or action plans.

	<ul style="list-style-type: none"> • Assign and schedule sufficient personnel to cover an activation of the IC/UC/EOC for an extended period. • Maintain appropriate records of work schedules and costs incurred by ESF 4 agencies during an event. • In coordination with LU EHS and/or LFMO staff, conduct fire cause and origin investigations. Refer for prosecution persons found to have maliciously caused a fire. • Provide subject matter expert court testimony, as necessary. • Conduct cost recovery for expenses related for fire suppression. • Regulate and supervise burn sites for debris removal.
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Supporting: LU Auxiliary Services

Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • Ensure foodservice contractor participation in and support of routine fire code compliance inspections. • Ensure foodservice contractor fire code violations are corrected and fire prevention/fire safety recommendations are implemented as appropriate.

Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Provide fire drill coordination and facilitation support in conjunction with the LU EHS, Facilities Management, and ORL.
Response	<ul style="list-style-type: none"> • Provide support for information collection and analysis, communications flow, and resource ordering related to ESF 4 responsibilities. • Provide available resources as requested. • Provide LU facility information. • Assist with evacuations and search and rescue operations, as necessary.

Supporting: LU Facilities Management (FM)

Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • Coordinate new construction and building renovation fire code compliance inspections through LU EHS. • In coordination with LU EHS and LFMO, perform annual fire code compliance inspections of all residence halls. • Coordinate new construction and building renovation fire code compliance inspections through LU EHS. • Manage contracted campus fire and life safety monitoring program. • Perform monthly inspections on select fire safety equipment.
Response	<ul style="list-style-type: none"> • Take corrective action on fire code violations found during periodic inspections. • Provide available resources as requested. • Provide LU facility information. • Assist with evacuations and search and rescue operations, as necessary. • Provide available resources as requested.
Recovery	<ul style="list-style-type: none"> • Depending on scope of incident, provide renovation and/or repair services/support, including but not limited to water damage mitigation, as needed.

Supporting: LU Office of Residence Life (ORL)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • In coordination with LU EHS, facilitate annual fire prevention/fire safety training for Resident Assistants, Resident Directors, and other ORL staff, as appropriate. • Conduct periodic health and fire code compliance inspections of residence halls. • Conduct and document completion of fire drills for all residence halls in accordance with provisions set forth in the current Virginia Statewide Fire Prevention Code.
Response	<ul style="list-style-type: none"> • Assist with building evacuations during fire drills and fire emergencies. • Provide temporary relocation assistance to displaced residents, as needed.
Recovery	<ul style="list-style-type: none"> • Follow-up and take appropriate action with residential students found to be in violation of fire code.

Supporting: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
	<ul style="list-style-type: none"> •
Response	<ul style="list-style-type: none"> • Provide dispatch support for internal assets, coordinating with City dispatch as needed. • Respond to fire alarms and coordinate with responding LFD personnel. • Provide traffic control and management. • Provide crowd control and perimeter establishment/site security. • Assist with evacuations and search and rescue operations as necessary.

Supporting: LU University Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Issue alert and warning messaging as appropriate. • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- Attachment A – Nearest Fire Stations to LU Campus
- [LU Hot Work Permit](#)
- [LU Campus Building Addresses and Emergency Access Road Maps](#)
- [LU Fire Lanes](#)
- [LU Fire Hydrant Location Map](#)
- [City of Lynchburg Fire Stations and Facilities](#)

AUTHORITIES AND REFERENCES

- [LU On Campus Living Guide](#)
- LU Crisis and Emergency Management Plan (CEMP)
- [Virginia Statewide Fire Prevention Code \(VSFPC\)](#), July 2018
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\)](#), September 2019
- [Commonwealth of Virginia Construction and Professional Services Manual](#)
- [Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act \(Clery Act\)](#)
- National Fire Protection Association (NFPA) Codes (various)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard* 4.4.3: The emergency operations plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: firefighting/fire protection.

Attachment A: Nearest Fire Stations to LU Campus

Fire Stations	Address	Distance from Campus (miles)
Station 1	801 Clay Street, Lynchburg VA 24504	5.6
Station 2	2006 Grace Street, Lynchburg VA 24504	4.8
Station 3	4701 Fort Avenue, Lynchburg VA 24502	2.4
Station 4	410 Birch Street, Lynchburg VA 24503	6.9
Station 5	4800 Boonsboro Road, Lynchburg VA 24503	9.7
Station 6	2084 Fort Avenue, Lynchburg VA 24501	4.2
Station 7	2624 Lakeside Drive, Lynchburg VA 24501	5.5
Station 8	213 Old Graves Mill Road, Lynchburg VA 24502	3.7
Fire Administration	800 Madison Street, Lynchburg VA 24504	5.6
Vehicle Maintenance Shop	2624 Lakeside Drive, Lynchburg VA 24502	5.5

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Emergency Support Function 5: Emergency Management

Primary Department	LU Emergency Management & Community Engagement (EMCE)
Liberty University Supporting Departments	Primary Departments for Each ESF
	Facilities Management (FM)
	Finance and Administration (FA)
	Information Technology Services (ITS)
	Police Department (LUPD)
External Supporting Agencies	University Communications (UniComm)
	Lynchburg Department of Emergency Services (DES)
	Regional Institutions of Higher Education
	Virginia Department of Emergency Management (VDEM)
	Federal Emergency Management Agency (FEMA)

PURPOSE

The purpose of ESF 5 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) Emergency Management & Community Engagement (EMCE) staff, resources, and internal and external stakeholders to effectively respond to and recover from an incident, emergency, or event that impacts the University.

SCOPE

ESF 5 describes what emergency management actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Alert and notification
- Coordination with on-scene incident management efforts
- Emergency Operations Center (EOC) activation and management
- Planning Section operations
 - Incident action planning
 - Incident information collection, management, and dissemination
- Rapid needs and damage assessment
- Resource needs and requests for assistance
- Financial management
- Liaison with local, regional, State, and Federal partners

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in emergency management activities required to support incident/emergency/event response and recovery operations with the Lynchburg, Virginia region.

POLICIES

- All emergency response and recovery operations conducted under ESF 5 will be in accordance with the National Incident Management System (NIMS).

- ESF 5 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 5 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 5 activity will be directed toward satisfying the needs of responding agencies requiring emergency management support to perform their assigned disaster missions.
- ESF 5 will utilize available primary and supporting organization capabilities.
- ESF 5 will serve as the coordination point for information collection regarding all response and recovery operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU's EMCE serves as the Institution's primary mechanism responsible for incident/emergency/event related information collection and dissemination, resource coordination, planning, and liaising with relevant internal and external stakeholders. LU EMCE maintains strong working relationships with the City of Lynchburg, regional, state, and Federal partners—public, private, and otherwise—in a whole community approach to help enhance the University's overall preparedness posture.

PLANNING ASSUMPTIONS

- In accordance with LU Policy-Emergency Management & Community Engagement, all University departments/units are responsible for developing, training, and exercising Emergency Action Plans (EAPs) and Continuity Plans respective to their operation.
- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The EMCE, a department within the LU Division of Security & Public Safety led by the Vice president of Security & Public Safety, monitors incidents and threats to the University through daily, virtual situational awareness and monitoring of radio and computer-aided dispatch (CAD) traffic through the LU Police Department's (LUPD) Communications Center.

As an incident or threat escalates, the EMCE will coordinate and/or assist with the issuing of notifications and alerts to the University community and City/regional response partners in accordance with established protocols. The EMCE will make information available to persons with special communication needs as compliant with the Americans Disabilities Act.

The EMCE will augment staff to enhance monitoring capabilities, ensure timely information is collected and disseminated to key decision-makers, and to prepare for possible partial or full activation of the EOC.

The Emergency Manager of EMCE or designee will brief the appropriate University stakeholders on a regular basis and activate the EOC in collaboration with the Vice President for Security & Public Safety. The Emergency Manager of EMCE will coordinate with the Vice President for Security & Public Safety/ on all briefings and operational activities.

Upon activation, the Emergency Manager of EMCE or designee assumes responsibility for managing EOC operations. The EOC's role is to provide guidance, decision-making support, and resources to the University's Emergency Support Functions (ESFs); its organizational structure will be based on NIMS and will utilize the following, based on need:

- Safety and Security Policy Committee
- EOC Manager
- Command Staff
- Operations Section
- Planning Section
- Logistics Section
- Finance and Administration Section

The Emergency Manager of EMCE or designee will establish operational periods as the basis for determining the planning process and situational reporting. The Planning Section will prepare and distribute the EOC meeting schedule on a regular basis and facilitate the planning process and all associated activities.

To manage their operations, all ESFs will collect and process information. The EOC will focus on collecting critical information that is of common value or need to more than one ESF or operational element to create an overall perspective of the incident/emergency/event. ESFs need to provide this critical information using designated EOC information management tools to support the development of action plans, reports, briefings, and displays.

The Planning Section facilitates incident planning at the EOC and publishes the Incident Action Plan (IAP) for each operational period. The IAP provides the objectives to be accomplished for the upcoming operation period.

The Planning Section will produce situation reports (SitReps), which will be distributed to EOC staff and on-scene incident command staff.

The staff of the EOC will support short-term and long-term planning activities. Plans will be short and concise, based on priorities established by the Executive Policy Group. EOC staff will record the activities planned and track their progress. The response priorities for the next operational period will be addressed in the IAP.

As needed, technical specialists (e.g., GIS, meteorologist) will be engaged by the ESF 5 to support situational awareness and action planning.

All incident information released to the public and media will be managed by ESF 15: External Affairs.

Resource allocation issues identified through ESF operations that cannot be resolved through normal EOC channels will be addressed with Executive Policy Group guidance.

ESF 5 will engage University service-oriented groups, private sector partners, the American Red Cross, Southern Baptist Convention, Samaritan's Purse, God's Pit Crew, Gleaning for the World, Lynchburg Communications, and Virginia Department of Emergency Management (VDEM), and other entities to supplement emergency services as the situation dictates.

Resource needs that cannot be met with University assets or through mutual aid will be submitted to the respective City EOC wherein the incident/emergency/event is occurring for assistance. Resource requests that cannot be fulfilled at the City/local level will be forwarded to the Commonwealth of Virginia EOC by the way of the locality emergency manager.

ESF 5 will coordinate rapid needs assessment information collection, management, and dissemination to develop situational awareness and incident scope.

ESF 5 will coordinate damage assessment information collection, management, and dissemination with assistance from appropriate University, City, private sector, non-governmental organizations, and volunteer personnel.

ESF 5 will maintain documentation of incident/emergency/event activities and costs for accountability.

ESF 5 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of the future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff/volunteers for emergency assignments. Participate in planning, training, and exercises. Develop and maintain notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 5 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 5 is activated Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 5 after-action review.

Primary: LU Department of Emergency Management & Community Engagement	
Phase	Roles and Responsibilities

Preparedness	<ul style="list-style-type: none"> • Maintain situational awareness of activities across LU facilities. • Maintain situational awareness via liaison with germane Federal, state, and local, and non-governmental organization partners. • Develop and conduct training/exercises related to ESF 5 and EOC Operations. • Provide emergency preparedness assessment and guidance to LU stakeholders • Develop and maintain the LU University Continuity Plan. • Support administration, maintenance, planning and testing of the LU Alerts Emergency Notification System (ENS). • Conduct planning, training, and exercises with appropriate support entities across LU, to include the EOC Incident Management Team (IMT) and Executive Policy Group (EPG). • Operate LU EOC and ensure facility readiness for activation.
Response	<ul style="list-style-type: none"> • Coordinate all operations with the LU Department of Security & Public Safety and Vice President or designee. • Coordinate activities with supporting departments and agencies. • Activate alert and notification systems, as appropriate. • Provide technical assistance and administrative support in the preparation of protective action guidelines and related issues. • Serve as primary liaison to City and VDEM EOC's • Determine the appropriate level of EOC activation and issue notifications. • Staff the EOC Planning Section • Coordinate activities with other responding units and agencies. • Prepare and distribute periodic situation reports (SitReps). • Submit SitReps to City, regional, and State emergency management partners as requested. • Manage the overall emergency information collection process. • Manage EOC operations in accordance with the ICS principles. • Facilitate the action planning process and publish an Incident Action Plan (IAP) for each operational period. • Submit requests for assistance to the Lynchburg Department of Emergency Services (DES) to be forwarded to the Virginia EOC, if the request cannot be addressed locally. • Coordinate activities to reduce event impact on populations with access and functional needs. • Ensure that all required forms, reports, and documents are completed prior to demobilization. • Deactivate the EOC and/or incident organizational structure when appropriate.
Recovery	<ul style="list-style-type: none"> • Manage the development of the post-disaster recovery plan that will guide the University's recovery program implementation. • Replenish ESF 5 supplies and repair damaged equipment. • Conduct ESF 5 after-action review (AAR)

Supporting: Primary Departments for Each ESF	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Identify personnel to staff the EOC
Response	<ul style="list-style-type: none"> • Provide rapid needs assessment information to the EOC Planning Section to build the operation view of the impacts from the incident/emergency/event. • Communicate with the EOC on priorities and resource needs.
Recovery	<ul style="list-style-type: none"> • Continue to provide status information to the EOC for situational awareness.

Supporting: LU Facilities Management	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Develop supporting plans and procedures for damage assessment.
Response	<ul style="list-style-type: none"> Provide expertise and resources to conduct local damage assessment. Provide damage assessment information related to University-owned structures. Provide technical assistance related to engineering, as requested.
Recovery	<ul style="list-style-type: none"> Participate in the development of the post-disaster recovery plan that will guide the University's recovery program implementation.

Supporting: LU Finance and Administration	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in the provision of training on disaster-related financial management procedures for University departments.
Response	<ul style="list-style-type: none"> Provide staffing for the Finance/Administration Section of the EOC. Provide staff assistance in documenting emergency-related costs. Provide staff assistance in preparing bills and requests for reimbursement. In coordination with ESF 7: Resource Management, provide funding mechanism to allow for initial response purchases above established Pcard limits to be made through the EOC
Recovery	<ul style="list-style-type: none"> Provide staff assistance in documenting costs. Provide staff assistance in preparing bills and requests for reimbursement. Provide funding mechanism to reimbursement University-incurred costs during the initial response phase for purchases made through the EOC.

Supporting: LU Information Technology Services	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in the provision of training on disaster-related IT and communications management
Response	<ul style="list-style-type: none"> Provide staffing for set-up and sustainment of the EOC IT and communication systems. Provide staff assistance in troubleshooting technology problems at the EOC. Provide GIS technical support to the EOC.
Recovery	<ul style="list-style-type: none"> Provide staff assistance in troubleshooting technology problems at the EOC.

Supporting: LU Police Department	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Train communications staff on usage of the LU Alerts Emergency Notification System. Train departmental staff on damage assessment procedures and operations.
Response	<ul style="list-style-type: none"> Provide information from "broken window" checks to the EOC. Aid in developing protective action guidance through the incident Public Information Officer and/or ESF 15 External Affairs. Provide technical assistance on emergency-related issues. Coordinate security staffing for the EOC.
Recovery	<ul style="list-style-type: none"> Continue to provide status updates and support to the EOC, as requested.

Supporting: LU University Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none">• Provide communications support.• Develop messaging and disseminate outreach materials and the information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none">• Provide communications support.• Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- Emergency Operation Center Standard Operating Procedures
- Emergency Notification System Protocols

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [§23.1-804. Institutional Crisis and Emergency Management Plan](#)
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The emergency operations plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: direction/control and coordination; alert and notification; and warning.
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.8*: The Emergency Management Program has procedures to guide situation analysis and damage assessment, situation reporting, and incident action planning.

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Emergency Support Function 6: Mass Care, Housing, and Human Services

Primary Department	LU Student Service Center (SSC)
Liberty University Supporting Departments	Academic Affairs
	Athletics
	Auxiliary Services
	Campus Recreation
	Communications
	Counseling Services
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Human Resources
	Marketing
	Office of Disability Accommodation Support (ODAS)
	Office of Residence Life (ORL)
	Police Department (LUPD)
	Student Health and Wellness
	Transportation
External Supporting Agencies	American Red Cross (ARC)
	Lynchburg Department of Social Services (DSS)
	Lynchburg Department of Emergency Services (DES)
	Sodexo
	Virginia Department of Emergency Management (VDEM)
	Virginia Department of General Services (VDGS)
	Virginia Department of Social Services (VDSS)

PURPOSE

The purpose of ESF 6 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) internal and external resources responsible for providing shelter, food, water, and emergency relief supplies and support to members of the LU community impacted by an incident, emergency, or event.

SCOPE

ESF 6 describes what mass care, housing, and human services support actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to the following:

- Short-term and immediate needs of disaster victims. Recovery and long-term issues will be managed through ESF 14: Long-Term Recovery and Mitigation.
- The full range of non-medical mass care services:
 - Sheltering
 - Organizing feeding operations
 - Providing emergency relief supplies
 - Providing emergency first aid at designated sites
 - Collecting and providing information on disaster victims to family members

- Coordinating bulk distribution of emergency relief items
- Coordinating and aiding individuals with functional needs

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting departments and agencies. This ESF applies to all individuals and organizations involved in mass care, housing, and human services support activities required to support incident/emergency/event response and recovery operations at LU facilities within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 6 will be in accordance with the National Incident Management System (NIMS).
- The primary department, in conjunction with the Department of Emergency Management & Community Engagement (EMCE) will actively engage the supporting departments and agencies in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 6 organizations will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, expansion or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 6 will utilize available primary and supporting organization capabilities.
- ESF 6 will serve as the coordination point for information collection regarding the status of mass care services and operations.
- ESF 6 is responsible for making reasonable accommodations for sheltering of diverse populations, including those with communication or mobility limitations, those with conditions that may require assistance with daily activities but do not require hospital admission or hospital sheltering, those who are transportation dependent, and those who present themselves accompanied by pets or service animals.
- ESF 6 will coordinate with ESF 8: Public Health, Medical, and Mental Health Services for public health and medical support.
- ESF 6 will coordinate with ESF 14: Long-Term Recovery and Mitigation for long-term recovery support.
- ESF 6 will coordinate with ESF 17: Volunteer and Donations Management for donations and volunteer management support.
- Staging of facilities and supplies may occur before the incident when the incident is anticipated.
- Information about persons identified on shelter lists, casualty lists, hospital admission, etc., will be made available to family members to the extent allowable under confidentiality regulations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident, emergency, or event situation that may require implementing mass care, housing, and/or human services provisions for affected members of the University community. LU regularly provides and maintains internal or contracted capabilities to provide health and counseling services, food services, housing and residence life operations, and care/support for students, faculty, and staff.

PLANNING ASSUMPTIONS

- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain operations and infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the supporting departments if incidents have the potential to impact (or are impacting) University operations and/or resources. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident/emergency/event escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate University mass care/sheltering/human services support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

In the event of an incident/emergency/event requiring sheltering, the EOC Command group, in coordination with the Safety and Security Policy Committee (SSPC), will consult with the appropriate partnering agencies to determine if a shelter is to be opened, select the shelter site(s), and notify the ESF 6 primary department to initiate activities.

ESF 6 will be activated to provide coordination and management for mass care activities dependent upon the expected needs associated with the scope and magnitude of incidents or potential incidents. This includes:

Sheltering:

LU will provide sheltering if the need is short term and within its capabilities. The provision of emergency sheltering includes the use of:

- Pre-identified shelter sites in existing structures.
- Creation of temporary facilities.
- Similar facilities outside the disaster affected area should further evacuation be necessary.

For mass evacuations directed by State officials, the Virginia Department of Social Services (VDSS) will designate facilities and operate the shelters for people who evacuate out of their home jurisdiction.

Feeding:

The provision for feeding incident/emergency/event victims may be accomplished through a combination of fixed sites, mobile feeding units, and food distribution.

Emergency Relief Supplies:

The provision of emergency relief items, limited to urgent needs, is distributed through sites established within the affected area.

Emergency First Aid, Triage, and Referral:

Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care facilities and at designated sites. Individuals that have or develop medical needs will be assessed by shelter medical personnel and a determination will be made if it is safe for them to stay in the shelter. If it is not safe, they will be referred to a more appropriate facility. If the incident requires a higher degree of medical care, these operations will be handled in coordination with ESF 8: Public Health, Medical, and Mental Health Services.

Human Services:

Following a large-scale or mass-casualty incident, a Family Reception Center (FRC) and/or Family Assistance Center (FAC) may be established to provide support and information to victims and families. Services include disaster welfare inquiries, reunification services, behavioral health, mass fatality issues, conducting investigations with the Office of the Chief Medical Examiner, working with other agencies for financial and other assistance.

As needed and appropriate, LU may request the services of the American Red Cross (ARC) to assist the primary department with short-term mass care including sheltering and feeding options. Requests for ARC support will be submitted through the Lynchburg Department of Emergency Services (DES). The primary department will coordinate the staffing and services of shelters and reception centers to meet immediate needs. The determination to open shelters and/or reception centers will be made by the EOC Command group with input from the Incident Commander/Unified Command, and Safety and Security Policy Committee (SSPC).

The sheltering protocols define the terms, roles, and protocols by which primary and supporting organizations will collaborate when the decision is made to open various facilities such as reception center, evacuation shelters, or assistance center.

ESF 6 will collect information on shelter activities, populations, and related information and provide it to the EOC.

ESF 6 will establish and operate feeding sites to serve disaster victims as determined by the EOC Command group in consultation with the SSPC.

When directed, ESF 6 will establish and operate a FRC and/or FAC to aid the families of disaster victims.

ESF 6 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 6 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 6 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 6 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 6 after-action review.

Primary: LU Student Service Center	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Conduct planning with designated supporting departments and agencies. Work with LU EMCE to conduct training and exercises. In conjunction with LU EMCE, work with the ARC to identify shelter facilities, including type and quantity needed and the maximum capacities for each potential location. Ensure protection of ESF 6 vital records.
Response	<ul style="list-style-type: none"> Coordinate activities with supporting departments and agencies. Assume the role of coordinator for the Mass Care and Human Services Function. As appropriate, activate supporting departments and agencies. Manage shelter operations. Plan and support meetings with supporting departments/agencies and ensure all departments/agencies are informed and involved. Coordinate emergency feeding and relief supply efforts. Coordinate emergency assistance efforts for students. Ensure responding departments and agencies maintain records of costs and expenditures and send these to the EOC Finance/Administration Section Chief.
Recovery	<ul style="list-style-type: none"> Coordinate demobilization of mass care and human services facilities, locations, and supplies. Transition to ongoing individual support activities to ESF 14: Long-Term Recovery and Mitigation for long-term recovery support.

Supporting: LU Academic Affairs	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide emergency academic assistance as needed to students in coordination with ESF 18: Academics.

Supporting: LU Athletics	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide access to recreation facilities designated as human shelter locations. Provide logistics support, facilities, and amenities at shelter locations, to include building management, internet access stations for staff, if feasible, support food services (and staff) as available in coordination with LU Auxiliary Services; Procurement of consumable supplies in coordination with ESF 7: Resource Management; and buildings, grounds, and parking.

Supporting: LU Auxiliary Services	
Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As requested, coordinate food service and venue management contractor support to include feeding and available space provisions for sheltering operations.

Supporting: LU Campus Recreation	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide access to recreation facilities designated as human shelter locations. Provide logistics support, facilities, and amenities at shelter locations, to include building management; internet access stations for staff, if feasible; support food services (and staff) as available in coordination with LU Auxiliary Services; procurement of consumable supplies in coordination with ESF 7: Resource Management; and buildings, grounds, and parking.

Supporting: LU Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Counseling Services	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Within internal capabilities, provide counseling support for on-campus sheltering location(s) and/or reception/assistance center(s). As needed, coordinate external counseling and mental health support.

Supporting: LU Facilities Management (FM)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide available resources as requested. Provide LU facility information. As needed, provide logistics support in establishing on-campus sheltering locations and/or reception/assistance center(s).

Supporting: LU Human Resources	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide benefits support for employees, to include Employees Assistance Program provisions as necessary. • Coordinate emergency assistance efforts for faculty and staff.

Supporting: LU Marketing	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Office of Disability Accommodations Support (ODAS)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • As applicable, provide technical assistance and oversight as it pertains to service animal provisions and accommodations during sheltering operations.

Supporting: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Mitigation	<ul style="list-style-type: none"> • Coordinate with all appropriate LU stakeholders to identify potential vulnerabilities and improve services that may have been disrupted during an incident, emergency, or event.
Preparedness	<ul style="list-style-type: none"> • Coordinate with Student Service Center and all attendant LU entities (Athletics, Auxiliary Services (to include Sodexo dining), Counseling Services, Office of Residence Life, Human Resources, Student Health and Wellness, etc.) to have the appropriate procedures, plans, and resources to provide essential services to LU stakeholders impacted by an incident, emergency, or event.
Response	<ul style="list-style-type: none"> • Provide coordination, guidance, and oversight on the decision-making process for mass care operations. • Work with ESF 15: External Affairs to release information to the University community on mass care operations. • Coordinate with LU SSC and supporting LU entities to evacuate residence halls; account for students, faculty, and staff; provide emergency housing; care for students, faculty, and staff; feed students (and faculty and staff, if needed); and provide emergency academic assistance. • Aid and support for mass care and human services operations.
Recovery	<ul style="list-style-type: none"> • Coordinate with LU SSC and supporting LU entities to ensure the restoration of any mass care, housing, and human services that may have been impacted by an incident, emergency, or event.

Supporting: LU Office of Residence Life (ORL)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Coordinate on-campus residential student sheltering provisions.

Supporting: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> In coordination with other area law enforcement agencies as needed, provide shelter security coverage on a 24-hour basis during the time shelter(s) are open. Maintain the safety and security of shelter occupants. Enforce shelter rules.

Supporting: LU Student Health and Wellness	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Within internal capabilities, provide medical support for on-campus sheltering location(s). Coordinate external medical care and support as needed.

Supporting: LU Transportation and LU Transit	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide transportation/transit to on-campus sheltering location(s).

SUPPORTING INFORMATION

- LU Family Reception Center/Family Assistance Center Plan (in development).
- LU Shelter Procedures (to be developed).

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Virginia Department of Human Resource Management – Emergency Closings Policy 1.35](#)
- Emergency Management Accreditation Program (EMAP) 2019 *Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: mass care and sheltering; and food, water, and commodities distribution.

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Emergency Support Function 7: Resource Management

Primary Department	LU Procurement and Contract Administration
Liberty University Supporting Departments	All University Departments/Units
	Emergency Management & Community Engagement (EMCE)
	Finance and Administration
	Office of Development
	University Communication (UniComm)
External Supporting Agencies	Lynchburg Department of Emergency Services (DES)
	Virginia Department of Emergency Management (VDEM)
	University Contractors and Vendors

PURPOSE

The purpose of ESF 7 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) resource management staff, resources, and contractors to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 7 describes what resource management actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Procurement for requirements not specifically identified in other ESFs:
 - Facility space
 - Office equipment and supplies
 - Event life cycle supplies
 - Contracting services
 - Warehousing
 - Resource disposal
- Logistics planning, management, and sustainment
 - Resource identification
 - Staging
 - Resource reception and tracking
 - Financial tracking of resources for reimbursement purposes
 - Distribution of resources
 - Demobilization

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in resource management activities required to support incident/emergency/event-response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 7 will be in accordance with the National Incident Management Systems (NIMS).

- ESF 7 is not intended to replace or supplant the purchasing authorities of the individual University departments during normal daily operations. Rather, ESF 7 will provide technical assistance in locating, distributing, and procuring critical resources and supplies while serving as part of the Logistics Section in the EOC. However, once a SINGLE POINT ORDER decision has been made, all requests for additional resources must be made through the Logistics Section of the Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), which will be represented by ESF 7.
- ESF 7 will utilize available primary and supporting department and agency capabilities.
- ESF 7 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, and expansion or improvement of operations.
- ESF 7 will coordinate with stakeholder departments to maintain a current and up-to-date inventory of all supplies currently on hand in order to create a working understanding of what resources will be necessary to procure in the event of an incident, emergency, or event.
- All departments and agencies assigned responsibilities within ESF 7 will develop and maintain the necessary plans, standard operating procedures, mutual aid agreements, and model contracts to successfully accomplish their tasks. Plans and systems to be developed and maintained include, but are not limited to:
 - Resource identification, typing, and inventorying
 - Acquiring and ordering resources
 - Mobilizing and allocating resources
 - Resource recovery and reimbursement
 - Coordinating with non-governmental and private sector organizations for obtaining resources
 - Establishing logistic staging areas for internal and external response personnel, equipment, and supplies
- ESF 7 will maintain a list of anticipated essential material resources and a list of potential suppliers to obtain resources more expeditiously during a major disaster or emergency.
- ESF 7 will locate, procure, and distribute resources to support the incident in accordance with the operational priorities established by the IC/UC/EOC Command.
- ESF 7 will coordinate with ESF 17: Volunteer and Donations Management for effective use of volunteers and donated goods.
- ESF 7 departments and agencies will train personnel, assist in planning, and will actively participate in exercises as coordinated by the Department of Emergency Management & Community Engagement (EMCE) to ensure effective operations during activation of the IC/UC/EOC.
- ESF 7 will serve as the coordination point for information collection regarding the status of resources.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incident, emergency, or event situations that require traditional, unique, and varied resources to provide for an effective response and/or recovery operation.

PLANNING ASSUMPTIONS

- Foodservice operations generally rely on just-in-time delivery of foodstuffs
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University resource availability. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's IC/UC/EOC, as well as the Logistics Section of the given organizational structure, the supporting departments will provide personnel to staff the Logistics Section to assist with resource requirements and procurement support throughout the evolution of emergency operations.

As additional IC/UC/EOC staffing needs become apparent, other support and partner agencies of ESF 7 may be requested to report to the IC/UC/EOC to further assist in resource support activities. The Logistics Section of the IC/UC/EOC will manage all requests for resources and logistical support for the incident, emergency, or event, and provide the coordination of specific requirements of ESF 7 action and documentation.

Resources may be provided upon the request of recognized field command personnel, such as the Incident Commander, EOC General Staff, or upon direction of the EOC Manager.

Equipment and materials will be obtained from inventories within and external to the University. Inter-departmental University requests will be submitted and routed through ESF 7 under the Logistics Section. Requests unable to be filled in University or local inventories may be procured by ESF 7 from commercial vendors. Coordination for resource allocation will be accomplished with in the IC/UC/EOC.

Primary and supporting departments and agencies will provide available resources based upon the priorities established by IC/UC/EOC Command.

The Logistics Section will maintain a list of vendors and suppliers of equipment, materials, and services needed during disaster response and recovery operations. The Logistics Section will request supporting agencies to provide available assets to meet operational requirements. If necessary, private sector sources will be acquired to augment University resources.

ESF 7 will conduct all operations in accordance with local, State, and Federal laws and regulations. All resource expenditures will be submitted to the IC/UC/EOC Finance/Administration Section.

ESF 7 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none">As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of the future incidents.

Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercise. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 7 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 7 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for the necessary reimbursement. Participate in ESF 7 after-action review.

Primary: LU Procurement and Contract Administration

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Coordinate activities with supporting agencies. Establish contracts, memoranda of understanding (MOUs), and mutual aid agreements (MAAs) with non-governmental organizations (NGOs), private vendors, and government agencies to provide material and financial support during an incident, emergency, event, or disaster. Identify personnel to staff the Logistics Section of the EOC. Develop supporting plans and procedures and maintain a current Continuity Plan.
Response	<ul style="list-style-type: none"> Provide personnel to staff the Logistics Section of the EOC. Coordinate procurement services to provide resources as requested by the IC/UC/EOC. Procure critical resources as part of the Logistics Section in the EOC. Aid departments and agencies in locating resource and service providers. Provide guidance and technical assistance in purchasing and procurement. Assist in procurement-related contract negotiations and review. Maintain vendor files.
Recovery	<ul style="list-style-type: none"> Aid departments and agencies in locating resource service providers. Coordinate reception, transport, storage, and delivery of supplies and commodities. Provide technical assistance in purchasing and procurement activities. Restock commodities and supplies consumed during the incident/emergency/event response, as necessary Assist in the recovery and disposal of event-related materials. Conduct ESF 7 after-action review.

Supporting: All LU Departments and Units

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> In coordination with and under the oversight of LU Procurement Services, establish contracts, MOUs, and MAAs with NGOs, private vendors, and government agencies to provide material and financial support during an incident, emergency, event, or disaster.

Response	<ul style="list-style-type: none"> • Provide resources as requested by the IC/UC/EOC. • Aid departments and agencies in locating resource and service providers. • Provide personnel to support reception, warehousing, bulk distribution, and other operations as requested by the Logistics Section of the EOC. • Provide logistical support for and assist with the staging of resources as available. • Identify staffing or POCs for various Logistics Sections at the EOC. • Maintain proper documentation.
Recovery	<ul style="list-style-type: none"> • Provide available resources as requested. • Restock internal inventories, as needed. • Assist in the recovery, demobilization, and disposal of event-related materials.

Supporting: LU Emergency Management & Community Engagement	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist with the development and maintenance of a resource management plan.
Response	<ul style="list-style-type: none"> • Provide personnel, equipment, supplies, and other resources to assist in resource management operations. • Forward Requests for Assistance to the appropriate Lynchburg DES to be submitted to the Virginia EOC's Logistics Section for resources. • Provide the ESF 7 supporting agencies with frequent updates during resource management operations.
Recovery	<ul style="list-style-type: none"> • Provide personnel, equipment, supplies, and other resources to assist in resource management operations. • Forward Requests for Assistance to the appropriate Lynchburg DES to be submitted to the Virginia EOC's Logistics Section for resources that are beyond the University's capacity to provide. • Provide the ESF 7 supporting agencies with frequent updates during resource management operations. • Restock commodities and supplies consumed during the incident/emergency/event response, as necessary. • Assist in the recovery and disposal of event-related materials.

Supporting: LU Finance and Administration	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Facilitate and track payments. • Tag and inventory of good or piece of equipment that is singularly over \$5,000. • Coordinate destruction of property/equipment processes. • Conduct financial statement reconciliations.

Supporting: LU University Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Governor's Executive Order 35 \(2019\): Advancing Equity for Small-, Women-, Minority-, and Service Disabled Veteran-Owned Businesses in State Contracting](#)
- [Virginia Higher Education Restructuring Act of 2005](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The emergency operations plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: resource management and logistics.
- EMAP *2019 Emergency Management Standard 4.6*: Resource Management, Mutual Aid, and Logistics
- EMAP *2019 Emergency Management Standard 4.8*: Facilities

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Emergency Support Function 8: Public Health, Medical, and Mental Health Services

Primary Departments	LU Student Health and Wellness LU Counseling Services
Liberty University Supporting Departments	Communications
	Emergency Management & Community Engagement (EMCE)
	Environmental Health & Safety (EHS)
	Human Resources (HR)
	Marketing
External Supporting Agencies	Police Department (LUPD)
	American Red Cross (ARC)
	Eastern Virginia Healthcare Coalition (EVHC)
	Local Healthcare (Hospital) systems
	Lynchburg Horizon Behavioral Health
	Lynchburg Fire Department (LFD)
	Lynchburg Department of Emergency Services (DES)
	Sodexo
	Virginia Department of Health (VDH) (including the Office of the Chief Medical Examiner, OCME)

PURPOSE

The purpose of ESF 8 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) staff, resources, and external partners to effectively provide public health services, medical care, and mental health services in preparation for, response to, or recovery from an incident/emergency/event.

SCOPE

ESF 8 describes what public health, medical, and/or mental health actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Medical services
- Mental health services and crisis intervention
- Public health services, including:
 - Protection of the water supply
 - Sanitation and food safety
- Mass immunization/dispensing
- Preventing and controlling epidemics
- Fatality management and mortuary services

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in public health, medical, and mental health activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 8 will be in accordance with the National Incident Management System (NIMS).
- ESF 8 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 8 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- The primary departments will actively engage key non-governmental stakeholders, including the private medical provider community and other partners (e.g., the public), in ESF 8 related preparedness activities as needed.
- LFD will coordinate private and public emergency medical services basic and advanced life support response during incidents/emergencies/events.
- ESF 8 will utilize various information sources, including the Eastern Virginia Healthcare Coalition (EVHC), Disaster Medical Assistance Team (DMAT) impact and capability assessments, Disaster Mortuary Operational Response Team (DMORT) impact and capability assessments, Federal Emergency Management Agency (FEMA) damage assessment, and University on-the-ground assessments as needed, to determine the public health, medical, and mental health impact of an incident/emergency/event, and will monitor for incident-related threats to public health.
- ESF 8 will assist Federal and State law enforcement agencies, LUPD, and the Lynchburg Fire Marshal's Office (LFMO) with the establishment and maintenance of evidence documentation and the "chain of evidence" in regards to discovery or receipt of materials and/or objects associated with criminal or terrorist activities.
- ESF 8 will enhance the common operating picture by providing information to critical recipients, including the Emergency Operations Center (EOC) and ESF 15: External Affairs on the public health, medical, and mental health impact of and response to incidents/emergencies/events.
- ESF 8 agencies will commit resources and expertise as needed to address public health, medical, and mental health consequences of incidents/emergencies/events.
- ESF 8 agencies will assign appropriate staff to ESF 8 functions in the EOC as needed.
- ESF 8 will coordinate public health, medical, and mental health services to the University community during and after an incident/emergency/event, including the protection of the water supply, ensuring adequate sanitation and food safety, providing medical and emergency medical services, coordinating mass fatality management and mortuary services, facilitating disaster mental health and critical incident stress management care, coordinating medical countermeasure distribution and conducting mass dispensing, coordinating medical and environmental surveillance and monitoring activities, and preventing and controlling epidemics. These functions will be overseen by the ESF 8 primary departments with the assistance and support of supporting departments and other external agencies, as needed.
- The University's Departments of Student Health and Wellness and Counseling Services are responsible for developing and implementing emergency preparedness plans for their operations/facilities/patients. These plans should include contingencies for shelter-in-place and evacuation needs.
- ESF 8 will maintain documentation for financial reimbursement.

SITUATION

LU may experience incident/emergency/events that require a coordinated response from public health, medical, or mental health providers to ensure the continuity of health and safety of all members of the University community. The University maintains its own clinic in the Department of Student Health and Wellness, which has the capacity to provide basic medical care, limited surgical procedures, prophylaxis, and public health education. The institution also maintains a Counseling Services Department to provide mental health services and support by appointment and via on-call personnel in emergencies. LFD provides all emergency medical response support to Liberty University. Security Services Officers and Patrol Officers in the LUPD have basic medical training that can be employed in the field until certified providers arrive.

PLANNING ASSUMPTIONS

- A major incident/emergency/event may quickly overwhelm the capabilities of the primary departments to render normal services to the University community; external support may be required.
- Significant incidents/emergencies/events may render normal clinic and office spaces for the primary departments inaccessible. Continuity plans are in place to provide services at alternate locations.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University public health, medical, or mental health services. Because of the varied nature of this ESF, Student Health and Wellness and LU Counseling Services will work jointly (as necessary) to coordinate ESF 8 activities. The primary departments will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or EOC, the primary department will provide representation to the IC/UC/EOC. All requests for public health, medical, and mental health support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

The primary departments will interact with the Eastern Virginia Healthcare Coalition (EVHC), local healthcare providers/hospitals, and the City and/or Virginia Department of Health (VDH) to obtain information on the status of the full healthcare infrastructure spectrum and related issues.

ESF 8 will facilitate the provision of public health, medical, and mental health services to support incident/emergency/event operations:

- Assuring the continuance of medical care services and the availability of medical supplies.
- Providing measures for communicable disease prevention and control (disease

surveillance, investigation, containment, and coordination of public messaging), including environmental health.

- Assessing mental health needs following incidents/emergencies/events/ and providing intervention to minimize harmful stress levels for both the general University community and responder communities.
- Dispensing of Strategic National Stockpile materials and countermeasures, as necessary and in coordination with the appropriate stakeholders.
- Providing environmental health and public health support to all other ESF groups.

ESF 8 will provide emergency public health services in accordance with the priorities and objectives of the State Health Commissioner.

ESF 8 will document costs of operations for the purposes of reimbursement.

ESF 8 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> • Develop and maintain supporting plans and procedures. • Train staff for emergency assignments. • Participate in planning, training, and exercises. • Develop and maintain internal notification roster. • Develop and maintain inventory of resources. • Assist in resolving ESF 8 after-action issues.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the IC/UC/EOC when ESF 8 is activated. • Maintain a timely information flow to the IC/UC/EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 8 after-action review.

Primary: LU Student Health and Wellness	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Establish memorandums of agreement/understanding (MOAs/MOUs) with partners as needed for the distribution of medical countermeasures. • Ensure protection of vital records for business continuity.
Response	<ul style="list-style-type: none"> • Coordinate activities with supporting departments and agencies. • Provide routine and emergency medical care within scope of capability. • Coordinate the distribution of medical countermeasures through established networks (i.e., points of dispensing). • Establish and operate mass dispensing sites in coordination with appropriate external support. • Coordinate medical resources acquisition and management.

	<ul style="list-style-type: none"> • Coordinate situational assessment of the University's medical infrastructure, services, and medical needs, and maintain awareness of the status of external agency support capabilities. • In coordination with VDH, LU Communications, and LU Marketing, prepare and issue food safety-related advisories. • Provide emergency public health services within scope of capability. • Provide laboratory surveillance and technical expertise within scope of capability.
Recovery	<ul style="list-style-type: none"> • In coordination with VDH, prepare and issue food safety-related advisories. • Monitor for threats to public health identified during damage assessment activities. • Provide public health and medical services within scope of capability.

Primary: LU Counseling Services	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Develop procedures for rapidly providing mental health and mental health assistance to members of the University community, to include organizing and training mental health teams. • Develop support relationships with local and State government agencies, professional associations, private services, and volunteer organizations to provide mental health assistance during incidents/emergencies/events.
Response	<ul style="list-style-type: none"> • Coordinate with ESF 8 and mass care agencies to address the mental health, and psychological first aid needs of those affected by an incident/emergency/event. • Coordinate the delivery of University mental health services and crisis response consistent with existing procedures and protocol. • As appropriate, coordinate with the Lynchburg American Red Cross (ARC) regarding the provision of disaster mental health services. • As needed, support contracting agencies that provide mental health services to maximize continuity of care. • Collaborate with ESF 8 for consistent messaging to mental health providers and the University community. • Coordinate with other support agencies, local clergy, and other private resources.
Recovery	<ul style="list-style-type: none"> • As appropriate, coordinate the management of mental health assistance to members of the University community. • Provide and/or coordinate critical incident stress management (CISM) services.

Supporting: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community regarding pre-incident preparedness.
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident

	Commander.
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Supporting: LU Environmental Health & Safety (EHS)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide an advisory role to the LU Student Health and Wellness Center. Provide Personal Protective Equipment (PPE) for LU employees involved in the response aspect of the Public Health, Medical, and Mental Health Services.

Supporting: LU Human Resources (HR)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Support coordination with the facilitation of the University's Employee Assistance Program as requested.
Recovery	<ul style="list-style-type: none"> Support coordination with and facilitation of the University's Employee Assistance Program as requested.

Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist with the development of public health, medical (to include mass casualty incident), and mental health planning for University departments and stakeholders.
Response	<ul style="list-style-type: none"> Provide EOC resource ordering/tracking and information coordination support. Assist with logistics coordination for medical countermeasures distribution and/or mass prophylaxis sites as needed.

Supporting: LU Police Department (LUPD)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Aid in victim identification. Coordinate and ensure security at mass dispensing sites, as activated. Provide service and enforcement of isolation and quarantine orders, as requested.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Disaster Recovery Framework \(NDRF\) – Health and Social Services Recovery Support Function](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.

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Emergency Support Function 9: Search and Rescue

Primary Department	LU Police Department (LUPD)
Liberty University Supporting Departments	Athletics
	Campus Recreation
	Communications
	Emergency Management & Community Engagement (EMCE)
	Marketing
	Send
External Supporting Agencies	Army National Guard
	Lynchburg Fire Department (LFD)
	Lynchburg Department of Emergency Services (DES)
	Lynchburg Police Department (LPD)
	Virginia Department of Emergency Management (VDEM)
	Virginia Marine Resources Commission (VMRC)
	Virginia State Police (VSP)

PURPOSE

The purpose of ESF 9 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) staff, resources, and external partners to effectively perform search and rescue (SAR) activities to assist persons in potential or actual distress.

SCOPE

ESF 9 describes what SAR actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Search and rescue operations
- Life-saving assistance

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in SAR activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia region. *Note: this ESF does not specifically address lost children; this is covered under LU Crisis and Emergency Management Plan Incident Annex 4: Code Adam.*

POLICIES

- All emergency response and recovery operations conducted under ESF 9 will be in accordance with the National Incident Management System (NIMS).
- ESF 9 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 9 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 9 will deploy all available resources, including trained personnel, facilities, and

appropriate equipment to locate and render necessary to persons in known jeopardy, or presumed to be in jeopardy.

- The primary department/agency during operations is dependent on the nature of the mission. For ground search operations, law enforcement is the lead. For collapsed structures, technical, and water rescue, LFD is the primary agency.
- Statewide mutual aid or other outside resources beyond the existing automatic or standing mutual aid agreements already in place will be requested by ESF 9 through the Emergency Operations Center (EOC).
- ESF 9 will coordinate incoming mutual aid, state, and federal resources in support of search and rescue operations.
- ESF 9 will establish staging area and logistical support bases for arriving mutual aid resources in coordination with all first response agencies.
- ESF 9 will serve as the coordination point for information collection regarding the status of search and rescue operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incident/emergency/event that require the performance of SAR operations for persons on campus or in adjacent areas (including waterways).

PLANNING ASSUMPTIONS

- University resources can provide for limited ground search and rescue activities; additional external support may be needed for multiple missing persons or large search area operations.
- The University has limited capacity to perform water based search and rescue; external support will be necessary to provide appropriate equipment and aid.

CONCEPT OF OPERATIONS

The LUPD continually monitors incidents and threats to the University and routinely responds to incidents, emergencies, and events. Regardless of the cause or size of the incident, search and rescue operations are conducted to affect the rescue and/or recovery of:

- Overdue, lost, missing, stranded, injured, or trapped persons.
- Overdue, missing, or disabled, stranded, or sinking vessels.

Most incidents will be managed by the on-scene Incident Command (IC) who establishes the on-scene Incident Command Post (ICP). The ICP will include a Command and General staff activated to the level appropriate to manage the incident. As appropriate, an Incident Action Plan (IAP) is developed for each operational period. The ICP will provide situational briefings to Department Operations Center (DOCs) and to the EOC, if physically or virtually activated.

In incidents with multi-agency and/or multi-jurisdictional involvement, a Unified Command (UC) will be established.

Upon physical or virtual activation to the University's EOC, the primary department will provide representation to address strategic level search and rescue priorities and issues.

ESF 9 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 9 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents. Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 9 after-action issues.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 9 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 9 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 9 after-action review.

Primary: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Conduct ground search and rescue operations. To the extent capable and through coordination with external support as necessary, assist with water rescue, search, and recovery. Provide for site access control. Provide traffic control and management. Provide security for SAR sites. As necessary, establish and operate staging areas.
Recovery	<ul style="list-style-type: none"> Provide staffing for ongoing SAR operations. Demobilize operations. Conduct ESF 9 after-action review.

Supporting: LU Athletics	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Provide specialized training and equipment for LU personnel participating in

	marine activities.
Response	<ul style="list-style-type: none"> Notify LUPD if an incident arises requiring SAR operational support.

Supporting: LU Campus Recreation

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Notify and support LUPD if an incident arises requiring SAR operational support.

Supporting: LU Communications and LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> As appropriate, coordinate resource requests and incident information.

Supporting: LU Send

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Coordinate support for affected LU personnel abroad through appropriate contractor in accordance with guidelines and procedures set forth in LU Send.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Response Framework Second Edition \(May 2013\)](#)
- [National Urban Search and Rescue Response System \(USandR\) Field Operations Guide \(FOG\)](#)
- [National Search and Rescue Plan of the United States](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.
- Commission on Accreditation for Law Enforcement Agencies (CALEA): 46.1.3e

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Emergency Support Function 10: Hazardous Materials Response

Primary Department	LU Environmental Health & Safety (EHS)
Liberty University Supporting Departments	Academic Affairs
	Communications
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Marketing
	Police Department
	Research Ethics
	Risk Management
External Supporting Agencies	Lynchburg Department of Public Utilities
	Lynchburg Department of Public Works
	Lynchburg Fire Department (LFD)
	Regional Hazardous Materials Response Team
	Virginia Department of Emergency Management (VDEM)
	Virginia Department of Environmental Quality (DEQ)
	Virginia Department of Health (VDH)

PURPOSE

The purpose of ESF 10 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) staff, resources, and contractors for hazardous materials (HazMat) management to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 10 describes what HazMat management actions may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- HazMat emergencies could occur from diverse sources including roadway and rail transportation incidents, aircraft accidents or fixed facility accidents, and intentional or illicit discharges.
- Responding to HazMat emergencies that occur with or without warning.
- Responding to the incident in the initial phase without assistance from outside the jurisdiction. This includes notification and warning the public, evacuation, and sheltering-in-place, immediate first aid, and isolation of the scene.
- Ordering the evacuation or sheltering-in-place to protect affected portions of the University.
- Evaluating, monitoring, and advising on the potential for short- and/or long-term health, environmental, and economic effects resulting from the incident.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in HazMat management activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- This plan applies to any incident involving any substance identified as a hazardous material, particularly those hazardous materials identified in the Title III Consolidated List of Lists, a list of chemicals subject to reporting under SARA Title III Section 302, Extremely Hazardous Substances, and Section 313, Toxic Chemicals, Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Hazardous Substances.
- This plan applies to all Local, State, and Federal agencies and private organizations responding to a release or threat of release into the environment of a HazMat.
- For purposes of this document, HazMat includes chemical, biological, radiological, and nuclear releases whether accidental or intentional.
- All emergency response and recovery operations conducted under ESF 10 will be in accordance with the National Incident Management System (NIMS).
- ESF 10 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 10 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 10 will utilize available primary and supporting organization capabilities.
- ESF 10 will serve as the coordination point for information collection regarding the status of HazMat response and recovery operations.
- Emergency response personnel will be knowledgeable in the use of available resources.
- A facility involved in a hazardous materials incident will provide all information on a timely basis as required by SARA, Title III, Section 304.
- When dispatched, the LFD ranking officer on-scene or their designee will assume command of all HazMat emergencies.
- Contractual or mutual aid agreements will be implemented as appropriate.
- Communications will be established with ESF 2: Communications and Information Technology Services, ESF 5: Emergency Management, and ESF 15: External Affairs.
- Incidents with a terrorism nexus (or suspected nexus) will involve additional coordination with Local, State, and Federal agencies.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience HazMat release incidents or emergencies that may disrupt University operations or services. Sources of HazMat include laboratories, chemical storage areas, transportation corridors (road and rail), building construction components (e.g., asbestos tile), parking lots and garages (with respect to fuel spills), and others. Small HazMat release incidents are managed by LU EHS. When incident conditions exceed internal capabilities, the University's current environmental services contractor will respond to manage the incident under the direction of EHS. For all emergent release of HazMat, the LFD and other agencies as needed are summoned to manage the situation.

PLANNING ASSUMPTIONS

- University personnel that work with HazMat are trained in basic response and containment procedures and protocol.

- Each supporting department, agency, and contractor is responsible for the inspection, repair and operation of its own equipment and services needed to respond to HazMat incidents.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the primary department if a HazMat incident has the potential to impact (or is impacting) University operations. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate HazMat response and management activities. Once the IC/UC/EOC is activated, all requests for support relating to the HazMat incident by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

The level of response required for an incident is determined by:

- Quantity, quality, and the toxic effects of the material involved in the release.
- Population and/or property threatened.
- Type and availability of protective equipment required for the released material.
- Consequences if no immediate action is taken.

Depending on the threat posed by the incident, protective measures initiated for the safety of the public could include sheltering-in-place, evacuation and/or isolation of the contaminated environment.

Coordination of each incident will be through the agencies' HazMat officials in accordance with applicable policies and procedures.

Due to the nature of HazMat incidents, which can change with time, escalating or downgrading the response will take place as the situation dictates.

ESF 10 at the EOC will provide direction and guidance to the field, coordinate Incident Command Post requests for support from other regional agencies, and coordinate requests for Local, State, and Federal resources through the Logistics Section at the EOC.

ESF 10 at the EOC will provide briefings to the Vice President (VP) of Security & Public Safety, the Chief of Police or their designee on incident operations and issues. The VP of Security & Public Safety, the Chief of Police, or their designee(s) will then brief the Safety and Security Policy Committee (SSPC), if activated.

ESF 10 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 10 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Participating in planning, training, and exercises. Maintain notification roster. Maintain inventory of agency resources. Assist in resolving ESF 10 after-action issues. Maintain supporting plans and procedures. Train agency staff for emergency assignments.
Response	<ul style="list-style-type: none"> Provide representative(s) to the EOC when ESF 10 is activated. Maintain a timely information flow to the EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 10 after-action review.

Primary: LU Environmental Health & Safety (EHS)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Facilitate training with campus stakeholders on the mitigation/prevention of and response to hazardous materials incidents.
Response	<ul style="list-style-type: none"> Provide technical assistance and subject matter expertise as related to environmental issues during hazardous materials incident response. Aid with evaluation and monitoring as related to environmental impacts during hazardous materials incident response. Coordinate with contractor support and activated State agencies responding to the incident.
Recovery	<ul style="list-style-type: none"> Provide technical assistance and subject matter expertise as related to environmental issues during hazardous materials incident response. Aid with evaluation and monitoring as related to environmental impacts during hazardous materials incident response. Coordinate with contractor support and activated State agencies responding to the incident.

Supporting: LU Academic Affairs	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Serve as a communications and coordination liaison between EHS, other stakeholders, and teaching faculty/staff that work in environments using chemicals/HazMat.

Supporting: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Issue alert and warning messaging as appropriate. • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Facilities management (FM)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide HazMat containment measures as requested and appropriate.

Supporting: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Assist in warning dissemination as needed. • Assist in evacuation operations as needed. • Provide EOC coordination, information exchange, resource ordering, and other support as needed.

Supporting: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide support for traffic management. • If required, provide support for evacuations. • Provide for site access and control and security. • Issue alert and warning messaging as appropriate.
Recovery	<ul style="list-style-type: none"> • Provide for site access and control and security.

Supporting: LU Research Ethics	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Serve as a communications and coordinate liaison between EHS, other stakeholders, and research faculty/staff that work in environments using chemicals/HazMat.

Supporting: LU Risk Management	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide guidance on available occupational health providers that could support injuries related to HazMat incidents.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Federal Water Pollution Control Act](#)
- [Oil Pollution Act of 1990](#)
- [Superfund Amendments and Reauthorization Act \(SARA\) of 1986, Title III](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: hazardous materials.

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Emergency Support Function 11: Resource Protection

Primary Department	LU Emergency Management & Community Engagement (EMCE)
Liberty University Supporting Departments	Academic Affairs
	Auxiliary Services (AS)
	Communications
	Environmental Health & Safety (EHS)
	Facilities Management (FM)
	Marketing
	Office of Residence Life (ORL)
	Office of the President
	Police Department (LUPD)
	Research Ethics
	Risk Management
	Student Health & Wellness
	University Counsel
External Supporting Agencies	Lynchburg Animal Control
	Lynchburg Department of Public Works (DPW)
	Lynchburg Utilities Department
	Sodexo
	Virginia Department of Health (VDH)
	Virginia Department of Conservation and Recreation (DCR)
	Virginia Department of Health (VDH)

PURPOSE

The purpose of ESF 11 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) faculty, staff, contractors, and partners to effectively respond to and recover from an incident, emergency, or event involving food safety, natural/agricultural/cultural resources, and/or historic properties and resources. This ESF also entails animal protection and evacuation to the extent applicable to University research operations.

SCOPE

ESF 11 describes what resource protection actions may take place in an incident, emergency, or event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Animal welfare
- Food safety and security
- Natural resources preservation
- Cultural resources and historic properties protection and restoration

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in resource protection activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 11 will be in accordance with the National Incident Management System (NIMS).
- ESF 11 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 11 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations, and securing of necessary manpower, materials, and services.
- ESF 11 activity will be directed toward satisfying the needs of preservation of University resources affected by the incident/emergency/event.
- ESF 11 will utilize available primary and supporting organization capabilities.
- ESF 11 will serve as the coordination point for information collection regarding the status of resource protection and restoration operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident/emergency/event that adversely impacts the University's resources, including animal research; food and water; wetlands and other natural resources; and/or cultural and historical resources (e.g., library materials, special collections, art galleries, etc.). The LU Office of Research Ethics provide the needs of laboratory animals during disruptive events. LU Auxiliary Services (AS) contracts food service operations through Sodexo, which is responsible for maintaining food safety and security under oversight by the local and State Health Departments. Wetlands and other natural resources around campus are managed by the LU EHS and/or FM, as applicable. LU Academic Affairs oversees University Libraries, instructional laboratories, art galleries, and other cultural and historical resources either owned by or loaned to the University.

PLANNING ASSUMPTIONS

- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain operations and infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the supporting departments if incidents have the potential to impact (or are impacting) University operations and/or resources. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident/emergency/event escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide

representation to the IC/UC/EOC to coordinate University resource requirements and issues. Once the IC/UC/EOC is activated, all requests for resource support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

For research animal welfare, the LU Office of Research Ethics is responsible for vivarium operations, and will support continuity of animal care and evacuation provisions, if necessary. Service animals will shelter with their handler, as indicated in ESF 6: Mass Care, Housing, and Human Services.

For food safety and security, the Virginia Department of Health (VDH) conducts food safety surveillance to identify food emergencies and will conduct a food-borne illness investigation. If a criminal act is suspected, the incident will be referred to the LUPD, which may enlist additional law enforcement support. Relevant State and Federal departments and agencies will be engaged. Primary and supporting departments/agencies will work together to ensure that unsafe foods are removed from retail outlet shelves. Through LU Auxiliary Services, the University's foodservice contractor (Sodexo) will be notified immediately in case of suspicious food outbreaks.

For natural resource preservation, the LU EHS and/or FM department(s) coordinate activities to preserve natural resources with the support of the Virginia Department of Conservation and Recreation and Virginia Cooperative Extension Service. Efforts will focus on natural heritage resource protection, air and water quality protection, urban forest protection, and endangered plant, animal, and insect species protection.

For cultural resources and historic properties, LU Academic Affairs and LU FM coordinate activities to preserve cultural resources and historic properties with the support of various student, non-profit, and community organizations and vendors to fulfill salvage needs to preserve historical artifacts and data. Historical structures are subject to special consideration during damage assessment. Guidance and direction will be received from the LU Office of the President, as well as State and Federal agencies for the salvage of cultural materials and structural rehabilitation of historic sites during the recovery period.

ESF 11 will ensure the necessary resources are secured to augment the recovery phase to completion.

ESF 11 operations will continue at the EOC until the emergency has concluded or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none">As appropriate, identify and implement potential opportunities for preventing the occurrence and/or impacts of future incidents.
Mitigation	<ul style="list-style-type: none">As appropriate, identify and implement potential opportunities for mitigating the occurrence and/or impacts of future incidents.

Preparedness	<ul style="list-style-type: none"> • Develop and maintain supporting plan and procedures. • Train staff and volunteers for emergency assignments. • Participate in planning, training, and exercises. • Develop and maintain internal notification roster. • Develop and maintain inventory of resources. • Assist in resolving ESF 11 after-action issues.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the EOC when ESF 11 is activated. • Maintain a timely information flow to the EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Provide available assets to support recovery activities. • Provide required damage assessment reporting and records of costs for state or Federal Emergency Management Agency (FEMA) reimbursement requests. • Submit records of costs and expenditures. • Work with FEMA/VDEM representatives in preparing claims. • Participate in ESF 11 after-action review.

Primary: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Coordinate activities of supporting departments and agencies. • Establish resource protection priorities. • If activated, submit community resource needs to the EOC Logistics Section. • Determine need for emergency resource protection actions, based on input from supporting departments/agencies.
Recovery	<ul style="list-style-type: none"> • Establish resource restoration priorities. • Conduct ESF 11 after-action review.

Supporting: LU Academic Affairs

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Maintain salvage contractors and/or contacts.
Response	<ul style="list-style-type: none"> • Provide preservation and technical management advice to help assess damage and appropriate treatment to protect, conserve, rehabilitate restore, or mitigate damage to instructional, historic, and/or cultural resources (as applicable) in the event of an emergency.

Supporting: LU Auxiliary Services (AS)

Phase	Roles and Responsibilities
Mitigation	<ul style="list-style-type: none"> • Oversee food service contractor-led routine testing of prepared food in cafeteria spaces.
Response	<ul style="list-style-type: none"> • Manage and coordinate with food service contractors, local and State Health Departments, and other departments/agencies as applicable to the nature of a food-related public health incident.

Supporting: LU Communications & LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
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Supporting: LU Environmental Health & Safety (EHS)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide preservation, technical, and structural management advice to help assess damage and appropriate treatment to protect, conserve, rehabilitate, restore, or mitigate damage to historic, natural, or cultural resources (as applicable) in the event of an emergency.
Recovery	<ul style="list-style-type: none"> • Provide support as requested.

Supporting: LU Facilities Management (FM)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide preservation, technical, and structural management advice to help assess damage and appropriate treatment to protect, conserve, rehabilitate, restore, or mitigate damage to historic, natural, or cultural resources (as applicable) in the event of an emergency.
Recovery	<ul style="list-style-type: none"> • Provide support as requested.

Supporting: LU Office of Residence Life (ORL)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Aid as requested in supporting residential student needs.

Supporting: LU Office of the President

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide executive-level guidance and support for the management of impacted historical, cultural, or natural resources either owned by or loaned to the University.

Supporting: LU Police Department (LUPD)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Respond to an investigate reports of food-borne illness outbreaks resulting from criminal activity.

Supporting: LU Research Ethics

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Coordinate with the Institutional Animal Care and Use Committee (IACUC) to ensure that the needs of research animals are being met. • Follow all response guidelines established by the Institutional Review Board (IRB), IACUC, and the Institutional Biosafety Committee (IBC).

Supporting: LU Risk Management

Phase	Roles and Responsibilities
Recovery	<ul style="list-style-type: none"> • Provide claims management support for impacted historical, cultural, or natural resources either owned by or loaned to the University.

Supporting: LU Student Health & Wellness	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide care and treatment to members of the University community impacted by food-borne illness outbreaks.

Supporting: LU Counsel	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide legal services in support of the management of impacted historical, cultural, or natural resources either owned by or loaned to the University.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Institutional Review Board](#)
- [Institutional Biosafety Committee](#)
- [Institutional Animal Care and Use Committee](#)
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Disaster Recovery Framework \(NDRF\) – Health and Social Services Recovery Support Function](#)
- [Virginia Department of Human Resource Management – Emergency Closings Policy 1.35](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.

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Emergency Support Function 12: Energy

Primary Department	LU Facilities Management (FM)
Liberty University Supporting Departments	Communications
	Marketing
	Emergency Management & Community Engagement (EMCE)
External Supporting Agencies	Lynchburg Department of Emergency Services (DES)
	Lynchburg Public Works (PW)
	Columbia Gas
	Appalachian Electric Power (AEP)
	Virginia Natural Gas (VNG)

PURPOSE

The purpose of ESF 12 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) staff, resources, contractors, and external providers to effectively respond to and recover from an incident/emergency/event involving a disruption in energy supply.

SCOPE

ESF 12 describes what energy restoration actions may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Collecting, evaluating, and sharing information on the status of energy systems.
- Estimating the impact of energy system outages within and outside the University community.
- Coordinating with energy and utility providers.
- Prioritizing energy needs at facilities and infrastructure so that power may be restored, or other energy supplies may be provided.
- Providing information concerning the energy restoration process such as:
 - Projected schedules
 - Restoration percentage completion
 - Facilities reopening schedule

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations affected by or involved in energy restoration activities required to support incident/emergency/event response and recovery operations with the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 12 will be in accordance with the National Incident Management System (NIMS).
- ESF 12 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 12 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting,

expansion, or improvement of operations, and securing of necessary manpower, materials, and services.

- ESF 12 will establish and maintain contact with appropriate private sector representatives to obtain information on energy facilities and distribution systems and the status of restoration.
- The primary department will work with supporting departments and agencies to identify restoration priorities during the preparedness phase.
- Restoration of normal operations at energy facilities and distribution systems is the primary responsibility of the facility/infrastructure owners.
- ESF 12 will serve as the coordination point for information collection regarding the status of energy infrastructure, services, and restoration operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

Except for limited fixed generator capacity, LU is wholly dependent on private sector energy generation/distribution/delivery. Uninterrupted delivery of energy supplies is essential to maintaining normal University operations and is dependent on contracts with the private sector.

PLANNING ASSUMPTIONS

- Interruptions in energy supply (chiefly electric power, natural gas, and petroleum fuel) have the potential to disrupt critical University activities, including food storage and preparation, information technology services, pharmaceutical storage, and research.
- The University is identified as a key facility for electric power priority restoration.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) energy systems and infrastructure that support the University. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to collect information on the status of energy systems and infrastructure. Once the IC/UC/EOC is activated, all requests for energy restoration support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 12 will establish and maintain contacts with private sector representatives to obtain information on energy facilities and distribution systems and the status of restoration. Private sector partners include, but are not limited to:

- Columbia Gas
- Appalachian Power

- Virginia Natural Gas
- Foster Fuels

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • As appropriate, identify potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify potential opportunities for mitigating the impacts of future incidents. • Assist ESF 15/PIO in developing/maintaining/publicly disseminating outreach materials and information to mitigate the impact of energy disruptions.
Preparedness	<ul style="list-style-type: none"> • Participate in planning, training, and exercises. • Maintain notification roster. • Maintain inventory of agency resources. • Assist in resolving ESF 12 after-action resources. • Maintain supporting plans and procedures. • Train agency staff for emergency assignments.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the EOC when ESF 12 is activated. • Maintain a timely information flow to the EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Provide available assets to support recovery activities. • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 12 after-action review.

Primary: LU Facilities Management (FM)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Develop standard operating guides and checklists to support ESF 12 activities. • Conduct monthly testing of fixed generators and associated equipment. • Top off fuel tanks (including generators) ahead of anticipated incidents and events. • Maintain contract(s) with local generator rental vendor(s). • Rent and stage size-appropriate mobile generators at key locations in advance of anticipated incidents and events.
Response	<ul style="list-style-type: none"> • Provide damage assessment, outage information, and estimates for restoration of LU utilities to the EOC and PIO. • Maintain information on the status of fuel supplies and distribution.
Recovery	<ul style="list-style-type: none"> • Monitor status of fuel and energy infrastructure restoration. • Provide updates for AEP and the Public Information Office (ESF 15). • Coordinate resolution of ESF 12 after-action issues.

Supporting: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community regarding pre-emergency preparedness.

Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • In cooperation with other departments and agencies, develop, prioritize, and maintain a list of critical facilities and systems. • Working with external emergency providers, verify the University's placement on priority emergency restoration lists/schedules.
Response	<ul style="list-style-type: none"> • Provide support for information collection and analysis related to ESF 12 responsibilities. • Coordinate with key energy-dependent departments and agencies (e.g. research, foodservice, information technology, etc.) to ensure backup energy provisions and other appropriate response measures are taken in a timely manner in the event of an energy disruption.

SUPPORTING INFORMATION

- [Appalachian Outage Map](#)
- [LU Facilities with Fixed Generators](#)
- LU Severe Weather Incident Annex

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Infrastructure Protection Plan \(NIPP\)](#)
- [National Disaster Recovery Framework \(NDRF\) – Infrastructure Systems Recovery Support Function](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: transportation systems and resources.

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Emergency Support Function 13: Security and Public Safety

Primary Department	LU Police Department (LUPD)
Liberty University Supporting Departments	Communications
	Legal Counsel
	Marketing
	Emergency Management & Community Engagement (EMCE)
External Supporting Agencies	Campbell and Bedford Sheriff's Offices
	Lynchburg Sheriff's Office
	Lynchburg Police Department (LPD)
	Federal Bureau of Investigation (FBI)
	United States Department of Homeland Security (DHS)
	Virginia Criminal Injuries Compensation Fund (CICF)
	Virginia Department of Criminal Justice Services (DCJS)
	Virginia State Police (VSP)

PURPOSE

The purpose of ESF 13 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) law enforcement resources and Local/State/Federal law enforcement partners to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 13 describes what law enforcement, public safety, and security actions may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's scope includes, but is not limited to, the following:

- Law enforcement
- Facility and resource security
- Security planning and technical resource assistance
- Public safety and security support
- Intelligence analysis and management
- Support for access, traffic, and crowd control
- Evacuation assistance of buildings or the entire campus

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting departments and agencies. This ESF applies to all individuals and organizations involved in law enforcement, public safety, and security activities required to support incident/emergency/event preparation, response, and recovery operations at LU facilities within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 13 will be in accordance with the National Incident Management System (NIMS).
- ESF 13 primary and supporting departments and agencies will develop and maintain the

necessary plans, Standard Operating Procedures (SOPs), Memoranda of Understanding (MOUs), and model contracts to successfully accomplish their tasks.

- ESF 13 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 13 primary and supporting departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations, and securing of necessary manpower, materials, and services.
- ESF 13 activity will be directed toward satisfying the needs of responding agencies requiring law enforcement, public safety, and security to perform their assigned missions.
- ESF 13 will utilize available primary and supporting organization capabilities.
- The primary department facilitates coordination among supporting departments and agencies to ensure that communication and coordination processes are consistent with stated incident management missions and objectives.
- ESF 13 will serve as the coordination point for information collection regarding the status of law enforcement, public safety, and security operations.
- For incidents that are the result of (or suspected to be) an act of terrorism, the Federal Bureau of Investigation (FBI) will be the primary agency for the criminal investigation.
- This annex does not usurp or override the policies or MAAs of any local government, private sector law enforcement agency, or Federal agency. The MAAs between other law enforcement agencies will stand alone on their own merit and agreement.
- ESF 13 will coordinate incoming mutual aid resources in support of law enforcement and security operations.
- ESF 13 will establish staging areas and logistical support operations for requested mutual aid resources supporting law enforcement, public safety, and security activities.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience incident, emergency, or event situations which require law enforcement to ensure the Security and Public Safety of persons, facilities, or property. The LUPD is the primary provider of all law enforcement, public safety, and security services for the LU campus, with assistance provided by Lynchburg Police Department (LPD), Virginia State Police (VSP), and the Lynchburg Sheriff's Office, County Sheriff's Offices of Campbell, and Bedford, and other law enforcement agencies and contractors as needed. LUPD services include sworn officers, and non-sworn security patrols, investigations, 24/7/365 dispatch with University community alert and warning capability, community policing and outreach, Clery reporting, threat assessment, special event security, administration, and other services. LUPD shares concurrent jurisdiction with LPD in areas adjacent to the main campus and regularly support LPD in off-campus incident response.

PLANNING ASSUMPTIONS

- In most situations, LU's personnel and equipment, in conjunction with services provided by City of Lynchburg resources, is adequate to respond to a local incident.
- Normal response may be hampered by such incidents as flooding, fallen debris, or fire. Police response times may be delayed and response to incidents may need to be prioritized.
- Region 2000 radio repeaters and associated systems, upon which LUPD is dependent, are maintained and supported by LUPD, LPD, Lynchburg Fire Department (LFD), Bedford

County Sheriff's Office, Amherst County Sheriff's Office, and Lynchburg Sheriff's Office, and its vendors/contractors.

- Depending on the nature of the incident, some critical employees may be unable to report for duty or unable to perform their duties.

CONCEPT OF OPERATIONS

LUPD monitors incidents on a continuous basis and routinely responds to incidents and emergencies. Most incidents will be managed by the on-scene Incident Commander who establishes the on-scene Incident Command Post (ICP).

The ICP will include the Command and General staff and section positions as appropriate for managing the given situation. A verbal or written Incident Action Plan (IAP) is developed for each operational period, as necessary. As required, the ICP will provide situational briefings to campus stakeholders and to the University's Emergency Operations Center (EOC), if activated. In incidents with multi-agency and/or multi-jurisdictional involvement, a Unified Command (UC) will be established.

As a public safety or security threat or emergency escalates, the LUPD will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists. If the initial event appears to have the capability to require an extended response or has resulted in multiple emergencies, LUPD may physically or virtually activate the Department Operations Center (DOC) to provide centralized coordination of the incident. The primary function of the DOC will be to monitor the situation and ensure that continuity of field operations (other than the incident) and service to the University community are maintained.

In the event of an emergency or disaster, LUPD and local/regional/State law enforcement agencies will coordinate a unified response utilizing governing agencies' procedural policies and the LU Crisis and Emergency Response Plan (CEMP). Assistance between LUPD, LPD, VSP, and Campbell and Bedford County Sheriff's Offices, is facilitated by Memorandum of Understanding/Agreement. When an incident expands beyond LUPD's existing capabilities, supplemental assistance may be requested through these mechanisms, along with regional mutual aid resources, as needed. Law enforcement resources provided by other agencies, levels of government, and contractors will remain under the command of their parent agency and will receive direction from the Incident Command (IC)/UC established for the situation.

Upon activation of the University's EOC, LUPD will provide representation to address strategic level law enforcement, public safety, and security services, requirements, and issues. ESF 13 at the EOC will provide direction and guidance, coordinate IC/UC requests for support from other departments and external agencies and assist with requests for State and/or Federal resources through the EOC. As requested, ESF 13 at the EOC will provide briefings to the Vice President (VP) of Security & Public Safety or Chief of Police and/or the University's Safety and Security Policy Committee (SSPC) on incident operations and department/agency activities and issues.

Where multiple incident command posts are established, an area command should be established to oversee these multiple incidents and provide coordination support and ensure integration of agency administrator policies and procedures.

If the size, scope, or complexity of the individual event(s) exceeds the capability of the local ICP(s), an Incident Management Team may be requested to support the Area Command of ICP(s).

ESF 13 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 13 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the occurrence and impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the occurrence and impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 13 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 13 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 13 after-action review.

Primary: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide continuity of routine public safety operations. Coordinate activities with supporting departments/agencies. Request and coordinate supporting department/agency response. Conduct law enforcement, public safety, and security incident/emergency/event impact and needs assessment and prioritize ESF 13 operational objectives in alignment with the EOC's action plan (if activated). Provide site control and security. Provide traffic control and access control. Provide detainee transportation, processing, and confinement. Coordinate security for designated areas. Assist Fire and Rescue departments with evacuations and the coordination of needed equipment to support this effort. In conjunction with ESF 15: External Affairs, assist in coordinating appropriate University alert, warning, and notification along with media response.
Recovery	<ul style="list-style-type: none"> Provide traffic and access control. Coordinate security for designated areas.

	<ul style="list-style-type: none"> • Ensure damage assessment is conducted and properly documented. • Seek reimbursement or other appropriate relief that the University may be entitled to.
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Supporting: LU Communications and LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Legal Counsel

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide legal opinions, interpretations, and other support as needed.

Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide support for information collection and analysis related to ESF 13 responsibilities. • Provide emergency communications and dispatch functions.

SUPPORTING INFORMATION

- [LUPD Concurrent Jurisdiction and Clery Reporting Area Map](#)
- LUPD Written Directive ADM 2-3 Agency Jurisdiction
 - Mutual Aid Agreements
 - Lynchburg Police Department
 - Bedford County Sheriff's Office
 - Campbell County Sheriff's Office
 - Virginia State Police
 - Lynchburg Department of Emergency Services

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LUPD Written Directives
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Jeanne Clery Disclosure of Campus Security Policy and Campus Statistics Act \(Clery Act\)](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: law enforcement.

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Emergency Support Function 14: Long-Term Community Recovery and Mitigation

Primary Department	LU Emergency Management & Community Engagement (EMCE)
Liberty University Supporting Departments	All Primary Departments for each ESF
	Academic Affairs (AA)
	Facilities Management (FM)
	Finance and Administration (FA)
	Office of the President (OP)
	Research Ethics (RE)
	Office of Risk Management (ORM)
External Supporting Agencies	University Communications (UniComm)
	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
	Virginia Department of Emergency Management (VDEM)

PURPOSE

The purpose of ESF 14 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) faculty, staff, resources, and contractors to recover from and mitigate against an incident/emergency/event that impacts the University.

In the short term, ESF 14 provides students, staff, faculty, departments, colleges, buildings, or campuses with assistance and support to return to a sense of normalcy after a disruptive incident or event. For long-term community recovery, ESF 14 enables the University as a whole to overcome the consequences of a severe incident/emergency/event such as the destruction of critical infrastructure and the disruption of academic, research, social, and economic vitality.

Support of the University's mission and Continuity Plan, the objective is to return academic, research, and engagement operation services to pre-disruption state of normalcy in a coordinated and timely manner to the maximum extent feasible. The overall mission is to rebuild facilities, infrastructure, programs, and services that align with the University's Strategic Plan and provide for a sustainable, more resilient, and economically viable University with the highest possible retention and graduation rates. Mitigation strategies will be integrated into every phase of the recovery process to the maximum extent feasible utilizing local, regional, and State mitigation plans in place as well as plans and strategies developed specific to the event.

SCOPE

ESF 14 describes what short-and long-term recovery and mitigation actions may take place following an incident/emergency/event when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Analysis of the incident's impact on the University
- Coordination of programs to assist in the comprehensive economic, social, and physical recovery and reconstruction of the University
- Analysis and review of mitigation program implementation

Specific operating procedures and protocols are addressed in documents maintained by the

primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in recovery and mitigation activities following an incident/emergency/event impacting the LU campus within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 14 will be in accordance with the National Incident Management System (NIMS).
- ESF 14 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 14 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations, and securing of necessary manpower, materials, and services.
- ESF 14 applies to all departments and agencies with assigned disaster responsibilities in the Crisis and Emergency Management Plan (CEMP).
- ESF 14 will utilize available primary and supporting organization capabilities.
- ESF 14 encompasses the full range of services or resources to support comprehensive academic, research, social, economic, and physical recovery, and reconstruction for the whole University community.
- LU departments and units are responsible for restoring essential services and functions as outlined in their individual Continuity Plans.
- ESF 14 will serve as the coordination point for information collection regarding the status of recovery and mitigation.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident/emergency/event situations that have the potential to disrupt the fundamental mission of the institution in such a manner that concentrated and coordinated recovery operations are necessary to restore a sense of normalcy to the University community.

PLANNING ASSUMPTIONS

- ESF 14 levels and types of support will vary depending on the magnitude and type of incident/emergency/event and the potential for long-term and severe consequences.
- The University and departmental Continuity Plans provide a framework for recovery to address functions critical to the University's mission, including academics, research, and engagement. These plans are reviewed, updated, and tested annually.
- Recovery and mitigation activities may begin concurrently with response operations and will generally begin in the University's physical or virtual Emergency Operations Center (EOC). There is no clear line of demarcation between the "response phase" and the "recovery phase."
- ESF 14 activities may continue well beyond the resolution of outward signs of the emergency and the deactivation of the EOC.
- Long-term recovery and mitigation efforts are forward-looking and market-based, focusing on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigation of future impacts of a similar nature, when feasible.

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify the supporting departments if incidents have the potential to impact (or are impacting) the University. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

The EOC will serve as the central location for interdepartmental and interagency coordination and decision-making, including all activities associated with ESF 14.

Once the EOC is activated physically or virtually, ESF 14 supporting departments and agencies will evaluate, with input from other campus/local/regional departments and agencies, the potential long-term recovery issues, and plan of action to move the University community toward recovery.

In general, recovery operations begin once conditions in the disaster area stabilize and the immediate danger posed by an event has passed.

Disaster recovery operations require coordination at all levels of the University, often supplemented by the efforts of volunteers and private industry and are conducted in accordance with established plans and procedures for administering disaster-relief programs.

Close coordination is maintained with local, State, and Federal officials to determine potential needs for support and the most expeditious means for acquiring that support.

ESF 14 will engage technical specialists to advise the EOC on recovery and mitigation strategies and to determine the need to develop and implement University community recovery strategies. Consideration will be given to augmenting or expanding existing programs to meet disaster needs.

ESF 14 departments and agencies will document costs of operations and submit to the EOC Finance/Administration Section for the purposes of reimbursement.

ESF 14 operations will continue at the EOC until otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none">As appropriate, identify potential opportunities for preventing the occurrence or impacts of future incidents.Implement identified prevention actions.
Mitigation	<ul style="list-style-type: none">Participate in mitigation planning activities.As appropriate, identify potential opportunities for mitigating the occurrence or impacts of future incidents.Implement identified mitigation actions.

Preparedness	<ul style="list-style-type: none"> • Participate in planning, training, and exercises. • Maintain notification roster. • Maintain inventory of agency resources. • Assist in resolving ESF 14 after-action issues. • Maintain supporting plans and procedures. • Train agency staff for emergency assignments.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the EOC when ESF 14 is activated. • Maintain a timely information flow to the EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Participate in long-term recovery planning activities. • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 14 after-action review.

Primary: LU Department of Emergency Management & Community Engagement	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Monitor developing situations. • Maintain the ESF 14 Annex of the Crisis and Emergency Management Plan. • Manage the development of the LU Recovery Plan. • Maintain tools and protocols to effectively alert University and local partners of potential emergency events and notify EOC member of EOC activation.
Response	<ul style="list-style-type: none"> • Coordinate activities with supporting departments and agencies. • Provide emergency management leadership to University departments. • Serve as primary liaison to the Virginia Department of Emergency Management (VDEM) and the Virginia EOC. • Staff the EOC Planning Section. • Manage the overall emergency information collection process. • Coordinate activities to reduce event impact on persons with disabilities, populations with access and functional needs and limited English proficiency. • Ensure that all required forms, reports, and documentation are completed prior to demobilization. • Deactivate the EOC when appropriate.
Recovery	<ul style="list-style-type: none"> • Manage the development and implementation of the post-disaster recovery plan to guide the University's recovery. • Ensure ESF departments and agencies provide appropriate records of damages and costs incurred. • Coordinate resolution of ESF 14 after-action issues.

Supporting: Primary Departments for Each ESF	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide functional area technical support and assistance as requested.
Recovery	<ul style="list-style-type: none"> • Provide functional area technical support and assistance as requested.

Supporting: LU Academic Affairs	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide coordination support with respect to academic calendar requirements and adjustments in consultations with SACSOC. • Identify and implement alternate instructional platforms and timelines to ensure continuity of academic curricula delivery.

Recovery	<ul style="list-style-type: none"> • Provide coordination support with respect to academic calendar requirements and adjustments in consultations with SACSOC. • Identify and implement alternate instructional platforms and timelines to ensure continuity of academic curricula delivery.
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Supporting: LU Facilities Management

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • In coordination with ESF 3: Facilities Management and Infrastructure, facilitate emergency construction, demolition, and/or repairs to critical University assets and facilities. • In coordination with ESF 3: Facilities Management and Infrastructure, coordinate support from the Bureau of Capital Outlay Management with respect to emergency construction, demolition, and/or repairs to critical University assets and facilities.
Recovery	<ul style="list-style-type: none"> • Implement (or continue) debris removal plan and coordinate debris removal operations.

Supporting: LU Finance and Administration

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Assist in the provision of training on disaster-related financial management procedures for University departments.
Response	<ul style="list-style-type: none"> • Provide staffing for the EOC Finance/Administration Section. • Provide staff assistance in documenting emergency-related costs. • Provide staff assistance in preparing bills and requests for reimbursement. • Provide funding mechanism to allow for initial response purchases above established purchasing-card limits be made through the EOC.
Recovery	<ul style="list-style-type: none"> • Provide staff assistance in documenting costs. • Provide staff assistance in preparing bills and requests for reimbursement. • Provide funding mechanism to reimburse department-incurred costs during the initial response phase for purchases made through the EOC.

Supporting: LU Office of the President

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide incident strategic direction and overall leadership.
Recovery	<ul style="list-style-type: none"> • Provide incident strategic direction and overall leadership. • Prioritize areas for recovery in alignment with the LU Strategic Plan.

Supporting: LU Research Ethics

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Coordinate communications with and technical support from principal investigators and researchers.
Recovery	<ul style="list-style-type: none"> • Coordinate communications with and technical support from principal investigators and researchers. • Coordinate claims management for damaged or destroyed research equipment.

Supporting: LU Office of Risk Management	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide support to the EOC Planning Section. • Provide staff assistance in preparing documentation and requests for reimbursements.
Recovery	<ul style="list-style-type: none"> • Provide staff assistance in documenting costs. • Communicate with applicable insurance agencies. • Provide staff assistance in preparing bills and requests for reimbursement. • Provide funding mechanism to reimburse department-incurred costs during the initial response phase for purchases made through the EOC.

Supporting: LU University Communications	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide communication support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

SUPPORTING INFORMATION

- LU Continuity of Operations Plan (COOP)

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [National Disaster Recovery Framework \(NDRF\)](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.4*: The Recovery Plan addresses short and long-term recovery priorities. The Plan provides guidance for restoration of critical functions, services/programs, vital resources, facilities, and infrastructure to the affected area.

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Emergency Support Function 15: External Affairs

Primary Departments	LU Communications LU Marketing
Liberty University Supporting Departments	Academic Affairs
	Counsel
	Emergency Management & Community Engagement (EMCE)
	Office of the President
	Police Department (LUPD)
	Student Service Center
External Supporting Agencies	Research Ethics (RE)
	Lynchburg Department of Emergency Services (DES)
	Virginia Department of Emergency Management (VDEM)
	Virginia Department of Health (VDH)

PURPOSE

The purpose of ESF 15 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) public information and outreach staff, resources, and partners to provide timely internal/external information updates pertaining to an incident/emergency/event.

ESF 15 has five major goals:

1. To make the University community aware of potential incident/emergency/event situations and of appropriate protective actions.
2. To keep the public informed about an incident/emergency/event situation and to provide protective action guidance as appropriate.
3. To keep University and public officials, including elected officials, informed of the processes of coordinating the response to and facilitating the recovery from an incident/emergency/event.
4. To keep leadership informed about public information issues and media trends.
5. To track and correct rumors and misinformation.

SCOPE

ESF 15 describes what public information and outreach actions may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Emergency public information and protective action guidance
- Community relations
- Media relations
- Government relations (local, state, and federal officials)

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in public information and outreach activities required to support incident/emergency/event preparedness, response, and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 15 will be in accordance with the National Incident Management System (NIMS).
- It is critical that all points of information released are coordinated to ensure that the University community receives accurate, current, and consistent information.
- ESF 15 encompasses the full range of external affairs functions including public information, community relations, and governmental affairs.
- Public information includes providing incident-related information through University-specific tools, the media, and other sources to students, faculty, staff, visitors, and the balance of the University community directly or indirectly affected by the incident/emergency/event.
- Community relations activities include identifying and communicating with community leaders (e.g., student/faculty/staff organizations, political, religious, business, labor, and ethnic) and neighborhood advocacy groups to ensure a rapid dissemination of information, identify unmet needs and establish an ongoing dialogue and information exchange.
- Government affairs include establishing contact with elected officials (or their representatives) representing the affected areas to provide information on the incident/emergency/event and the status of response and recovery activities. It also includes coordinating responses to inquiries from elected officials.
- The ESF 15 primary agency and respective public information offices and supporting agencies will take part in training, planning, and exercises to ensure an effective operation upon activation.
- Public education about disaster preparedness is a critical component of ESF 15 and will be conducted on a year-round basis in conjunction with the ESF primary agency and the LU EMCE.
- Depending on the situation, ESF 15 may establish a Joint Information Center (JIC) that may include representatives from the primary and supporting agencies as needed. Depending on the nature of the incident/emergency/event, technical experts may be needed from a variety of agencies. ESF 15 will work with the Planning Section at the University's Emergency Operations Center (EOC) to identify and secure support from needed subject matter experts.
- A "Virtual JIC" or vJIC may be implemented to coordinate and share information about the departments and agencies and other supporting agencies.
- If the EOC is activated on a partial or full basis, a physical JIC will automatically be established within or proximate to the EOC. It may be activated for EOC monitoring level activities, based upon the decision of the primary agencies.
- ESF 15 will utilize all available communication tools during an emergency, including public information/press releases, social media (both agency-specific social media sites and general community emergency sites), local government television stations, organizational websites, mass notification systems, news conferences, local radio and television, highway advisory radio, community meetings, and, if necessary, door-to-door contacts.
- The primary department will facilitate the process of developing a "common message" and communications strategy to ensure the consistency of information provided to the public, communities, and the private sector.
- When the scope of an incident/emergency/event entails the University and its host jurisdiction(s), the lead Public Information Officers (PIOs) of each entity will coordinate the release of information to the media and public regarding the event. Public information communications specialists within University Communications and LU Marketing, as well as other regional entities' public information staff, will support the overall outreach effort. A

rotating schedule will be established to ensure appropriate staffing levels. This policy does not prevent Public Safety supervisors from providing basic information after coordination with ESF 15 nor does it preclude Public Safety and Health Department PIOs from responding to media inquiries at the scene. If an incident official releases time sensitive information at the scene, he or she will ensure that the same information is conveyed to ESF 15.

- In the event of a mass fatality incident, ESF 15 will provide support to the Family Reception Center (FRC)/Family Assistance Center (FAC) to include family and media briefings, website postings, social media updates and public information outreach and will facilitate communications with family members.

SITUATION

LU may experience an incident/emergency/event that may require proactive and ongoing public information dissemination to educate and inform the University community, its partners, and host jurisdictions.

PLANNING ASSUMPTIONS

- An incident/emergency/event has the capability to create a massive strain on existing University communications platforms, including but not limited to the University switchboard and associated phone line, University website, and social media channels. Additional public information staff may be needed to support monitoring and dissemination activities.
- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

For emergency response operations involving only one or two agencies such as fire and police, the on-scene Incident Commander determines the need for notifications and all public information is coordinated through the primary agency's public information office.

As an incident/emergency/event escalates to involve more than two agencies, multiple PIOs will coordinate all public information in cooperation with incident management and all agencies involved. Prior to (or in the absence of) an activation of the EOC, coordination of public information will be through the primary agency. All LU statements are coordinated through the University President.

The primary agency will coordinate and share information with other departments and agencies through established protocols and procedures.

ESF supporting agencies will notify the ESF 15 primary agency and determine the need to activate a Joint Information Center (JIC). Other agencies and departments will provide representatives to the JIC as requested. Depending on circumstances, a vJIC may be used instead of or in conjunction with a physical JIC.

The JIC will operate at the designated coordination location for all public information activities related to the incident/emergency/event. The JIC will continue operations until the EOC is deactivated or as otherwise directed. The primary agency will ensure that information is posted if a Regional JIC is activated.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 15 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 15 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 15 after-action review.

Primary: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Establish internal communication protocols for the University's President and senior leadership. Establish protocols for sustaining information technology to ensure emergency information can be disseminated to public, staff, media, and elected officials without incident.
Response	<ul style="list-style-type: none"> Issue alert and warning notifications as necessary. Coordinate activities with supporting agencies. Conduct press conference and media briefings. Assist with development and communication of key messages. Provide emergency information to University employees, students, visitors, the media, the public, and the Board of Trustees. Coordinate community relations and emergency public information.
Recovery	<ul style="list-style-type: none"> Communicate information on disaster assistance initiatives and programs. Coordinate media briefings and inquiries. Conduct ESF 15 after-action review.

Supporting: LU Academic Affairs	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide information dissemination to and coordinate with faculty. Provide public information support and coordination as needed.

Supporting: LU Legal Counsel	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide legal opinion and vetting on public information to be disseminated, as requested.
Recovery	<ul style="list-style-type: none"> Provide legal opinion and vetting on public information to be disseminated, as requested.

Supporting: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Assist in developing and disseminating seasonal emergency preparedness information for the University community. In coordination with ITS, Communications, and LUPD, facilitate regular semiannual testing of the University's Emergency Notification System.
Response	<ul style="list-style-type: none"> Issue alert and warning notifications as necessary. Provide situational awareness to ESF 15 primary and supporting entities. Provide public information support and coordination as needed.

Supporting: LU Office of the President	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Review and approve public information prior to dissemination in conjunction with the designated Incident Commander or Unified Command (UC)
Recovery	<ul style="list-style-type: none"> Review and approve public information prior to dissemination in conjunction with the designated Incident Commander or UC.

Supporting: LU Police Department	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Issue alert and warning notifications as necessary. Provide public safety-specific public information to the University community in conjunction with the primary agency and other appropriate stakeholders.
Recovery	<ul style="list-style-type: none"> Provide public safety-specific public information to the University community in conjunction with the primary agency and other appropriate stakeholders.

Supporting: LU Student Service Center	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide information dissemination to and coordinate with students. Provide public information support and coordination as needed.

Supporting: LU Research Ethics	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide information dissemination to and coordinate with faculty. Provide information dissemination to and coordinate with Federal agencies providing research funding. Provide public information support and coordination as needed.

SUPPORTING INFORMATION

- LU CEMP - Support Annex 1 Emergency Notification System (ENS) Protocols
- Liberty University Communications Lynchburg, Virginia - Regional Media Contact List

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard 4.4.3*: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: emergency public information.
- EMAP 2019 Emergency Management Standard 4.7: Communications and Warning
- EMAP 2019 Emergency Management Standard 4.11: Emergency Public Information and Education

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Emergency Support Function 16: Military Affairs

Primary Department	Office Military Affairs
Liberty University Supporting Departments	Army Reserve Officer's Training Corps (ROTC)
	Communications
	Marketing
	Emergency Management & Community Engagement (EMCE)
External Supporting Agencies	Virginia Defense Force
	Virginia Department of Emergency Management (VDEM)
	Virginia Department of Military Affairs (VDMA)
	Virginia National Guard (VNG)

PURPOSE

The purpose of ESF 16 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) military staff, resources, and contractors, and external military installations to effectively respond to and recover from an incident/emergency/event that impacts the University.

SCOPE

ESF 16 describes what military affairs support actions may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Identifying and defining military mission requests.
- Integrating military resources into response operations.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in military affairs activities required to support incident/emergency/event response and recovery operations within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 16 will be in accordance with the National Incident Management System (NIMS).
- ESF 16 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 16 activities will be focused on satisfying resource requests from responding agencies to assist in execution of assigned disaster missions.
- ESF 16 will serve as the coordination point for information regarding the integration of military assets into local response and recovery operations.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU houses multiple on-campus military functions, including ROTC and Military Affairs. LU has established working relationships with several local military installations.

LU may experience an incident/emergency/event that exceed internal response capabilities to adequately manage. As appropriate, LU staff representing military interests may be requested to aid within available capabilities. For formal requests for military support, LU must first contact the Emergency Operations Center (EOC) within the home jurisdiction of the impacted LU Campus. Local military resources (VNG), as deployable, would be activated by city request. If local military capabilities are exceeded or unavailable, the jurisdiction's EOC will first contact other jurisdictional EOCs in the region, followed by the VA EOC, as needed, for additional support.

PLANNING ASSUMPTIONS

- Each supporting department or agency is responsible for the inspection, repair and operation of its own equipment and services or to those agencies with contractual agreements to maintain infrastructure.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify appropriate stakeholders if incidents have the potential to impact (or are impacting) the University. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments, agencies, departmental emergency personnel, and the University community as appropriate in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or EOC, the primary department will provide representation to the IC/UC/EOC to coordinate military affairs and infrastructure requirements and issues. Once the IC/UC/EOC is activated, all requests for military assistance by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

To manage their operations, all ESFs will collect and process information. The EOC will focus on collecting critical information that is of common value or need to more than one ESF or operational element to create an overall perspective of the incident. ESFs need to provide this critical information which will be used to develop action plans, reports, briefings, and displays.

Resource allocation issues identified through ESF operations that cannot be resolved through normal EOC channels will be addressed with Safety and Security Policy Committee (SSPC) or other executive-level guidance. Resource needs that cannot be met with existing assets or through mutual aid will be submitted to the appropriate home jurisdiction to the affected LU campus as a formal Request for Assistance by the LU Emergency Coordination Officer (EOC – Director of Emergency Management). If the local home jurisdiction to the affected LU campus is unable to fulfill the need, the jurisdiction will submit a formal Request for Assistance to other localities in the Lynchburg, VA region, followed by the Virginia EOC if necessary. As appropriate, military resources may be tapped to augment local response capabilities.

ESF 16 will coordinate the military command on the execution of military missions in support of response and recovery operations.

On completion of specific assistance missions, military forces will be redeployed at the direction of military command.

ESF 16 will maintain documentation of disaster activities and costs for accountability. ESF operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> Perform antiterrorism assessments for campus facilities that house military units. As appropriate, identify potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify potential opportunities for mitigating the impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Participate in planning, plan assessments, training, and exercises. Maintain notification roster. Maintain inventory of agency resources. Assist in resolving ESF 16 after-action issues. Maintain supporting plans and procedures. Train agency staff for emergency assignments.
Response	<ul style="list-style-type: none"> Provide personnel management and accountability support for staff and students in military programs. Provide representative(s) to the EOC when ESF 16 is activated. Maintain a timely information flow to the EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. As needed, conduct damage assessments in campus facilities that house military units. Participate in ESF 16 after-action review.

Primary: Office of Military Affairs	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of ESF 16 during periods of activation. Conduct facility hazard and threat assessments.
Response	<ul style="list-style-type: none"> Serve as the point for local military installations requesting assistance. Coordinate with LU to request local military support through the appropriate jurisdictional EOC and VDEM. Provide mission support as requested and activated.
Recovery	<ul style="list-style-type: none"> Conduct ESF 16 after-action review. Provide mission support as requested and activated.

Supporting: LU Army Reserve Officer's Training Corps (ROTC)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of ESF 16 during periods of activation.

	<ul style="list-style-type: none"> • Conduct facility hazard and threat assessments.
Response	<ul style="list-style-type: none"> • Provide mission support as requested and activated.
Recovery	<ul style="list-style-type: none"> • Provide mission support as requested and activated.

Supporting: LU Communications and LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide support to installation Public Information Officer (PIO) as requested.
Recovery	<ul style="list-style-type: none"> • Develop and distribute emergency public information.

Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Coordinate activities with cooperating agencies. • Submit requests for assistance for unmet needs to appropriate jurisdiction's EOC. • Serve as the liaison to military leadership, then transition liaison role to requesting department/agency. • Serve as liaison to VDEM and the Commonwealth EOC. • Ensure that all required agency forms, reports, and documents are completed prior to demobilization. • Deactivate the EOC when appropriate. • Provide EOC resource ordering/tracking and information coordination support.
Recovery	<ul style="list-style-type: none"> • Coordinate activities with other responding agencies. • Gather information on unmet needs and define requests for assistance.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)

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Emergency Support Function 17: Volunteer and Donations Management

Primary Departments	LU Emergency Management & Community Engagement (EMCE) LU Procurement and Contract Administration LU Student Service Center
Liberty University Supporting Departments	Academic Affairs
	Athletics
	Auxiliary Services (AS)
	Communications
	Facilities Management (FM)
	Finance Development
	Human Resources (HR)
	Marketing
	Police Department (LUPD)
	Risk Management
	Serve
External Supporting Agencies	Lynchburg Fire Department Search and Rescue (SAR)
	Lynchburg Department of Emergency Services (DES)
	Southeastern Virginia Voluntary Organizations Active in Disaster (VOAD)

PURPOSE

The purpose of ESF 17 is to provide a flexible structure and coordination mechanism for Liberty University's (LU) faculty, staff, students, unaffiliated volunteers, and unaffiliated organizations to provide support to all ESFs in the response to and recovery from an incident/emergency/event. This ESF also addresses receipt of unsolicited donations and goods.

SCOPE

ESF 17 describes what volunteer actions and donations may take place in an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Assessing, prioritizing, and coordinating requests for volunteers.
- Managing recruitment, reception, and deployment of volunteers.
- Managing offers of, reception, and distribution of donated goods.
- Managing offers of, reception, and distribution of financial donations.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in the management of volunteers and donations required to support incident/emergency/event response and recovery operations with the Lynchburg, Virginia (VA) region.

Any reference to volunteers, donations and/or donated goods in this ESF refers to unaffiliated volunteer services, unsolicited donations, and unsolicited goods, unless otherwise stated. Unaffiliated volunteers, also known as spontaneous volunteers, are individuals who offer to help or self-deploy to assist in emergency situations without coordinating their activities. They are considered "unaffiliated" in that they are not part of a disaster relief and/or emergency response

organization.

POLICIES

- All emergency response and recovery operations conducted under ESF 17 will be in accordance with the National Incident Management System (NIMS).
- ESF 17 agencies assigned responsibilities within this ESF will develop and maintain the necessary plans, standard operating procedures, mutual aid agreements, and motel contracts to successfully accomplish their tasks.
- ESF 17 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 17 will encourage unaffiliated volunteers and individuals to become affiliated with recognized VOAD or to participate through local Citizen Corps programs.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident/emergency/event that result in a significant influx of unsolicited volunteers and/or donations by internal or external (non-LU) individuals and entities.

PLANNING ASSUMPTIONS

- The University has faculty, staff, students, experience, and mechanisms in place to handle a moderate influx of volunteers and donations in response to an incident/emergency/event (e.g., Fall Move-In). A large-scale influx of unsolicited volunteers or donations may exceed the University's capabilities to manage with existing resources.
- Incident/emergency/event response and recovery activities that require the use of continuous volunteer shifts may become difficult to sustain over an extended period.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the supporting departments if incidents have the potential to impact (or are impacting) University operations and/or resources. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident/emergency/event escalates, the primary department will issue notifications to supporting agencies and agency emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the Emergency Operations Center (EOC), the primary department will provide representation in the form of Volunteer Coordinator(s) and/or Donations Coordinator(s) to coordinate volunteer and donations management support. A Volunteer Coordinator will manage all volunteer provisions, including registration and intake, processing, tasking and assignments, forms (e.g., volunteer agreement, liability waiver, etc.). A Donations Coordinator will manage all incoming donations (whether monetary or material).

Once the EOC is activated, all requests for volunteer support by other regional departments and agencies will be submitted to the EOC for coordination, validation, and/or action. As appropriate to the type and size situation at hand, the EOC will appoint a Volunteer Coordinator to manage all

volunteer provisions, including registration and intake, processing, tasking and assignments, forms (e.g., volunteer agreement, liability waiver, etc.).

ESF 17 will coordinate requests for volunteers and donations from community agencies and other ESFs with calls from the public who wish to volunteer or donate.

ESF 17 will coordinate with LU Communications and LU Marketing to send appropriate information to the University community and public at large about ongoing efforts to solicit and receive volunteers and in-kind/cash/other non-monetary donations.

ESF 17 will ensure the hours volunteered and skills-based volunteers are properly documented and submitted to the EOC, through LU's current volunteer management software or by other means (e.g., online registration tools).

ESF 17 will, as needed, establish, and manage a volunteer reception center. ESF 17 will, as needed, utilize, and manage its existing in-kind and financial donation website, utilizing current University inventory of department and affiliated agency resources. ESF 17 will monitor the status of all volunteer and donation management systems employed during the incident/emergency/event and provide updates to the EOC as requested.

ESF 17 will demobilize volunteer and donation management sites and center in coordination with the EOC. ESF 17 agencies will maintain records of relevant costs and expenditures to be submitted to the respective Manager for composition and forwarded to the EOC or applicable agency for potential reimbursement.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 17 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 17 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Provide available assets to support recovery activities. Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 17 after-action review.

Primary: LU Emergency Management & Community Engagement (EMCE)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Identify and advertise emergency volunteer opportunities to assist in volunteer recruitment and skills assessment.

	<ul style="list-style-type: none"> Advocate volunteerism and donations to support disaster victims.
Response	<ul style="list-style-type: none"> Coordinate activities with supporting departments and agencies, ensuring that situational assessments include human needs. Partner with LU Communications and LU Marketing to make information on volunteer resources available to the University community. Provide direction and guidance regarding volunteer and donation management. Assist with the assessment and prioritization on affected area needs for donations and volunteers. Direct the opening of volunteer reception center if needed.
Recovery	<ul style="list-style-type: none"> Prioritize available volunteer assets to support recovery activities. Coordinate resolution of ESF 17 after-action issues.

Primary: LU Procurement and Contract Administration

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Develop and maintain procedures for receiving, processing, distributing, and disposing of non-financial donations.
Response	<ul style="list-style-type: none"> Coordinate the process for receiving, storing, distributing, and disposing of non-financial donations.

Primary: LU Student Service Center

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Develop and maintain procedures for managing student volunteers.
Response	<ul style="list-style-type: none"> Utilizing the University's volunteer database or other systems, coordinate student volunteer registration, tracking/accountability, and management.

Supporting: LU Academic Affairs

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Coordinate communication and resource needs/request with faculty.

Supporting: LU Athletics

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide logistical and operational support to the University community as requested during volunteer and donations management activities. Provide space to the University community for volunteer registration/staging and/or donations collecting/processing, as available and requested.

Supporting: LU Auxiliary Services

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide food service and catering necessary to support volunteer operations, as requested.

Supporting: LU Communications and LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Develop and disseminate, in conjunction with appropriate stakeholders, information to the University community and public at large about ongoing efforts to solicit and receive volunteers and in-kind/cash donations.

Supporting: LU Facilities Management (FM)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Coordinate internal and external (contractor) support to provide table/chair/tent materials (including rentals) and setup, as needed. Assist with setup and teardown of facilities necessary to support volunteer and donations management, as needed.

Supporting: LU Finance Development	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Implement a mechanism to accept unsolicited financial donations to the University.

Supporting: LU Human Resources (HR)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide human resources guidance and support as requested. Assist with volunteer registration as requested. Collect, compile, and file LU Volunteer (Non-Research) Agreement Forms.

Supporting: LU Police Department (LUPD)	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide background checks for unsolicited volunteers, as needed. Provide security support for unsolicited donations, particularly cash collection.

Supporting: LU Risk Management	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide liability coverage information for volunteers as needed. Administer all claims of negligence for volunteers. Provide support as requested, with potential services including but not limited to spontaneous volunteer coordination, donated items management, specialized/technical services, and other assistance as needed.

Supporting: LU Serve	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Manage volunteers who come to assist the incident/emergency/event.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Policy – Emergency Management & Community Engagement
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Virginia Voluntary Organizations Active in Disaster](#)
- Emergency Management Accreditation Program (EMAP) 2019 *Emergency Management Standard* 4.4.3: The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: donation management and volunteer management.
- EMAP 2019 *Emergency Management Standard* 4.6.4: The resource management system addresses acceptance, management of donated goods, materials, services, personnel, financial resources, and facilities whether solicited or unsolicited.

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Emergency Support Function 18: Academics

Primary Department	LU Academic Affairs (Office of the Provost)
Liberty University Supporting Departments	Center for Professional and Continuing Education (CPCE)
	College of Arts and Sciences
	Communications
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Financial Aid Department
	Graduate Degree Programs
	Honors Program
	Institutional Accreditation
	Institutional Effectiveness
	Libraries (Jerry Falwell Library)
	Marketing Department
	Office of Residence Life (ORL)
	Online
	Research Ethics Office
	School of Business
	School of Communication and the Arts
	School of Education
	School of Engineering
	School of Health Sciences
	Student Service Center (SSC)
External Supporting Agencies	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

PURPOSE

The purpose of ESF 18 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) academic faculty, staff, students, resources, and contractors to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 18 describes what actions may need to be taken to preserve and maintain ongoing academic instructional delivery operations during and after an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Notification to, ongoing communication with, and coordination among faculty, staff, Student Graduate Assistants (SGAs) Teaching Assistants (TAs), and other instructional staff.
- Providing for the continuance of traditional (face-to-face) and alternate (online/virtual) academic instructional delivery services.
- Ensuring compliance with SACSCOC contact hour delivery requirements.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF primarily applies to all LU individuals and organizations

involved in academic instructional delivery activities with the Lynchburg, Virginia (VA) region, but it also extends to any other location wherein LU conducts academic activities.

POLICIES

- All emergency response and recovery operations conducted under ESF 18 will be in accordance with the National Incident Management System (NIMS).
- ESF 18 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 18 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 18 will serve as the coordination point for information collection regarding the status of academic instructional delivery operations to all LU sites.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident/emergency/event that disrupts academic instructional delivery operations. These operations involve, but are not limited to, traditional face-to-face instruction and distance learning (online/virtual) activities.

PLANNING ASSUMPTIONS

- An incident/emergency/event may disrupt University academic instructional delivery operations, resulting in potentially substantial academic, financial, and physical loss.
- A loss of power may temporarily disrupt academic instructional delivery operations in affected buildings or sites.
- Depending on the nature of the incident, some employees may be unable to report for duty or be unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU EMCE monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University academic instructional delivery operations. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate academic requirements and issues. Once the IC/UC/EOC is activated, all requests for academic instructional delivery operational support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 18 will monitor the status of University academic instructional delivery operations in coordination with appropriate colleges/departments/schools and provide updates to the IC/UC/EOC as requested.

ESF 18 will coordinate the activities of the departments and agencies to:

- Maintain open communication with supporting departments and agencies as to the status of academic instructional delivery operations.
- Ensure the resumption and/or restoration of academic instructional delivery operations after the emergency has ended.
- Ensure compliance with SACSCOC contact hour delivery requirements.

ESF 18 will coordinate with ESF 19: Research as needed to ensure continuity of curricula instruction. ESF 18 will document costs of operations for the purposes of reimbursement. ESF 18 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> • As appropriate, identify and implement potential opportunities for mitigating the impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> • Develop and maintain supporting plans and procedures. • Train staff for emergency assignments. • Participate in planning, training, and exercises. • Develop and maintain internal notification roster. • Develop and maintain inventory of resources. • Assist in resolving ESF 18 after-action issues.
Response	<ul style="list-style-type: none"> • Provide representative(s) to the IC/UC/EOC when ESF 18 is activated. • Maintain a timely information flow to the IC/UC/EOC of all critical information. • Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> • Submit records of costs and expenditures for necessary reimbursement. • Participate in ESF 18 after-action review.

Primary: LU Academic Affairs (Office of the Provost)	
Phase	Roles and Responsibilities
Mitigation	<ul style="list-style-type: none"> • Coordinate with faculty and SGA/TA to ensure alternate academic instructional delivery methods are in place (e.g., Canvas).
Preparedness	<ul style="list-style-type: none"> • Work with LU Online and the LU Center for Academic Development to develop a plan for assisting faculty to deliver courses online. • Plan instructional support for online delivery of courses. • In conjunction with the Office of Institutional Effectiveness, work with faculty to develop online assessment of learning outcomes for their courses. • Develop plans with sister institutions that can accommodate students in specific program areas.

Response	<ul style="list-style-type: none"> As appropriate, implement alternative instructional delivery plans with impacted faculty/graduate and TAs/departments/schools/units/Colleges. Coordinate with institutions of higher education not impacted by the incident to identify mechanisms of support and accommodations for students, faculty, and teaching staff.
Recovery	<ul style="list-style-type: none"> Assess instructional effectiveness and outcomes. Determine if supplemental instruction is required and address such needs following the incident.

Primary: LU Schools, Colleges, and Graduate Schools

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Support alternate instructional delivery planning activities.
Response	<ul style="list-style-type: none"> Serve as a communications and coordination conduit between Academic Affairs (the Office of the Provost) and teaching/instructional faculty and staff. Implement alternate instructional delivery plans in accordance with guidance received by the Provost's Office.
Recovery	<ul style="list-style-type: none"> Serve as a communications and coordination conduit between the Office of the Provost and teaching/instructional faculty and staff.

Supporting: LU Communications and LU Marketing

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Facilities Management (FM)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide status updates on critical infrastructure and utilities.
Recovery	<ul style="list-style-type: none"> Provide status updates on utility restoration. Conduct damage assessment activities.

Supporting: LU Institutional Effectiveness

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> In conjunction with the Office of the Provost, develop online assessment of learning outcomes for courses.
Response	<ul style="list-style-type: none"> Communicate information to SCHEV as needed.
Recovery	<ul style="list-style-type: none"> Assess instructional effectiveness and outcomes. Under the direction of the LU Provost/SACSCOC liaison, report compliance issues to SACSCOC.

Supporting: LU Libraries

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide academic instructional space and other support as needed.

Recovery	<ul style="list-style-type: none"> • Provide academic instructional space and other support as needed.
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Supporting: LU Emergency Management & Community Engagement (EMCE)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide status updates on critical infrastructure and utilities.
Recovery	<ul style="list-style-type: none"> • Provide status updates on utility restoration. • Conduct damage assessment activities.

Supporting: LU Office of Residence Life (ORL)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide alternate instructional delivery space as requested and available.

Supporting: LU Online

Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> • Work with the Office of the Provost to identify and/or develop alternate instructional delivery vehicles and/or methods to be used in place of traditional (face-to-face) academic instruction.
Response	<ul style="list-style-type: none"> • Assist Colleges, faculty, and teaching staff in the implementation of alternate instructional delivery methods.

Supporting: LU Research Ethics

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Serve as a communications and coordination conduit between academic instructional activities and select oversight committees.
Recovery	<ul style="list-style-type: none"> • Serve as a communications and coordination conduit between academic instructional activities and select oversight committees (e.g., IBC and IACUC).

Supporting: LU Student Service Center and LU Financial Aid Department

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Assist with locating and scheduling alternate instructional delivery space through the Registrar's Office. • Aid in managing financial aid disbursements. • Provide other operational and logistical assistance in support of academic instructional delivery as requested.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- LU Continuity of Operations Plan
- LU Policy – Emergency Management & Community Engagement
- [LU Faculty Handbook](#)
- SACSCOC Credit Hour Policy
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)

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Emergency Support Function 19: Research

Primary Department	LU Research Ethics LU Environmental Health & Safety (EHS)
Liberty University Supporting Departments	Communications
	Emergency Management & Community Engagement (EMCE)
	Facilities Management (FM)
	Human Resources (HR)
	Marketing
	Police Department
External Supporting Agencies	Risk Management
	Lynchburg Fire Department (LFD)

PURPOSE

The purpose of ESF 19 is to provide a flexible organizational structure and coordination mechanism between Liberty University's (LU) research faculty/staff, resources, and contractors to effectively respond to and recover from an incident/emergency/event.

SCOPE

ESF 19 describes what actions may need to be taken to preserve and maintain ongoing research operations during and after an incident/emergency/event, when these actions may take place, and who is responsible for these actions. This ESF's tasks include, but are not limited to, the following:

- Notification to, ongoing communication with, and coordination among principal investigators, researchers, and other staff.
- Contractor support for cleanup and repair.
- Claims management for research equipment damage.
- Research animal welfare and support in conjunction with vivarium contractor and ESF 11: Resource Protection.

Specific operating procedures and protocols are addressed in documents maintained by the primary and supporting organizations. This ESF applies to all LU individuals and organizations involved in research activities within the Lynchburg, Virginia (VA) region.

POLICIES

- All emergency response and recovery operations conducted under ESF 19 will be in accordance with the National Incident Management System (NIMS).
- ESF 19 primary and supporting organizations will actively engage in planning, training, and exercises to ensure an effective operation upon activation.
- ESF 19 departments and agencies will be responsible for their own continuity of management, the protection of personnel and facilities, conservation of supplies, rerouting, expansion, or improvement of operations and securing of necessary manpower, materials, and services.
- ESF 19 will serve as the coordination point for information collection regarding the status of research operations at all LU sites.
- Documentation will be maintained as appropriate for potential reimbursement.

SITUATION

LU may experience an incident/emergency/event that disrupt research operations. Research operations involve, but are not limited to, laboratory activities, chemical use, vivarium management, and other activities and environments that require enhanced levels of physical security beyond traditional lock and key.

PLANNING ASSUMPTIONS

- An incident/emergency/event may disrupt University research operations, resulting in potentially substantial academic and financial physical loss.
- A loss of power may temporarily disrupt research operations in affected buildings.
- Emergency plans, procedures, and protocol exist for responding to predictable events (e.g., weather), to include provisions for the gradual shutdown of equipment and securing of facilities.
- Depending on the nature of the incident, some employees may be unable to report for duty or be unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

The LU Department of Emergency Management & Community Engagement (EMCE) monitors incidents and threats to the University and will notify the primary department if incidents have the potential to impact (or are impacting) University research operations. The primary department will contact supporting departments and agencies as necessary to collect additional information.

As an incident or threat escalates, the primary department will issue notifications to supporting departments and agencies and departmental emergency personnel in accordance with internally established protocols and checklists.

Upon physical or virtual activation of the University's Incident Command (IC) and/or Unified Command (UC) and/or Emergency Operations Center (EOC), the primary department will provide representation to the IC/UC/EOC to coordinate transportation requirements and issues. Once the IC/UC/EOC is activated, all requests for research operational support by other departments and agencies will be submitted to the IC/UC/EOC for coordination, validation, and/or action.

ESF 19 will monitor the status of University research projects in coordination with appropriate colleges/departments/contractors and provide updates to the IC/UC/EOC as requested. ESF 19 will provide technical assistance to the IC/UC/EOC in determining the safest and most appropriate means to suspend research before, continue research during, and/or resume research following an incident/emergency/event.

ESF 19 will coordinate with ESF 10: Hazardous Materials Response to manage laboratory spills and hazardous gas releases.

ESF 19 will coordinate the activities of the departments and agencies listed above to:

- Maintain open communication with supporting departments and agencies as to the status of research operations.
- Ensure the resumption and/or restoration of research operations after the emergency has been resolved.

ESF 19 will document costs of operations for the purposes of reimbursement. ESF 19 operations will continue at the IC/UC/EOC until the incident/emergency/event is resolved or as otherwise directed.

PRIMARY AND SUPPORTING DEPARTMENTAL ROLES AND RESPONSIBILITIES

All Departments and Agencies	
Phase	Universal Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for preventing the impacts of future incidents.
Mitigation	<ul style="list-style-type: none"> As appropriate, identify and implement potential opportunities for mitigating the impacts of future incidents.
Preparedness	<ul style="list-style-type: none"> Develop and maintain supporting plans and procedures. Train staff for emergency assignments. Participate in planning, training, and exercises. Develop and maintain internal notification roster. Develop and maintain inventory of resources. Assist in resolving ESF 19 after-action issues.
Response	<ul style="list-style-type: none"> Provide representative(s) to the IC/UC/EOC when ESF 19 is activated. Maintain a timely information flow to the IC/UC/EOC of all critical information. Maintain records of costs and expenditures.
Recovery	<ul style="list-style-type: none"> Submit records of costs and expenditures for necessary reimbursement. Participate in ESF 19 after-action review.

Primary: LU Research Ethics	
Phase	Roles and Responsibilities
Prevention	<ul style="list-style-type: none"> Coordinate research review committees (e.g. IACUC, IDC, RSC) to ensure appropriate emergency response procedures are in place.
Preparedness	<ul style="list-style-type: none"> For incidents and events with advance preparation time, coordinate measured shutdown of critical research equipment.
Response	<ul style="list-style-type: none"> Coordinate communications with and technical support from principal investigators and researchers.
Recovery	<ul style="list-style-type: none"> Coordinate claims management for damaged or destroyed research equipment.

Primary: LU Environmental Health & Safety (EHS)	
Phase	Roles and Responsibilities
Preparedness	<ul style="list-style-type: none"> Provide routine safety training for laboratory and other research staff. Perform annual audits of laboratory spaces where hazardous materials are used/stored.
Response	<ul style="list-style-type: none"> Provide first response support to spills or releases. Coordinate contract cleanup support as appropriate.
Recovery	<ul style="list-style-type: none"> Oversee cleanup operations as appropriate.

Supporting: LU Communications and LU Marketing	
Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> Provide communications support. Develop messaging and disseminate outreach materials and information to

	members of the University community at the direction of the Incident Commander.
Recovery	<ul style="list-style-type: none"> • Provide communications support. • Develop messaging and disseminate outreach materials and information to members of the University community at the direction of the Incident Commander.

Supporting: LU Facilities Management (FM)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Provide status updates on critical infrastructure and utilities.
Recovery	<ul style="list-style-type: none"> • Provide status updates on utility restoration. • Conduct damage assessment activities.

Supporting: LU Human Resources (HR)

Phase	Roles and Responsibilities
Recovery	<ul style="list-style-type: none"> • Manage workers' compensation claims for workplace injuries sustained during the incident.

Supporting: LU Police Department (LUPD)

Phase	Roles and Responsibilities
Response	<ul style="list-style-type: none"> • Establish and maintain a protected perimeter around the incident scene. • As necessary, support facility evacuations. • Investigate incidents involving criminal activity. Coordinate with external law enforcement agencies as needed. • Notify and coordinate with responding Lynchburg Fire Department (LFD) to support emergency response, as needed. • Provide multi-organizational communications support.

Supporting: LU Risk Management

Phase	Roles and Responsibilities
Recovery	<ul style="list-style-type: none"> • Provide claims management support for non-Foundation-funded research equipment.

AUTHORITIES AND REFERENCES

- LU Crisis and Emergency Management Plan (CEMP)
- [Institutional Review Board \(IRB\)](#)
- [Institutional Biosafety Committee \(IBC\)](#)
- [Institutional Animal Care and Use Committee \(IACUC\)](#)
- [IACUC Emergency Preparedness Contingency Plan](#)
- [IACUC Regulations](#)
- LU Policy – Emergency Management & Community Engagement
- [LU – Occupational Health and Safety Program for Animal Research - August 2019](#)
- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Animal Welfare Act and Regulations](#)
- [NIH Guidelines for Research Involving Recombinant or Synthetic Nucleic Acid Molecules](#)
- [NIH Public Health Services Policy](#)

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Liberty University

Crisis and Emergency Management Plan Incident Annexes (Annex B)



October 2021

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Incident Annex 1: Active Threat

PURPOSE

This annex serves as a guide to Liberty University's (LU) Emergency Support Functions (ESFs) and mutual aid responders in the event of a threat or active threat occurrence on the LU's campus and properties. The Department of Homeland Security has developed *The First Responder Guidance for Improving Survivability in Improvised Explosive Device and/or Active Shooter Incidents* and has provided guidance in the development of this annex.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter an active threat event at any LU facility located within the area of Lynchburg, Virginia (VA). It is designed to familiarize university employees and students with procedures before, during, and after an active threat.

SITUATION

Currently, active threats continue to be a trend in places of worship, education facilities, and communities across the United States. LU has established the Crisis and Emergency Management Plan (CEMP) and its annexes to follow the five phases of emergency management: prevention, mitigation, preparedness, response, and recovery.

Violent incidents, including but not limited to; acts of terrorism, active shooter, assaults, or other incidents of workplace violence can occur at any LU location or in proximity with little or no warning. An "active shooter" is a suspect or assailant whose activity is immediately causing serious injury or death and has not been contained. "Active threat" has been coined to more broadly incorporate the scope of threats to include the use of weapons such as firearms, cutting weapons, explosives, and vehicles used as weapons.

LU has adopted the Liberty University Weapons Policy Rules and Regulations, pertaining to weapons on campus. Individuals who wish to carry their firearm on the LU campus must possess a valid government issued concealed weapons permit and a Liberty Concealed Weapons Permit issued by Liberty University Police Department (LUPD).

In addition, LUPD Written Directive OPR 5-1 Active Threat/Critical Incident Response, addresses the policies and procedures of how to handle an active threat situation that has occurred on or near campus. The roles and responsibilities of the responding personnel are also included in the policy. The Written Directive and references the CEMP and this document, Incident Annex 1: Active Threat.

PLANNING ASSUMPTIONS

- LUPD and mutual aid law enforcement agencies will coordinate closely to contain and stop an active threat on campus while following all policies, procedures, and applicable training.
- Once the threat is contained or stopped, priority will be focused on providing affected victims with the care and medical treatment that is appropriate to their injuries.

- While LUPD continually facilitates active threat training and the University at large conducts exercises to test active threat preparedness, some members of the University community may be unsure of how to react during an active threat.

CONCEPT OF OPERATIONS

In the event of a violent incident, it is important to take quick and decisive actions to protect as many people as possible as the circumstances unfold. Therefore, upon receipt of an emergency notification of an active threat, instructors and staff will take immediate action to protect their lives and those of people around them.

- **Run.** If there is an accessible escape path, attempt to evacuate the premises, leading others who are willing to attempt to escape. Proceed to designated Emergency Assembly Areas or other locations as directed by police or LU officials.
- **Hide.** Lock classroom or office doors, if possible, use desks and other furnishings to barricade doors, direct people to a “safe area” within the classroom/office, turn off lights, and remain as quiet as possible to give the appearance that the room is unoccupied. Remain in the secured space until notified by LUPD or other University officials.
- **Fight.** As a last resort *and only when lives are in imminent danger*, attempt to disrupt and/or incapacitate the threat.

Attachment A provides instructions for faculty, staff, and students in the event of a violent incident. For more information, see Support Annex 2: Evacuation Procedures and Support Annex 3: Run-Hide-Fight Procedures.

Response Procedures

When a violent incident occurs or a hostile intruder is identified at an LU facility, the following procedures will be followed.

- Any person witnessing a violent incident that threatens lives should immediately follow Run-Hide-fight procedures (see Attachment A). Once these immediate protective measures have been taken, any person observing the incident should report the incident to LUPD by calling 434-592-3911 or 911.
- In the event of a potential hostile intruder being identified at an LU location before any violent incident occurs, LUPD must be notified.
- If LUPD considers the potential hostile intruder to pose a threat of violence, a law enforcement response will take place to manage and contain the situation.
- After assessment of the situation and a determination of the appropriate law enforcement response is made and implemented, emergency notification and protective action messaging to the University community will be made via the LU Alerts system. This notification will be disseminated by the LUPD Communications Center in coordination with the Vice President (VP) of Security & Public Safety, or designee and Senior Vice President (SVP) of University Communications or their designee, as appropriate, in conjunction with the University President.
- The VP of Security & Public Safety, or designee will notify the LU Manager of Emergency Management & Community Engagement (EMCE) or designee, the Safety and Security Policy Committee (SSPC), and other stakeholders as appropriate.
- LUPD will establish an Incident Command Post, incident management structure, and will incorporate other responding departments and agencies into the incident organization.

- The LU Manager of EMCE or designee, may activate the LUPD Emergency Operations Center (EOC) partially/fully and physically/virtually to provide support to the on-scene Incident Command Post, to coordinate the University's reporting obligations, and to facilitate its Public Information function.
- Once the situation has been stabilized and any hostile intruder neutralized, LUPD/the VP of Security & Public Safety, or designee will notify the SSPC when normal operations can resume and identify any areas that must remain secured for criminal investigation purposes.
- In coordination with the VP of Security & Public Safety, or designee and other appropriate University stakeholders, the President or their designee will reopen the University and allow students, faculty, and staff to resume normal operations in areas not under law enforcement control for criminal investigation.
- A prolonged situation or one with casualties or fatalities will require additional emergency management resources. In such circumstances, the LU Manager of EMCE or designee, will maintain the EOC activation to the extent necessary to respond to media concerns, provide family assistance, and coordinate other resources necessary to respond and recover from the incident.
- Outside counseling services may be made available, based on circumstances of the event, for students and employees as necessary. Local resources are available for Behavioral Health and stress debrief. Coordination of these resources is done through the LU EOC and the Liberty University Student Counseling Department.
- In the event the incident results in criminal victims as defined by *Code of VA §19.2-11.01*, the LU Manager of EMCE or designee will request assistance from the VA Department of Criminal Justice Services and the VA Criminal Injury Compensation Fund.

ROLES AND RESPONSIBILITIES

President of Liberty University, or Designee

- Chair the Safety and Security Policy Committee (SSPC).
- Provide strategic policy direction as applicable to the situation at hand.

Vice President of Security & Public Safety, or Designee

- Coordinate the law enforcement response to an active threat incident.
- Issue emergency notifications in coordination with applicable University stakeholders.
- Ensure appropriate emergency operations activities are activated to meet the needs of the situation, to include EOC activation, implementation of emergency operations organizational structures, and other activities as appropriate.
- If applicable, provide situational awareness and response/recovery status to the University President.

Senior Vice President of University Communications, or Designee

- In coordination with applicable University stakeholders, issue internal notifications and external media releases regarding the incident.

Executive Director of Student Counseling, or Designee

- Coordinate post-incident mental health support for the University community.

Manager of Emergency Management & Community Engagement, or Designee

- Serve as LUPD EOC Manager.

- Provide situational awareness and coordination support to all applicable University and external stakeholders.

Attachment A: Instructions for Faculty, Staff, and Students

The origin of the next threat cannot be predicted; assailants in incidents across the nation have been students, employees, and non-students alike. In many cases there were no obvious specific targets, and the victims were unaware that they were targets until attacked. Being aware of your surroundings, taking common sense precautions, and heeding any warning information can help protect you and other members of the University community.

The following information will enable you to take appropriate protective actions for yourself and those around you. Try to remain calm as your actions will influence others—students and visitors are likely to follow the lead of faculty, managers, and other employees during an active threat situation. The following instructions are intended for incidents that are of an emergent nature (i.e., imminent or in progress).

IMMEDIATE ACTIONS

Follow Run-Hide-Fight procedures in the event of an active threat incident.

RUN and escape, if possible.

- Getting away from the threat is the top priority.
- Leave your belongings behind and get away.
- Help others escape, if possible, but evacuate regardless of whether others agree to follow.
- Warn and prevent individuals from entering an area where the active shooter may be.
- Call LUPD at 434-592-3911 or 911. Report the following to law enforcement:
 - What is happening.
 - Where you are located, including building name and room number.
 - Number of people at your specific location.
 - Injuries, if any, including the number of injured and types of injuries.
 - Detailed description of the threat, including number of persons armed, clothing/equipment worn, direction of travel, and types of weapons being used.
 - Try to provide information in a calm, clear manner so that the dispatcher can quickly relay information to emergency responders.

For more information, see Support Annex 2: Evacuation Procedures.

HIDE, if escape is not possible.

- Get out of the shooter's view and stay very quiet.
- Silence all electronic devices and make sure they won't vibrate.
- Secure-in-place: lock and block doors, close blinds, and turn off lights.
- Do not hide in groups-spread out along walls or hide separately to make it more difficult for the shooter.
- Try to communicate with police silently. Use text message or social media to tag your location or put a sign in a window.
- Stay in place until law enforcement gives you the all clear.

- Your hiding place should be out of the shooter's view and provide protection if shots are fired in your direction.
- *For more information, see Support Annex 3: Run-Hide-Fight Procedures*

FIGHT as an absolute last resort.

- Commit to your actions and act as aggressively as possible against the shooter.
- Recruit others to ambush the shooter with makeshift weapons like chairs, fire extinguishers, scissors, books, etc.
- Be prepared to cause severe or lethal injury to the shooter.
- Throw items and improvise weapons to distract and disarm the shooter.

After the Incident

- Keep hands visible and empty.
- Know that law enforcement's first task is to end the incident, and they may have to pass injured along the way.
- Officers may be armed with rifles, shotguns, and/or handguns and may use pepper spray or tear gas to control the situation.
- Officers will shout commands and may push individuals to the ground for their safety.
- Follow law enforcement instructions and evacuate in the direction they come from, unless otherwise instructed.
- Take care of yourself first, and then you may be able to help the wounded before first responders arrive.
- If the injured are in immediate danger, help get them to safety.
- While you wait for first responders to arrive, provide first aid. Apply direct pressure to wounded areas and use tourniquets if you have been trained to do so.
- Turn wounded people onto their sides if they are unconscious and keep them warm.
- Consider seeking professional help for you and your family to cope with the long-term effects of the trauma.
- Seek updated information and further instructions.
 - Online, visit LU home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

LAW ENFORCEMENT RESPONSE

LUPD, local law enforcement agencies, and the Virginia State Police have adopted nationally accepted law enforcement response procedures to contain and stop threats posed by hostile intruders, as quickly as possible. In an emergency, LUPD (or other applicable law enforcement agency having jurisdiction at satellite facilities) will immediately respond to the area, assisted by local and state law enforcement agencies. Keep in mind:

- **Help is on the way.** It is important for you to remember:
 - Remain safe at all times.
 - Law enforcement will locate, contain, and stop the assailant.
 - The safest place for bystanders to be is inside a secure room.
 - The assailant may not flee when law enforcement enters the building, but instead may target arriving officers.
 - It is key to share information with other agencies arriving on the scene to help to understand the full scope of the situation.

- **Injured Persons.** Initial responding officers will not treat the injured or begin evacuation until the threat is neutralized and the area is secured.
 - This may need to be explained to keep people calm.
 - Once the threat is neutralized, officers will begin treatment and evacuation.
- **Evacuation.** Responding officers will establish safe corridors for persons to evacuate.
 - This may take some time.
 - Keep all bystanders as safe as possible during this staging period.
 - Instruct all bystanders to keep their hands visible and above their heads.
 - Search all victims that leave a secured area.
 - Instruct all victims to leave personal belongings, e.g., backpacks, handbags, etc. to be searched and inventoried by law-enforcement authorities.
 - Escort victims out of the building if the situation allows it – give clear directions to victims if escorting them is not an option.
 - After evacuation all victims should be taken to a staging or holding area to receive medical care, interviewing, counseling, etc.
 - Once evacuation has been completed victims should not be permitted to retrieve items or access the area until law-enforcement authorities release the crime scene.

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Incident Annex 2: Bomb Threat/Explosion

PURPOSE

These procedures apply in situations in which a threat of a bomb or other explosive, incendiary device, or other suspicious object is being reported or has been discovered on campus. For the purposes of this annex, actual detonations/explosions (via bomb or other means) are also addressed.

SCOPE

This annex applies to all Liberty University (LU) faculty/staff/students/visitors/contractors that may receive or overhear a bomb threat, observe/receive a suspicious package/mail/activity, and/or experience an explosion at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken during and after a bomb threat or explosion situation.

SITUATION

LU is subject to bomb threats and possible explosions by those with malicious intentions toward persons, departments, or the University at large. Explosions may also result from laboratory incidents, natural gas leaks, fuel spills, and other means. LU has two Explosive K-9 Units, and the Lynchburg, VA region is home to multiple bomb squads and K-9 teams (local and State) that can respond quickly to bomb threats at any LU property.

PLANNING ASSUMPTIONS

- Searches of buildings and surrounding areas may take a significant amount of time and resources. Academic, research, and other campus operations may be disrupted during this process.
- Based on the seriousness of the threat and whether a suspicious package is located or not, campus operations may be disrupted for hours.
- An explosion by bomb or other means may result in multiple injuries and/or fatalities, requiring a significant response of external resources.

CONCEPT OF OPERATIONS

Most bomb threats are hoaxes; however, it is important that all threats be treated seriously. A quick and organized response to a perceived threat can minimize the risk of injury to students, employees, and visitors. Making a false bomb threat is a Federal, State, and City offense punishable under 18 U.S. Code § 844e, with a penalty of up to ten years in prison and/or a \$250,000 fine.

Bomb threats can be delivered via telephone, written document, email, social media, rumor, or in person. All threats received by LU faculty, staff, and students must be reported to the Liberty University Police Department (LUPD).

Any person receiving a bomb threat should capture and retain as much information as possible to assist in determining the response and identifying the maker of the threat. The Bomb Threat Protocol (Attachment A) provides directions to the individual receiving the threat. If the threat is received made by telephone, the individual receiving the call should use the Telephone Bomb Threat Checklist in Attachment B.

Response Procedures:

- Upon being notified of a bomb threat, the Emergency Manager (EM) will:
 - Report the bomb threat to the Vice President (VP) of Security & Public Safety or designee, who will assess the situation and notify the President and the Safety and Security Policy Committee (SSPC) and other critical staff as necessary and appropriate.
 - Report the bomb threat to **LUPD at 434-592-3911**, providing the text of the bomb threat call.
 - Report the bomb threat to the facility's Building Emergency Coordinator (BEC) and other key staff to begin the evacuation process in coordination with the LUPD and the Department of Emergency Management & Community Engagement (EMCE).
- The President of Liberty University will:
 - Assume or delegate responsibility for emergency notification upon being advised of the situation.
 - Notify other key staff of the bomb threat circumstances.
 - Notify the Senior Vice President (SVP) of University Communications of the bomb threat circumstances and the response.
 - Upon the recommendation of LUPD and external public safety resources (if needed), make the determination to reoccupy buildings or otherwise alter campus operations.
- The VP of Security & Public Safety or designee, ranking LUPD officer on scene, or the LU Manager of EMCE or their designee, in that order, will establish an on-scene Incident Command (IC)/Unified Command (UC) structure, assume the role of Incident Commander, and will:
 - Implement the Crisis and Emergency Management Plan (CEMP).
 - Initiate emergency notification procedures.
 - Meet local emergency responders (if needed), describe the situation, activate UC as appropriate, provide campus maps, building floor plans, and reports from campus personnel regarding specific threat area(s) or location of suspicious objects.
 - Assess the situation and determine if a search or immediate evacuation of campus buildings is necessary; if one or more buildings/areas is to be evacuated, follow the Evacuation Procedures detailed in Support Annex 2: Evacuation, and ensure that Emergency Assembly Area (EAA) coordinators conduct a sweep of their respective EAAs for suspicious objects prior to assembling evacuees.
 - Determine, based on available information and in coordination with other emergency responders (if needed) whether the bomb threat is a hoax or an actual threat.
 - Provide decision-making guidance and support to the SSPC.
 - In consultation with the Incident Commander, determine if traffic into the campus or designated area of the campus should be rerouted.

- Maintain a record of decisions made, actions taken, and communications exchanged with the locality's emergency responders and with the campus IC or UC.
- Coordinate the search of buildings with the locality emergency responders.
- In coordination with the locality emergency responders (if needed), ensure that adjacent business, buildings, and/or neighborhoods are advised of the threat and activities.
- Coordinate any considerations for campus closure with the President of LU.
- Communicate with the University community that it is safe to reoccupy the affected building(s). Advise EAA coordinators when buildings are safe and when they can direct students, faculty, and staff back into their respective buildings.
- Determine whether to activate the LU Emergency Operations Center (EOC) – partially/fully and physically/virtually – to provide support to the on-scene IC/UC and to coordinate the University's reporting obligations and its Public Information function.

Search Process

Initial Search

- In all bomb threat situations, the LUPD Explosive K-9 Units, with assistance from local emergency responders (if needed, or other designated personnel) will conduct an assessment and search based on the information provided by the person making the threat.
- If specific information is received from the person making the threat, the specified locations is to be searched first.
- If no specific information is received from the person making the threat, the LUPD Explosive K-9 Units, with assistance from local emergency responders (if needed, or other designated personnel) will conduct a progressive, systematic assessment and search of the building(s)/area(s). The specific search process will be dictated by the situation at hand.
- All faculty and staff advised of the threat or directed to evacuate for a bomb threat will complete cursory search of their space to determine any suspicious objects. Results of this of this cursory search, both positive and negative, will be communicated to the EAA coordinator to be communicated to the on-scene IC/UC. During evacuation, the space should be left as normal to permit rapid investigation of unusual objects or circumstances. Personal belongings (e.g., purses, backpacks, etc.) should be taken with their owners during evacuation.
- If no device is found, the on-scene IC/UC will assess the risk to determine whether buildings will be reoccupied. This information will be communicated to the LU President.
- If a suspicious object is found, the incident will proceed under the direction of LUPD in coordination with the locality emergency responders.
- If damage to buildings or personal injury occurs, appropriate reports will be forwarded to Risk Management.

Preliminary Search – One or Two Hours Based on Location

- The LUPD IC/UC, in coordination with locality emergency responders (if needed), will assemble one or more search teams and assign search areas. The LUPD Explosive K-9

Units will maintain oversight of this process with the understanding that University Security & Public Safety resources are more familiar with buildings and have keys/access cards readily available.

- The text of the bomb threat message may be read to the search team(s), including possible location and description of object.
- Search team personnel will be:
 - Given instructions on appropriate communications methods shall be used, given the best information available.
 - Advised that they are looking for an object the size of a (_____) that appears to not belong where it is.
 - Advised that if such an object is found that they are not to touch, move, or disturb it; they are to exit the building and advise the on-scene IC or UC.

Suspicious Object Search – Two or More Hours Based on Locality Emergency Responders' Activities

- If a suspicious object is found, specialized local or State teams will respond in accordance with existing procedures. If buildings or areas must be evacuated, the SSPC will be informed.
- In consultation with the on-scene IC or UC, the VP of Security & Public Safety or designee and/or the ranking Fire Department officer on-scene will order the evacuation of part or all of affected buildings/areas or the campus at large.
- Traffic into the campus, or designated areas of the campus as determined by on-scene IC or UC, will be rerouted.
- Local emergency responders, in coordination with LUPD, will conduct a search, remove, and disarm the device, etc. per their established protocols and procedures.

Explosion

- Command of the scene is immediately transferred to the locality Fire Department/Bomb Squad.
- Life safety response actions will be taken in accordance with Incident Annex 15: Structure Fire/Arson. In addition, LUPD and locality emergency responders will facilitate evacuations, establish/maintain/expand existing perimeters conduct searches for secondary devices, and maintain integrity of the scene/evidence for processing and investigation.
- Investigations of bombings/explosions are facilitated by appropriate Federal agencies.

Recovery Process

Following an incident in which a detonation or other destructive activity occurs, the recovery process includes building and property damage assessment; salvage of records, materials, equipment and supplies; restoration of computer files; salvage of furniture and artwork; and stress management for personnel as indicated in the CEMP Basic Plan. If one or more buildings are no longer serviceable, the University Continuity of Operations Plan will be implemented.

In the event the incident results in injuries, campus facilities will be made available for emergency responders to conduct triage and treatment of the injured prior to transport.

ROLES AND RESPONSIBILITIES**President of Liberty University, or Designee**

- Chair the Safety and Security Policy Committee (SSPC)
- Provide strategic policy direction as applicable to the situation at hand.

Vice President of Security & Public Safety, or Designee

- Serve as liaison officer for all law enforcement agencies involved in University response operations.
- Provide damage assessment support as requested.
- Coordinate additional security as necessary.

Senior Vice President of University Communications, or Designee

- Provide media information concerning personal safety, University operating status, etc.

Chief Financial Officer, or Designee

- Assign budget codes for use under emergency conditions to track disaster expenses.
- Provide cost accounting procedures and operations of disaster related expenses.
- Coordinate procurement assistance to the LU EOC as needed for emergency purchases and LU EOC operations.

Chief Information Officer/VP of Analytics, or Designee

- Coordinate damage assessment of IT infrastructure, as appropriate.
- Facilitate transition of data access and storage to disaster recovery sites, as needed.
- Coordinate telecommunications and internet services at the LU EOC, as needed.

Senior Vice President of Student Affairs, or Designee

- Coordinate student support services, as appropriate.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Coordinate damage assessment of LU buildings.
- Coordinate contractor support as needed.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.

Emergency Manager, or Designee

- Serve as LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.

Attachment A: Bomb Threat Protocol

GENERAL GUIDANCE

- If a bomb threat comes to your attention, it is essential that you compile as much information as possible.
- DO NOT attempt to notify or evacuate an entire building immediately, as this could consume valuable time that would be better used to gather important information.
- Keep in mind that most bomb threats are false and are intended primarily to disrupt University operations or elicit a response from building occupants.
- If the threat is received in the form of a written document, it is critical that the document be handled by as few people as possible, as it is evidence that will be turned over to law-enforcement authorities.
- If the threat is received by email, save the information on your computer.
- If the threat is received by voicemail, do not delete it.
- Most bomb threats are transmitted by telephone; thus, the following instructions are provided with that assumption.

BOMB THREAT TELEPHONE CALL: IMMEDIATE ACTIONS

1. **Remain calm** and immediately refer to the attached Telephone Bomb Threat Checklist. If applicable, pay attention to your telephone display and record the information shown in the display window. **Do not hang up the telephone!**
2. The objective is to keep the caller on the line if possible, to attempt to gather as much information as possible. Try not to anger the caller at any time.
3. While engaging the caller, pay attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).
4. Note any characteristics of the caller's voice (gender, ethnicity, age, education, accent, etc.).
5. Attempt to obtain information on the location of a device (building, floor, room, etc.).
6. Attempt to obtain information on the time of detonation and type of detonator.
7. Immediately after the caller has ended the call, notify **LUPD at 434-592-3911 or 911**. Notify the immediate supervisor within your work area.

Attachment B: Bomb Threat Checklist

Figure B-2-B-1: Bomb Threat Call Procedures

BOMB THREAT CALL PROCEDURES

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, **immediately contact LUPD Emergency at 434-592-3911** with information and await instructions.

If a bomb threat is received by handwritten note:

- Call
- Handle note as minimally as possible.

If a bomb threat is received by email:

- Call
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

DO NOT:

- Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.
- Evacuate the building until police arrive and evaluate the threat.
- Activate the fire alarm.
- Touch or move a suspicious package.

LUPD Form OPR 0504 (2021)

BOMB THREAT CHECKLIST

Date: Time:

Time Caller Hung Up: Phone Number Where Call Received:

Ask Caller:

- Where is the bomb located?
(Building, Floor, Room, etc.)
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb? Yes No
- Why?
- What is your name?

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (Background and level of noise)
- Estimated age:
- Is voice familiar? If so, who does it sound like?
- Other points:












Caller's Voice	Background Sounds	Threat Language
<input type="checkbox"/> Accent	<input type="checkbox"/> Animal Noises	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Angry	<input type="checkbox"/> House Noises	<input type="checkbox"/> Message read
<input type="checkbox"/> Calm	<input type="checkbox"/> Kitchen Noises	<input type="checkbox"/> Taped
<input type="checkbox"/> Clearing throat	<input type="checkbox"/> Street Noises	<input type="checkbox"/> Irrational
<input type="checkbox"/> Coughing	<input type="checkbox"/> Booth	<input type="checkbox"/> Profane
<input type="checkbox"/> Cracking voice	<input type="checkbox"/> PA system	<input type="checkbox"/> Well-spoken
<input type="checkbox"/> Crying	<input type="checkbox"/> Conversation	
<input type="checkbox"/> Deep	<input type="checkbox"/> Music	
<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Motor	
<input type="checkbox"/> Disguised	<input type="checkbox"/> Clear	
<input type="checkbox"/> Distinct	<input type="checkbox"/> Static	
<input type="checkbox"/> Excited	<input type="checkbox"/> Office machinery	
<input type="checkbox"/> Female	<input type="checkbox"/> Factory machinery	
<input type="checkbox"/> Laughter	<input type="checkbox"/> Local	
<input type="checkbox"/> Lisp	<input type="checkbox"/> Long distance	
<input type="checkbox"/> Loud		
<input type="checkbox"/> Male		
<input type="checkbox"/> Nasal		
<input type="checkbox"/> Normal		
<input type="checkbox"/> Ragged		
<input type="checkbox"/> Rapid		
<input type="checkbox"/> Raspy		
<input type="checkbox"/> Slow		
<input type="checkbox"/> Slurred		
<input type="checkbox"/> Soft		
<input type="checkbox"/> Stutter		

Other Information:



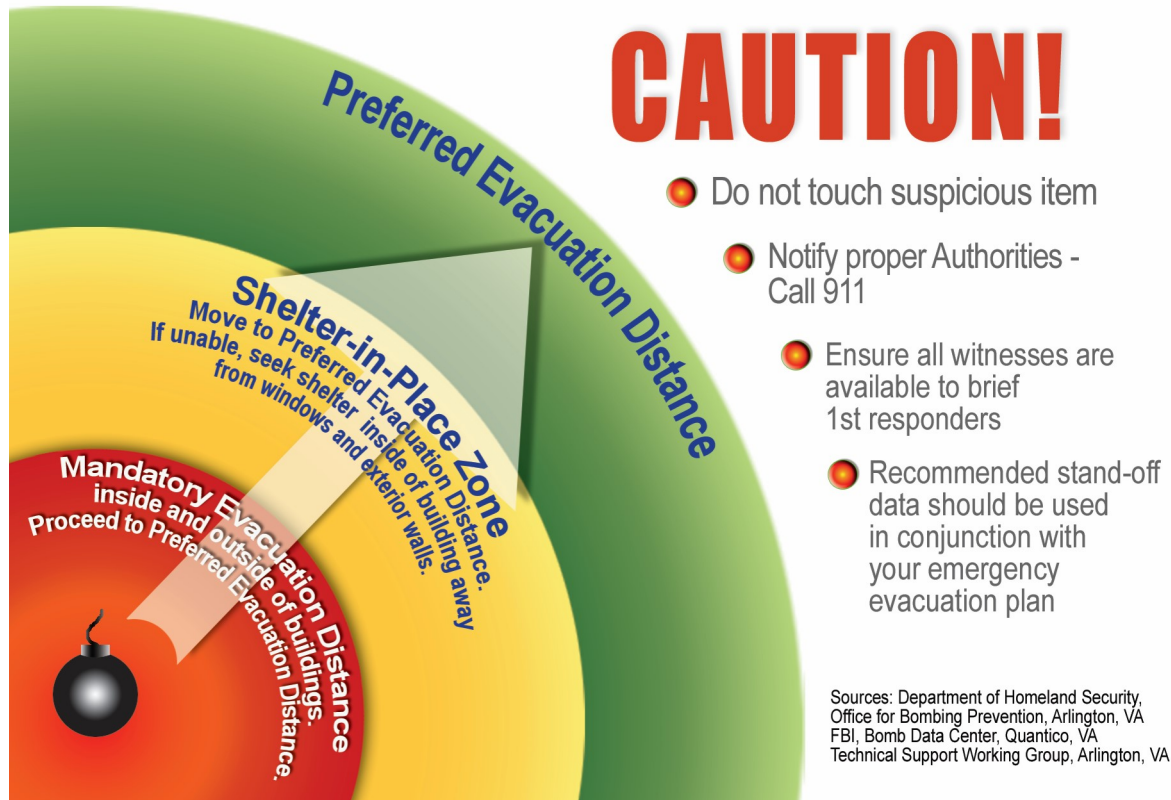
Attachment C: Bomb Threat Standoff Card

Figure B-2-C-1: Bomb Stand-Off-Card Front

 BOMB THREAT STAND-OFF CARD 					
Threat Description		Explosives Capacity	Mandatory Evacuation Distance	Shelter-in-Place Zone	Preferred Evacuation Distance
 Pipe Bomb		5 lbs	70 ft	71-1199 ft	+1200 ft
 Suicide Bomber		20 lbs	110 ft	111-1699 ft	+1700 ft
 Briefcase/Suitcase		50 lbs	150 ft	151-1849 ft	+1850 ft
 Car		500 lbs	320 ft	321-1899 ft	+1900 ft
 SUV/Van		1,000 lbs	400 ft	401-2399 ft	+2400 ft
 Small Delivery Truck		4,000 lbs	640 ft	641-3799 ft	+3800 ft
 Container/Water Truck		10,000 lbs	860 ft	861-5099 ft	+5100 ft
 Semi-Trailer		60,000 lbs	1570 ft	1571-9299 ft	+9300 ft

Source: U.S. Department of Homeland Security

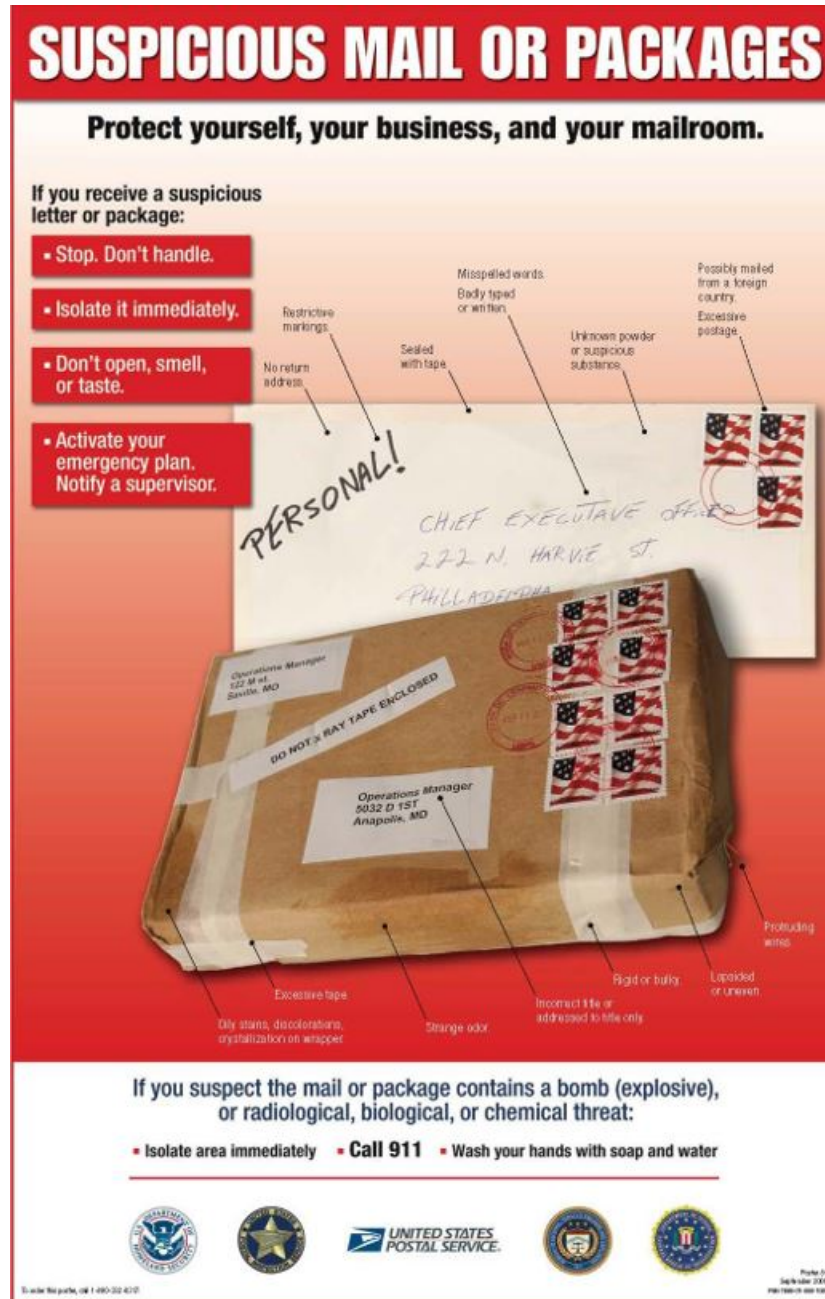
Figure B-2-C-2: Bomb Threat Stand-Off Card Back



Source: U.S. Department of Homeland Security

Attachment D: Guidance for Suspicious Mail or Packages

Figure B-2-D-1: Suspicious Mail or Package Guidance



Source: U.S. Postal Service

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Incident Annex 3: Civil Unrest/Demonstration

PURPOSE

The purpose of this annex is to guide implementation of Liberty University (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of civil unrest or a demonstration that impacts, or is hosted on any of LU's properties.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter a civil unrest or demonstration event of any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before and during the threat or impact of a civil unrest or demonstration incident.

SITUATION

LU, is a diverse institution of higher education that fosters multiple schools of thought and encourages expression in support of the First Amendment, is susceptible to demonstrations, campus disturbances, and civil unrest. The University conducts research on plants and animals and maintains open campuses, which thereby increases potential for exposure to demonstrations on and off University property. This incident annex focuses on events occurring on campus for which LU has jurisdiction. If a demonstration is the result of off-campus events, the Liberty University Police Department (LUPD) is contacted to support response to the incident.

PLANNING ASSUMPTIONS

- Most campus demonstrations, such as marches, picketing, and rallies, will be peaceful and non-disruptive. They will most often be coordinated by Campus Recreation, usually be pre-announced, and be conducted in accordance with approved jurisdictional policies, including the LU Student Demonstration Request Form. Consideration shall be given to ensuring ingress and egress by non-participants to the campus and its facilities during the event.
- If additional security coverage will be required based on the size, time, or nature of the event, the Vice President (VP) of Security & Public Safety or designee should arrange for additional law enforcement or security presence as necessary. LUPD monitors all demonstrations to provide for the public safety of the University community.
- Generally, peaceful, non-disruptive demonstrations should not be interrupted. Demonstrators should not be obstructed or provoked, and efforts should be made to conduct University business as normally as possible.
- LU allows for spontaneous expressive activity as well as scheduled events. In the event the expressive activity is scheduled in advance, University faculty and staff may be advised prior to the event. Notification should include time, date, location, and any special instructions/accommodations coordinated between the event organizer and applicable University event management department(s)/liaison(s).
- A demonstration should not be disrupted unless it:
 - Blocks access to University buildings.
 - Obstruct vehicular or pedestrian traffic.

- Substantially disrupts previously scheduled campus events.
 - Substantially disrupts University operations.
 - Constitutes unlawful activity.
 - Creates a clear and present threat to public safety, according to the assessment and judgment of LUPD.
- If any of these conditions exist, University event management department(s)/liaisons, with the assistance of LUPD, will ask the demonstrators to terminate the disruptive activity and inform them that failure to discontinue the specified action will result in disciplinary action and intervention by law enforcement authorities. If the disruptive activity does not cease immediately, LUPD should be called for assistance.
- If demonstrators are asked to leave, but refuse to leave by regular facility closing time:
 - Arrangements should be made for LUPD to closely monitor the situation during non-business hours.
 - A decision will be made whether to treat the violation of regular closing hours as a disruptive demonstration or not.

CONCEPT OF OPERATIONS

Preparedness Procedures

- Pre-designate demonstration areas within sight and sound of planned events.
- Define and map the geographical areas of concern including University buildings and traffic routes that might be subject to disruption resulting from a disturbance.
- Define the limits of a confinement area to prevent the disturbance from spreading. This confinement area will be general in nature and will be adjusted to meet field conditions.
- As appropriate assign a field commander and locate a field command post with communications to a point just outside the confinement area.
- Develop an access control area outside the confinement area to prevent outside agitators, spectators, and the press, if necessary, from gaining access to the confinement area.
- Prepare plans for emergency response within the confinement area.

Response Procedures

- During peaceful demonstrations:
 - Student Service Center and LUPD will monitor the situation.
 - If actions escalate, the LUPD Chief of Police will immediately notify the VP of Security & Public Safety who will notify other campus stakeholders as necessary.
 - Additional external support to include law enforcement resources will be requested if needed.
- When demonstrations escalate, threaten violence or damage to LUPD property:
 - If there is an immediate threat of bodily harm or damage to property, LUPD will intervene to deescalate the situation per established internal policies and procedures, to include requesting additional law enforcement support, making arrests as applicable, and shutting down the event if needed.
 - If the VP of Security & Public Safety, or designee, determines that the situation has escalated to an unsafe condition, notification and coordination with the Safety and Security Policy Committee (SSPC) will take place. In extreme circumstances, the SSPC may close all or part of a campus in support of the law enforcement response until the situation can be resolved. The Senior Vice President (SVP) of Communications or designee may assist with making appropriate notifications to the University Community via the LU Alerts emergency notification system.

- As on-scene Incident Command Post and organizational structure will be established at an appropriate location; LUPD will serve as the Incident Commander/lead agency.
- The VP of Security & Public Safety, or designee will direct LUPD and LU Facilities Management staff to secure the exterior doors to buildings, as needed. *For more information, see Support Annex 3: Run-Hide-Fight.*
- Faculty may inform students that there is an emergency, instruct students to gather their personal belongings, remain calm and in their seats, and be prepared to exit quickly when instructed. Students may not be permitted to leave the affected area until notified by a representative from LUPD/Security & Public Safety or other University officials.
- The VP of Security & Public Safety, or designee will notify the Safety and Security Policy Committee (SSPC) when normal University operations can resume. The SSPC will then reopen the affected campus, allowing students, faculty, and staff to re-enter the area and resume normal operations.

ROLES AND RESPONSIBILITIES

University Event Management Directors, or Designees

- Coordinate with LUPD for planned demonstrations and provide intelligence on the potential for no-notice demonstrations, if known.

Vice President of Security & Public Safety, or Designee

- Designate locations for demonstrations within sight and sound of planned events.
- Monitor planned and unplanned demonstrations.
- Serve as liaison officer for all law enforcement agencies involved in University response operations.
- Coordinate additional security as necessary.

Senior Vice President of University Communications, or Designee

- Disseminate information to the University community as requested.

Emergency Manager or Designee

- Provide situational awareness and coordination support to all applicable University and external stakeholders.

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Incident Annex 4: Code Adam

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services in the event of a threat or occurrence of a missing child (Code Adam) at one of LU's campuses.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter a Code Adam situation at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures before, during, and after a Code Adam declaration.

SITUATION

LU's campus is home to two separate schools: Liberty Christian Academy (LCA) and the Early Learning Center (ELC). The University regularly hosts summer camps, events, and other functions that may involve children, including College for a Weekend (CFAW). These factors serve to demonstrate LU's risk for a Code Adam incident.

CONCEPT OF OPERATIONS

Although LU is a private school, each building is open to the public and therefore should have a Code Adam or similar program in place to be compliant with the Code of Virginia [§2.2-1161.1](#). An "abducted child" is defined as a child whose whereabouts are unknown, who is believed to have been abducted, who is 17 years of age or younger, and whose disappearance poses a credible threat as determined by law enforcement to the safety and health of the child and under such other circumstances as deemed appropriate by the Virginia State Police (VSP).

A Code Adam Alert is a protocol that activates a team of agency personnel to monitor building exits, search building spaces, and notify police when attempting to locate a missing child or identifying and delaying a potential child abduction suspect.

The Vice President (VP) of Security & Public Safety or designee is responsible for the administration of any Code Adam Alert at their respective campuses.

When a child is reported missing on campus, Liberty University Police Department (LUPD) will be notified and will begin coordinating a search immediately. Notification to the Safety and Security Policy Committee (SSPC) will be made by the VP of Security & Public Safety or designee when a Code Adam incident has been confirmed and/or has been potential to expand in scope. LUPD will also recommend that a Code Adam Alert be implemented to include the following duties:

- **Building Emergency Coordinators (BEC):** BECs assigned in accordance with the Crisis and Emergency Management Plan (CEMP) and Emergency Action Plans (EAPs) will be utilized for a Code Adam Alert. The BECs will have an assigned primary and alternate person for each exterior set of doors to monitor building entrances and exits. When staffing

is constrained, a primary should be assigned and if possible, an alternate to monitor more than one set of entrances/exits within reasonable direct line-of-sight parameters. Building/Area monitors will complete searches of their assigned areas and report the information to LUPD.

- **Site Monitor:** Emergency Assembly Area (EAA) monitors assigned in accordance with the CEMP will be utilized for a Code Adam Alert. The EAA sites will have an assigned primary and alternate person to monitor the parking and grounds areas immediately adjoining the building.
- **LUPD:** is responsible for coordinating the search, receiving search results from the BECs, and communicating their findings to the on-duty dispatcher, the VP of Security & Public Safety, the Chief of Police, and the local police as needed. LUPD will also document the incident and provide copies to the VP of Security and Public Safety and others as appropriate.
- **The Department of Emergency Management & Community Engagement (EMCE):** In coordination with key campus stakeholders, will facilitate periodic training for Code Adam Alert procedures.

Response Procedures

If a child has been reported missing the following should occur:

- The individual receiving notification of a missing child shall:
 - Notify LUPD at 434-592-3911 of the situations, the time, and location the child was last seen.
 - Obtain a detailed description of the missing child to include, but not limited to the following:
 - Name
 - Race
 - Age
 - Sex
 - Height
 - Weight
 - Hair color
 - Skin color
 - Distinguish features
 - Clothing color and type
 - Shoe color and style – special attention should be given to a child's shoe color and style. Clothing can easily be changed to alter the appearance of a child but is more difficult to change shoes without drawing attention.
- University administration and staff will follow procedures outlined in the Roles and Responsibilities Section of this plan.
- If the child is found unharmed and alone, reunite the child with the parent or guardian. The LUPD will cancel the Code Adam Alert after the child and parent or guardian have been reunited. LUPD will provide appropriate notifications to the University community after the alert is canceled and the child is located.
- If the child is found with a person other than the parent or guardian, reasonable efforts should be employed to delay the person from leaving the building or campus until LUPD or other law enforcement can arrive. Take whatever steps necessary to detain the child; however, do not attempt to forcibly detain the person. Request help from fellow employees

to notify LUPD immediately. Take note of and report the description of the person, any vehicles, and the child to LUPD.

- If the child is not found (to include abduction events), LUPD will coordinate with VSP and the National Center for Missing and Exploited Children; the Code Adam Alert will be canceled at the appropriate time and in consultation with these agencies.
- At the conclusion of the incident, the VP of Security & Public Safety will notify the SSPC the Code Adam Alert has been canceled and the results of the incident.

ROLES AND RESPONSIBILITIES

President of Liberty University, or Designee

- Chair the Safety and Security Policy Committee (SSPC).
- Provide strategic policy direction as applicable to the situation at hand.

Vice President of Security & Public Safety, or Designee

- Determine the scope of the situation (single building or multiple buildings, parking lot or outdoor areas) and initiate a Code Adam Alert notifying campus resources to monitor the affected building entrances, exits, stairs, lobbies, and adjacent parking areas.
- Establish a campus command location.
- Give a description of the child to searchers assigned to search their assigned areas.
- Coordinate the search process. Enlist additional law enforcement or other support as necessary.
- Escort the parent(s) or guardian(s) to the location best suited to assist in identifying the child.
- If applicable, provide situational awareness and response/recovery status to the University President.

Senior Vice President of University Communications, or Designee

- As appropriate and in consultation with the VP of Security & Public Safety or their designee, send a campus-wide email and/or LU Alert with the description of the missing child and instructions to notify LUPD if the missing child is spotted.

Building Emergency Coordinators, Other Staff and/or Designees

- Staff will search restrooms, stairs, closets, meeting rooms, elevators, halls, exit foyers, and office areas as quickly as possible.
- Staff will search parking and grounds areas immediately adjacent to the buildings.
- Any means of communications available should be used to report observations and search results to LUPD.
- Staff will ask visitors and students with children to remain in the building until the incident is concluded.
- Staff assigned to monitor door access will remain at assigned doorways until they are advised by LUPD that the incident is concluded.

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Liberty University

Data and System Breach Response Framework

Incident Annex 5

Under
Development



October 2021

Liberty University
Department of Emergency Management & Community Engagement
1971 University Boulevard
Lynchburg, VA 24515
434-592-7674
luem@liberty.edu

[Under Development]

Incident Annex 5 is awaiting information requested from John Gauger (Chief Information Officer and Vice President of Analytics) including all Information Technology (IT) disaster recovery plans and continuity of operations plans.

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Incident Annex 6: Earthquake

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local emergency services in the event of a threat or occurrence of an earthquake that impacts the University's campuses.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may experience an earthquake at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before and during an earthquake.

SITUATION

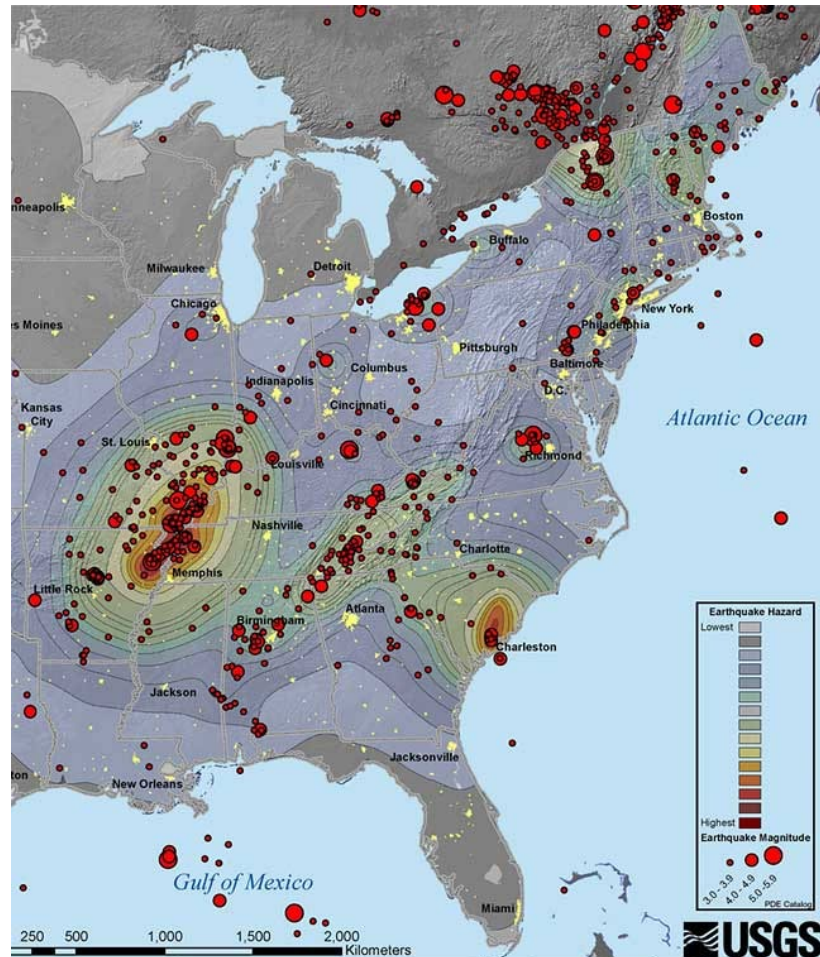


Figure B-6-1: Earthquakes in Eastern U.S

Source: USGS

LU is in the Central Virginia Seismic Zone. Since at least 1774, people in central Virginia have felt small earthquakes and suffered damage from infrequent larger ones. The largest damaging

earthquake (magnitude 5.8) in the seismic zone occurred in August 2011. Smaller earthquakes that cause little or no damage are felt each year or two. Figure B-6-1 above illustrates the epicenters of recorded earthquakes in the eastern United States.

PLANNING ASSUMPTIONS

- A large earthquake resulting in significant damage to buildings and structures may overwhelm local, regional, and State resources. State and Federal assistance may be required to carry out response and short-term recovery efforts to save lives, provide mass care, and reduce property damage.
- Students, faculty, staff, and the local community are not accustomed to the effects of an earthquake and may not initially grasp the magnitude of the situation or know how to properly respond.
- A detailed operating picture may not be achievable for 24 to 48 hours or more following an earthquake. Response operations may need to begin without complete or detailed situational awareness.
- The earthquake and/or aftershocks may trigger secondary emergencies such as fires, hazardous materials (HAZMAT) spills/releases, flash flooding, tsunamis, and other hazards that can cause additional demand on response operations.
- Communication and transportation methods may be compromised from the impacts of an earthquake and utilities/infrastructure may be severely disrupted in areas within and beyond the immediate affected area(s) of an earthquake.
- Normal alert and notification systems may be down or limited following a major earthquake. It may be necessary to augment these systems with mobile public address systems building-to-building contact and posting notices on bulletin boards in designated public gathering places.
- Widespread interruptions of water distribution, sanitation infrastructure, and treatment facilities are possible due to earthquake damage and may create the potential for serious public health problems.
- Students, faculty, and staff may require evacuation, sheltering, and medical care.
- Hospitals and clinics may not be able to receive injured persons if the structures have suffered impacts from an earthquake and hospital capacity may be inadequate to treat casualties and other medical emergencies, requiring some severely injured patients to be relocated to facilities outside the area.
- An earthquake may be large enough to cause significant damage to buildings and structures and generate large amounts of debris. The amount of debris generated by an earthquake may block roadways and limit campus movement for emergency vehicles and members of the University community alike.
- Damage to the University's Emergency Operations Center (EOC), Security & Public Safety locations, Information Technology Centers, and other critical infrastructure may require activation of contingency plans, delaying response and recovery operations.
- Structural damage resulting from an earthquake will require safety inspections prior to the buildings/structures being re-occupied. A large earthquake resulting in significant damage to buildings and structures may overwhelm local and State resources.
- Fatalities may occur and may vary based on where and when the earthquake strikes.

CONCEPT OF OPERATIONS

- University departments assigned responsibilities within this annex will develop and maintain the necessary plans, standard operating procedures, mutual aid agreements, and motel contracts to successfully accomplish their tasks.
- Immediately following an earthquake, the University's Crisis and Emergency Management Plan (CEMP), and University Continuity Plan if necessary, will be activated. The EOC may be activated, physically or virtually, to provide coordination support.
- Initial priorities in the event of an earthquake are emergency response (life safety, incident stabilization, and property protection), situation assessment, damage assessment, continuity of essential functions, and communications.
- If emergency conditions exceed the University's resources and capabilities, assistance may be requested from applicable local municipalities and if necessary, the State.
- Damage Assessment Teams will be assembled from LU Facilities Management, LU Environmental Health & Safety (EHS), Liberty University Police Department (LUPD), the Lynchburg Fire Department (LFD), Information Technology Services (ITS), and other agencies as necessary to ensure that buildings are suitable for re-occupancy.

Preparedness

Earthquakes cannot be forecasted; therefore, it is always best to be prepared. The following are best practices recommended to prepare for earthquakes:

- Develop and/or review departmental Emergency Action Plans (EAPs) that identify primary and alternate Internal and External Assembly Areas (IAAs/EAs), emergency contact numbers, and supplies that may be needed during an emergency. For departmental planning assistance and additional information, contact the LU Department of Emergency Management & Community Engagement (EMCE) at luem@liberty.edu.
- Store heavy or breakable objects in closed cabinets, as low as possible.
- Secure refrigerators, bookshelves, appliances, bookcases, and other heavy items to wall studs to prevent falling during an earthquake.
- Evaluate where hanging objects are placed. Mirrors, pictures, or other hangings near seating or sleeping areas could fall and cause injury. Arrange these items so they do not pose a fall hazard to those below.

Response

During the Earthquake

If you are indoors:

- Stay inside until the shaking stops.
- DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there is not a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building. *(see also Figure B-6-2 at the bottom of the page)*
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- If you are in bed when the earthquake strikes, stay there. Hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.

- Be aware that the electricity may go out or the sprinkler systems or fire alarms may turn on.
- Do not use the elevators!

If you are outdoors:

- Stay there. Remain until shaking stops.
- Move away from buildings, streetlights, and utility wires.

If you are in a moving vehicle:

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.
- If you are in a stadium or amphitheater stay at your seat and protect your head and neck with your arms. Do not try to leave until the shaking is over. Then walk out slowly watching for anything that could fall in the aftershocks.



Figure B-6-2: Drop, Cover, and Hold On Earthquake Response Graphic
Source: Shakeout.org

After the Earthquake

After the shaking has stopped, evaluate your surroundings:

- Determine if emergency responders are needed. If yes, call **LUPD at 434-592-3911**.
- Look for safety hazards such as fire, smoke, smell of gas or fumes, dangerous debris, or obvious structural damage.
- Look for injured or trapped persons.
- If you are in a building and there are no obvious hazards do not evacuate.
- If the structural integrity of your building is compromised or your surroundings are hazardous, evacuate to the designated Emergency Assembly Area (EAA). Use the stairs.
 - **If the building loses power during the earthquake and you are unable to safely navigate your way out of the building due to low visibility, remain in place and notify LUPD of your location.**
- Do not re-enter any building until it is cleared by LUPD/and or emergency response personnel and/or LU Facilities Management and/or LU EHS and/or other supporting agencies, as applicable.
- If the building needs to be assessed for damage, contact **Facilities Management at 434-592-3500**, (or **434-592-3911** after hours) for assistance.

Expect aftershocks. These secondary shockwaves are usually less violent than the main quake but can be strong enough to do additional damage to weakened structures and can occur in the

first hours, days, weeks, or even months after the quake. After the shaking has stopped, do the following:

- Take steps to account for people. Gather at designated assembly areas and determine if everyone is present including employees and guests.
- If the building was evacuated, there should be an evaluation of the building to address damage.
 - Do not re-enter the building until this has been completed.
- Listen to a battery-operated radio or television for the latest emergency information. LU operating status will be posted on www.liberty.edu if the operating schedule is affected.
- Use the telephone only for emergency calls.
- Stay away from damaged areas unless your assistance has been specifically requested.
- Inspect your space for damage. Report damage to your supervisor.
- Open cabinets cautiously and beware of objects that can fall off shelves. Clean up spilled medicines, bleaches, gasoline, or other flammable liquids immediately if you are trained to do so.
 - Leave the area and call **LUPD at 434-592-3911** if you smell natural gas or fumes from other chemicals.
 - Call **Environmental Health & Safety at 434-582-3389** (or **434-592-3911** after hours) for assistance if needed.

ROLES AND RESPONSIBILITIES**Executive Vice President of Finance & Administration/Chief Financial Officer, or Designee**

- Provide strategic policy direction as applicable to the situation at hand.
- Provide situational awareness and response/recovery status to the University President.
- Assign budget codes for use under emergency conditions to track disaster expenses.
- Provide cost accounting procedures and operations of disaster related expenses.
- Coordinate procurement assistance to the LU EOC as needed for emergency purchases and LU EOC operations

Vice President of Security & Public Safety, or Designee

- Serve as liaison officer for all law enforcement agencies involved in University response operations.
- Provide damage assessment support as requested.
- Coordinate additional security as necessary.
- Coordinate with local and State law enforcement agencies, through local EOCs for reentry of LU personnel as needed.

Senior Vice President of University Communications, or Designee

- Coordinate public information messages with state and local EOCs to ensure LU's message is consistent with the regional message.
- Provide media information concerning personal safety, University operating status, etc.

Chief Information Officer and Vice President of Analytics, or Designee

- Coordinate damage assessment of IT infrastructure.
- Facilitate transition of data access and storage to disaster recovery sites, as needed.
- Coordinate telecommunications internet services at the LU EOC, as needed.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Coordinate damage assessment of LU buildings and infrastructure.
- Coordinate contractor support as needed.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.

Manager of Emergency Management & Community Engagement, or Designee

- Serve as LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate with state and local EOC's to ensure the LU's actions are consistent with regional and State actions.

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Incident Annex 7: Extreme Temperature

PURPOSE

The purpose of this annex is to provide a framework for Liberty University (LU) and appropriate stakeholders to prepare for, respond to, and recover from extreme temperature (heat or cold) conditions that impact any LU property.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter extreme temperatures at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after extreme temperature conditions.

SITUATION

According to [Climate-Data.org](https://climate-data.org), the Lynchburg, VA region averages an annual high of 77.0 °F and low of 36.0 °F. It is not uncommon for summer highs to range between 95-100°F, although single-digit winter lows are less frequent. When combined with the region's typical high humidity levels in the summer and blustery winds in the winter, these temperature extremes pose a hazard to LU operations and personnel working or moving about outdoors.

Extreme heat can cause heat stress, heat exhaustion, and heat stroke in individuals outside and can lead to excessive drain on power supplies, electronic equipment, and the electrical grid in general. Extreme heat leading to drought conditions can necessitate water conservation measures implemented by municipalities supplying the University.

Extreme cold can lead to hypothermia and frostbite, outdoor equipment may be difficult to start or operate, and improperly or uninsulated piping can freeze or rupture, leading to building service disruption.

PLANNING ASSUMPTIONS

- Key staff with outdoor working responsibilities (e.g., Facilities Management, Security, Police, Athletics, etc.) are provided with periodic training on how to respond to extreme conditions.
- Departments that regularly work outdoors (e.g., Facilities Management, Security, Police, Athletics, etc.) have certain protocols (safety talks, rotational breaks, etc.) and equipment (portable fans, water coolers, heaters) in place to manage extreme temperature conditions.

CONCEPT OF OPERATIONS

Preparedness

LU implements seasonal awareness campaigns with the goal of orienting the University community on expected extreme temperature hazards and how to deal with them. These campaigns are generally held in the early summer and winter seasons, and additional messaging is disseminated as needed when temperatures are particularly dangerous. The Department of

Emergency Management & Community Engagement (EMCE), in coordination with the LU Police Department (LUPD), LU Risk Management, LU Environmental Health & Safety (EHS), LU Athletics, LU Facilities Management (FM), LU Human Resources (HR), and LU Communications, is responsible for developing and releasing preparedness messaging via University Announcements, social media, email, Emergency Action Plans (EAPs), and/or other channels. Content includes a statement of the hazard, how to prepare/respond, and where to go for additional information.

For extreme temperature events, messaging issues by the National Weather Service (NWS) will be issued to the University community as needed. Messaging may relate to the following definitions:

Table B-7-1: National Weather Service Definitions – Extreme Heat

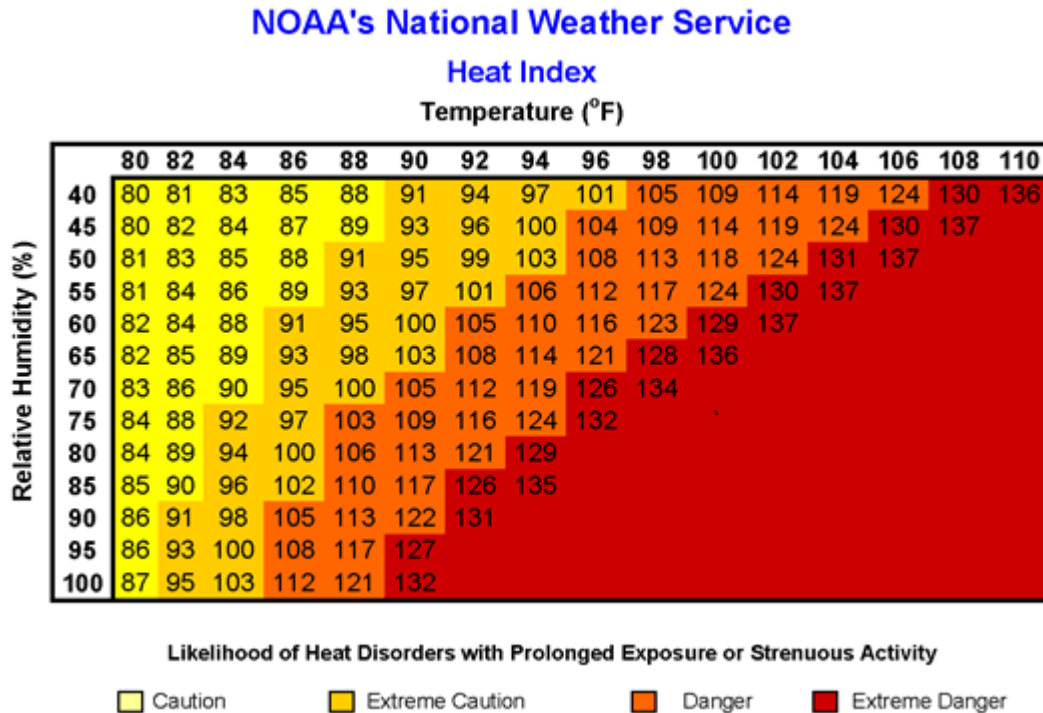
National Weather Service Definitions: Extreme Heat	
Heat Advisory	Issued when maximum heat index expected $>105^{\circ}\text{F}$ for at least 3 hours
Excessive Heat Warning	Issued when maximum heat index expected $>110^{\circ}\text{F}$ for at least 3 hours

Table B-7-2: National Weather Service Definitions – Extreme Cold

National Weather Service Definitions: Extreme Cold	
Wind Chill Advisory	Issued when the wind chill is expected to be $\leq 0^{\circ}\text{F}$
Wind Chill Warning	Issued when the wind chill is expected to be $\leq -15^{\circ}\text{F}$

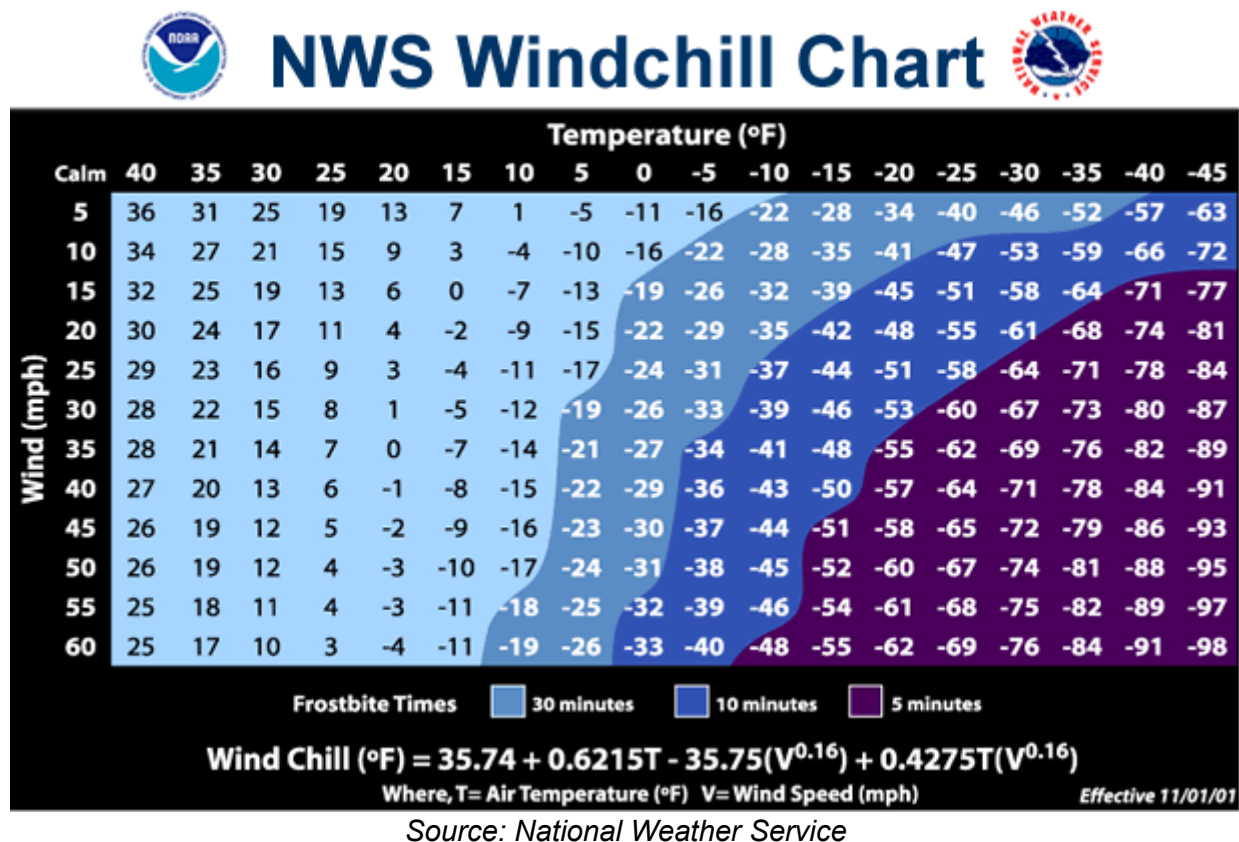
As appropriate, graphics and forecast products provided by NWS will accompany internally developed messaging to add additional context and hazard awareness. Figures B-7-1 and B-7-2 on the next page depict examples of NWS graphics that may be shared as part of preparedness messaging.

Figure B-7-1: NWS Heat Index Table



Source: National Weather Service

Figure B-7-2: NWS Wind Chill Table

**Response**

The following procedures should be taken in response to an extreme temperature event impacting the University:

Extreme Heat

- Supervisors of personnel working outdoors should assess the situation and alter normal working activities as appropriate. To the extent possible, non-essential outdoor activities should be curtailed.
- For areas where outdoor work must continue, a heat safety briefing should be provided by the supervisor prior to beginning work. This briefing should include provisions for proper attire, personal protective equipment, breaks, water and food consumption, and level of physical activity.
- Where possible, energy consumption should be reduced to minimize strain on the electrical grid and building heating, ventilation, and air conditioning (HVAC) systems.
- For more information on situations involving failure of power or other utilities, refer to Incident Annex 11: Infrastructure Failure and Emergency Support Function 3: Facilities Management and Infrastructure.
- For more information on situations involving heat-related illness or injury, refer to Incident Annex 13: Medical Emergency.

Extreme Cold

- Supervisors of personnel working outdoors should assess the situation and alter normal working activities as appropriate. To the extent possible, non-essential outdoor activities should be curtailed.

- For areas where outdoor work must continue, a cold safety briefing should be provided by the supervisor prior to beginning work. This briefing should include provisions for proper attire, personal protective equipment, breaks, water and food consumption, and level of physical activity.
- For more information on situations involving failure of power or other utilities, refer to the Incident Annex 11: Infrastructure Failure and Emergency Support Function 3: Facilities Management and Infrastructure.
- For more information on situations involving cold-related illness or injury, refer to the Incident Annex 13: Medical Emergency.

Recovery

- Following extreme temperature events, Facilities Management, and other departments as necessary perform damage assessments to identify and isolate damaged infrastructure, systems, and equipment. Documentation of damage should be forwarded to Risk Management for claims coordination and possible reimbursement. As appropriate and as resources allow, mitigation planning and implementation, see Incident Annex 11: Infrastructure Failure and Emergency Support Function 3: Facilities Management and Infrastructure.

ROLES AND RESPONSIBILITIES**Executive Vice President of Human Resources, or Designee**

- Prepare seasonal extreme temperature preparedness messaging to be disseminated via periodic employee newsletters and briefs.
- Manage workers' compensation claims for workplace injuries sustained during the incident.

Senior Vice President of Communications, or Designee

- Prepare and disseminate extreme temperature preparedness messaging to the University community, as requested.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Adjust regular outdoor working schedules as appropriate for extreme weather events.
- Communicate extreme temperature hazards to staff.
- Conduct damage assessment and repair of affected University facilities and infrastructure, as needed.

Chief Financial Officer, or Designee

- Provide claims management for University property damage.

Director of Athletics, or Designee

- Adjust regular outdoor working schedules as appropriate for extreme weather events.
- Communicate extreme temperatures hazards to staff.

Emergency Manager, or Designee

- Monitor weather forecasts for the University community.
- Develop and disseminate seasonal preparedness messaging and as-needed notifications for extreme temperature events.
- Aid as requested to other University departments during extreme temperature events.

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Incident Annex 8: Flooding

PURPOSE

The purpose of this Annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of a significant pluvial (rainfall-caused) or storm surge flood event.

SCOPE

This Annex applies to all LU faculty/staff/students/visitors/contractors that may encounter a flood event at any LU property located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after the threat or impact of flooding because of heavy rainfall or storm surge. See the [Lynchburg Rating System Mapping Center](#) for information about which areas are prone to flood in the region. *For more information on storm surge and tropical weather impacts beyond flooding, see Incident Annex 10: Hurricane/Tropical Storm/Nor'easter.*

SITUATION

With rising sea levels, ongoing land subsidence, and low overall elevation, recurrent flooding from rainfall, and storm surge poses a continual threat to LU. The usual "problem areas" include:

- University Blvd. in front of the Vines Center.
- The pond behind the Vines Center on Regents Parkway.
- Hershey-Ebenshade Drive.

PLANNING ASSUMPTIONS

- Floodwaters have the potential to severely disrupt ingress and egress at any of LU's campuses, which can adversely impact the ability of the institution to operate normally and continue its mission.
- The National Weather Service (NWS) and Virginia Department of Emergency Management (VDEM) have a series of virtual tools that can aid in flood preparation, monitoring, and response. Examples include [NWS's Blacksburg, VA Forecast Office](#) and the National Hurricane Center's Sea, Lake, and Overland Surge from Hurricanes (SLOSH) model at <https://www.nhc.noaa.gov/surge/slosh.php>
- Flooding in University buildings can cause significant damage to building contents and impact to operations. Activation of continuity plans and temporary relocation during the cleanup process may be required.
- Flooding around LU will affect the surrounding community. Therefore, it is necessary for LU to prepare for and carry out emergency response and short-term recovery operations in coordination with Local and State public safety and emergency management partners.
- As a community partner, all LU campuses and resources may also be made available to assist jurisdictions, agencies, or other organizations as requested and as permitted by relevant State law, regulations, mutual aid agreements (MAA), as per previously established Memorandum of Understanding (MOU), or as authorized by the University President and/or Safety and Security Policy Committee (SSPC).

- Localities in which LU properties are located may recommend evacuations or, when authorized by the Governor of VA, issue mandatory evacuations-either of which will cause LU operations to be postponed, cancelled, or otherwise interrupted.
- LU may issue an evacuation prior to the Governor of VA issuing a mandatory evacuation if the situation calls for it.

CONCEPT OF OPERATIONS

Table B-8-1: NWS Definitions

National Weather Service Definitions	
Flood Watch	Issued to inform the public and cooperating agencies that current and developing hydrometeorological conditions are such that there is a threat of flooding, but the occurrence is neither certain nor imminent.
Flood Warning	Issued to inform the public of flooding along larger streams in which there is a serious threat to life or property. A flood warning will usually contain river stage (level) forecasts.
Flash Flood Watch	Issued to indicate current or developing hydrologic conditions that are favorable for flash flooding in and close to the watch area, but the occurrence is neither certain nor imminent.
Flash Flood Warning	Issued to inform the public, emergency management, and other cooperating agencies that flash flooding is in progress, imminent, or highly likely.

Preparedness Procedures

- The LU Manager of Emergency Management & Community Engagement (EMCE), or designee will monitor developing storms/conditions leading to flooding using websites and software from NWS/VDEM (such as the online [Blacksburg, VA NWS Forecast Office](#)) and keep the Vice President (VP) of Security & Public Safety advised. The SSPC and/or Incident Management Team will be notified and/or activated as appropriate.
- As necessary, information on pending flood conditions will be disseminated via email, the LU Emergency Notification System, the LU website, and other channels.
- Departments should check their National Oceanic and Atmospheric Administration (NOAA) All-Hazards Weather Alert radios to ensure proper functionality.
- Departments with storm preparation responsibilities will deploy/stage sandbags, clean drains, stage barricades and signage, elevate/protect equipment/assets if necessary, and take other preventative/protective actions.
- As appropriate to meet the needs of the situation, the LU Emergency Operations Center (EOC) will be activated partially or fully and virtually or physically to provide information and resource coordination support.

Response Procedures

- The LU Manager of EMCE or designee will continue to monitor storm/flood conditions and will provide routine updates to the VP of Security & Public Safety, the SSPC, and/or Incident Management Team (as activated).
- The SSPC will assess the situation at hand and will make the determination to alter the University's operating status if needed.
- Departments with storm-related responsibilities may deploy sandbags, close parking lots/roads, take other mitigating actions, and provide emergency protective support (e.g., elevating or covering equipment/assets) and repairs as needed.
- If necessary, students, faculty, staff, visitors, contractors, and all other personnel should shelter-in-place until the flood threat passes.

Recovery Procedures

- Upon passage of the flood threat, key University personnel including, but not limited to, the SSPC, LU Manager of EMCE or designee, VP of Security & Public Safety or designee, Chief Information Officer/VP of Analytics or designee, Senior Vice President (SVP) of University Communications or designee, Executive Vice President (EVP) of Enrollment Management and Marketing or designee, and others as required may convene (if needed) physically or virtually in a designated location and assess the nature and extent of any damage sustained by the campus.
- An initial damage assessment may be conducted in coordination with the SVP of Campus Facilities and Transportation or designee to identify repairs necessary to facilities and systems before normal operations can be resumed.
- Continual updates of assessment and operations will be communicated to the University President and other stakeholders as necessary.
- All instructions for suspension of services such as canceling classes, building closures, releasing of employees, etc., will be in accordance with the University's Inclement Weather Policy. Designated essential personnel may remain on campus as needed.

ROLES AND RESPONSIBILITIES**President of Liberty University, or Designee**

- Chair the Safety and Security Policy Committee (SSPC).
- Provide strategic policy direction as applicable to the situation at hand.

Vice President of Security & Public Safety, or Designee

- Coordinate with the LUPD Chief of Police who will serve as or appoint a liaison officer for all law enforcement agencies involved in University preparedness and response operations.
- Coordinate additional security as necessary.
- If applicable, keep the University President informed of approaching flood threat and University-wide actions to prepare and respond.

Vice President of Auxiliary Services, or Designee

- Coordinate provisioning of shelter-in-place resources with contractors, as necessary.

Executive Vice President of Enrollment Management and Marketing, or Designee

- Disseminate approved preparedness, response, and recovery information to the University community.
- Provide media information concerning closures and reopening of LU facilities.

Chief Information Officer and Vice President of Analytics, or Designee

- Coordinate the preparation actions to safeguard and secure LU information systems to include direction of when and how to disconnect and protect cables, power supplies, desktop personal computers (PCs), to prevent damage from flooding.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Coordinate preparations of facilities for the onset of flood conditions by prepositioning sandbags, clearing roof and storm drains, and moving equipment/assets to higher ground.
- Coordinate the assistance of moving equipment, books, documents, etc. off the floor to higher locations to prevent damage from flooding.
- Coordinate contractor support as needed.

- Coordinate damage assessment of LU roads, bridges, water, sewer, and drainage systems.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.

Emergency Manager, or Designee

- Evaluate or close flood-prone parking lots as needed.
- Post signage and barriers warning parking lot users of potential lot flooding.
- Coordinate with administration on the feasibility of allowing external stakeholders (e.g., Lynchburg City residents) access to campus parking decks, as requested and appropriate.
- Monitor and track flood threats and keep LU officials advised of increased risk.
- Serve as LU EOC Manager.
- Coordinate with Local and State EOCs to ensure that LU's actions are consistent with regional and State actions.
- Provide advice on general direction of operations.
- Assist with public information in conjunction with the SVP of University Communications.

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Incident Annex 9: Hazardous Materials Spill/Release

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of a hazardous materials (HazMat) spill/release that impacts LU's property.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter a HazMat spill/release at any LU facility located in the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after a HazMat incident.

SITUATION

HazMat are substances that, because of their chemical, biological, or other physical nature, pose a potential risk to life, health, or property if they are not properly handled. LU has small amounts of HazMat materials on its properties, ranging from substances used in science labs, to cleaning products, to materials used in facilities machinery and equipment.

These procedures apply in situations in which a threat or actual release of HazMat is being reported or has been discovered on LU's campus, or within a local evacuation zone that impacts the University. Identifying, containment, and cleanup of HazMat may take a significant amount of time and resources. Based on the seriousness of the threat and whether there has been an actual release, University operations may be disrupted for hour or days.

PLANNING ASSUMPTIONS

- A HazMat spill or gas leak around or on campus may occur.
- LU's Environmental Health & Safety (EHS) Department has the resources to respond to, contain, and recover from small HazMat incidents; EHS will call in the Lynchburg Fire Department (LFD) for larger spills/releases beyond internal capabilities.
- HazMat emergencies are managed under the jurisdiction of the Fire Department in the area having jurisdiction of the LU facility (Campbell, Bedford, and Amherst Counties and Lynchburg City). Regional HazMat team response may be required depending on the nature of the incident.

CONCEPT OF OPERATIONS

Response

Minor HazMat spills or releases that pose little/no threat to the health and safety of personnel can be cleaned by following the warnings and cautions on the container's label or Safety Data Sheets (SDS). For cleanup assistance, contact the Liberty University Police Department (LUPD) at **434-592-3911** who will then contact EHS for guidance.

Procedures for laboratory personnel to handle chemical, biological, or radiological spills are provided in laboratory safety plans. Trained laboratory personnel are authorized to determine

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appropriate emergency responses for their areas. A HazMat emergency exists when cleanup of a HazMat spill is beyond the level of staff knowledge, training, or ability and/or the situation is immediately dangerous to the life and health of persons in the spill area or facility.

If a HazMat emergency exists, follow these recommendations:

- Alert people in the immediate area of the spill and evacuate the room.
- Confine the hazard by closing doors as you leave the room.
- Use eyewash or safety showers as needed to rinse spilled chemicals off people.
- Evacuate any nearby rooms that may be affected. If the hazard will affect the entire building, evacuate the building.
- From a safe location, notify the **LUPD at 434-592-3911** of the following information:
 - Location
 - Name of the chemical, if known
 - Description/state of substance (liquid, solid, gas, texture)
 - Size/quantity of the spill
 - Any specific characteristics (odor, smoke, etc.)
 - Extent of injuries
 - Environmental concerns (proximity to storm drains/streams)

The LUPD Chief of Police will relay this information to LU EHS, the Vice President (VP) of Security & Public Safety or designee, the LU Manager of Emergency Management & Community Engagement (EMCE) or designee, and other University officials as necessary. As appropriate, members of the Safety and Security Policy Committee (SSPC) and/or Incident Management Team (IMT) will be notified of the situation.

LU EHS will respond to the scene and survey the situation to determine if containment and cleanup can be performed using internal resources and capabilities, or if Fire Department/HazMat Team assistance will be needed. If not already advised, the VP of Security & Public Safety will be notified, who will forward information vertically and horizontally as appropriate.

Response Procedures for Specific HazMat Incidents

Chemical, Commercial Cleaning Products, and Solvent Spills

Any spill that could potentially cause injury to a person or property must be reported to LU EHS at 434-582-3389. If an immediate hazard exists or medical assistance is required, call **LUPD at 434-592-3911**. For small spills or that pose no immediate danger to life or property:

- Confine the spill.
- Evacuate and secure the immediate area; only allow authorized personnel to access the contaminated area.
- Notify area supervisor.

Gas/Fumes Release

In the event of release of gas or fumes:

- Evacuate the area immediately if the odor of gas or other fumes are identified, and/or if persons experience irritation, coughing, burning eyes, and/or difficulty breathing.
- If gas is smelled in a dark room, do not turn on lights; this action could ignite gas fumes. Do not touch, activate, or de-activate any power switches, fire alarms, lights, etc.
- Evacuate immediately and call **LUPD at 434-592-3911**. Do not re-enter the area until advised to do so by emergency personnel.

Radioactive Leak or Spill

In the event of a radioactive leak or spill:

- Limit the spread of the spill.
- Notify others in the area that a spill has occurred. Keep untrained people out of the area.
- **Call LUPD at 434-592-3911**

If skin contamination has occurred:

- Go to the nearest sink and wash the affected area with the tepid water.

Biological Release or Spill

In the event of a biological release or spill:

- Use personal protection and decontaminate the spill with appropriate disinfectant.
- For a large spill or release of highly infectious materials, notify everyone in the area, secure the area, and call **LUPD at 434-592-3911**.

If a blood born pathogen exposure or needle stick injury has occurred:

- Go to the nearest sink and wash affected area with warm water and soap.
- Call EHS and seek medical attention immediately.

ROLES AND RESPONSIBILITIES**Vice President of Security & Public Safety, or Designee**

- Coordinate with the LUPD Chief of Police to delegate overall public safety response to the incident, including facilitating building evacuation, proper stand-off distance, and follow-up investigation, as necessary.

Senior Vice President of University Communications, or Designee

- In coordination with on-scene responders and LU Security and Public Safety personnel, send initial and recurrent messaging via the LU Alerts Emergency Notification System.

Director of Environmental Health & Safety, or Designee

- Evaluate, assess, and determine resources needed to respond to HazMat incidents at any LU properties.
- Coordinate with University faculty, staff, contractors, and emergency responders involved in managing the incident.
- Provide updates on incident status to University stakeholders.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Provide resources and assets needed to support incident response, as appropriate.

Emergency Manager, or Designee

- Provide coordination support with other University departments.
- Provide ongoing situational awareness and information gathering in support of the incident.

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Incident Annex 10: Hurricane/Tropical Storm/Nor'easter

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of tropical weather. For the purposes of this annex, nor'easters are also included in this guidance.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter tropical weather conditions at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after the threat or impact of tropical weather, to include nor'easters.

SITUATION

The National Hurricane Center (NHC) tracks storms as they develop in the tropics. The NHC provides discussions of storm conditions, watches, and warnings through the region's National Weather Service (NWS) office in Blacksburg, VA. LU's Department of Emergency Management & Community Engagement (EMCE) will monitor NWS reporting of tropical storm activity to identify any that might pose a threat to the University.

Hurricanes are quantified using the Saffir-Simpson Hurricane Scale. Tropical storms with sustained winds of 74 or more Miles Per Hour (MPH) are classified as hurricanes. They are categorized based on the strength of the winds from Category 1 through Category 5 as indicated in Table B-10-1 below.

Table B-10-1 Saffir-Simpson Hurricane Scale

Saffir-Simpson Hurricane Category	Wind Speeds		Lowest Air Pressure (millibars)	Damage Potential
	MPH	Knots		
Tropical Depression	0-38	0-33		
Tropical Storm	39-73	34-63		
1	74-95	64-82	980+	Very Dangerous winds will produce some damage
2	96-110	83-95	979-965	Extremely dangerous winds will cause extensive damage
3	111-129	96-112	964-945	Devastating damage will occur
4	130-156	113-136	944-920	Catastrophic damage will occur
5	157+	137+	Below 920	Catastrophic damage will occur

Three major hazards are produced by a hurricane: storm surge, high winds, and rainfall. Of these, storm surge is the most dangerous, causing nine out of ten hurricane related deaths.

1. Storm surge is an offshore rise of water associated with a low-pressure weather system, typically a tropical cyclone. Storm surge is caused primarily by high winds pushing on the ocean's surface. The wind causes the water to pile up higher than the ordinary sea level. Surge zones are used in evacuation planning to determine the areas, which need to be considered for evacuation during various storms. The zones correspond to the hurricane storm categories (i.e., surge zone 2 indicates that a Category 2 storm could cause flooding within that zone).
2. The high winds of a hurricane can have a devastating effect on persons outdoors or inside structures that are not wind resistant, such as modular buildings.
3. Finally, although rainfall does not usually directly cause death in a hurricane, it may inundate potential evacuation routes and prevent persons from evacuating areas vulnerable to the storm surge. Flooding resulting from hurricanes will depend on rainfall, and storm surge.

LU is comprised of a main campus in Lynchburg and several off-campus locations. The auxiliary facilities are in Farmville, Bedford, and Campbell Counties. There are no resident student populations at any of the University's locations other than the main and East campuses.

PLANNING ASSUMPTIONS

- Tropical storms and hurricanes impacting LU will affect the surrounding community. Therefore, it is necessary for LU to prepare for, and carry out, disaster response and short-term recovery operations in coordination with local resources, such as police, fire, emergency medical services responders, and local emergency management offices.
- Tropical storms and hurricanes will impact the entire region that LU facilities are in, therefore assistance from local, state, and Federal agencies and from volunteer and private organizations may not be available to supplement University resources. The response times of these organizations will vary depending on the severity of the disaster.
- As a community partner, all LU properties and resources may also be made available to assist jurisdictions, agencies, or other organizations as requested and as permitted by relevant state law, regulations, mutual aid agreements, as per previously established memorandum of agreement (MOA), or as authorized by the University President.
- The Governor of VA may declare a state of emergency prior to the onset of a tropical storm to allow sufficient preparation time for and evacuation of the predicated affected areas of the Commonwealth.
- localities in which LU campuses are located may recommend evacuations or, when authorized by the Governor of VA, issue mandatory evacuations, either of which will cause LU operations to be postponed, cancelled, or otherwise interrupted.
- Traffic control measures implemented with evacuation orders or recommendations will impact the ability of students, faculty, and staff to reach LU facilities.
- Traffic control measures implemented following the event may restrict LU personnel from accessing LU property without prior coordination with local emergency management authorities.

CONCEPT OF OPERATIONS**Table B-10-2: NWS Definitions**

National Weather Service Definitions	
Tropical Storm Watch	Issued when tropical storm conditions (sustained winds of 39 to 73 mph) are possible within the specified coastal area within 48 hours.
Tropical Storm Warning	Issued when tropical storm conditions (sustained winds of 39 to 73 mph) are expected somewhere within the specified coastal area within 36 hours.
Hurricane Watch	Issued when hurricane conditions (sustained winds of ≥ 74 mph) are possible within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.
Hurricane Warning	Issued when hurricane conditions (sustained winds of ≥ 74 mph) are expected somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical-storm-force winds. The warning can remain in effect when dangerously high water or a combination of dangerously high water and waves continue, even though winds may be less than hurricane force.

Response Procedures

- This annex is activated in conjunction with the Commonwealth of VA Emergency Operations Plan's (COVEOP) Hurricane and Tropical Storm Hazard-Specific Annex and the localities within the Lynchburg region activating for a threatening tropical weather event. It is used as a decision-making tool and as a guide for information collection and dissemination during an emergency or disaster.
- The LU Manager of EMCE will monitor developing storms using HVX-HURREVAC software from NWS and keep the Vice President (VP) of Security & Public Safety advised, who in turn will update the Safety and Security Policy Committee (SSPC) and Incident Management Team (IMT), as needed, of the risk of tropical storms and hurricanes. Information on advancing storms may be passed through the LU email system, LU Emergency Notification System, and may be posted to the LU website.
- The VA Emergency Operations Center (VEOC) will coordinate and conduct conference calls on a regional basis as the storm advances. Coordination with local EOCs will provide LU with the necessary information to make decisions consistent with the emergency management activities being taken across the local regions.
- All University departments may contribute to the emergency response and assist each other in responding to an emergency or disaster under the direction of the LU Manager of EMCE.
- The LU EOC is staffed and operated as the situation dictates. When activated, operations are supported by Emergency Support Functions (ESFs) comprised of representatives from LU departments that provide information, data, resources, and recommendations regarding actions needed to cope with emergency and disaster situations and their threat to the University's facilities and mission.
- The LU Manager of EMCE (functioning in the Incident Command System (ICS) role of EOC Manager) coordinates and controls the University's response and recovery resources through the LU EOC.
- The LU Manager of EMCE will refer to NWS watches and warnings, Virginia Department of Emergency Management (VDEM) notices and conference calls, and the regional and

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locality emergency management organizations to maintain up-to-date information concerning potentially dangerous weather conditions. Such information will be disseminated to the SSPC, EOC, IMT, and key campus stakeholders when activated.

- The LU EOC may be activated, as needed, as the storm threat approaches. In typical tropical storm situations, partial activation of the LU EOC may occur up to 72 hours prior to the anticipated arrival of the storm to allow for the public information and preparation functions to coordinate media releases, University closing decisions, and protections of LU assets and equipment, as appropriate. Full activation will be time-based on the situation.
- The University will utilize the same systematic, time-phased preparedness readiness conditions established by the VDEM delineated in Attachment A.
 - Evacuation decisions are made and implemented well in advance of the storm making landfall. Evacuation zones for all LU facilities are detailed in Attachment D.
 - Preparations are made based on the arrival of sustained tropical storm force winds (34 knots or 39 mph including significantly higher gusts).
- When the University alters normal University operations due to pending or actual tropical weather impacts, the LU Manager of EMCE will advise the local and state EOCs and begin to develop and disseminate periodic situation reports (SitReps) for the duration of the event. Major decisions relating to LU operations will be coordinated in advance with the local EOCs and the VEOC, conditions permitting.

Recovery Procedures

In accordance with the University's Crisis and Emergency Management Plan (CEMP), the recovery process will include building and property damage assessment; salvage of records, materials, equipment, and supplies, restoration of computer files; salvage of furniture and artwork; and stress management for personnel. If building damage is sustained, an assessment of damage and a projection of repair and recovery will be made as soon as possible.

- The Incident Commander (IC), Unified Command (UC), and/or EOC, as activated, will direct Facilities Management (FM) staff and other campus staff as necessary to conduct an initial damage assessment to include equipment loss or damage and a projection for the time the building will be returned to service.
- The Senior Vice President (SVP) of Campus Facilities and Transportation will serve as or designate a Damage Assessment Officer for the affected campus or location to direct and control the effort.
- If one or more campus buildings are not suitable for use, the IC/UC/EOC, as activated, will activate the University's Continuity of Operations Plan to transfer instruction, services, and/or administrative functions to other locations on the campus, to another LU property, or into rented/leased space.
- The IC/UC/EOC, as activated, may appoint a Salvage Control Officer and Salvage Team from among the campus staff. This team follows the sequence of damage control, securing a safe environment, item retrieval, application of recovery methods, documentation of items found and processed, replacement of lost items, and implementation of alternate methods of substituting materials and procedures.
- The VP of Security & Public Safety or designee will coordinate with the LUPD Chief of Police who will provide additional campus safety and security resources during the recovery and salvage process to prevent unauthorized people from entering the area and to prevent theft.
- Other LU resources will be made available as needed to restore instruction, services, and/or administrative functions either in place at the campus or in other locations on the campus, to another LU property, or into rented/leased space.

ROLES AND RESPONSIBILITIES

The roles and responsibilities delineated in this section are intended to augment the CEMP and LU's overall hurricane preparedness posture. These tasks address increased readiness requirements, emergency operations, and recovery operations. Departments assigned emergency tasks will work off their standing Emergency Action Plans (EAPs) and develop Standing Operating Procedures/Guidelines (SOPs/SOGs) that ensure necessary tasks are completed.

Chief Financial Officer, or Designee

- Provide strategic policy direction as applicable to the situation at hand.
- Provide situational awareness and response/recovery status to the University President.
- Facilitate financial guidance/support for storm preparation, response, and recovery.
- Assign budget codes for use under emergency conditions to track disaster expenses.
- Provide cost accounting procedures and operations of disaster related expenses.
- Coordinate procurement assistance to the LU EOC as needed for emergency purchases and LU EOC operations.
- Coordinate contract negotiation activities with hoteliers and other vendors, as needed.

Vice President of Security & Public Safety, or Designee

- Oversee/coordinate with the LUPD Chief of Police to:
 - Serve as liaison officer for all law enforcement agencies involved in University preparedness and response operations.
 - Coordinate additional security as necessary.
 - Provide damage assessment support as requested.
 - Coordinate with local and state law enforcement agencies, through local EOCs for reentry of LU personnel as needed.

Senior Vice President of University Communications, or Designee

- Coordinate public information messages with local and state EOCs to ensure LU's message is consistent with the regional message.
- Provide media information concerning closures and reopening of LU facilities.

Chief Information Officer and Vice President of Analytics, or Designee

- Coordinate the preparation actions to safeguard and secure LU information systems to include direction of when and how to disconnect and protect cables, power supplies, desktop personal computers (PCs), to prevent damage from flooding.
- Coordinate telecommunications and internet services at the LU EOC as needed.
- Coordinate the systematic power-down of campus servers where appropriate.
- Coordinate with the Office of Residence Life (ORL) and FM to secure electronic (prox) access to campus buildings, as needed.
- Facilitate activation of access control permissions for staff remaining on campus during a storm.

Senior Vice President of Student Affairs, or Designee

- Coordinate student support services, as appropriate.
- In coordination with the office of University Communications, implement notification protocols for off-campus international students.

- Facilitate an annual resident survey to determine numbers of residents who would need assistance if campus evacuation was necessary. Conduct just-in-time follow-up surveys to reconfirm need for support during storm preparation phase.
- Conduct resident notification and provide instructions in coordination with Marketing.
- Coordinate with Transportation and Transit to provide counts of residents and staff needing evacuation, bus pickup/drop-off locations, and other logistics as necessary.
- Secure ORL facilities in coordination with FM, to include door pin removal and implementation of appropriate HVAC settings.
- Coordinate with Manager of EMCE or designee to facilitate appropriate accommodations for residents/staff that are unable to evacuate on their own.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Coordinate preparations of facilities for the onset of high winds, heavy rains, and flooding by prepositioning sandbags, boarding up large pane glass windows where appropriate, securing non-mission essential utilities, and moving University vehicles to higher ground.
- Coordinate the securing of outside objects (e.g., trash cans, tables, etc.) that can become airborne in high winds.
- Coordinate the assistance of moving equipment, books, documents, etc. off the floor to higher locations to prevent damage from flooding.
- Coordinate contractor support as needed.
- Coordinate damage assessment of LU roads, bridges, water, sewer, and drainage systems.
- Assist in reentry operations with emphasis on debris clearance.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.
- Coordinate all transportation services pertinent to storm preparation, evacuation, and reentry, as needed.
- Coordinate the relocation of campus vehicles to designated parking structures.
- Secure campus parking facilities as necessary.
- If bus evacuation is necessary, coordinate with ORL and Procurement Services to obtain information needed to determine number of buses, planned destination, bus operator provisioning, etc.

Emergency Manager, or Designee

- Monitor and track storms and keep LU officials advised of increased risk.
- Serve as LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate with local and state EOCs to ensure that LU's actions are consistent with regional and state actions.
- Coordinate with ORL to support the activation of appropriate accommodations for residents/staff that are unable to evacuate on their own.

Attachment A: Commonwealth of VA and LU Hurricane Readiness Conditions

Table B-10-A-1: Commonwealth of VA and LU Hurricane Readiness Conditions

Level	Readiness Condition	Commonwealth Actions (List is not all inclusive. See COVEOP, Hazard Specific Annex 3, Hurricane and Tropical Storm Response for Complete Listings)	LU Actions (List is not all inclusive)
5	Routine Operations (Condition assumed when not in higher condition of readiness)	<ul style="list-style-type: none"> • Maintain plans, training, and exercise emergency communications periodically. • Monitor weather systems for possible development of tropical systems. • Identify locations of “refuge of last resort” along evacuation routes. 	<ul style="list-style-type: none"> • Monitor weather systems for possible development of tropical systems. • Maintain training and exercise emergency communication periodically.
4	Forecasted Arrival of Tropical Storm Force Winds, 120-96 hours (D-5 to D-4 days)	<ul style="list-style-type: none"> • Complete any possible actions not accomplished from Readiness Condition 5. • Review storm track projections, continue to track the weather system. • Draft Emergency Declaration. • Activate or place on standby emergency services personnel, etc. • Initiate state agency and regional conference calls. • Begin preparatory actions, stocking materials and supplies, etc. • Establish contact with appropriate agencies, jurisdictions, and NC. • Review contact information to ensure up to date for 24/7 contacts and alternates. • If potential lane reversal, put teams on standby, notify state managed shelter sites. 	<ul style="list-style-type: none"> • Test alternate communications, such as satellite phone. • Charge all phones and radios; ensure extra batteries are on hand. • Verify contact information with key staff, local agencies, media, and vendors. • Verify schedules and availability of key individuals for the next 10 days. • Review and implement CEMP as necessary. • Consider placing individuals who have emergency roles on standby. • Monitor state/local EOC actions for LU consistency. • Coordinate reentry authorization with state and local EOCs for key personnel. • Continue to track the storm, provide updates to key stakeholders. • Complete and distribute SitReps as needed.

Level	Readiness Condition	Commonwealth Actions (List is not all inclusive. See COVEOP, Hazard Specific Annex 3, Hurricane and Tropical Storm Response for Complete Listings)	LU Actions (List is not all inclusive)
3	Forecasted Arrival of Tropical Storm Force Winds, 96-48 hours (D-4 to D-2 days)	<ul style="list-style-type: none"> Complete all actions not accomplished from Readiness Condition 4. Continue to monitor storm track projections from NHC. Continue state agency and regional conference calls. Coordinate evacuation plans phased or lane reversal. Governor declares a state of Emergency. At 72 hours Governor to conduct conference call with Chief Elected Officials to convey decisions for timing and method of "mandatory evacuation." At- 60 hours: state Agency lane reversal mobilization point. Encourage localities to begin issuing evacuation information/instructions through local media. All appropriate agencies and organizations should continue to be informed of the situation. 	<ul style="list-style-type: none"> Complete all actions not accomplished in Readiness Condition 4. Continue to monitor state/local EOC actions for LU consistency. Continue to track the storm, provide updates to key staff and stakeholders. At- 72 hours, SSPC meets to make evacuation decision. University closure/evacuation decision based on latest NHC forecast, state and regional evacuation decisions, academics, and other operations. If decision to evacuate is yes, bus contract and EOC activated. At- 60 hours, University self-evacuation process begins. Departures via personal vehicle or bus. FM begins preparations for securing facilities if deemed necessary in next 24 hours. Direct all users to back up vital information and print as necessary. Key personnel test remote access. Communicate any planned IT system shut down schedule to allow users time to prepare. Examine all incoming delivery schedules: advise vendors/shippers of possible closures and alternate receiving instructions. Complete and distribute SitReps as needed.

Level	Readiness Condition	Commonwealth Actions (List is not all inclusive. See COVEOP, Hazard Specific Annex 3, Hurricane and Tropical Storm Response for Complete Listings)	LU Actions (List is not all inclusive)
2	Forecasted Arrival of Tropical Storm Force Winds, 48-24 hours (D-2 to D-1 days)	<ul style="list-style-type: none"> • Complete all actions not accomplished from Readiness Conditions 3. • At- 48 hours, National Hurricane Center issues “Hurricane WATCH” • Conference calls conducted with at-risk jurisdictions and key state agencies for pre-positioning of state resources. • At or before 48 hours, implement mandatory evacuation for all at-risk evacuees using Route 460 and Route 29 as authorized by the Governor. • At- 46 hours VEST Plans Section to conduct conference call with at-risk local emergency managers and state agencies to provide notification of the Governor’s decision regarding “mandatory evacuation.” • At- 36 hours implement lane reversal evacuation as authorized by the Governor. • Continue to monitor storm track, size, probabilities, and timing. 	<ul style="list-style-type: none"> • Complete all actions not accomplished in Readiness Condition 3. • Continue to monitor state/local EOC actions. • Continue to track the storm, provide updates to key staff and stakeholders. • Determine need to activate LU EOC, if not already. • Provide information on University closing decisions. • Complete preparations to secure facilities to include sandbagging and covering windows as necessary. • Complete preparations to ensure network services are secure and can be quickly restored following the storm. • Implement system shutdown plan as appropriate; ensure all key personnel have remote access. • Implement alternative receiving instructions for vendors/shippers as necessary. • Complete and distribute SitReps as needed.

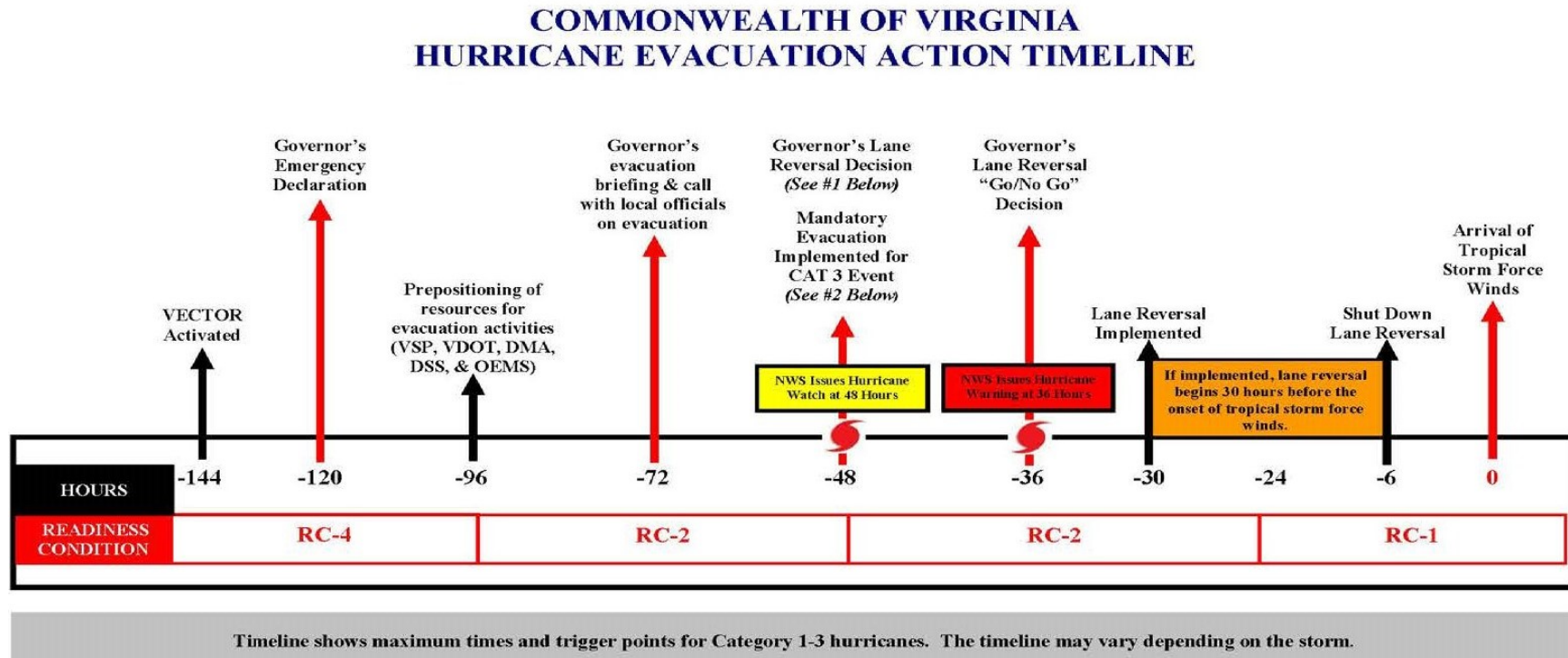
Level	Readiness Condition	Commonwealth Actions (List is not all inclusive. See COVEOP, Hazard Specific Annex 3, Hurricane and Tropical Storm Response for Complete Listings)	LU Actions (List is not all inclusive)
1	Forecasted Arrival of Tropical Storm Force Winds Within 24 Hours (D-1 day)	<ul style="list-style-type: none"> Complete all actions not performed from Readiness Condition 2. Maintain communications with National Weather Service; continue to monitor storm, track, and timing. Continue to monitor evacuation. At- 6 hours initiate termination of lane Reversal and evacuation as authorized by the Governor. Shelter operations being monitored. Continue state agency and regional conference calls to discuss protective actions and evacuation status. Prepare for opening of Refuge of Last Resort Facilities. At- 7 hours, VEST Plans Section to conduct a conference call with at-risk local emergency managers and state agencies to coordinate the termination of lane reversal before arrival of tropical storm force winds. Readiness Condition 1 should be maintained through the storm event and until the threat has receded as appropriate. Following the storm event and until the threat has receded as appropriate. Following the storm event, response and recovery operations should be undertaken as necessary. 	<ul style="list-style-type: none"> Complete all actions not accomplished in Readiness Condition 2. Complete evacuation activities by -12hours. Continue to monitor state and local EOC actions. Continue to track the storm, provide updates to key staff and stakeholders. 'Complete and distribute SitReps as needed.

Level	Readiness Condition	Commonwealth Actions (List is not all inclusive. See COVEOP, Hazard Specific Annex 3, Hurricane and Tropical Storm Response for Complete Listings)	LU Actions (List is not all inclusive)
1	Emergency Relief Phase: Life Saving Operations and Restoration of Essential Services	<ul style="list-style-type: none"> • Complete all actions not performed from Readiness Condition 1. • Continue to monitor storm. • Monitor shelter status through reentry. 	<ul style="list-style-type: none"> • Complete all actions not accomplished in Readiness Condition 1. • Continue to monitor state/local EOC actions. • Continue to track the storm, provide updates to key staff and stakeholders. • Complete and distribute SitReps as needed.
	Post-Landfall		<ul style="list-style-type: none"> • Establish communications with key staff and stakeholders. • Determine areas accessible and reentry requirements from local EOCs as necessary. • Complete rapid assessment of all LU property and facilities. • Coordinate additional security needs. • Report damage and arrange for damage assessment. • Coordinate repairs as necessary. • Determine re-opening schedule. • Communicate University status to staff, faculty, and students as appropriate. • Complete and distribute situation reports as needed. • Implement University/departmental Continuity Plans as necessary.

Attachment A: Commonwealth of VA Hurricane Evacuation Action Timeline

The following timeline is excerpted from the Updated September 2019 COVEOP, Hazard Specific Annex #3 – Hurricane and Tropical Storm Response, Appendix B. This Timeline can be used as a guide for LU decision making as tropical systems approach. Lane reversal is likely to occur for storms projected at Category 3 or 4.

Figure B-10-B-1: Commonwealth of VA Hurricane Evacuation Action Timeline



Source: VDEM

Attachment B: Liberty University Hurricane Evacuation and Re-Entry Framework

PURPOSE

The purpose of this framework is to define the roles and responsibilities of LU units and external partners as applied to a safe and orderly evacuation and re-entry of LU campus stakeholders in the event of a tropical weather event.

SCOPE

This framework applies to all LU students/faculty/staff on the Lynchburg main campus that may require evacuation due to a significant tropical weather threat, with special emphasis placed on the on campus residential student population.

PLANNING ASSUMPTIONS

- The primary means of evacuation for most members of the LU community will be by personal vehicles.
- Spontaneous evacuation will occur by members of the LU community that have access to transportation.
- Sufficient warning time will be available to evacuate.
- The Governor of VA may declare a state of emergency prior to the onset of a tropical storm to allow sufficient preparation time for and evacuation of the predicted affected areas of the Commonwealth.
- LU will follow the advice and guidance of the City of Lynchburg and the Governor of VA when making evacuation decisions but reserves the right to make independent decisions. However, LU may not make evacuation decisions to a lesser extent than the City of Lynchburg or the Governor of VA.
- LU does not wait for the City of Lynchburg or Governor of VA to issue an evacuation order, as doing so would potentially inhibit the University's ability to conduct a safe and complete evacuation prior to the inundation of regional transportation infrastructure concomitant to a mandatory evacuation order. To promote an orderly evacuation of students, faculty, and staff, LU will consider issuing an evacuation order approximately 72-60 hours (3 to 2.5 days) prior to projected landfall when LU falls within the National Hurricane Center's cone of probability. Therefore, LU's evacuation order may precede an evacuation order by the City of Lynchburg or Governor of VA.
- localities in which LU properties are located may recommend evacuations or, when authorized by the Governor, issue mandatory evacuations, either of which will cause LU operations to be postponed, cancelled, or otherwise interrupted.
- Traffic control measures implemented with evacuation orders or recommendations will impact the ability of students, faculty, and staff to reach LU facilities.
- The primary evacuation route from Lynchburg is via Route 460 and/or Route 29.
- Re-entry traffic control measures implemented following the event may restrict LU personnel from accessing LU property without prior coordination with local and/or state emergency management authorities.

CONCEPT OF OPERATIONS

Evacuation

Pre-Event Monitoring

Throughout hurricane season, the EMCE will monitor advisories from the National Hurricane Center (NHC) and the National Weather Service (NWS) regarding systems that have the potential to impact LU interests in the Lynchburg, VA region. Briefings pertaining to these systems will be issued to the Safety and Security Policy Committee (SSPC) and other stakeholders as appropriate.

Safety and Security Policy Committee

At -72 hours prior to anticipated onset of tropical storm force winds (TSFW) at LU's Lynchburg main campus, the SSPC will convene to discuss and evaluate the current situation with the best available information available at the time. At this meeting, a decision will be made whether to order a mandatory campus evacuation or not. This "self-evacuation" decision is made at -72 hours prior to the anticipated onset of TSFW to allow sufficient time to activate LU's Transit Department, communicate and mobilize the University community for evacuation, and complete campus evacuation prior to mandatory evacuation orders issued by regional localities at -48 hours.

If the decision to evacuate campus is **NO**, the campus community will continue to monitor and prepare for the storm in accordance with the provisions set forth in the LU CEMP Incident Annex 10: Hurricane/Tropical Storm/Nor'easter.

If the decision to evacuate campus is **YES**, actions including but not limited to the following, will be taken:

LU Emergency Operations Center Activation

The LU Emergency Operations Center (EOC) will be fully activated by EMCE staff with physical and/or virtual ESF representation to coordinate resource requests, information, and support in accordance with the LU CEMP Basic Plan.

Traveling Support Team Designation/Activation

A Traveling Support Team (TST) will be designated/activated to accompany members of the LU community that will evacuate via bus. The TST will be comprised of LU unit representatives including but not limited to the following:

- ORL (minimal staffing to include 2 Resident Assistants per 50 students, 1 Resident Director per 200 students).
- Student Health and Wellness
- LU Police Department

University Notification

The LU Communications Department will make the first of ongoing notifications to the University.

- Initial information will minimally include the confirmation of an evacuation decision, preparation and evacuation instructions, and the need for faculty/staff to communicate evacuation intentions with supervisors (especially designated personnel).
- LU Communications will be responsible for providing continuing communications via available notification platforms throughout the incident.

Office of Residence Life Pre-Evacuation Coordination

- ORL will work with University Communications to send messages to students urging them to go home. Any student unable to travel away from campus will need to alert ORL.
- If there is a good WIFI connection, ORL can use their Software StarRez to send out communications to the student body.
- ORL will send out a survey requesting students to identify their plans to evacuate campus. Information collected will inform ORL on the number of students unable to leave campus.
 - Survey questions will include inquiries of how students intend to evacuate, where they will evacuate to, who they will take with them, and a confirmation of emergency contact information.
 - When evacuation numbers are confirmed to the extent possible, the following information will be conveyed to students (and their parents) utilizing the Transportation and Transit Departments:
 - One (1) medium-size bag is permitted.
 - Departure time from what on-campus location.
 - Evacuation destination.
 - Information for parents who wish to pick up student at the evacuation destination.
 - Must complete a Release of Liability Form.
 - Must report any medical needs to ORL for Student Health and Wellness follow-up.

ORL will coordinate with the LU Office of Disability Accommodation Support (ODAS) to identify students with accessibility needs and with LU Dining Services (Sodexo) to secure snacks/meals for students and support staff evacuated by bus.

Transit Department Bus Activation

LU Transit Department, acting in the capacity of ESF 1, will be responsible for coordination with the University's contracted bus transportation vendor, Greater Lynchburg Transit Company (GLTC), in the event of an emergency evacuation of the Lynchburg Main campus.

- LU Transit will notify GLTC as soon as the decision to evacuate campus is made. GLTC has requested up to 24 hours of advance notice, if possible.
- LU Transit will coordinate with ORL to determine the number of students needing bus evacuation away from campus. Communicate this information as soon as possible to the bus transportation vendor for planning and mobilization purposes.
- Designate pick-up locations on campus for bus evacuation.
- If necessary and appropriate, coordinate the mobilization of University-owned Transit vehicles, and other LU vehicles to support evacuation. Provide requisite personnel and support to facilitate this process as needed.

Bus Evacuation Process

- During the bus loading/unloading process, ORL staff will conduct head counts and reconcile names with printed rosters.
- Snacks/meals will be provided and/or coordinated by LU Dining Services (Sodexo).
- Buses will transport members of the LU community to a pre-designated location(s), which may be a sister institution of higher education, a hotel chain, or another location that can support temporary sheltering. Minimal requirements to serve as an evacuation destination include provisions for bedding, food, and local public safety support for emergencies. Evacuation destinations will be dependent on the storm track but will generally be West of Lynchburg.

Annex B: Incident Annex

Incident Annex 10:

Hurricane/Tropical Storm/Nor'easter

B-10-15

- Members of the LU community who have evacuated will remain at their evacuation destination until given re-entry guidance by the LU SSPC, in consultation with state/local/LU law enforcement and emergency management.

Re-Entry

Re-entry to the Lynchburg region for members of the LU community that evacuated via bus or personal vehicle will be regulated by state and local law enforcement in coordination with state and local emergency management.

LU EMCE, in coordination with the City of Lynchburg Department of Emergency Services and VDEM will communicate updates to the LU SSPC and other stakeholders as re-entry information becomes available.

ROLES AND RESPONSIBILITIES**President of Liberty University, or Designee**

- Chair the Safety and Security Policy Committee.
- Provide strategic policy direction as applicable to the situation at hand.

Provost and Chief Academic Officer, or Designee

- Facilitate communication with LU faculty regarding the evacuation and re-entry process.
- Serving as Emergency Support Function 18: Academics, coordinate academic instructional delivery contingency plans with LU faculty.

Vice President of Security & Public Safety, or Designee

- Designate/coordinate the LUPD Chief of Police who will:
 - Provide staff to serve on the Traveling Support Team; coordinate security detail to travel with evacuated members of the LU community.
 - Coordinate with local law enforcement to support security provisions at the evacuation destination.
 - Coordinate with local and state law enforcement agencies, through local EOCs, for re-entry of LU personnel as needed.

Senior Vice President of University Communications, or Designee

- Provide initial and ongoing evacuation instructions and information to LU community.
- Coordinate public information messages with state and local EOCs to ensure LU's message is consistent with the regional message.
- Provide media information concerning closures and reopening of LU facilities.

Senior Vice President of Student Affairs, or Designee

- Coordinate ORL activities per the provisions set forth in the Concept of Operations of this framework.
- Designate and assist ORL staff serving on the Traveling Support Team.
- As requested, assist with the designation of an on-campus residence hall to serve as a shelter for members of the LU community who are unable to evacuate, to include designated personnel who must remain on campus.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Serve as point of contact with bus GLTC when activated.

- Identify and establish campus pick-up locations/zones in coordination with ORL and other University units as appropriate.
- Oversee the staffing, operation, and deployment of GLTC and other University vehicles used for evacuation purposes.
- Oversee maintenance of LU vehicles used for evacuation purposes.
- Assist in re-entry operations with emphasis on debris clearance.

Executive Vice President for Human Resources, or Designee

- Provide human resource guidance to LU employees as requested.
- Coordinate worker's compensation claims as needed.

Executive Director of Student Health and Wellness, or Designee

- Designate and assist Student Health and Wellness staff serving on the Traveling Support Team.
- Coordinate the transportation and administration of stored medication.

Vice President of Auxiliary Services, or Designee

- Coordinate billing of foodservice provisions for bus-evacuated members of the LU community.
- Coordinate the preparation and delivery of meals for bus-evacuated members of the LU community.
- Track the billing from Sodexo.

Director of Environmental Health & Safety, or Designee

- As requested, serve as a consultant to gauge adequacy of fire protection systems in designated evacuation destination(s).

Emergency Manager, or Designee

- Serve as LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate with state and local EOCs to ensure that LU's actions are consistent with regional and state actions.

AUTHORITIES AND REFERENCES

- [Commonwealth of Virginia Emergency Operations Plan \(COVEOP\), September 2019](#)
- [Virginia Hurricane Evacuation Guide](#)
- Emergency Management Accreditation Program (EMAP) *2019 Emergency Management Standard* 4.4.3: The emergency operations plan identifies and assigns specific areas of responsibility for performing essential functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following: evacuation and shelter-in-place.

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Incident Annex 11: Infrastructure Failure

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of a disruption to critical infrastructure that impacts one or more of LU's campuses.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter an infrastructure failure even any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken during the threat or impact of a failure or interruption in critical infrastructure services.

SITUATION

Infrastructure failures can occur at any time. They may be the result of accidents, weather, or intentional disruptions. For the purposes of this annex, the term infrastructure is meant to define utilities (e.g., electric, water, natural gas, and communications). Except for limited fixed generator capacity, LU is wholly dependent on private sector energy generation/distribution/delivery. Uninterrupted delivery of energy supplies and reliable communications/IT platforms and services are essential to maintaining normal University operations.

PLANNING ASSUMPTIONS

- Interruptions in energy supply (chiefly electric power, natural gas, and petroleum fuel) have the potential to disrupt critical University activities, including food storage and preparation, information technology services, pharmaceutical storage, and research.
- The University is identified as a key facility for electric power priority restoration.
- Depending on the nature of the incident/emergency/event, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.
- In the case of a disruptive event, not all systems normally available may be immediately accessible.

CONCEPT OF OPERATIONS

Response

Utility Outage

- The LU Manager of the Department of Emergency Management & Community Engagement (EMCE) or designee, in coordination with the Senior Vice President (SVP) of Campus Facilities and Transportation or designee and Chief Information Officer (CIO) and Vice President (VP) of Analytics or designee, will conduct an assessment of the conditions, including consideration of circumstances that may jeopardize the health and safety of students, faculty, staff, contractors, or visitors. Additionally, the assessment should include consideration of conditions that impact the capability of employees to

conduct their work. For utility outage reporting during and after normal business hours, the Liberty University Police Department (LUPD) should be contacted at 434-592-7641.

- LUPD and/or LU Facilities Management (FM) will immediately notify the management of the utility company that an outage has occurred. The SVP of Campus Facilities and Transportation or designee will also determine to the extent possible the case, effect, and duration of the outage and notify the affected campus stakeholder, to include administration/leadership as necessary.
- The SVP of Campus Facilities and Transportation or designee will provide the CIO and VP of Analytics or designee with a full assessment of the conditions, estimated length of time the outage will continue, any assistance needed to make repairs or restoration, and University actions taken. This information will be relayed to the Chief Financial Officer (CFO) or designee if appropriate.
- The Safety and Security Policy Committee (SSPC) is authorized to determine the appropriate actions to take in view of the conditions resulting from the utility outage, including curtailing, or suspending University operations at the affected location. This decision will include the redundant resources (e.g., generators) that are installed at many campus buildings.
- Any decision to curtail or suspend operations will be communicated to the SVP of University Communications or designee, who will transmit the information to the University community via the LU Alerts emergency notification system, social media, and/or email.
- The designated Building Emergency Coordinator(s) (BEC) at the affected facility(s) will notify or cause notification to be made to faculty, staff, and students of the utility outage and actions being taken.
- If evacuation is necessary, BECs, Public Safety personnel, and FM staff will check all classrooms, laboratories, offices, and other spaces in the affected area to ensure that all students, faculty, staff, and visitors have vacated the location until utility services are restored and the decision is made to resume normal operations.
- When a utility outage occurs outside of regular operating hours, on-site Security, Police Officers, and/or administrators will notify LUPD (and the SVP of Campus Facilities and Transportation or designee, as appropriate) of the situation.

Communications Outage

- If all normal external communications systems are inoperable, the LU Manager of EMCE or designee, will take steps to notify key members of the Incident Management Team (IMT) to test and charge their portable communications devices. The SSPC will be notified of same through the VP of Security & Public Safety or designee.
- IMT/SSPC members or designees will test all available communications equipment, to include cell phones, portable radios (if issued), fax machines, desk phones, and email to determine which devices/systems remain operable.
- Upon notification of a communications outage, department heads of units equipped with portable radio systems (Athletics, FM, Environmental Health & Safety (EHS), Security & Public Safety, Student Health and Wellness, and Transit), will conduct radio checks, and verify the location and availability of all portable radios, batteries, and chargers.
- The EMCE will verify availability of satellite phone reception, alternate portable radio systems, and/or other means of redundant communications.
- After communications systems checking/testing is completed, the LU Manager of EMCE or designee, will update the VP of Security & Public Safety or designee, who may then provide notifications to the CIO and VP of Analytics or designee, SVP of University Communications or designee, and SSPC, as appropriate and necessary. The report will

include identification of the primary communications path(s) available—e.g., cell phone, satellite phone, radio, or other means—until normal communication systems are restored.

- The IMT will establish a runner system if necessary, to ensure communication is maintained throughout the University. As appropriate, runner(s) with University vehicles will be designated to serve as temporary communications liaisons between the main campus and satellite facilities.

ROLES AND RESPONSIBILITIES

Chief Information Officer, or Designee

- Provide leadership and resource support to areas of responsibility.
- Provide situational awareness and response/recovery status to the SSPC and University President

Vice President of Security & Public Safety, or Designee

- Coordinate with the LUPD Chief of Police who will:
 - Provide on-site Security Services Officers and/or responding Police Officers, obtain situational awareness and coordinate information exchange, evacuations, and other Security & Public Safety support as needed.

Senior Vice President of University Communications, or Designee

- Disseminate information to the University community regarding University operating status, appropriate preparation, and response procedures, etc.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Serve as a liaison between the University and critical infrastructure partners to determine status and restoration of affected utility infrastructure.

Emergency Manager, or Designee

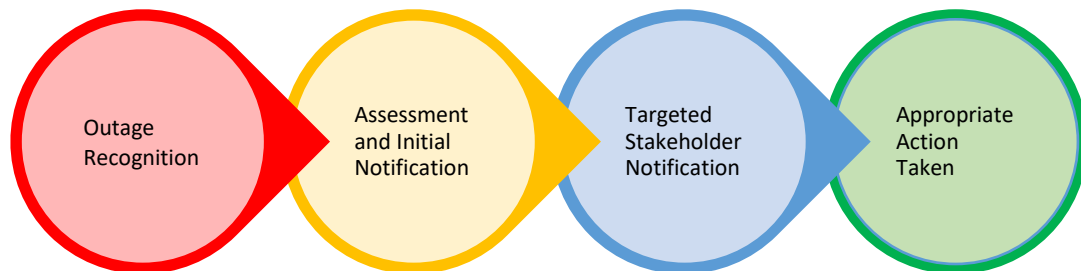
- Provide situational awareness and coordination support to all applicable University and external stakeholders in the event of an infrastructure interruption.

Attachment A: Power Outage Notification Protocol/Procedure

PURPOSE

The purpose of this notification protocol/procedure is to provide a framework within which building/campus power outages can be identified, assessed, and communicated to relevant stakeholders to allow for the timely response and management of subsequent issues that may arise during or after the outage.

Figure B-11-A-1: Power Outage Notification Process



OUTAGE RECOGNITION

Recognition of a power outage at an LU building may take place by three likely methods:

1. The ITS Data Center will receive an alarm when building IT equipment goes offline.
2. The LUPD Dispatch Center may receive a call reporting a power outage.
3. The Facilities Management main line (434-592-3500) may receive a call or work order reporting a power outage.

ASSESSMENT AND INITIAL NOTIFICATION

Upon recognition of a power outage, it is the responsibility of staff from FM and/or Security & Public Safety to assess the nature, extent, and expected duration of the outage by making on-site assessments of campus buildings as needed and/or by visiting Appalachian Power's <https://www.appalachianpower.com/outages>. The current Appalachian Power account representative may also be contacted by designated FM and/or Public Safety staff for additional information, as necessary.

After determination is made that notification is warranted (e.g., due to an extended outage during hot/cold weather), designated staff from FM and/or Security & Public Safety will notify LUPD Dispatch, the VP of Security & Public Safety or designee, and/or the LU Manager of EMCE or designee, who will facilitate targeted notification of University stakeholders in critical areas that are power-dependent.

TARGETED STAKEHOLDER NOTIFICATION

From LUPD Dispatch, targeted stakeholder notification will be disseminated via SMS text message and email to the leadership and/or IMT representative (as applicable) in the following functional areas:

- Lieutenant of Operations, Liberty University Police Department
- Emergency Management & Community Engagement
- Director of Environmental Health & Safety
- Supervisor of Access Control
- Senior Vice President of Campus Facilities and Transportation
- Senior Vice President of Student Affairs, or their designee
- Residential and Online Dean, College of Applied Studies and Academic Success
- Vice President of Marketing
- Director of Employee Relations
- Office of Residence Life
- Chief Information Officer and Vice President of Analytics
- Director of Athletics
- Senior Vice President of University Communications, or their designee
- Chief Finance Officer, or their designee
- Vice President of Campus Recreation and Logistics
- Vice President of Auxiliary Services
- Vice President of Spiritual Development

As applicable and necessary, Higher Education Center(s) and/or satellite facilities' BECs will receive direct notification of power outages via phone/email from LUPD Dispatch and/or the EMCE.

APPROPRIATE ACTION TAKEN

Once targeted stakeholders have been notified, appropriate situation-dependent action will be taken in respective areas as necessary, which may include but is not limited to:

- Evacuation of buildings/relocation of occupants due to extreme heat or cold (if an extended outage)
- Emergency generator(s) rental
- Graceful shutdown of IT systems on uninterrupted power supplies
- Securing building mechanical systems to prevent damage upon power restoration
- Cancelling classes and/or events
- Suspending research activities
- Implementing alternate foodservice provisions
- Moving supplies requiring cold storage to alternate locations

When power is restored to affected building(s), the following actions may be required by respective departments:

- Assessing buildings for damage and facilitating clean-up as needed
- Resetting building IT equipment
- Resetting building mechanical systems

Addressing building fire alarm systems (e.g., checking batteries if an extended outage, verifying fire suppression systems are back online).

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Incident Annex 12: Lightning

PURPOSE

The purpose of this Appendix is to provide a framework for Liberty University (LU) and appropriate stakeholders to prepare for and respond to a lightning or thunderstorm threat at any LU campus.

SCOPE

This Appendix applies to all LU faculty/staff/students/visitors/contractors that may encounter lightning or thunderstorm conditions at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before and during the threat of lightning.

SITUATION

A high risk and likelihood for LU, thunderstorms and associated lightning have the potential to primarily disrupt outdoor activities such as athletic events, summer camps, and other functions. While thunderstorms and lightning are generally observed in the spring through early fall months in the Lynchburg region, lightning risk is present throughout the year.

The University utilizes multiple systems to detect and warn persons outdoors of lightning risk, including includes lightning notification within predetermined radius (8,10, and 15 miles) around the Lynchburg main campus.

The University detection system is a warning device to detect atmospheric electrical activity in approaching storms within a 15 mile radius and provide commensurate emergency notification to persons outdoors.

When lightning is detected within 8 miles from the Lynchburg main campus, alert siren stations will produce a 15-second high-pitched air horn blast to provide initial warning to persons outdoors to seek shelter. When the threat passes, the air horn will produce three 5-second blasts, indicating an “all-clear” signal.



Figure D-1: Siren/Warning Announcement

For athletic events, LU follows National Collegiate Athletic Association (NCAA) and National Weather Service (NWS) lightning guidelines for all outdoor activities. This includes the requirements to suspend all outdoor activities when lightning is detected with an 8-mile radius from campus and a mandatory 30-minute delay until no further thunder is heard.

As a protective measure, lightning arrestors and grounding systems have been installed on buildings across campus to provide for occupant safety and to mitigate against damage to buildings or their contents.

PLANNING ASSUMPTIONS

- Lightning has previously disrupted and will disrupt future outdoor events at LU.
- Key staff involved in outdoor athletic and other event management have received training on how to respond to a lightning threat or warning.

- The University maintains several channels for emergency notification, including public address loudspeakers, SMS text messaging, digital display messaging, speakers in police cars, etc.
- For home football games, the University lacks sufficient space to safely shelter all game attendees (capacity 35,000) and carry on the regular business of the University. A plan is in place to direct attendees back to their vehicles to wait for inclement weather to pass. A separate plan is in place to shelter select game staff near Williams Stadium (e.g., event management, teams and coaches, bands, and cheer squads, etc.).

CONCEPT OF OPERATIONS

Preparedness

In addition to the paid weather service by the University, for official outdoor events sponsored by LU Athletics and LU Recreation and Wellness, the following preparatory actions should be followed:

- Designate a spotter to monitor threatening weather and to make the decision to remove a team or individuals from an athletics site or event.
- Monitor local weather reports each day before any outdoor event. Weather information can be found through the following channels:
- NWS Blacksburg Forecast Office website: www.weather.gov/rnk
- NWS Blacksburg Forecast for Lynchburg website: <https://forecast.weather.gov/MapClick.php?lat=37.34980040000005&lon=-79.17894209999997#.YISYa6EpCUk>
- Other internet weather outlets
- Contract weather service(s)
- Mobile devices
- National Oceanic Atmospheric Administration (NOAA) All-Hazards Weather Alert Radio
- Local television news outlets (WSLS Channel10, WSET Channel13)
- Cable and satellite weather programming
- Be informed of active NWS Hazardous Weather Outlooks, advisories, severe thunderstorm/tornado watches or warnings, as well as the visual warning signs of developing thunderstorms in the area, such as high winds or darkening skies. A watch means severe weather is possible in and near the watch area; a warning means that severe weather is occurring or imminent in the warning area.
- Identify the closest safe, substantial shelter relative to the event location or venue, and know how long it takes to safely evacuate from the venue to the designated safe location. Safe sheltering locations are identified as:
- Any building normally occupied or frequently used by people, i.e., a building with plumbing and/or electrical wiring that acts to electrically ground the structure. *Note: showers, plumbing facilities, and contact with electrical appliances should be avoided during a thunderstorm.*
- In the absence of a sturdy, frequently inhabited building, any vehicle with a hard metal roof with the windows closed provides a measure of safety. *Note: while sheltering-in-place in a vehicle during a thunderstorm, contact with the metal framework should be avoided, and occupants should move away from windows to the extent possible.*
- *Note: No place outside is safe if lightning is in the vicinity. Partially enclosed vending area and picnic shelters are not safe. If no safe structure is available, direct patrons to stay away from the tallest objects (trees, light poles, flag poles, etc.), metal objects (fences of bleachers), standing pools of water, and open fields.*

- If thunderstorms are forecasted for the day(s) of the event, review this and other safety plans, along with the event's Incident Action Plan (IAP, if applicable) to ensure key event staff are aware of roles responsibilities pertaining to severe weather response. For Athletic events, this plan should also be shared with the visiting team prior to their arrival.
- As appropriate for the event, announcements (via public address systems, printed programs, and other means) will be made in advance to event attendees as a form of pre-incident public education.

Response

The designated weather spotter will use weather monitoring and lightening detection tools along with local observations to assist in determining the proximity of lightning and which safety actions to implement. **The direction and speed of an approaching thunderstorm should be considered and accounted for, along with locally developing storms that may form nearby or overhead.** If lightning is in the vicinity, the following procedures should be followed for outdoor athletic or other events (**note: radii numbers serve as a reference only**):

When lightning is detected within **15** miles of the venue:

- Designated weather spotter notifies management of elevated lighting monitoring. Management notifies event officials, if appropriate and applicable.
- Venue management notifies all staff members of the potential for event delay/suspension, based on storm tracking.

When lighting is detected within **10** miles of the venue:

- Designated weather spotter notifies venue management of impending lighting threat. Management advises event officials, if applicable.
- Venue management informs all event staff of an impending delay or suspension. Staff member are stationed to direct the crowd to safe structures, shelters, or their vehicles, as appropriate.
- An evacuation¹ of an outdoor facility will begin if it appears that the thunderstorm is moving toward the venue. If a more organized thunderstorm or cluster of thunderstorms (supercells, squall lines, bow echoes) are headed for the venue, a 30-minute or greater lead time should be considered for an evacuation. These are the major impacting events with high lightning counts where an advanced delay or postponement of the event is justified. In these cases, the designated weather spotter should estimate the speed and direction of the storm movement to determine entry timing within an 8-mile radius of the venue. *For public address information, see Attachment D-2: S.B. Ballard Stadium Public Address Announcements.*



Figure D-2: Lightning Safety Graphic

¹ Note: the decision to suspend an event and/or evacuate patrons will vary depending on storm track, timing, and intensity relative to the venue, radar data and feedback from meteorologists, time to evacuate the venue, and other factors. The aforementioned procedures are intended to serve as guidance and may be implemented under varying circumstances depending on the nature of the lightning threat.

When lightning is detected within 8 miles of the venue:

- An event delay or suspension is implemented when the designated weather spotter notifies venue management of a nearby lightning threat and, if applicable, the facility warning signal is activated. Management notifies the event officials, who then suspend all activities.
- Venue management informs all event staff that the event has been delayed/suspended due to lightning in the area. Staff members are positioned to direct the crowd to safe structures or their vehicles, as applicable.
- An evacuation of the venue begins, if not already underway.
- All patrons are directed to the nearest lightning-safe structure.
- All event performers/athletics/etc. And officials will be evacuated to pre-designated safe structures.
- Evacuated personnel should shelter-in-place.
- Event management staff should actively monitor the weather while sheltering-in-place at a safe location. Event resumption procedures should be communicated to event attendees after lightning has not been observed within the warning area for 30 minutes. LU Athletics staff should follow NCAA Lightning Guidelines for resuming outdoor athletic events.



Figure D-3: NWS Lightning Safety Graphic

If a severe thunderstorm or tornado *watch* is in effect:

A watch indicates that conditions are favorable for severe weather to develop. The designated weather spotter will communicate this information to the venue management, indicating that elevated thunderstorm monitoring is occurring. Vital information to be shared will include the threats with the watch and the effective end time of the watch.

If a severe thunderstorm or tornado *warning* is in effect:

A warning means that severe weather has been detected and may be imminent in the locale. The weather watcher will communicate this information to the venue management, indicating that the thunderstorm may be imminent. Vital information to be shared will include the threats with the storms and the effective end time of the warning. If the threat imminent, an evacuation of the venue will take place.

Recovery/Re-Entry/Event Resumption

The designated weather spotter will continue to monitor the proximity of thunderstorms and utilize local observations to make an informed decision, determining the appropriate time to resume the event. Officials may then allow for activities to resume after 30 minutes of no detected lightning strikes within an 8-mile radius of the venue. Event patrons will then be notified via loudspeaker, text message, local radio, or other means that the lightning threat has ended and the time for the restart of the event.

The designated weather spotter will remain on duty until all event operations come to an end. An after-action review (AAR) to include the weather's impact on event operations, the effectiveness of this/other safety plans/the event IAP (if applicable), and areas for sustainability/improvement in the overall response to the weather threat will take place between appropriate stakeholders,

including the weather spotter, event management, the LU Department of Emergency Management & Community Engagement (EMCE), and others as necessary.

ROLES AND RESPONSIBILITIES

Designated Event Manager(s) (non-athletic events)

- Follow preparedness, response, and recovery instructions as outlined in this Incident Annex.
- Serve as or designate a weather spotter for the event.
- Coordinate with the venue manager, the LU Manager of EMCE or designee, and other staff as applicable for guidance and assistance.

Associate Athletic Director for Operations, or Designee

- Coordinate with event Unified Command, game officials, and visiting team to provide information and instructions during a lightning threat.

Assistant Athletic Director for Facilities, or Designee

- Serve as designated weather spotter for Athletics events.
- Obtain current forecast information and radar data from contract meteorologist, as needed.

Rhino Manager, or Designee

- Coordinate the issuing of public address announcements, venue evacuation, and conveyance of information and instructions to event attendees by event management staff.

Vice President of Campus Recreation, or Designee

- Receive notification of nearby lightning threat and suspend all aquatic and outdoor activities, as appropriate.

Vice President of Club Sports, or Designee

- Receive notification of nearby lightning threat and suspend all aquatic and outdoor activities, as appropriate.

Emergency Manager, or Designee

- Monitor weather conditions, assist with evacuation, coordinate information transfer, and provide other assistance as requested.

Attachment D-1: NCAA Lightning Guidelines

GUIDELINE 1E

LIGHTNING SAFETY

July 1997 • Revised July 2013, June 2014

Lightning is the most consistent and significant weather hazard that may affect intercollegiate athletics. Within the United States, the National Oceanic and Atmospheric Administration (NOAA) estimates that 40 fatalities and about 10 times that many injuries occur from lightning strikes every year. NOAA estimates that as many as 62 percent of lightning strike fatalities occur during outdoor organized sport activities. While the probability of being struck by lightning is low, the odds are significantly greater when a storm is in the area and proper safety precautions are not followed.

Education and prevention are the keys to lightning safety. The references associated with this guideline are an excellent educational resource. Prevention should begin long before any intercollegiate athletics event or practice occurs by being proactive and having a lightning safety plan in place. The following steps are recommended to mitigate the lightning hazard:

1. Develop a lightning safety plan for each outdoor venue. At a minimum, that plan should include the following:
 - a. The use of lightning safety slogans to simplify and summarize essential information and knowledge. For example, the following slogan from the National Lightning Safety Institute is an effective guide: "If you see it, flee it; if you can hear it, clear it." This slogan reflects the fact that upon the first sound of thunder, lightning is likely within eight to 10 miles and capable of striking your location. No punishment or retribution should be applied to someone who chooses to evacuate if perceiving that his or her life is in danger due to severe weather.
 - b. Designation of a person to monitor threatening weather and to notify the chain of command who can make the decision to remove a team, game personnel, television crews, and spectators from an athletics site or event. That person must have recognized and unchallengeable authority to suspect activity.
 - c. Planned instructions/announcements for participants and spectators, designation of warning and all clear signals, proper signage, and designation of safer places from the lightning hazard.
 - d. Daily monitoring of local weather reports before any practice or event, and a reliable and accurate source of information about severe weather that may form during scheduled intercollegiate athletics events or practices. Of special note should be National Weather Service-issued

DANGEROUS LOCATIONS

Outside locations increase the risk of being struck by lightning when thunderstorms are in the area. Typically, anything referred to as a "shelter" is not safe from lightning. Dugouts, refreshment stands, open press boxes, rain shelters, golf shelters and picnic shelters, even if they are properly grounded for structural safety, are unsafe and may actually increase the risk of lightning injury. Other dangerous locations include high ground, bodies of water (pools, ponds, lakes) and areas connected to, or near, light poles, towers and fences that can carry a nearby strike to people.

thunderstorm "watches" or "warnings," and the warning signs of developing thunderstorms in the area, such as high winds or darkening skies. A "watch" means conditions are favorable for severe weather to develop in an area; a "warning" means that severe weather has been reported in an area and for everyone to take the proper precautions. It should be noted that neither watches nor warnings are issued for lightning. An NOAA weather radio is particularly helpful in providing this information.

- e. Identification of, and a mechanism for ensuring access to, the closest safer buildings, vehicles, and locations to the field or playing area, and an estimate of how long it takes to evacuate to that location for all personnel at the event. A safer building or location is defined as:
 - Any fully enclosed building normally occupied or frequently used by people, with plumbing and/or electrical wiring that acts to electrically ground the structure. Avoid using the shower, plumbing facilities, and electrical appliances, and stay away from open windows and doorways during a thunderstorm.
 - In the absence of a sturdy, frequently inhabited building, any vehicle with a hard metal roof (neither a convertible nor a golf cart) with the windows shut provides a measure of safety. The hard metal frame and roof, not the rubber tires, are what protects occupants by dissipating lightning current around the vehicle and not through the occupants. It is important not to touch the metal frame-

work of the vehicle. Some athletics events rent school buses as safer locations to place around open courses or fields.

2. For large-scale events, continuous monitoring of the weather should occur from the time pre-event activities begin throughout the event.
3. Venue-specific activity-suspension, venue evacuation, and activity-resumption plans:
 - a. Upon the first sound of thunder, lightning is likely within eight to 10 miles and capable of striking your location. Please note that thunder may be hard to hear if there is an athletics event going on, particularly in stadia with large crowds. Lightning can strike from blue sky and in the absence of rain. At least 10 percent of lightning occurs when there is no rainfall and when blue sky is often visible somewhere in the sky, especially with summer thunderstorms. Lightning can, and does, strike 10 (or more) miles away from the rain shaft. Be aware of local weather patterns and review local weather forecasts prior to an outdoor practice or event.
 - b. Ensure a safe and orderly evacuation from the venue with announcements, signage, safety information in programs, and entrances that can also serve as mass exits. Planning should account for the time it takes to move a team and crowd to their designated safer locations. Individuals should not be allowed to enter the outdoor venue and should be directed to the safer location.
 - c. Avoid using landline telephones except in emergency situations. People have been killed while using a landline telephone during a thunderstorm. Cellular or cordless phones are safe alternatives to a landline phone, particularly if the person and the antenna are located within a safer structure or location, and if all other precautions are followed.
 - d. To resume athletics activities, lightning safety experts recommend waiting 30 minutes after both the last sound of thunder and last flash of lightning. A useful slogan is "half an hour since thunder roars, now it's safe to go outdoors." At night, be aware that lightning can be visible at a much greater distance than during the day as clouds are being lit from the inside by lightning. This greater distance may mean that the lightning is no longer a significant threat. At night, use both the sound of thunder and

seeing the lightning channel itself to decide on re-setting the 30-minute "return-to-play" clock before resuming outdoor athletics activities.

4. Emergency care protocols: People who have been struck by lightning do not carry an electrical charge. Therefore, cardiopulmonary resuscitation (CPR) is safe for the responder. If possible, an injured person should be moved to a safer location before starting CPR. Lightning-strike victims who show signs of cardiac or respiratory arrest need prompt emergency help. If you are in a 911 community, call for help. Prompt, aggressive CPR has been highly effective for the survival of victims of lightning strike. Automatic external defibrillators (AEDs) are a safe and effective means of reviving persons in cardiac arrest. Planned access to early defibrillation should be part of your emergency plan. However, CPR should never be delayed while searching for an AED.

Note: Weather watchers, real-time weather forecasts and commercial weather-warning and lightning monitoring devices or services are all tools that can be used to aid in the monitoring, notification, and decision-making regarding stoppage of play, evacuation and return to play.

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Incident Annex 13: Medical Emergency

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with municipal and contract emergency medical services (EMS) providers if a medical emergency occurs at any LU properties.

SCOPE

This annex applies to all LU faculty/staff/students and municipal/contract EMS providers that may provide trained or Good Smartian care and support during a medical emergency at an LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after a medical emergency, which is defined as an acute injury or illness that poses an immediate risk to a person's life or long-term health.

SITUATION

Campus medical emergencies may result from slips/trips/falls, workplace accidents, laboratory incidents, traffic accidents, pre-existing health conditions, and/or other factors and conditions. LU's Student Health and Wellness Department on LU's campus maintains a clinic facility that can provide limited surgical procedures and treatment (sutures, bandaging, etc.) in response to a medical emergency. LU's Department of Environmental Health & Safety (EHS) and LU's School of Nursing have the capacity to provide in-house delivery of American Heart Association-certified training for first aid, cardio-pulmonary resuscitation (CPR), and automated external defibrillators (AEDs).

PLANNING ASSUMPTIONS

- LU has limited capacity to provide emergency medical care; for serious medical emergencies, municipal and/or contract emergency services will be summoned to provide appropriate response, treatment, and care.
- The Lynchburg General Hospital, which is a level 2 trauma center, is located approximately 5 miles from LU's campus. The areas closest level 1 trauma centers are in Roanoke and Charlottesville, VA.
- LU actively engages with campus departments and local/contract EMS providers to develop site/event-specific medical response plans (including mass casualty incident—MCI).

CONCEPT OF OPERATIONS

Preparedness Procedures

- To prepare for a potential medical emergency, LU faculty, staff, and students should consider the following:
- Receive periodic CPR and first aid training and refreshers, offered in-house through LU EHS and LU School of Nursing. For external training opportunities, visit the American Heart Association <http://www.heart.org> for a list of training dates and locations.
- Know the location of AEDs near work/class areas and participate in AED training, training offered through EHS and LU School of Nursing.
- Individuals should maintain and securely store an adequate supply of current prescription medication(s) at work if necessary. Departments should maintain a stocked, current first aid kit in an accessible location.
- Departments should maintain an updated emergency contact information (family members, family doctors, etc.) for all employees in case an emergency requires them to be contacted. Faculty and staff are encouraged to employ this guidance as well.
- Individuals with preexisting health conditions should, as appropriate, consider voluntarily notifying supervisors and coworkers in advance of an emergency.

Response Procedures

If an individual suffers an injury or becomes ill and requires immediate medical attention, the following actions should be taken:

- Contact LU Police Department's (LUPD) non-emergency number at 434-592-7641 or the emergency number at **434-592-3911** and relay the following information:
 - Nature of the injury or illness
 - Victims' location
 - Identity of the victim
 - Suspected or known cause of the injury or illness
- If personnel on site are trained, they should provide first aid or medical assistance as appropriate and necessary.
- Unless in immediate danger, the victim should not be moved if unconscious or if back/neck injury is present or evident.
- If the victim is unconscious and not breathing, locate an AED if available, turn it on and follow instructions provided by the unit.
- Remain with the victim until emergency response personnel arrive.

In the event of a life-threatening injury/illness, contact the LUPD emergency number at **434-592-3911** immediately. Do not attempt to transport the individual to a medical facility—wait for EMS to arrive.

If the incident occurs at the workplace, the employee's supervisor, Department of Human Resources (434-592-7330) and Office of Risk Management (434-592-6446) should also be notified

ROLES AND RESPONSIBILITIES

Vice President of Security & Public Safety, or Designee

- Coordinate with the LUPD Chief of Police who will provide public safety coordination support as necessary to meet the needs of the incident.

Executive Director of Student Health and Wellness Initiatives, or Designee

- Provide minor medical emergency care to the extent possible.

Director of Risk Management, or Designee

- Coordinate and process injury claims.

Director of Environmental Health & Safety, or Designee

- Coordinate with School of Nursing to provide first aid, CPR, and AED training as requested.

Emergency Manager, or Designee

- Provide situational awareness and coordination support to all applicable University and external stakeholders.

Benefits Manager, or Designee

- Coordinate and process workers' compensation claims for employee injured at the workplace.

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Incident Annex 14: Public Health Incident

PURPOSE

The purpose of this annex is to provide a plan for Liberty University (LU) and appropriate stakeholders to prepare for and manage a public health incident that occurs on any LU property. This plan provides a framework for infectious/communicable disease preparedness and response and serves as a foundation for further planning, drills, and emergency preparedness activities.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter a public health incident, such as the outbreak of an infectious/communicable disease. It is designed to familiarize LU employees and students with the University's plan for infectious/communicable disease outbreaks and provides the basic structure and guidance to planning and coordinating, monitoring and assessment, prevention and control, health systems response, communications, and public education.

SITUATION

LU has an average daily population of approximately 16,000-25,000 students, faculty, staff, employees, and visitors. Approximately 16,000 students live on campus and reside in forty-seven residence halls. Members of the University community can access over twenty campus dining locations.

High density housing can contribute to the rapid spread of a potentially communicable/infectious disease and/or food-borne outbreak; thus, it is imperative that an infectious disease outbreak control plan addresses how an incident is reported, proper information dissemination, appropriate notification management, and that recommended actions are implemented to minimize spreading of the disease.

The LU Student Health and Wellness office is in Residential Commons Three and can provide limited care in response to an outbreak of infectious/communicable disease.

For a list of infectious/communicable diseases that may result in an outbreak and/or public health incident at LU, see Attachment A: VA Reportable Disease List.

PLANNING ASSUMPTIONS

- LU Student Health and Wellness has limited capacity to provide medical care; for serious illness, municipal and/or contract emergency services will be summoned to provide appropriate response, treatment, and care.
- Minor to major hospital facilities are located near LU in the Lynchburg, Virginia (VA) region.
- LU actively engages with campus departments and local/contract EMS providers to develop public health incident response plans for infectious/communicable diseases.
- An infectious disease outbreak may result in the rapid spread of the infection. Communities elsewhere in the Commonwealth or beyond may be impacted simultaneously.

- In the event of an infectious disease outbreak, LU follows the recommendations of the Virginia Department of Health (VDH) regarding quarantine and isolation.
- There may be a need for heightened local surveillance of disease symptoms and infection rates.
- Antiviral medications may be in extremely short supply. Local supplies of antiviral medications may be prioritized by the local health agency for hospitalized patients, close contacts of patients, health care workers providing care for patients, or other designated groups.
- Social distancing strategies aimed at reducing the spread of infection may be implemented. These strategies may include curtailing or suspending operations at public buildings, gathering points, and public events.
- It will be especially important to coordinate disease control strategies throughout cities in the local area and the Commonwealth due to the regional mobility of the population.
- Depending on the nature of the incident, some essential employees may be unable to report for duty or unable to perform their duties. Teleworking may be required.

CONCEPT OF OPERATIONS

Definitions

- **Infectious Disease:** Disorders caused by pathogenic organisms – such as bacteria, viruses, fungi, or parasites. Some infectious diseases can be passed from person-to-person, some are transmitted from insect or animal bites, and others are acquired by ingesting contaminated food/water or being exposed to organisms in the environment.
- **Communicable Disease:** Disease that is spread from person-to-person through a variety of transmission pathways. Transmission pathways include direct contact (skin-to-skin, kissing, sexual intercourse) and droplet spread (produced by sneezing, coughing, talking); also, indirect contact such as airborne, vector-borne, and vehicle-borne.
- **Disease Incident:** One or more illnesses occurring above the normal baseline illness rate of a known communicable disease (e.g., Salmonella). *See Appendix A: VA Reportable Disease List.*
- **Disease Outbreak:** An occurrence in which two or more people experiencing a similar illness are linked in time/place and/or a greater than expected rate of infection compared with the usual background rate for the place and time where the outbreak has occurred and/or a single case for certain rare diseases (e.g., Avian Flu, Primary Amoebic Meningoencephalitis (Lethal Amoebas), Listeriosis, Smallpox, Anthrax, Legionnaires' Disease, Measles, and Meningitis). Any illness condition above normal level (as determined by Student Health and Wellness and the VDH) could justify Plan activation. *For most illnesses in question, refer to Appendix A: VA Reportable Disease List.*
- **Acute Outbreak:** A sudden increase in numbers of cases, often associated with a point source (a single person, place, or event of origin).
- **Persistent Outbreak:** A development of cases over several days/weeks, often involving a disease in which person-to-person spread is common, with or without an initial point source.

Prevention and Mitigation Procedures

Mitigation activities are taken in advance of an infectious disease outbreak to prevent or temper its impact. Mitigation efforts will occur primarily during the early phase of the outbreak.

A. How Illness Spreads

Transmission of an infectious disease may occur through several pathways:

Annex B: Incident Annex

Incident Annex 14:

Public Health Incident

- **Direct Contact:** Direct contact involves skin-to-skin contact and physical transfer of microorganisms from an infected person to a susceptible host.
 - **Person to Person:** The most common way for infectious disease to spread is through the physical direct transfer of bacteria, viruses, or other microorganisms from one person to another. These germs can be spread when an infected individual touches, coughs on, or kisses someone who is not infected, through the exchange of body fluids from sexual contact or a blood transfusion. Mononucleosis can be spread by saliva. Diseases such as Hepatitis B, Hepatitis C, and the Human Immunodeficiency Virus (HIV) can be spread by contact with infected blood. Infected students can possibly transmit these diseases through biting if there is visible blood mixed with their saliva (i.e., from bleeding gums).
 - **Animal to Person:** A scratch or bite from infected animal or handling animal droppings can cause disease.
- **Indirect Contact:** Many microorganisms can linger on objects such as doorknobs, faucet handles, desktops, and computer keypads. Indirect contact involves contact of a susceptible host with a contaminated intermediate object in the environment. Some infections can be spread indirectly by contact with contaminated clothing. Chickenpox (varicella), shingles (herpes zoster), impetigo, head lice, ringworm, and scabies are all spread this way.
- **Vector:** Vector-borne diseases rely upon organisms, usually insects, for transmission of the parasitic, viral, or bacterial pathogens from one host to another. Bites and stings from mosquitoes, fleas, ticks, and lice carry disease-causing microorganisms on their body or in their intestinal tract which can infect humans.
- **Droplets:** Disease is easily spread when droplets containing pathogenic microorganisms are generated from an infected person during sneezing, coughing, or talking, large droplets travel less than three feet before falling to the ground and do not remain suspended in the air. Transmission via large-particle droplets requires close contact between the infected host and another person. Sick students will often contaminate their hands and other objects with infectious nose and throat discharges. When other students encounter these objects and then touch their eyes, mouth, or nose, they can become infected. This type of transmission route is common in educational settings. Some of the infections passed in this way are the common cold, chickenpox, influenza, meningitis (viral and bacterial), mumps, rubella, pink eye (conjunctivitis), strep throat, and whooping cough (pertussis).
- **Airborne:** Airborne transmission occurs when an infected person coughs, sneezes or talks and generates very small respiratory droplets containing virus or bacteria. These small particles remain suspended in the air for long periods and can be widely dispersed by air currents. When another person inhales these small particles, they can become ill. Airborne transmission of disease can also occur through inhalation of small-particle aerosols in shared air spaces with poor circulation.
- **Foodborne:** Consumption of food and liquids contaminated with pathogenic bacteria can result in illness or death. Common symptoms of foodborne illness ("food poisoning") include nausea, abdominal pain, vomiting, diarrhea, gastroenteritis, fever, headache and/or fatigue.
- **Fecal:** Intestinal tract infections are often spread through oral ingestion of viruses, bacteria, or parasites found in the stool of an infected person or animal. This type of transmission happens when objects contaminated with microscopic amounts of human or animal feces are placed in the mouth. In educational settings, the area's most frequently contaminated with feces are hands, classroom floors, faucet handles, toilet flush handles, and tabletops.

B. Prevention Strategies - Cleaning, Disinfecting, and Sanitizing

- **Cleaning:** A virus generally lives 2 to 8 hours on surfaces, but certain viruses may live up to a week or longer. Friction is a key element in cleaning by using soap (or detergent) and water to physically remove germs, dirt, and impurities from surfaces or objects. Cleaning does not necessarily kill germs but lowers their numbers and mitigates the necessary host environment for pathogen survival, concurrently reducing the risk of spreading infection.
- **Disinfecting:** Disinfecting is the destruction by use of chemicals of pathogenic or other harmful microorganisms on surfaces or objects. Disinfecting does not necessarily clean dirty surfaces or remove germs. Disinfecting agents specifically target infectious pathogens and can lower the risk of spreading infection by killing germs on a surface after it has been cleaned. Disinfection is generally intended for patient-care items in health care facilities. Disinfection requires contact between the disinfectant and the surface to be disinfected under moist conditions for the time recommended by the product manufacturer.
- **Sanitizing:** Sanitizing reduces the number of microbial contaminants on surfaces or objects to a relatively safe level, as judged by public health standards or requirements. Sanitizing works by either cleaning or disinfecting surfaces or objects to lower the risk of spreading infection.
- **Proper Waste Handling:** Follow standard procedures for handling waste, which may include wearing gloves. Place no-touch waste baskets where they are easy to use. Throw disposable items used to clean surfaces and items in the trash immediately after use. Avoid touching used tissues and other waste when emptying waste baskets. Wash your hands with soap and water after emptying waste baskets and touching used tissues and similar waste.

Universal Precautions:

- **Handwashing:** Handwashing is one of the best tools for controlling the spread of infections. All students and staff should perform effective handwashing, which will reduce the amount of illness in buildings. Avoid eating or touching mouth or eyes while giving any first aid. Wash hands thoroughly with warm running water and a mild liquid soap for at least 20 seconds. Scrub between fingers, under fingernails, and around the tops and palms of hands:
 - Before and after physical contact with any person (even if gloves have been worn).
 - Before and after eating or handling food.
 - After contact with a cleaning agent.
 - After using the restroom.
 - After providing first aid.
- **Personal Protective Equipment (PPE):**
 - Wear disposable gloves when in contact with blood and other body fluids.
 - Wear protective eyewear when body fluids may encounter eyes (e.g., squirting blood).
- **Clean-Up:**
 - Wipe up any blood or bodily fluid spills as soon as possible.
 - Double bag the trash in plastic bags and dispose of immediately.
 - Clean the area with an approved disinfectant or bleach solution (bleach + water = 1:10).
 - Send all soiled clothing home with the person in a double-bagged plastic bag.
- **Immunizations:** Vaccines do not produce disease; rather, they stimulate an immune response: the formation of antibodies against invading infectious agent(s). Immunizations

provide protection against future infections caused by the same agent(s) used in making the vaccine. Vaccines that are required by state law for all LU students are offered at Student Health and Wellness.

LU cares about the well-being of its students. To maintain the health of its community, LU requires students to be immunized according to the [Center for Disease Control and Prevention \(CDC\)](#) guidelines. Immunizations and medical history must be documented through the Student Health Form.

- [Immunization Information](#)
- [Required Immunizations/Vaccines:](#)
 - Measles/Mumps/Rubella Vaccine
 - Meningococcal Disease Vaccine
 - Tetanus Diphtheria Vaccine
 - Tuberculosis Screening/PPD Vaccine
 - Hepatitis B Vaccine
- **Recommended Vaccinations:**
 - Chickenpox (varicella)
 - Hepatitis A
 - Hepatitis A and B Combination Vaccine – Twinrix
 - Influenza (Flu)
- **Optional Vaccination:**
 - COVID-19

C. Animals/Pets/Service Animals at LU

Animals, pets, and services animals can transmit infectious diseases to humans. To minimize the risk of students and staff acquiring an infectious disease from animals, take simple precautions:

- Keep animal cages or enclosures clean and in good repair. Students who assist in cleaning the cage(s) should be supervised and should wash their hands afterwards. Students and staff should always wash their hands after any contact with animals.
- Students should never “kiss” animals or have them in contact with their faces.

Preparedness Procedures

A. General Activities:

- Plan, exercise, evaluate, and revise the LU Public Health Incident Annex.
- Train and equip staff to assure competencies and capacities needed to respond to an infectious disease outbreak.
- Develop strategic partnerships with local community health care institutions and providers, and local, state, and federal response agencies and their staff.
- Develop and implement surveillance and reporting procedures to monitor illness patterns in the University.
- Inform and update the University about the potential impacts of an infectious disease outbreak on essential services and city/University infrastructure.
- Stockpile necessary equipment and supplies that will be needed to respond to a disease outbreak.
- Establish ventilation (HVAC) standards to be used during response and recovery (such as filter change schedules, etc.).

B. Personal Protective Equipment (PPE)

- Provide PPE to staff (For example, N-95 respirators, which must be fit-tested, or surgical masks and nitrile gloves, an alternative to latex gloves).
- Address PPE issues with staff (i.e., uncomfortable, frequent changes, difficulties recognizing coworkers, communication issues, one size does not fit all).
- Ensure that adequate stock and an array of sizes and types are available.
- Provide and use alcohol-based hand sanitizer and non-aerosol spray disinfectant for commonly touched surfaces.
- Train all staff to use PPE, including administrators, maintenance, and security staff.

C. Training

- Require new staff, including substitutes and volunteers, to complete First Aid, Automated External Defibrillators (AED), and Cardiopulmonary Resuscitation (CPR) training, including child CPR.
- Provide refresher awareness training for all staff.
- Train maintenance staff to use chemicals properly to prevent accidental contamination and human exposure.
- Provide training on identifying symptoms of infectious disease.
- Educate staff on the process and importance of routine hand hygiene and standard health precautions.
- Maintain training and attendance records for all staff.

D. Emergency Contacts

- Compile an emergency contact list of authorities. Include the names and phone numbers for specific personnel from each agency or authority.
- Determine which agency or authority would serve as first responder(s). The first responder represents the most important authority that needs to be involved in response to an infectious disease.
- Establish a relationship with local authorities to contact in relation to biosecurity concerns. Include law enforcement officials, hazardous material (HAZMAT) representatives, environmental health specialists/sanitarians, health officials, fire and rescue department representatives, federal food safety regulatory agency representatives (FDA and FSIS) and U.S. Department of Homeland Security officials, as appropriate.
- Distribute the emergency contact list to appropriate University staff.
- Post the emergency contact list in a secure yet prominent place; make it available in hard copies, wallet cards, and on an intranet system.
- Ask key staff to program the emergency contact numbers into their telephones.
- Verify and update emergency contact information often. Note dates of revisions to prevent confusion.
- Establish procedures for communicating with students, faculty, staff, parents, and the media when necessary (for example, notices of incidents or a press release).

Early warning indicators of a possible public health emergency, as compiled by the Center for Disease Control and Prevention, include but are not limited to:

- Unusual clusters of disease in a population.
- Large number of ill persons with similar disease or syndrome.
- Large number of unexplained diseases, syndrome, or death.
- A higher morbidity and mortality than expected with a common disease or syndrome.
- Failure of a common disease to respond to usual therapy.

- Single case of disease caused by an uncommon agent.
- Disease with unusual geographic or seasonal distribution.
- Multiple atypical presentations of disease agents.
- Similar genetic type among agents isolated from temporally or spatially distinct sources.
- Unusual, atypical, genetically engineered, or antiquated strain of agent.
- Endemic disease with unexplained increase in incidence.
- Simultaneous clusters of disease.
- Similar illness in non-contiguous areas.
- Unusual deaths among animals that precedes or accompanies illness or death in humans.
- Illness in people exposed to common ventilation systems.

In addition to the above public health triggers, the following events or situations may require activation or utilization of this Plan:

- Significant media inquiries or public calls are received concerning an issue.
- Large locally declared public health emergencies in one or more of the local jurisdictions.
- Statewide disease outbreaks.
- Any situation requiring urgent disease control efforts including emergency medication dispensing, risk control/public information or isolation and quarantine.

Response Procedures

This annex should be used when LU is experiencing illness conditions above normal levels, as determined by Student Health and Wellness and the VDH. In making the decision to utilize the Annex the following factors should be considered:

- Does the disease pose a health risk to students, faculty, staff, and visitors?
- How many people are potentially affected?
- Do cases appear in more than one location (on/off campus, both)?
- Is the disease part of the VA Reportable Disease List as noted by Code of VA [§32.1-36](#) and [§32.1-37](#) or applicable to VA State Board of Health Regulations for disease reporting and control (Title 12VAC 5-90-80 or Title 12VAC 5-90-90)?

A. Detection

Universities have a role in assessing the health of students. University personnel should be trained to monitor student's behavior and not any symptoms of illness.

- **Common Indicators of Infectious Disease:**

Professors and staff who spend several continuous hours a day with their students, are in an excellent position to detect early physical and behavioral changes in students. They may observe differences in the usual pattern for a particular student, and deviation from a developmental "norm" for students of a given age. The physical and behavioral "indicators" listed below are nonspecific and do not in themselves suggest the presence of an infection.

- **Appetite:** Often, a student who is ill or becoming ill with an infection will exhibit changes in eating habits. He/she may "pick at" solid foods, eat lightly, want only certain foods, and/or prefer liquids.
- **Behavior:** Irritability may be associated with illnesses, often because of the accompanying fatigue, fever, and discomfort. Play activities may diminish and the student may become lethargic (drowsy or indifferent).
- **Fever:** Fever is a symptom of illness, but it does not automatically require therapy. Repeated low-grade fever may occur as the result of physiological changes in the

body and may not cause any discomfort to the student. However, students sick with fever should stay home from classes, especially if other symptoms are apparent. For minors on campus with fever, student's parent/guardian should be notified.

- **Appearance:** A pasty, pale appearance may signal an illness, especially if it is a change from a student's normal skin color. A new yellow tinge to the eyes or skin, or a flushed appearance with rosy cheeks and glassy or red eyes, may also indicate an illness.
- **Rash:** The diagnosis of rashes can be very difficult and even a licensed health care provider may require lab tests to confirm whether a certain disease is present. If a referral to a licensed health care provider is made, advise the student's parent/guardian to inform their licensed health care provider's office staff of the presence of a rash illness so that appropriate medical isolation can be arranged during the visit, itchiness of the rash is not necessarily a signal of infection. A rash can be a symptom of a serious or unserious condition.
- **Change in Bowel Habit:** Diarrhea may accompany several infectious diseases. Conversely, sluggishness of the bowels and constipation may occur, sometimes with abdominal cramps. Cramps can be due to the inactivity of the ill student and the dehydration that often occurs during infections.
- **Nasal Discharge and Obstruction:** Clear nasal discharge may signal a cold, or it may indicate an allergic reaction, especially if accompanied by watery eyes. Yellow or green discharge indicates an infection (usually viral or possibly bacterial) or obstruction by a foreign body. Breathing may be noisy. If breathing is labored, immediate medical referral is indicated.
- **Sore Throat:** A sore throat can be a minor problem. However, it may also accompany potentially more significant infectious such as streptococcal pharyngitis, infectious mononucleosis, or even serious generalized illnesses. Check for accompanying fever and notify the parent/guardian. Recommend medical evaluation if the sore throat is accompanied by fever, difficulty swallowing, and/or swollen lymph nodes (glands).
- **Cough:** Coughs accompany some chronic conditions, allergic conditions, and many infectious diseases. Persistent coughs (lasting 3 weeks or more), especially with other symptoms such as fever, loss of appetite, and weight loss, need medical evaluation.
- **Earache and Ear Discharge:** A student may complain, pull at the ear, or put a hand to the ear if there is discomfort. Then there is an earache, particularly when blood or pus is seen running from the ear, the student needs to be referred for medical care.
- **Pain (Back, Limbs, Neck, Stomach):** Leg and back pains are not uncommon during infectious diseases. Stomach pains or cramps usually do not signal serious disease in children, although appendicitis must be considered when abdominal pain is severe or persistent. Gastrointestinal disturbances such as vomiting, diarrhea, and constipation may be accompanied by abdominal pain.

B. Infection Control:

The key concepts of infection prevention and control are:

- **Handwashing:** the single most effective way to prevent the spread of germs.
- **Cover Your Cough:** an effective way to reduce the spread of germs when coughing and sneezing.

- **Proper Diapering Procedures:** to reduce the spread of germs found in feces to hands, objects, and the environment.
- **Cleaning, Sanitizing, and Disinfection:** to reduce the presence of germs in the environment.
- **Food Safety:** to reduce the spread of germs from improperly cooked and handled food.
- **Exclusion Guidelines:** to reduce the opportunity for germs to spread from ill people to others.
- **Immunizations:** for list of resources for age appropriate immunizations and University requirements.
- **Avoid Sharing Personal Items:** encourage students and staff to NOT share items such as water bottles, food, utensils, beverages, straws, toothbrushes, lip gloss, lip balm, lipstick, towels, head gear, combs, brushes, etc. to prevent the spread of germs to others.
- **Self-Care:** encourage staff and students to perform their own first aid, when appropriate.
- **Barriers:** Barriers may be used where there is a possibility of exposure to blood and body fluids (e.g., urine, stool, secretions from the nose and mouth, drainage from sores or eyes). One aspect of standard precautions is the use of barriers. The purpose of using barriers is to reduce the spread of germs to staff and children from known/unknown sources of infections and prevent a person with open cuts, sores, or cracked skin (non-intact skin) and their eyes, nose, or mouth (mucous membranes) from having contact with another person's blood or body fluids. Examples of barriers that would be used for the University settings include:
 - Gloves when hands are likely to be soiled with blood or body fluids. Note: an incident of an allergic response to latex or powdered gloves may occur, but the risk from not using gloves of any kind is greater.
 - Cardiopulmonary Resuscitation (CPR) barriers – CPR mask or shield.
 - Eye protection and face mask when the face is likely to be splattered with another's blood or body fluid.
 - Gowns when clothing likely to be splattered with another's blood or body fluid.
 - Safety needles that facilitate safe and proper disposal of used needles.
- **Measures to Control Spread of Disease:**
 - **Social Distancing:** Social distancing strategies are non-medical measures intended to reduce the spread of disease from person-to-person by discouraging or preventing people from coming in close contact with each other. These strategies include closing schools and public assemblies, cancelling athletic activities and social events, closing non-essential agency functions, implementing emergency staffing plans, increasing teleworking and flexible scheduling and other options.
 - **Quarantine:** Quarantine is the physical separation and restriction of movement of individuals, families, groups, and communities who, though not ill, have been exposed to a contagious disease. Quarantine may be required to prevent the spread of infectious disease that may be transmitted to other individuals before illness develops or is recognized. Quarantines may be done at home or in a restricted area, depending on the specific nature of the infectious agent.
 - **Isolation:** Isolation applies to persons who are ill with a contagious disease. Isolation is the physical separation and restriction of movement of an individual who is ill or is suspected of having an infectious illness from those who are not ill and have not been exposed to the contagion. Isolation may be required if medically necessary and reasonable to treat, prevent, or reduce the spread of the disease. Individuals may be isolated in a health care facility, the individual's home, or a non-health facility.

C. High Risk Populations

These individuals have high risk for harm from an emergency or disaster due to significant limitations in their personal care or self-protection abilities, mobility, vision, hearing, communication, or health status. Such limitations may be the result of physical, mental, or sensory impairments or medical conditions. Some of these individuals may be reliant on specialized supports such as mobility aides (wheelchairs, walkers, canes, crutches, etc.), communication systems (hearing aids, TTY's, etc.), medical devices (ventilators, dialysis, pumps, monitors, etc.), prescription medication, or personal attendants. For some individuals, loss of these supports due to emergency-related power and communication outages, or transportation and supply disruptions, may be the primary or only risk factor.

- Identify populations at high risk for the outbreak and exclude from University/workplace, as appropriate.
- Note special considerations for students and give information to parents and physicians. Include ages affected, signs and symptoms, medical treatment, and risk reduction.
- Inform the community of risk factors with medically compromised individuals.
- Provide families and friends of health care workers information about the illness to address the stigma of being a caretaker of infected individuals.

D. Communication

Communications with the public and health care providers will be one of the most critical strategies for containing the spread of the infectious disease and for managing the utilization of health care services. This plan's communications goals are to:

- Provide accurate, consistent, and comprehensive information about the infectious disease, including case definitions, symptom management, treatment options, infection control measures, and reporting requirements.
- Instill and maintain public confidence in the University's public health care systems and their ability to respond to and manage an emerging infectious disease environment.
- Ensure an efficient mechanism for managing information between the Lynchburg Health Department (LHD), VDH, emergency response agencies, health system partners, and other stakeholders.
- Contribute to maintaining order, minimizing public panic and fear, and facilitating public compliance by providing accurate, rapid, and complete information.
- Address rumors, inaccuracies, and misperceptions as quickly as possible, and prevent the stigmatization of affected groups.
- Ensure that all information released to the public is provided through the Joint Information Center, facilitated by the University Communications Department, as set forth by the LU CEMP.

E. Reporting Requirements

Individuals treating or having knowledge of a reportable disease, whether the disease is suspected or confirmed, should report the case to the VDH. In most cases, health care providers or laboratories report diseases. In certain circumstances, Student Health and Wellness personnel should report diseases, or when an outbreak occurs. It is important to remember that only qualified health care providers can diagnose an illness.

Regarding confidentiality, the Family Rights and Privacy Act (FERPA) prohibits sharing of health-related information except in certain well-defined circumstances, including, but not limited to specified officials for audit or evaluation purposes, and appropriate officials in cases of health and

safety emergencies. Notifying the LHD or the VDH of a reportable disease does not breach confidentiality laws.

When a case is reported, public health agencies may investigate to confirm the diagnosis, treatment, and cause of the illness, and determine the appropriate methods of disease control. Group outbreaks resulting from any cause, including foodborne outbreaks, must be reported to the LHD or the VDH within 24 hours. In an outbreak situation, the goal of the LHD is to assist LU in preventing further spread of the illness and to try to determine the cause of the outbreak. To report a disease or outbreak, contact the LHD at (434) 477-5900. *For a list of all reportable diseases see Appendix A: VA Reportable Disease List.*

To the extent the following information is available, it should be reported when contacting the LHD:

See Appendix B: VA Department of Health Epi-1 Form

- Patient's name
- Diagnosis
- Date of birth
- Sex
- Ethnicity
- Address
- Phone number
- Name and address of the responsible health care provider
- Pertinent laboratory test result (if applicable)

Recovery Procedures

University recovery from the spread of an infectious disease will begin when University officials receive notice from the LHD that the University may resume normal operations. In consultation with the LHD, the Executive Director of Student Health and Wellness or designee will recommend specific actions to be taken to return the University to pre-event status. The University will:

- Assess the economic and educational impact of the infectious disease on the University.
- Evaluate the response actions taken by the University because of the infectious disease.
- Determine effectiveness of the existing plan to respond to similar events in the future.
- Revise the existing plan as necessary to address any deficiencies.

A. After-Action Review

- Implement sanitization and disinfection procedures.
- Deploy solid waste disposal plans.
- Review processes and incident communication protocols.
- Review impact on the University and community.
- Evaluate lessons learned.
- Review and revise procedures, as needed.
- Retrain staff.

B. Document Archive

Maintain all information for the current year and the three prior years:

- Reports provided to the LHD or other government agencies.
- Attendance rosters of affected classrooms or courses.
- Reports from students and staff with symptoms of illness.
- Reports showing what materials were provided to students and staff.

Annex B: Incident Annex

Incident Annex 14:

Public Health Incident

B-14-11

- Actions taken by nurses, professors, office staff and University Administrators.

ROLES AND RESPONSIBILITIES

LU is ultimately responsible for protecting the health and safety of LU staff, faculty, students, and visitors during an emergency. Specific responsibilities as applied to a public health incident may include:

Vice President of Security & Public Safety, or Designee

- Provide public safety coordination support as necessary to meet the needs of the incident.

Senior Vice President of University Communications, or Designee

- Disseminate information to the University community regarding University operating status, and appropriate preparation and response procedures, etc.

Executive Director of Student Health and Wellness, or Designee

- Coordinate oversight of the public health incident response process.
- Provide subject matter expertise on appropriate actions to be taken.
- Provide minor medical care to the extent possible.

Emergency Manager, or Designee

- Provide situational awareness and coordination support to all applicable University and external stakeholders.

Appendix A: VA Reportable Disease List

Figure B-14-A-1: VA Reportable Disease List (Source: VDH)



VIRGINIA REPORTABLE DISEASE LIST

Reporting of the following diseases is required by state law (Sections 32.1-36 and 32.1-37 of the Code of Virginia and 12 VAC 5-90-80 of the Board of Health Regulations for Disease Reporting and Control – <http://www.vdh.virginia.gov/surveillance-and-investigation/division-of-surveillance-and-investigation/commonwealth-of-virginiastate-board-of-health/>). Report all conditions when suspected or confirmed to your local health department (LHD). Reports may be submitted by computer-generated printout, Epi-1 form, CDC or VDH surveillance form, or upon agreement with VDH, by means of secure electronic submission.

BOLD = Laboratories must submit initial isolate or other initial specimen to the Division of Consolidated Laboratory Services (DCLS) within 7 days of identification. All specimens must be identified with patient and physician information, and the LHD must be notified within the timeframe specified below.

REPORT IMMEDIATELY	REPORT WITHIN 3 DAYS
<p>Anthrax (<i>Bacillus anthracis</i>) [a] Botulism (<i>Clostridium botulinum</i>) [a] Brucellosis (<i>Brucella</i> spp.) [a] Cholera (<i>Vibrio cholerae</i> O1/O139) [a] Coronavirus infection, severe (e.g., SARS-CoV, MERS-CoV) [a] Diphtheria (<i>Corynebacterium diphtheriae</i>) [a] Disease caused by an agent that may have been used as a weapon <i>Haemophilus influenzae</i> infection, invasive [a] Hepatitis A [a] Influenza-associated deaths if younger than 18 years of age Influenza A, novel virus [a] Measles (Rubeola) [a] Meningococcal disease (<i>Neisseria meningitidis</i>) [a] Outbreaks, all (including but not limited to foodborne, healthcare-associated, occupational, toxic substance-related, waterborne, and any other outbreak) Pertussis (<i>Bordetella pertussis</i>) [a] Plague (<i>Yersinia pestis</i>) [a] Poliovirus infection, including poliomyelitis [a] Psittacosis (<i>Chlamydia psittaci</i>) [a] Q fever (<i>Coxiella burnetii</i>) [a] Rabies, human and animal [a] Rubella [a], including congenital rubella syndrome [a] Smallpox (Variola virus) [a] Syphilis (<i>Treponema pallidum</i>), congenital, primary, and secondary [a] Tuberculosis, active disease (<i>Mycobacterium tuberculosis</i> complex) [a,b] Tularemia (<i>Francisella tularensis</i>) [a] Typhoid/Paratyphoid infection (<i>Salmonella</i> Typhi, <i>Salmonella</i> Paratyphi) [a] Unusual occurrence of disease of public health concern Vaccinia, disease or adverse event [a] Vibriosis (<i>Vibrio</i> spp.) [a,e] Viral hemorrhagic fever [a] Yellow fever [a]</p>	<p>Amebiasis (<i>Entamoeba histolytica</i>) [a] Arboviral infections (e.g., CHIK, dengue, EEE, LAC, SLE, WNV, Zika) [a] Babesiosis (<i>Babesia</i> spp.) [a] Campylobacteriosis (<i>Campylobacter</i> spp.) [a] <i>Candida auris</i>, infection or colonization [a,c] Carbapenemase-producing organism, infection or colonization [a] Chancroid (<i>Haemophilus ducreyi</i>) [a] Chickenpox (Varicella virus) [a] <i>Chlamydia trachomatis</i> infection [a] Cryptosporidiosis (<i>Cryptosporidium</i> spp.) [a] Cyclosporiasis (<i>Cyclospora</i> spp.) [a] Ehrlichiosis/Anaplasmosis (<i>Ehrlichia</i> spp., <i>Anaplasma phagocytophilum</i>) [a] Giardiasis (<i>Giardia</i> spp.) [a] Gonorrhea (<i>Neisseria gonorrhoeae</i>) [a] Granuloma inguinale (<i>Calymmatobacterium granulomatis</i>) Hantavirus pulmonary syndrome [a] Hemolytic uremic syndrome (HUS) Hepatitis B (acute and chronic) [a] Hepatitis C (acute and chronic) [a] Hepatitis, other acute viral [a] Human immunodeficiency virus (HIV) infection [a] Influenza, confirmed seasonal strain [a] Lead, blood levels [a] Legionellosis (<i>Legionella</i> spp.) [a] Leprosy/Hansen's disease (<i>Mycobacterium leprae</i>) Leptospirosis (<i>Leptospira interrogans</i>) [a] Listeriosis (<i>Listeria monocytogenes</i>) [a] Lyme disease (<i>Borrelia</i> spp.) [a] Lymphogranuloma venereum (<i>Chlamydia trachomatis</i>) Malaria (<i>Plasmodium</i> spp.) [a] Mumps [a] Neonatal abstinence syndrome (NAS) Ophthalmia neonatorum Rabies treatment, post-exposure Salmonellosis (<i>Salmonella</i> spp.) [a] Shiga toxin-producing <i>Escherichia coli</i> infection [a,d] Shigellosis (<i>Shigella</i> spp.) [a] Spotted fever rickettsiosis (<i>Rickettsia</i> spp.) [a] Streptococcal disease, Group A, invasive or toxic shock [a] <i>Streptococcus pneumoniae</i> infection, invasive and <5 years of age [a] Syphilis (<i>Treponema pallidum</i>), if not primary, secondary, or congenital Tetanus (<i>Clostridium tetani</i>) Toxic substance-related illness [a] Trichinosis/Trichinellosis (<i>Trichinella spiralis</i>) [a] Tuberculosis infection [a] Vancomycin-intermediate or vancomycin-resistant <i>Staphylococcus aureus</i> infection [a] Yersiniosis (<i>Yersinia</i> spp.) [a]</p>
LEGEND	
<p>[a] Reportable by directors of laboratories. These and all other conditions listed must be reported by physicians and directors of medical care facilities. [b] Laboratories report AFB, <i>M. tuberculosis</i> complex or any other mycobacteria, and antimicrobial susceptibility for <i>M. tuberculosis</i> complex. [c] Includes submission of <i>Candida haemulonii</i> specimens to DCLS. [d] Laboratories that use EIA without a positive culture should forward positive stool specimens or enrichment broth to DCLS. [e] Includes reporting of <i>Photobacterium damsela</i> and <i>Grimontia hollisae</i>.</p>	

Effective November 2018

Attachment B: VA Department of Health Epi-1 Form**Figure B-14-B-1: VA Department of Health Epi-1 Form (Source: VDH)**

MAIL THE TOP TWO COPIES TO YOUR <u>LOCAL</u> HEALTH DEPARTMENT					
VIRGINIA DEPARTMENT OF HEALTH Confidential Morbidity Report					
Patient's Name (Last, First, Middle Initial):			SSN: _____		
Patient's Address (Street, City or Town, State, Zip Code):			Home # () _____		
			Work # () _____		
			City or County of Residence		
Date of Birth: (mm/dd/yyyy)	Age:	Race: <input type="checkbox"/> American Indian/Alaskan Native <input type="checkbox"/> Asian <input type="checkbox"/> Black/African American <input type="checkbox"/> Hawaiian/Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Unknown		Hispanic: <input type="checkbox"/> Yes <input type="checkbox"/> No	Sex: <input type="checkbox"/> F <input type="checkbox"/> M
DISEASE OR CONDITION:			Pregnant: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unknown	Death: <input type="checkbox"/> Yes <input type="checkbox"/> No Death Date:	
Date of Onset:	Date of Diagnosis:	Influenza: (Report # and type only. No patient identification) Number of Cases: Type, if Known:			
Physician's Name:			Phone # () _____		
Address:					
Hospital Admission: <input type="checkbox"/> Yes <input type="checkbox"/> No		Hospital Name:			
Date of Admission:		Medical Record Number:			
Laboratory Information and Results					
Source of Specimen:			Date Collected:		
Laboratory Test(s) and Finding(s):					
Name/Address of Lab:					
CLIA Number:					
Other Information					
Comments: (e.g., Risk situation [food handling, patient care, day care], Treatment [including dates], Immunization status [including dates], Signs/Symptoms, Exposure, Outbreak-associated, etc.)					
Name, Address, and Phone Number of Person Completing this Form:			Date Reported:		
			Check here if you need more of these forms, or call your local health department. <input type="checkbox"/> (Be sure your address is complete.)		
For Health Department Use					
			Date Received:		
			VEDSS Patient ID:		

Please complete as much of this form as possible

Form Epi-1, 10/2011

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Incident Annex 15: Structure Fire and Wildfire/Arson

PURPOSE

The purpose of this annex is to provide a framework for Liberty University (LU) and appropriate stakeholders to prepare for, respond to, and recover from a structure fire, wildfire or arson incident that impacts any LU property.

SCOPE

This annex applies to all LU faculty/staff/students and municipal fire service agencies that may encounter or respond to a structure fire, wildfire or arson incident at any LU facility or location within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before, during, and after a structure fire, wildfire, or arson incident.

SITUATION

Fire risk is high at LU. Between cooking in various residence halls with kitchens; research using chemicals, open flames, etc.; foodservice operations; and other campus functions, LU is always subject to elevated risk of fire. The University may experience structure fire, wildfire, or arson incident which may damage, destroy, or disrupt campus facilities or operations thereby inhibiting the restoration of mission-essential University operations or services.

All LU building fire alarm panels are maintained by the Facilities Management (FM) Fire Alarm Department and are monitored through the Liberty University Police Department (LUPD), who is responsible for dispatching police, fire services, and emergency medical services.

PLANNING ASSUMPTIONS

- Except for portable fire extinguishers, fire suppression and sprinkler systems, the University does not have internal fire protection capabilities; LU fully relies on the municipal fire service response and protection.
- Municipal fire service agencies and other emergency service providers have existing mutual aid agreements in place to provide additional augmentation and support, as necessary.

CONCEPT OF OPERATIONS

Prevention/Preparedness Procedures

The LU Environmental Health & Safety Department (EHS) is responsible for fire and life safety code compliance inspections, plans review, fire equipment testing, subject matter expertise, and associated training and outreach. EHS conducts new buildings construction/renovation/routine inspections to ensure Virginia Statewide Fire Prevention Code (VSFPC) compliance. EHS coordinates fire drills for all campus buildings annually at various times throughout the year and assists in the facilitation of fire drills as required in all Office of Residence Life (ORL) buildings (four times annually in accordance with VSFPC).

Examples of available EHS training and outreach include (upon request):

- Departmental live-fire fire extinguisher training.
- Departmental fire extinguisher and life safety equipment inspection procedures.

Response Procedures

- In the event of a fire emergency on campus, the person(s) identifying the fire will call 911, activate the closest fire alarm (if applicable), and notify LUPD at 434-592-3911.
- The individual activating the alarm should advise those in the surrounding area of the emergency and the reason for the activation.
- Firefighting may be attempted only if the fire is the size of an office trash can or smaller. Fires beyond this size will likely spread quickly and are beyond the capability of University resources to safely extinguish.
- The building evacuation plan will be implemented. *For more information, see Support Annex 3: Evacuation.*
- The Building Emergency Coordinator (BEC) or designee will establish accountability and will serve as the initial Incident Commander until LUPD or other emergency response agencies arrive.
- Emergency Management & Community Engagement (EMCE) Communications, in coordination with LU Security & Public Safety personnel, will initiate emergency notification using the LU Campus Alert System and other available means of notifying campus constituents of the emergency, as well as notify the University President.
- Upon arrival of local emergency services responders, initial Incident Command (IC) will be transitioned to the local emergency services command. The University's IC/Unified Command (UC)/ Emergency Operations Center (EOC) may be activated physically/ virtually and at the level appropriate to manage the incident. The IC/UC/EOC will continue to coordinate on-campus resources, response, Clery Act documentation and reporting, and emergency notification as necessary, in conjunction with local emergency services.
- The IC/UC/EOC will advise the University's Chief Financial Officer of the fire as soon as possible and request LU resources to assist as needed.

Recovery Procedures

The recovery process includes building and property damage assessment; salvage of records, materials, equipment, and supplies; restoration of computer files; salvage of furniture and artwork; arson/criminal investigation if applicable; and stress management for personnel. The recovery steps for a structure fire are described below. In the event of an actual fire and building damage is sustained, an assessment of damage and a projection of repair and recovery will be made as soon as possible.

- Only when local responders have indicated it is safe to enter the area, the IC/UC/EOC will direct FM and other campus staff as necessary to conduct initial damage assessment to include equipment loss or damage and projection the time the building will be returned to services.
- The Senior Vice President (SVP) of Campus Facilities Management and Transportation or designee will serve as or designate a Damage Assessment Officer (DAO) for the affected location to direct and control the effort. Specific duties of the DAO include the following:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the IC/UC/EOC.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.

Annex B: Incident Annex

Incident Annex 15:

Structure Fire and Wildfire/Arson

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- Ensure a standard reporting format is used when communicating information.
- If one or more University buildings are not suitable for use, the IC/UC/EOC will activate the University's Continuity of Operations Plan to transfer instruction, services, and/or administrative functions to other locations on the campus, to another LU property, or into rented space.
- The IC/UC/EOC may appoint a Salvage Control Officer and Salvage Team from among the campus staff. This team follows the sequence of damage control, securing a safe environment, item retrieval, application of recovery methods, documentation of items found and processed, replacement of lost items, and implementation of alternate methods of substituting materials and procedures.
- The Vice President of Security & Public Safety will coordinate with the LUPD Chief of Police to provide additional campus security and safety resources during the recovery and salvage process to prevent unauthorized persons from entering the area and to prevent theft.

Other LU resources may be made available as needed to restore instruction, services, or administrative functions either in place at the campus or in the other locations on the campus, at another LU property, or in rented space.

ROLES AND RESPONSIBILITIES**Vice President of Security & Public Safety, or Designee**

- Allocate public safety resources necessary to secure affected areas, including during the recovery and salvage of property process.

Senior Vice President of University Communications, or Designee

- In coordination with on-scene responders and LU Security & Public Safety personnel, send initial and recurrent messaging via the LU Alert Emergency Notification System.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Designate a Damage Assessment Officer to supervise and coordinate damage assessment operations.
- Oversee the repair and restoration of damaged buildings after release from public safety personnel.

Director of Risk Management, or Designee

- Support damage assessment and claims management, as necessary.

Director of Environmental Health & Safety, or Designee

- Provide subject matter expertise for all University fire prevention matters.
- Assist with fire scene investigators, as needed (including arson).
- Serve as the direct University liaison between municipal fire service agencies (including applicable Fire Marshal's Office/Fire Prevention Bureaus).

Facilities Management Fire Alarm and Fire Sprinkler Departments

- As available and necessary, and when safe to do so, respond to and provide technical support for building sprinkler control valve systems, fire pump systems, and electrical systems. Duties include but are not limited to:
 - Maintaining sprinkler control valves in the open position during a fire incident, closing same when instructed to do so by responding Fire Department personnel, and restoring same after an emergency.
 - Ensuring fire pump systems are operating correctly or are restarted as needed; and
 - Isolating power supplies, ensuring vital fire protection equipment remains in service during the incident, and controlling emergency lighting and HVAC systems per existing procedures or as required by responding Fire Department personnel.

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Incident Annex 16: Threat of Harm/Criminal Activity

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of or occurrence of a threat of harm of criminal activity that impacts LU's campus and LU owned facilities located off campus.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter an active threat at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize university employees and students with procedures before, during, and after a threat of harm and/or criminal activity. This annex includes, but is not limited to, considerations for criminal threats and actions, gang violence, domestic violence/abuse, workplace violence, and suicide.

SITUATION

Threats of harm and criminal activity continue in our society. Liberty University has established policies and procedures, including this annex, to plan for, respond to, and recovery from a variety of identified threats or hazards that could impact the University community and its facilities.

Criminal acts and threats of harm can occur at any LU location or in proximity with little or no warning. Hazards within this scope include criminal activity, with incidents not atypical of a University setting: e.g., burglary, robbery, alcohol/drug/narcotic use, assault, sexual crimes, grand larceny, et.; gang presence or violence; domestic abuse and violence; workplace violence (*exempting active threats; for more information, see Incident Annex 1: Active Threat*); and suicidal ideations or actions. All faculty, students, and staff are reminded of their obligation to be familiar with LU's Employee Handbook (available at <https://www.liberty.edu/human-resources/wp-content/uploads/sites/112/2021/03/Employee-Handbook.pdf>). Procedures specifically pertaining to this annex include:

- Section 3: Standards of Performance
 - 3.6 Workplace Violence Prevention

LU complies with Title IX of the Education Amendments of 1972 ("Title IX"), which prohibits unlawful discrimination based on sex in the University's programs and activities. LU does not unlawfully discriminate based on sex in any of its education or employment programs and activities, nor does LU tolerate sex discrimination or sexual harassment. The University prohibits sexual harassment, sexual assault, sexual exploitation, stalking, intimate partner violence, and retaliation, which are harmful to the well-being of the University community and its members, the learning and working environment, and collegial relationships amongst students, faculty, and employees. The University will respond to reports of sex discrimination and sexual harassment with measures designed to eliminate such misconduct, prevent its recurrence, and remedy any adverse effects of the misconduct on individuals, members of the campus community, and University-related programs and activities.

In addition, the Liberty University Police Department (LUPD) maintains a comprehensive library of policies and procedures that apply to this Annex:

- OPR 2-4 Criminal Sexual Assault Response
- OPR 5-7 Mental Health/Emergency Custody Orders
- OPR 13-1 Domestic Violence/Stalking

PLANNING ASSUMPTIONS

- In the event of a threat of harm/criminal activity incident threatening or impacting the University's community or property, LUPD will respond based on available resources and capabilities. For incidents exceeding internal capabilities, external law enforcement and other support will be requested.
- The University has a host of resources available to provide care and support for members of the University community affected by threats of harm or criminal activity, including but not limited to the Student Counseling Services, the Office of Community of Life, the Office of Equity and Compliance/Title IX, and other entities.

CONCEPT OF OPERATIONS

LU prohibits threats and acts of violence on University property, within University facilities; at any University-sponsored event; while engaged in University business/educational/athletic activities; and while traveling in University vehicles. Prohibited conduct includes but is not limited to:

- Injuring another person physically
- Engaging in behavior that creates a reasonable fear of injury to self or another person
- Engaging in behavior that would subject a reasonable person to, and does subject another individual to, extreme emotional distress
- Intentionally damaging property
- Threatening to injure an individual (including oneself) or to damage property
- Committing injurious acts motivated by, or related to, domestic violence or sexual harassment
- Retaliating against any employee or student who, in good faith, reports a violation of this policy

Preparedness/Prevention Procedures

While crime and violence cannot be prevented entirely, there are steps that can be taken in the workplace to minimize the likelihood of violence from occurring in a particular setting. Such steps include:

- Ensuring all employees are educated on workplace violence prevention and procedures.
- Encouraging the reporting of suspicious or threatening behaviors with protection against retaliation to LUPD.
- Developing emergency procedures with each work area (including quick notification channels and exit awareness).
- Arranging work shifts that preclude individuals from working alone.
- Reducing the visibility of office items that could be used as weapons.
- Creating visitor sign-in/screening procedures within units.
- Encouraging use of the LUPD, ODR and SafeRide escort services after dark.
- Standardizing periodic security checks in various work settings.

Annex B: Incident Annex

Incident Annex 16:

Threat of Harm/Criminal Activity

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Response Procedures

Persons who commit threats or acts of violence tend to demonstrate or follow a pattern of behavior. If the following behavior is observed and if one feels or observes others becoming intimidated, uncomfortable, or apprehensive, the immediate supervisor or appropriate faculty should be notified, and concerns relayed to LUPD, Title IX Office, and/or Human Resources (for employees). The following behaviors are not definitive indicators of violent individuals but rather characteristics that have been demonstrated by persons known to commit violent acts:

- Difficulty accepting authority or criticism
- Holding grudges
- Sabotage of University property or equipment
- Expressing a desire, in jest or sincerity, to harm others
- Physical or verbal intimidation
- Argumentative or uncooperative behavior
- History of interpersonal conflict
- Extremist opinions and attitudes
- Sense of entitlement
- Preoccupation with violent behavior or weapons
- Substance abuse
- Unstable/problematic domestic situation
- Obsessive behavior, particularly towards one or more individual(s)

Supervisors and faculty must remain alert to significant changes in employee and/or student work performance, behavior, or disposition. If a person appears suspicious or capable of violence, contact LUPD at 434-592-7641. If there are concerns about a person or situation, it is strongly encouraged to share the information, even if it may seem inconsequential (think: if you see something, say something). To report a student or employee of concern, contact LUPD's non-emergency number at 434-592-7641 or the emergency number at **434-592-3911**. The information provided may be critical to understanding a broader range of problematic or threatening behavior. There are several signs that indicate when a behavior may be of concern.

Report suspected criminal activity or a crime in progress immediately to LUPD at **434-592-3911**. Communicate as much information as possible, including (when applicable):

- The nature of the crime
- The location
- Number of perpetrators/victims
- Physical description of the perpetrator(s)
- Physical description of the victim(s)
- Types of weapon(s) involved
- Vehicle description/direction of travel

Be mindful of personal safety. Do not attempt to approach or apprehend perpetrators. Stay on the telephone with LUPD until an officer arrives.

ROLES AND RESPONSIBILITIES**Vice President of Security & Public Safety, or Designee**

- Coordinate University law enforcement response to threats of harm and criminal activity with the LUPD Chief of Police, who will also liaise and interface with local law enforcement partners to establish relationships, strategies, and goals to reduce criminal activity.

Senior Vice President of University Communications, or Designee

- In coordination with appropriate University stakeholders, disseminate emergency notifications and timely warnings to members of the University community. Coordinate with local law enforcement and other media partners as necessary.

Executive Director of Student Counseling Services, or Designee

- Coordinate and provide mental health support for members of the University community, as needed.

Executive Director of the Office of Community Life, or Designee

- Coordinate and provide support for members of the University community, as needed.
- Chair and coordinate the University CARE Team.

Executive Director of the Office of Equity and Compliance/Title IX, or Designee

- Coordinate and provide support for members of the University community, as needed.

Emergency Manager, or Designee

- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate and provide programmatic support for students in need.

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Incident Annex 17: Severe Weather/Tornado

PURPOSE

These procedures apply in cases of locally inclement weather, such as a severe thunderstorm or tornado, which has the potential to directly affect Liberty University (LU) at a time when the University has not been closed due to a more generalized inclement weather condition (e.g., winter storm or hurricane).

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter severe weather conditions (including but not limited to tornadoes, derechos, etc.) at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures to be taken before and during the threat of severe weather in general.

SITUATION

While tornadoes are generally rare for the Lynchburg area, LU is susceptible to severe weather year-round. The Spring and Summer seasons tend to present the highest probability for severe weather, to include possible tornadoes.

CONCEPT OF OPERATIONS

Table B-17-1: National Weather Service Definitions

National Weather Service Definitions	
Severe Thunderstorm Watch	Issued when conditions are favorable for the development of severe thunderstorms in and close to the watch area. A severe thunderstorm by definitions is a thunderstorm that produces one inch (quarter size) hail or larger in diameter, and/or winds ≥ 58 miles per hour (MPH), and/or damage to trees, power lines, and/or structures is observed. The size of the watch can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours and are normally issued well in advance of the actual occurrence of severe weather.
Severe Thunderstorm Warning	Issued when either a severe thunderstorm is indicated by radar or a spotter reports a thunderstorm producing hail one inch or larger in diameter, and/or winds ≥ 58 MPH, and/or damage to trees, power lines, and/or structures is observed; therefore, people in the affected area should seek safe shelter immediately. Severe thunderstorms can produce tornadoes with little or no advance warning. Lightning frequency is not a criterion for issuing a severe thunderstorm warning. They are usually issued for a duration of one hour. They can be issued without a Severe Thunderstorm Watch being already in effect.
Tornado Watch	Issued when conditions are favorable for the development of tornadoes in and close to the watch area. Their size can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours. They normally are issued well in advance of the actual occurrence of severe weather.
Tornado Warning	Issued when a tornado is indicated by radar and/or funnel cloud or tornado spotted. Also includes waterspout moving onshore. Persons in the affected area should seek

safe shelter immediately. Tornado Warnings can be issued without a Tornado Watch being already in effect; they are usually issued for a duration of around 30 minutes.

Tornadoes are quantified using the Enhanced Fujita (EF) Scale to provide a “rating” based on estimated winds and related damage; see Table B-17-2 below.

Table B-17-2: Enhanced Fujita Scale

EF Rating	3-Second Wind Gust (MPH)
0	65-85
1	86-110
2	111-135
3	136-165
4	166-200
5	Over 200

Alerts

Many buildings on University property have one or more National Oceanic and Atmospheric Administration (NOAA) Weather/All-Hazard Alert Radio(s). The National Weather Service (NWS), in cooperation with the LU Department of Emergency Management & Community Engagement (EMCE), issues alert for weather events and civil emergencies that are broadcast over these devices. NOAA radios serve as a reliable early warning system that provides critical information necessary to protect life and property in a timely manner. Therefore, these radios should be placed in area(s) where they can be monitored by personnel during University/facility operating hours. The radios should have 3-AA battery backup and should be left in the active mode with volume high enough so that alert notifications will be heard.

- The NOAA radio should be set for the Lynchburg transmitter, frequency 162.550, Call sign WXL92. Service to a county depends on reliable signal reception, which typically extends in about a 40 mile radius from the transmitter, assuming level terrain. The weather radio button should be in the “on” position, if equipped.
- Additionally, if not already pre-programmed, the radios can select Specific Area Message Encoding (SAME) codes. The following SAME codes are recommended for LU radios. A full listing of SAME codes can be viewed at <https://www.jlab.org/intralab/emergency/NOAA%20Wx%20Radio%20SAME%20Codes.pdf>. If assistance is needed in configuring the radio settings, contact EMCE.

Table B-17-3: NOAA Weather/All-Hazard Alert Radio Localities and Associated SAME Code Numbers

City/County	SAME Code Number
Bedford	051019
Bedford (city)	051515
Buckingham	051029
Campbell	051031
Charlotte	051037
Halifax	051083
Lexington (city)	051678
Lynchburg (city)	051680

Prince Edward	051147
Rockbridge	051163

Preparedness

- Departments should develop and/or review Building Emergency Action Plan(s) (EAP) and train staff for emergency responsibilities prior to an incident/emergency/event.
- As per EAP guidelines, each building should designate a Building Emergency Coordinator (BEC).
- As part of the EAP, designated Internal Assembly Area(s) (IAA) should be selected and shared with key personnel in each building.
- In the case of an incident the BEC should have a pre-packed container holding essential documentation and a personnel roster. Other suggested kit items include a first aid kit, flashlight and batteries, safety vest, work gloves, etc.
- NOAA Weather/All-Hazard Alert Radios, if available, should be plugged in, turned on, and equipped with 3-AA battery backup.

Response Procedures for Severe Thunderstorm/Tornado Watch

- Upon notification of a Severe Thunderstorm/Tornado Watch being issued for the area, the LU Manager of EMCE will notify all key stakeholders as appropriate.
- As applicable, BECs or designated personnel will ensure the NOAA Weather/All-Hazard Alert Radio is properly set and monitored.
- Other radios and communication devices should be checked to ensure they are charged and operable if needed.
- Information regarding the Severe Thunderstorm/Tornado Watch should be disseminated to individuals on campus to remain alert for the duration of the Watch. This is achieved through use of the University website, campus email, social media, and other channels to include the University's LU Alerts, System if appropriate.
- Normal campus activities should continue with campus officials remaining alert for approaching storms by monitoring the NOAA radio, local radio, NWS Blacksburg Forecast Office website at <https://www.weather.gov/rnk/>, and television broadcasts as well as by observing the weather conditions as they change.

Response Procedures for Tornado Warning

- Upon notification of a Tornado Warning being issued for an area that includes a portion of an LU property, or reports of a tornado being observed in the immediate area, notification will be provided as appropriate via the LU Alerts, with activated channels to include SMS text messaging, campus email, desktop and digital signage override, outdoor loudspeakers, the University website, and other methods as needed. The EMCE Communications will provide notice to all on-duty patrol units, who may employ vehicle-borne public address notification capability as needed.
- Upon receipt of such notification, BEC, Floor Monitors, and other designated staff will direct all occupants to proceed to IAAs, or other designated areas in each building (*for more information, see Support Annex 4: Shelter-In-Place*). If time permits, windows and doors should be closed and latched. To permit individuals who may be outside to take shelter inside buildings, exterior doors should not be locked.
- Students, faculty, staff, visitors, contractors, and all other personnel should shelter-in-place in an interior area with substantial construction (cinder block or concrete walls are

preferred) as quickly and safely as possible. Individuals in out-buildings, modular, portable, or shed-type structures should seek shelter in the main campus buildings, or follow designated tornado sheltering procedures for their location.

- Upon passage of the severe weather, key University personnel including, but not limited to, the LU Manager of EMCE or designee, Vice President (VP) of Security & Public Safety or designee, Senior Vice President (SVP) of University Communications or designee, members of the Safety and Security Policy Committee (SSPC) and others as required may convene (if needed) physically or virtually in a designated location and assess the nature and extent of any damage sustained by the campus.
 - A rapid assessment for life-threatening conditions may be made before releasing building occupants from their safe shelter areas. If any such conditions are identified, the affected area will be secured by the Liberty University Police Department (LUPD) and personnel will be directed away from the area.
 - Emergency conditions requiring external first-responder support (e.g., fire, personnel injuries, exposed power lines, hazardous material (HAZMAT) releases beyond internal response capability, etc.) resulting from the severe weather will be reported directly to the local authorities by calling 911 or 434-592-3911.
 - A more thorough initial damage assessment will be conducted in coordination with the SVP of Campus Facilities and Transportation or designee to identify repairs necessary to facilities and systems before normal operations can be resumed.
 - The VP of Security & Public Safety will give continual updates of assessment and operations will be communicated to the University President and other stakeholders as necessary.

Post-Severe Weather/Tornado Response

- Following a severe weather or a tornado all personnel should continue to shelter-in-place until an agreed-upon all clear signal has been delivered. During the shelter-in-place period all BECs should conduct accountability assessment to identify who is present and safe.
- Following the all clear signal an immediate damage assessment should be conducted by Facilities Management (FM) personnel with the assistance of LUPD, local first responders, and other staff and agencies, as necessary.
- Damage assessment information should be used to identify the locations for the use of a search and rescue procedure(s) to conduct their operations. Priority of operations resources should go to finding and treating lost and injured individuals.
- Access to damaged buildings should be controlled and limited to first responder personnel only. The debris removal process can be conducted, beginning with the safe rescue of trapped personnel, with priority going to the first aid of the injured.
- Inspection of buildings can be done to further the assessment process with declaration for debris removal and repair/demolition classification. Access monitoring should continue until buildings are safe.

ROLES AND RESPONSIBILITIES

President of Liberty University, or Designee

- Provide strategic policy direction as applicable to the situation at hand.

Chief Finance Officer, or Designee

- Assign budget codes for use under emergency conditions to track disaster expenses.

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Severe Weather/Tornado

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- Provide cost accounting procedures and operations of disaster related expenses.
- Coordinate procurement assistance to the LU EOC as needed for emergency purchases and LU EOC operations.

Vice President of Security & Public Safety, or Designee

- Coordinate with the LUPD Chief of Police who will:
 - Serve as liaison officer for all law enforcement agencies involved in University response operations.
 - Provide damage assessment support as requested.
 - Coordinate additional security as necessary.
 - Coordinate with Local and State law enforcement agencies, through local Emergency Operations Centers (EOCs) for reentry of LU personnel as needed.

Senior Vice President of University Communications, or Designee

- Coordinate public information messages with State and Local EOCs to ensure LU's message is consistent with the regional message.
- Provide media information concerning personal safety, University operating status, etc.

Chief Information Officer and Vice President of Analytics, or Designee

- Coordinate damage assessment of IT infrastructure.
- Facilitate transition of data access and storage to disaster recovery sites, as needed.
- Coordinate telecommunications and internet services at the LU EOC, as needed.

Director of Environmental Health & Safety, or Designee

- Provide response and assessment for potential or actual HAZMAT releases, as requested.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Coordinate damage assessment of LU buildings and infrastructure.
- Coordinate contractor support as needed.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.

Emergency Manager, or Designee

- Serve as or appoint an LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate with State and Local EOCs to ensure that LU's actions are consistent with regional and State actions.

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Incident Annex 18: Inclement Weather Plan

PURPOSE

The purpose of this annex is to guide implementation of the Liberty University's (LU) emergency functions and coordination with local and other emergency services responders in the event of a threat or occurrence of a winter storm that impacts one of LU's campuses.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter winter storms at any LU facility located within the Lynchburg, Virginia (VA) region. It is designed to familiarize University employees and students with procedures before, during, and after a winter storm.

SITUATION

LU is routinely subject to winter storm conditions to include snow, ice, freezing rain, and extreme cold and wind. The University has personnel and equipment to handle winter weather events and enlists contractor support as necessary to assist with snow removal. The University is not responsible for clearing roadway surfaces of snow/ice adjacent to any of its campuses—this function is performed by respective City of Lynchburg's Departments of Public Works.

PLANNING ASSUMPTIONS

- As with any emergency, there is the potential for loss of life due to extreme conditions and un-foreseeable events.
- Winter storms has impacted the area several times in the past few years and have resulted in a variety of impacts including hazardous driving conditions, power outages, storm generated debris, road blockages and damage to critical infrastructure.
- Winter storms can dramatically hinder the ability of public safety resources to respond to calls for service.
- Extended power outages coupled with below freezing temperatures will likely force students to seek alternative shelter or heating options.

CONCEPT OF OPERATIONS

Table-: National Weather Service Definitions

National Weather Service Definitions	
Winter Weather Advisory	Issued when 1"-2" snow, 0.25"-1" sleet, and/or any ice accretion on sidewalks/roadways is expected
Winter Storm Watch	Issued when there is a potential for heavy snow or significant ice accumulations, usually at least 24 to 36 hours in advance.
Winter Storm Warning	Issued when a winter storm is producing or is forecast to produce heavy snow (4" per 24 hours or 3" per 12 hours), sleet (1"+) or significant ice accumulations (1/4"+).

Blizzard Warning	Issued for winter storms with sustained wind or frequent gusts of ≥ 35 mph with considerable blowing/drifts of snow/falling snow that frequently reduces visibility to 1/4 of a mile or less. These conditions are expected to prevail for >3 hours.
Wind Chill Advisory	Issued when the wind chill is expected to be $\leq 0^{\circ}\text{F}$
Wind Chill Warning	Issued when the wind chill is expected to be $\leq -15^{\circ}\text{F}$

Preparedness

- Planning, training, and exercises should be conducted as appropriate.
- Departments with snow/ice removal responsibilities should check/test/train on equipment.
- Departments with snow/ice removal responsibilities should ensure sufficient consumables are on-hand (salt, sand, abrasives, brine, fuel, etc.).
- Planning/coordination meetings should be held in advance of pending winter weather events to anticipate impacts and determine the need to close or alter University operations.
- Vehicles, equipment, and personnel should be readied for extended operations. This can include parking/staging vehicles in parking garages, checking, and staging equipment, reserving hotel rooms, and implementing adjusted work schedules or teleworking plans.

Response

- Alterations to the University's normal operating schedule should be made as early as possible to allow time for notification and preparation.
- Alterations to the University's normal operating schedule will be made by the LU President under the advisement of the Vice President (VP) of Security & Public Safety, LU Police Department (LUPD) Chief of Police, the Executive VP of Human Resources, and the Provost and Chief Academic Officer.
- Alternate instructional delivery methods should be enacted, as necessary (*for more information, see Emergency Support Function 18: Academics*).
- Departments with snow/ice removal responsibilities should implement their plans as appropriate. Status information should be shared with the LU Manager of Emergency Management & Community Engagement (EMCE) or designee for coordination and dissemination to applicable stakeholders.

ROLES AND RESPONSIBILITIES

Vice President of Security & Public Safety, or Designee

- Provide strategic policy direction as applicable to the situation at hand.
- Provide situational awareness and response/recovery status to the University President.

Executive Director of the Office of Residence Life, or Designee

- Issue alerts and updates to the University Resident Directors.
- Communicates with LUPD Command for relocation procedures.

Provost and Chief Academic Officer, or Designee

- Provide facility status information to the University President and other stakeholders to assist in operational decision-making.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Implement snow/ice removal plans and procedures.
- Activate contractor support as needed.
- Coordinates with all facilities and maintenance groups in a power outage incident
- Implement placement of heaters if needed.
- Implement snow/ice removal plans and procedures.
- Activate contractor support as needed.
- Support LUPD and Resident Housing with the transportation of the LU Community to designated areas
- Activate contractor support as needed.

Vice President of Auxiliary Services, or Designee

- Coordinate with Executive Director of Residential Life for food and beverage distribution.
- Activate contractor or vendor support as needed.

Emergency Manager, or Designee

- Monitor weather conditions and issue periodic updates and situation reports, as needed.
- Assist with obtaining resources and coordinating with localities.
- Conduct physical or virtual coordination meetings for planning and situational awareness purposes.

Attachment A:

CITY OF LYNCHBURG

Liberty University's Main Campus is located adjacent to a series of primary and secondary snow removal routes. Current snow removal route mapping/descriptions are available at <https://www.lynchburgva.gov/news/update-public-works-crews-continue-snow-removal-operations>

Primary Routes Adjacent to Main Campus

- Wards Road to the Liberty University Drive Tunnel
- Candler's Mountain Road to Regents Parkway
- Candler's Mountain Road to University Boulevard
- Highway 460 Westbound to University Boulevard

Secondary Routes Adjacent to Main Campus

- Wards Road and Liberty Mountain Drive
- Liberty View Lane to Liberty Mountain Drive
- 460 Eastbound to Liberty Mountain Drive
- 460 Eastbound to Candler's Mountain Road
- Candler's Mountain Road to Liberty Mountain Drive
- Odd Fellows Road to Liberty Mountain Drive

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Incident Annex 19: Search and Rescue – Liberty Mountain

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Incident Annex 20: Transportation Disaster

PURPOSE

The purpose of this annex is to guide implementation of Liberty University's (LU) Emergency Support Functions (ESFs) and coordination with local and other emergency services responders in the event of a transportation disaster that impacts LU's property.

SCOPE

This annex applies to all LU faculty/staff/students/visitors/contractors that may encounter an aviation, rail, and/or vehicular disaster at any LU property. It is designated to familiarize University employees and students with procedures to be taken before, during, and after the threat or impact of a transportation disaster.

Among the operations that will probably need to occur simultaneously in response to a transportation disaster include, but are not limited to:

- Saving the lives of victims in the immediate aftermath.
- Transporting, triaging, and treating survivors.
- Finding and processing any fatalities.
- Conducting firefighting and Hazardous Materials (HAZMAT) response.
- Search and Rescue (either for the aircraft/rail/vehicle itself, or the adjacent structures impacted at the site).
- Restoring the possible destruction of key infrastructure and facilities.
- Providing information to the affected family members, the University community, and possibly the public.
- Preserving the integrity of the incident site for forensic investigations.
- Controlling access to the impacted area and providing security.
- Providing human needs assistance, such as temporary housing, food, and counseling to survivors, affected family members, and the University community.
- Processing and disposing of debris.

Depending on the size, location, and other circumstances of the incident, virtually every ESF may need to be activated in response for the short and the long-term. Depending on the type, size, or location, a transportation disaster could exceed the capabilities of LU and necessitate support and assistance from Local, State, and/or Federal organizations.

SITUATION

A minor transportation accident on or near LU property could involve damaged property, vehicle disruption, personal injuries or death, and concerns about hazardous cargo. A major transportation disaster could include massive wreckage, damage to property, injuries and death, and the uncontrolled release of Hazardous Materials (HAZMAT).

PLANNING ASSUMPTIONS

This section describes and sets forth the assumptions utilized to prepare this annex and are as follows:

- A transportation disaster can occur anywhere on LU Property, or nearby requiring a response from University resources.
- There may be no warning or pre-incident preparation time.
- The first responders or LUPD dispatch will notify the Emergency Operations Center (EOC) soon after the occurrence or upon discovery of the incident.
- The resources and/or expertise of LU Departments could quickly be depleted by a response to a major transportation disaster and its consequences. Use of Local, State, and/or Federal resources must be anticipated.
- All response agencies and organizations will establish and participate in a unified command structure at or near the scene. The LU EOC will be activated and staffed if indicated by the size or scope of the incident.
- The following State and Federal agencies may participate in the response, and assume the lead for any of the forensic investigations into the disaster:
 - Federal Bureau of Investigations (FBI),
 - Federal Aviation Administration (FAA),
 - National Transportation Safety Board (NTSB),
 - Federal Railroad Administration (FRA),
 - Department of Transportation (DOT),
 - Virginia Department of Transportation (VDOT),
 - Federal Transit Administration (FTS),
 - Federal Highway Administration (FHWA),
 - Federal Motor Carrier Safety Administration (FHWA),
 - Occupational Safety and Health Administration (OSHA),
 - Virginia Occupational Safety and Health Administration (VOSH)
 - Virginia State Police (VSP)
 - Lynchburg Police Department (LPD)
 - Lynchburg Fire Department (LFD)
 - Lynchburg Sheriff's Office (LSO)
 - Campbell County Sheriff's Office (CCSO)
 - Bedford County Sheriff's Office (BCSO)
 - Amherst County Sheriff's Office (ACSO)
- All LU departments with statutory authority for response to a transportation disaster, or the geographic location in which it occurs, will participate in, and cooperate with the unified command structure established by the responding local jurisdiction.
- A transportation disaster will result in the timely activation of the LU Crisis and Emergency Management Plan (CEMP).
- This annex assumes the resources and procedures for such related operations as HAZMAT response, mass casualty incident management, law enforcement, search and rescue, etc., will be in place to be utilized when needed during a transportation disaster.
- The accident scene will include casualties, either injuries, or fatalities.
- The accident scene may include public and private structures in the damage swath.
- The transportation disaster may impact key infrastructure and facilities and compromise their use for their intended purpose or interrupt key services.
- Extensive media interest in the transportation disaster will necessitate media management operations and resources.
- That a significant fire threat and HAZMAT incident will also be present at the scene.
- Management of response to a transportation disaster will be guided by the following:
 - Preserving life or minimizing risk to health.
 - Finding, rescuing, decontaminating, transporting, and treating survivors (both from the aircraft/rail/vehicle as well as in structures impacted by the accident).

- Finding and processing any fatalities.
- Preventing and/or suppressing any fire or life safety/health issues caused by the presence of HAZMAT on scene.
- Controlling public access to the scene to ensure unauthorized personnel do not impede response operations, subject themselves to undue danger, or tamper with any evidence and personal items of the victims.
- Preserving the accident site for subsequent forensic investigations.
- Releasing emergency public information that ensures adequate and accurate communications to the University community and public.
- Restoring essential services for any impacted key infrastructure and facilities.
- Conducting site restoration.
- Providing human needs assistance, such as temporary housing, food, and counseling to survivors, affected family members, and the University community.
- Processing and disposing of debris.

CONCEPT OF OPERATIONS

The concept of operations incorporated into this annex reflects the collaborative efforts of all Local, State, and Federal agencies involved in responding to any transportation disaster. Any response to a transportation disaster will use a Unified Command (UC). This section first describes the response organization available to manage a transportation disaster response, and secondly, the concept of operations to be used by LU for managing this type of event.

Federal Response

- The FBI will lead a preliminary investigation to determine whether the incident is an accident, or crime related.
- If the transportation disaster is an aviation or rail incident, FAA or FRA will lead efforts to perform the forensic investigation into the causes of the accident, in coordination with the NTSB.
- The Department of Defense and its appropriate military branches (Air Force, Army, and Navy) will assume the lead responsibilities for all military aircraft, rail, or vehicle respectively. Once the military response personnel arrive at the accident site, their On-Scene Commander assumes responsibility of all on-scene activities. Upon arrival, the On-Scene Commander will assess the situation and implement the appropriate military response.

Other Participants in the Response

It is possible that the nature of an event could necessitate other non-government participants in the emergency response organization. Examples that may need to be considered include the following:

- Owners or operators of the properties on which the accident site is in which the event is occurring.
- Owners or operators of any civilian aviation, rail, and/or vehicle involved in the incident.
- Potentially the manufacturer of the aviation, rail, and/or vehicle involved in the incident.
- Rental agents or contractors providing vehicles, equipment, or supplies involved in the response.

These organizations or officials may become participants in the UC and/or have liaison personnel deployed to the LU EOC.

ROLES AND RESPONSIBILITIES**President of Liberty University, or Designee**

- Chair the Safety and Security Policy Committee (SSPC).
- Provide strategic policy direction as applicable to the situation at hand.

Chief Financial Officer, or Designee

- Assign budget codes for use under emergency conditions to track disaster expenses.
- Provide cost accounting procedures and operations of disaster related expenses.
- Coordinate procurement assistance to the LU EOC as needed for emergency purchases and LU EOC operations.
- If applicable, provide situational awareness and response/recovery status to the University President.

Vice President of Security & Public Safety, or Designee

- Coordinate with the LUPD Chief of Police who will:
 - Delegate overall public safety response to the incident, including facilitating building evacuation, proper stand-off distance, and follow-up investigation, as necessary.
 - Serve as liaison officer for all law enforcement agencies involved in University response operations.
 - Provide damage assessment support as requested.
 - Coordinate additional security as necessary.
 - Coordinate with Local and State law enforcement agencies, through Local EOCs for reentry of LU personnel as needed.

Senior Vice President of University Communications, or Designee

- In coordination with on-scene responders and LU Security & Public Safety personnel, send initial and recurrent messaging via the LU Alerts Emergency Notification System.
- Coordinate public information messages with State and Local EOCs to ensure LU's message is consistent with the regional message.
- Provide media information concerning personal safety, University operating status, etc.

Chief Information Officer and Vice President of Analytics, or Designee

- Coordinate damage assessment of IT infrastructure.
- Facilitate transition of data access and storage to disaster recovery sites, as needed.
- Coordinate telecommunications and internet services at the LU EOC, as needed.

Director of Environmental Health & Safety, or Designee

- Provide response and assessment for potential or actual hazardous materials release, as requested.

Senior Vice President of Campus Facilities and Transportation, or Designee

- Provide resources and assets needed to support incident response, as appropriate.
- Coordinate damage assessment of LU buildings and infrastructure.
- Coordinate contractor support as needed.
- Act as, or appoint a Damage Assessment Officer, with tasks to include:
 - Coordinate and direct all damage assessment activities and compile consolidated information.
 - Provide all damage assessment information to the activated incident management structure.
 - Request and utilize resources sufficient to conduct an assessment within the time parameters established.
 - Ensure a standard reporting format is used when communicating information.

Emergency Manager or Designee

- Serve as or appoint an LU EOC Manager.
- Provide situational awareness and coordination support to all applicable University and external stakeholders.
- Coordinate with State and Local EOCs to ensure that LU's actions are consistent with regional and State actions.

Attachment A:

National Transportation Safety Board

How to support the NTSB



Responding to a transportation accident
A guide for police & public safety personnel
SPC-20-01

Wreckage documentation

- ☐ Obtain the aircraft registration number (N number); name of the vessel, truck, bus or pipeline operator, or railroad company; and any other uniquely identifying information.
- ☐ Photograph or video overall accident scene starting at the initial point of impact (if possible).
 - Include equipment such as locomotives, cockpit, or operator's controls.
 - Include scar marks made by the aircraft, vehicle, train, pipeline, or vessel.
- ☐ Secure any unsecured electronic data or video recorders that may have dislodged in the accident.
- ☐ If available, provide UAS video and images of the accident site.



Injured/fatalities

- ☐ Gather patient transport information from EMS to account for all injured victims.
- ☐ Coordinate with the NTSB before documenting and recovering fatally injured victims.
- ☐ If the NTSB is not available, document the following before recovering victims:
 - the original position of the remains,
 - use/condition of restraint systems,
 - use/condition of lifesaving equipment,
 - any intentional or accidental manipulation of the wreckage, vessel control panels, or machinery during the recovery process.
- ☐ Collect names and contact information for all people involved in the accident.

Witness documentation

- ☐ Obtain each witnesses' name, address, email address, and phone number.
- ☐ Determine the location of the witness relative to the accident site.
- ☐ Record description of what they observed or heard.
- ☐ Identify the name of the person reporting the accident (from 911 recordings).
- ☐ Identify and secure any video from security cameras.
- ☐ Secure any cell phones or other recording devices belonging to victims found at the accident scene.



Media relations

- ☐ Only the NTSB can release investigative information and updates about its safety investigations.
- ☐ PIOs for public safety agencies can speak to their agency's role in the emergency response to the accident.
- ☐ Media inquiries about the NTSB's investigation of the accident should be referred to NTSB Media Relations at 202-314-6100.
- ☐ The NTSB will not release names of crew members, passengers, or other victims associated with an accident.



Contact us
To report an incident/accident or if you are a public safety agency with any questions, please call **844-373-9922** to speak to a Watch Officer at the NTSB Response Operations Center (ROC) in Washington, DC.

NTSB | National Transportation Safety Board

TRANSPORTATION DISASTER ASSISTANCE
Accident survivors and their family members are encouraged to contact the NTSB Transportation Disaster Assistance (TDA) Division for information about the NTSB investigation by calling 800-683-9369 or sending an email to assistance@ntsb.gov.



NTSB
National Transportation Safety Board
490 L'Enfant Plaza East, SW
Washington, DC 20594
www.ntsbgov

[www.twitter.com/ntsb](https://twitter.com/ntsb)
www.instagram.com/ntsbgov
www.facebook.com/ntsbgov
www.youtube.com/user/ntsbgov
www.flickr.com/ntsb

Source: NTSB.gov

What is the NTSB?

The National Transportation Safety Board (NTSB) is an **independent federal agency that investigates accidents** to determine their probable cause, examine safety issues, and devise recommendations to prevent the occurrence of similar accidents in the future.



Responding to a transportation accident


A guide for police and public safety personnel

NTSB investigators employ procedures similar to those used by law enforcement. NTSB safety investigations are independent of police investigations. When criminal and safety investigations occur at the same time, the NTSB strives not to interfere with police activities.

The NTSB will defer to law enforcement agencies upon the discovery of evidence of criminal intent.


Air carrier operators must notify commercial and chartered airlines aviation accidents to the NTSB. See 49 CFR 830.5. The carrier will coordinate directly with NTSB investigators.

To report an incident/accident, call 844-373-9922 to speak to a Watch Officer at the NTSB Response Operations Center (ROC) in Washington, DC.



Potential hazards at an accident scene

Potentially dangerous materials that may be present at an accident scene, include but are not limited to, biohazards, toxic chemicals, pressurized objects (oxygen systems, hydraulic systems, accumulators, tires, airbag systems, evacuation chutes), chemicals/fluids (fuel, oil, hydraulic fluids, battery acid, and other oxidizers), fire bottles/extinguishers, flares, ballistic recovery systems (such as, airframe parachutes), radioactive materials, explosives, railroad high voltage third rails, and overhead railroad wires.



Who's allowed on scene

Before NTSB arrival, restrict scene access to authorized personnel:

- ☐ Police/Fire/EMS
- ☐ Medical examiner/Coroner
- ☐ State/federal OSHA
- ☐ Other emergency services agencies

Aviation accidents

- ☐ Federal Aviation Administration (FAA)
- ☐ Air carriers/operators will notify/coordinate with the NTSB concerning airplane
- ☐ Airports may call NTSB at 844-373-9922 for questions about airplane movement

Rail/transit accidents

- ☐ Federal Railroad Administration (FRA)
- ☐ Federal Transit Administration (FTA)
- ☐ State safety oversight agency


Marine accidents

- ☐ US Coast Guard
- ☐ State or local waterway or harbor police

Pipeline and hazardous materials accidents

- ☐ Pipeline and Hazards Materials Safety Agency (PHMSA)
- ☐ State pipeline regulator

Upon the arrival of the NTSB, scene access should be coordinated with the NTSB and local law enforcement.



Protect life, property, and evidence

- ☐ **Establish** a security perimeter around the accident scene.
- ☐ **Allow** public safety personnel access to preserve life, recover the fatally injured, and stabilize hazardous materials.
- ☐ **Prevent** disturbance of the accident scene and the wreckage.
- ☐ **Protect** and preserve ground scars and marks made by the aircraft, vehicle, train, vessel, or pipeline, as well as other physical evidence related to the accident.
- ☐ **Document** and photograph evidence before allowing entry into or adjacent to the accident location. Mark possible evidence for analysis by the NTSB investigators upon arrival.
- ☐ **Remove** highway vehicles to a secure location, and ensure that recovery operations do not alter critical precrash adjustments, such as airbrake settings.
- ☐ **Maintain a record of personnel who enter the accident scene.**
- ☐ **If possible, document emergency services and response activities in the incident, including the time at which an activity occurred.**

Upon completion of first responder and life safety activities:

- ☒ Secure scene and preserve evidence
- ☒ Contact the NTSB at 844-373-9922

Source: NTSB.gov

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Liberty University

Crisis and Emergency Management Plan Support Annexes (Annex C)



October 2021

Liberty University
Department of Emergency Management & Community Engagement
1971 University Boulevard
Lynchburg, VA 24515
434-592-7674
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Support Annex 1: Emergency Notification System

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Support Annex 2: Evacuation Procedures

BUILDING EVACUATIONS

All building occupants are required to exit the building when the fire alarm sounds.

If a building is evacuated in response to a fire or similar emergency, all personnel are to report to a pre-designated Emergency Assembly Area (EAA). Each Liberty University (LU) property has one or more pre-designated EAAs where evacuating individuals will report in order to provide the necessary distance from the building hazard, establish and verify accountability, and provide communications as the situation develops. There are several objectives to a safe and orderly evacuation and return including:

- The evacuation of University buildings in a safe and efficient manner;
- The provision of assistance to persons with disabilities;
- Quick and safe movement to the designated EAAs;
- Accounting for all students, faculty, staff, and, to the extent possible, visitors;
- Integrating and coordinating the communications and service efforts of LU staff with those of the first responders;
- Assuring vertical and horizontal communications; and
- Returning the University location to service in a responsible and timely manner.

Due to the transient population in most University buildings, emphasis is placed in the exodus of persons from the building rather than absolute accountability once outside the building. In other words, buildings with large transient or student populations should have designated floor monitors whose responsibility is to conduct sweeps of areas while exiting the building. The practicality of absolute accountability in buildings with large transient populations is understandably challenging. Floor monitors should never place themselves in unnecessary danger to conduct sweeps.

Each building should determine pre-designated EAAs. EAAs will not be common for the entire building, but all will be at least 50 feet away in a clear, hazard-free location. Departments within the building should base EAA locations on proximity of exits to the department's location within the facility. The primary EAA will be the assumed evacuation place unless otherwise decided during the evacuation. The secondary EAA will be used if the first impedes emergency responders, is in a dangerous area, or is otherwise undesirable based on the incident/emergency/event. Pre-designated EAAs for each building are detailed in Building Emergency Action Plans (EAPs) (*see Figure 1 for an EAA example for the Residential Commons 01 campus housing*).

Evacuation Procedures

- For a fire evacuation, today's building fire suppression systems make it likely an evacuation may be for only one building rather than all buildings at the same time. However, threats of bombs or other hazards may require evacuation of all LU buildings in the location of the threat or hazard. Everyone should be familiar with the closest fire extinguishers, fire alarm pull stations, and exits from the spaces they occupy.
- When a fire alarm is activated or an evacuation order for a building is given, the evacuation will be accomplished in a safe and orderly manner. All occupants will exit the building through the nearest available exit.

- Remain calm. Stop what you are doing and do not rush or panic.
- Gather personal belongings if it is safe to do so. It is especially important to take prescription medications, glasses, and keys when evacuating.
- Close (do not lock) doors and windows as you exit.
- Use the nearest safe stairway (do not use elevators) and proceed to the nearest exit determined in your Building EAP.
- Proceed to the pre-designated EAA and report to the roll taker (if available).
- Await instructions from emergency responders and/or the Building Emergency Coordinator (BEC).
- Do not re-enter the building unless authorized by emergency responders.
- All building/floor monitors should be aware of persons with disabilities and make appropriate efforts to ensure their safe evacuation from the building.
- Runners will be used to communicate in the event electronic communication devices fail and to assist the EAA monitors with collecting information from the building/floor monitors, faculty, and supervisors.
- During evening hours or other times when no administrator is on site, responding Liberty University Police Department (LUPD) personnel or other designees will verify evacuation.
- Faculty and staff will secure all computers as time permits, take backup materials (e.g., computer storage media and laptops), and assemble in the designated assembly areas.

Building Emergency Coordinator/Floor Monitor Procedures and Responsibilities

- Floor monitors and runners will be notified of an emergency by activation of the fire alarm, LU Alerts, e-mail, or verbal communication from LUPD personnel, Facilities Management (FM) staff, or any other University official.
- EAA monitors will don their identification vests (if equipped) and proceed to their assigned EAAs to act as visual markers of the area to which evacuees are to proceed.
- Building/floor monitors will don their identification vests (if equipped) or otherwise make their presence known and proceed through their assigned buildings, directing students, faculty, and staff to take only personal belongings (e.g., phones, car keys, backpacks, coats, books, etc.) and depart via the evacuation route to the designated EAA. Monitors are instructed to take note of unusual occurrences or non-compliance of personnel to evacuate. If persons refuse to exit, emergency responders and the BEC should be notified once outside the building.
- Before exiting the assigned area, building/floor monitors will, if safe to do so, check restrooms, classrooms, labs, conference rooms, and offices to confirm that all spaces are evacuated.
- Upon arrival at the EAA, building/floor monitors will receive reports from faculty and supervisors from their assigned area(s) and report to the EAA monitor any individuals that need assistance and remain within the building. Assembly Area monitors will use their Evacuation Accountability Form (found in the Building EAP) to document the reports received from the floor monitors.
- Building/floor monitors will provide a consolidated report of the status of evacuating their assigned area(s) to the EAA monitor.
- The EAA monitor will receive reports from the building/floor monitors and then submit a consolidated report to first responders and/or the established Incident Command (IC)/Unified Command (UC)/Emergency Operations Center (EOC) designated to manage the emergency. Monitors should report any pertinent emergency information to emergency responders and/or the BEC at the EAA/IAA.

Figure C-2-1: Emergency Assembly Area Example

Primary/Secondary Assembly Areas & Fire Hydrant Locations

EVACUATION OF PERSONS WITH DISABILITIES

The following guidelines apply to assisting persons with disabilities during an evacuation situation.

In all emergencies

- Evacuate persons with disabilities if possible.
- **DO NOT** use elevators unless authorized to do so by the fire department.
- Check on persons with disabilities during an evacuation. Verify that they have been notified of the emergency.
- Attempt a rescue **ONLY** if the person is in imminent danger and cannot wait for emergency responders.
- Always **ASK** a person with a disability how you can help before giving assistance. Ask how he/she can be best assisted or moved and whether there are any special considerations that you should be made aware.

Procedures for persons with a visual impairment

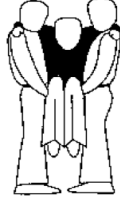
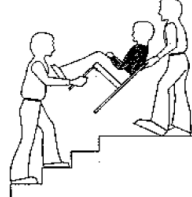
- Give verbal instructions to advise the safest route to evacuate. Use estimated distances and directional terms to assist the person.
- **DO NOT** automatically grasp a visually impaired person's arm. **ASK** if he/she desires assistance and offer to allow them to hold your arm while exiting.

Procedures for persons with a hearing impairment

- Get the person's attention by touch and eye contact. Clearly state the emergency and necessary next actions. Gestures and pointing are helpful but be prepared to write instructions.
- Offer visual instructions to advise the safest route or direction by pointing toward exits or evacuation maps.

Procedures for persons with a mobility impairment

- It may be necessary to help clear the exit route.
- If persons with mobility impairments cannot exit the building, they should move to safer locations such as Areas of Rescue Assistance (if applicable), stairwells, or rooms with closing doors away from the hazard.
- Notify emergency responders immediately about any persons remaining in the building with mobility impairments.
- If persons are in imminent danger, it may be necessary to carry them if safe to do so. Always **ASK** how best to move the person before trying any lifting assistance.

Figure C-2-2: Two-Handed Carry	Figure C-2-3: Seated Carry
	

CAMPUS EVACUATION

Large-scale evacuations will be implemented when a large segment or the entire campus must evacuate for a specific hazard.

Most large-scale evacuations will likely result in a high volume of personal vehicular traffic. These vehicles may be directed in a route that is different from the normal flow of campus traffic. However, there is a large population of the campus community that does not have immediate access to personal transportation. As a result, University and/or public transportation resources (e.g., buses and other accessible vehicles) may be utilized. Depending on the evacuation, it may be safer and faster for persons on campus to walk or bike to a designated nearby EAA to wait for further evacuation instructions.

Traffic on campus will be directed and controlled by respective mutual aid and jurisdictional Police and LUPD, as applicable. Off-campus traffic management will be controlled by the respective jurisdictional Police Department and will be directed away from campus similar to post-football game traffic control. Dependent upon the circumstances of the evacuation, contra-flow of traffic may be used to better execute large-scale evacuations.

Upon the issuance of the evacuation order, LUPD will:

- Utilize parking enforcement officers to assist vehicular traffic in exiting parking areas in a safe and timely manner.
- Continue intra-campus routes, if possible, to help get people to their vehicles.
- Alter transportation routes to outbound only.
- Limit reentry onto campus where possible.

Pedestrians who cannot return to their vehicles or do not have personal transportation will be routed to specific pickup locations out of the evacuation zone dependent on the type of hazard. The LU Department of Emergency Management & Community Engagement (EMCE) will work with LUPD, LU Transit Services, and other key operational units to coordinate bus transportation from these locations to a designated shelter location. This operation will be after the initial evacuation of campus and will not impede the potential use of buses for the initial evacuation. The locations of these pickup locations will be communicated to the University community through various media.

Depending on the sheltering location/distance from campus/duration (of operations other Virginia Institutions of Higher Education (IHEs), localities, the American Red Cross, or Volunteer Organizations Active in Disasters VOAD) may be utilized to coordinate sheltering and mass care operations if necessary. *For more information, see Incident Annex 10 – Hurricane/Tropical Storm/Nor'easter).*

Figure C-2-4: Lynchburg Evacuation Routes

Evacuation Routes

If officials order an evacuation for the Lynchburg area, use one of these designated routes. Become familiar with these routes and plan to leave early to avoid major traffic delays.

Interstates

64 East/West

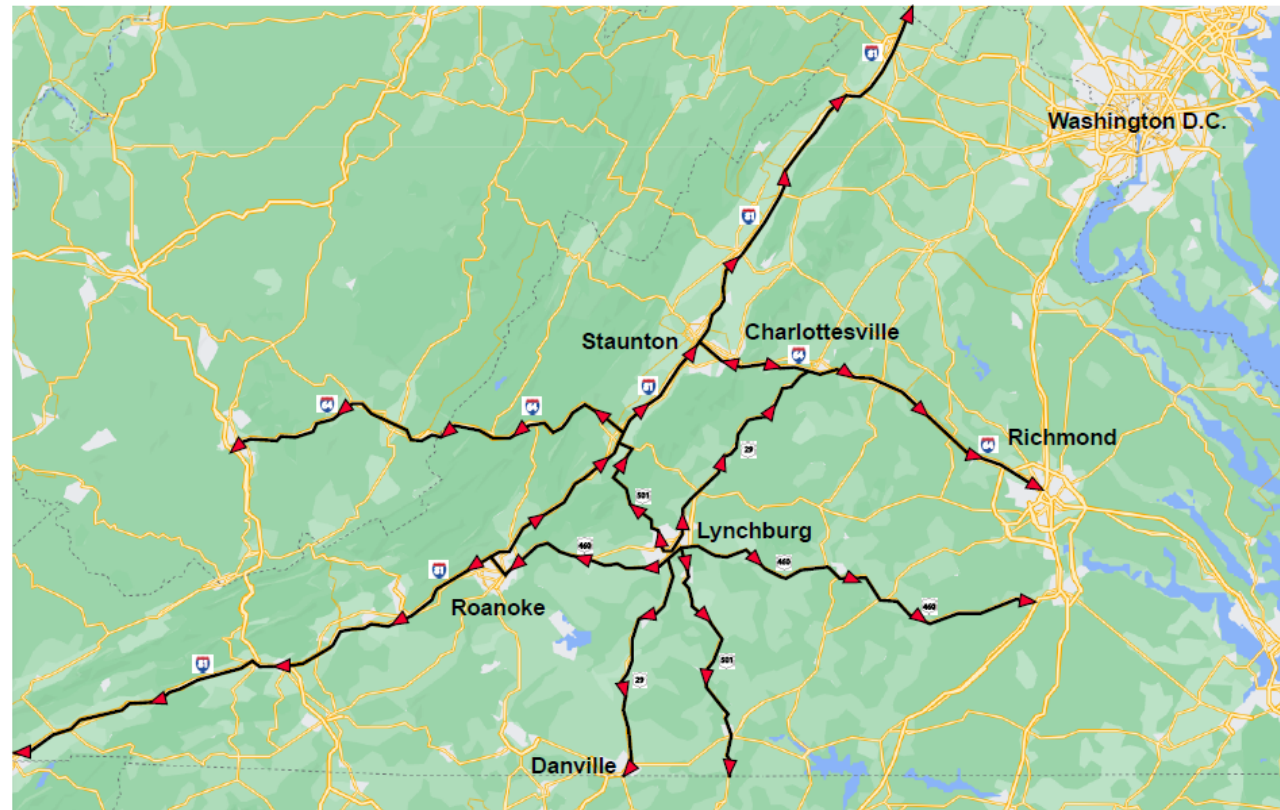
81 North/South

Routes

U.S. 29 Business North/South

U.S. 501 North/South

U.S. 460 East/West



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Support Annex 3: Run-Hide-Fight Procedures

The following procedures should be executed as closely as possible to the principles behind them. However, no plan is perfect in predicting what a particular situation may dictate. Certain contexts may warrant logical flexibilities to be applied in a crisis. The main goal is to keep as many people as possible safe for as long as possible until official emergency responders arrive and take control of the situation in the immediate area.

If you notice someone carrying a weapon, contact LUPD at 434-592-3911 immediately to report the incident. Provide them with a detailed description including clothing, ethnicity, and gender. LUPD will respond to confront the individual and determine the appropriate action.

In the event of a shooting

As soon as LUPD is aware of a threatening event, the LU community will be informed via public address systems, e-mail, and telephone.

If no announcement has been made, notify **LUPD at 434-592-3911** immediately while you are executing the following procedures.

Active shooter situations are unpredictable and evolve quickly. There is often no pattern or method to the selection of victims by an active shooter. Active shooter events are often over within 10-15 minutes; therefore, individuals must be prepared both mentally and physically to deal with an active shooter situation. LUPD advises three measures to take in the event of an active shooter:

What to Report:

- Your specific location – building name and office / room number.
- Number of people at your specific location.
- Injuries – number injured, types of injuries.
- Assailant(s) – location, number of suspects, race, gender, clothing description, physical features, types of weapon(s) (e.g., long gun or handgun), backpack shooter's identity if already known, separate explosions from gunfire, etc.

IMMEDIATE ACTION – RUN, HIDE, FIGHT!**RUN:**

If the shooter's location is known and the opportunity to escape is available, flee the area.

If there is an active shooter in your vicinity, leave your belongings behind and get out of the building through the nearest, safe exit. Help those who may need assistance evacuating keeping in mind that elevators may not be available.

- Have an escape plan in mind.
- If you are outside near the threat, find cover immediately!
- **DO NOT** pull the fire alarm to alert others of an active shooter.
- Keep your hands empty and visible and follow all instructions from Law Enforcement officials

HIDE:

If you are inside a building and the shooter(s) location is unknown, secure in place and deny access.

If evacuation is not possible, find a place to hide that is out of the shooters view and provides protection if shots are fired in your direction. Hiding areas should not trap or restrict your options for movement. Lock and barricade the door to restrict entry. Turn off lights, cover the window and keep quiet. Silence your cell phones but do not turn them off so that you can receive updates and alerts about the situation. Drywall is not thick enough to stop bullets, therefore, hide behind large objects, lie down on the floor, and stay as quiet as possible.

- Lock and barricade doors with heavy furniture.
- Stay away from doors or windows.
- Turn off lights.
- Block windows / close blinds.
- Turn off radios and computer monitors.
- Keep occupants & yourself calm, quiet & out of sight (take cover/protection from bullets by using concrete walls, heavy furniture, filing cabinets etc.).
- Silence **All** cell phones.
- Without jeopardizing safety, call LUPD at 434-592-3911 (if you cannot speak, leave the line open and allow the dispatcher to listen).

FIGHT:

As a last resort and only if your life is in immediate danger, defend yourself.

As a last resort, fight for your survival. **You must be committed to this action; once you start, it cannot be stopped.** At this point anyone legally armed under the University's Weapon's Policy may take any necessary, discretionary action as trained and allowed by law to defend him/herself and others. If you are unarmed, find weapons of opportunity such as a pen, purse, or chair.

- Work as a group if possible.
- Improvise weapons.
- Commit to your actions.

Concealed Carry Permit Holders

Liberty University has permits concealed carry permit holders to exercise their right of self-protection on Liberty's campus. This right is extended to concealed carry permit holders in their individual capacities and not as authorized representatives of Liberty University or any law enforcement agency. A weapon should never be openly carried on campus except while necessary for its lawful use. The concealed carry permit holder must exercise his or her individual discretion in determining whether the use of a weapon is lawful.

Concealed carry permit holders should only draw or brandish their weapon if lawfully permitted to do so, such as in response to an immediate threat to themselves or to others they have chosen to protect.

Once law enforcement arrives, it is **IMPERATIVE** that concealed carry permit holders immediately follow all law enforcement commands.

Un-Securing an Area:

- Consider risks before un-securing rooms.
- Remember, the shooter will not stop until he / she is engaged by an outside source.
- Attempts to rescue people should only be made if it can be accomplished without further endangering yourself or the people inside a secured area.
- If doubt exists for the safety of the individuals inside the room, the area should remain secured.

Treat the injured

Initial responding officers will not treat the injured or begin evacuation until the threat is neutralized and the area is secure.

- You may need to explain this to others to calm them.
- Once the threat is neutralized, officers will begin treatment and evacuation.

LUPD Dispatch will notify law enforcement and other emergency service (EMS) agencies—fire, rescue and send out campus alerts. EMS will respond to the site but will not be able to enter the area until it is secured by law enforcement. You may have to treat the injured as best you can until the area is secure. Remember basic first aid:

- For bleeding, apply pressure and elevate. Many items can be used for this purpose — e.g., clothing, paper towels, feminine hygiene products, newspapers, etc.
- Reassure those in the area that help will arrive — try to stay quiet and calm.

Evacuation

- Responding officers will establish safe corridors for persons to evacuate.
- This may be time consuming.
- Remain in secure areas until instructed otherwise.
- You may be instructed to keep your hands on your head.
- You may be searched.
- You may be escorted out of the building by law enforcement personnel; follow their directions.
- After evacuation, you may be taken to a staging or holding area for medical care, interviewing, counseling, etc.
- Once you have been evacuated, you will not be permitted to retrieve items or access the area until law enforcement releases the crime scene.

Law Enforcement Response:

- Objective is to immediately isolate / engage assailant(s).
- Evacuate victims.
- Facilitate follow-up medical care, interviews, counseling, etc.
- Investigation.

When LUPD and other Law Enforcement arrives, remain calm and follow the instructions that they give you. Keep your hands visible at all times and avoid pointing or yelling at officers.

If you are legally armed under the University's Weapon's Policy and come into contact with officers, remain calm and lay your weapon on the ground. Keep in mind that officers may arrive in regular uniforms, tactical uniforms, or plain clothes. The first priority for Law Enforcement is to eliminate the threat. They may not help with evacuation or injured until after the threat is eliminated.

Decision**Subsequent Procedures/Information**

The origin of the next threat cannot be predicted. Assaults in incidents across the nation have been students, employees, and nonstudents alike. In many cases, there were no obvious specific targets, and the victims were unaware that they were a target until attacked. Being aware of your surroundings, taking common sense precautions, and heeding any warning information can help protect you and other members of the community. Additional information available at:

<https://www.liberty.edu/police/emergency-information/>

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Support Annex 4: Shelter-In-Place Procedures

These procedures apply in situations where it is necessary to shelter-in-place in one or more buildings at a Liberty University (LU) location to aid in assuring life safety. Sheltering-in-place may occur in situations such as a severe thunderstorm, tornado, hazardous material release, civil unrest, etc. *Additional details regarding severe weather are described in Incident Annex 10: Hurricane/Tropical Storm/Nor'Easter; Incident Annex 12: Lightning; and Incident Annex 17: Severe weather/tornado. In the event of an active threat incident, refer to Incident Annex 1: Active Threat and Support Annex 3: Run-Hide-Fight.*

Shelter-In-Place is a method of providing protection from non-hostile environmental factors harmful to individuals. Depending on the type of event, shelter-in-place procedures may vary. For example, simply staying indoors and closing doors and windows to reduce the air intake will provide the basic protection from weather and some hazardous materials events. Remaining in place until inaccessible roadways are reopened or waiting until lightning storm passes are also applications of shelter-in-place. More protective actions may be required by other events, such as damage-causing winds and falling debris. Where and how we protect ourselves will be based on circumstances of the event and the time available to react.

In the event of an incident that may present a hazard to life safety if individuals are exposed, the University President or designee, Vice President of Security & Public Safety or designee, Emergency Manager or designee, Director of Environmental Health & Safety or designee, or other approved University official will direct a shelter-in-place response.

- If the hazard is imminent, such as a toxic gas release, the person identifying the emergency will direct that persons in the vicinity take shelter in a safe area and will then report the incident to the Liberty University Police Department (LUPD).
- LUPD, Facilities Management, and building/floor monitors will assist in coordinating the shelter-in-place response, directing students, employees, and visitors to safe areas.
- In general, persons directed to shelter-in-place should:
 - Stay inside the building (or get inside a building as quickly as possible);
 - Report to the designated Internal Assembly Area (IAA, *see Attachments A-F*) or go to a room or corridor where there are no windows and few doors, if possible;
 - Shut and lock all windows and doors (locking the door may provide a better seal on the door against chemicals), if time is available;
 - In the event of a chemical release, go to an above ground level of the building; some chemicals are heavier than air and may seep into basements even if windows are closed;
 - Turn off the heat, fans, air conditioning, or ventilation system, if local control of the systems is available; and
 - Drink bottled or otherwise stored water, not water from the tap.
- Circumstances permitting, individuals in out-buildings, modular, portable, or shed-type structures should seek shelter in the main campus buildings.
- In a high-wind event, evacuate rooms with windows, close the doors to those rooms, and move to the designated IAA or an interior space of the building, a basement, or stairwell to provide as much shielding from the wind and protection from flying debris.
- Individuals should crouch down close to the floor and cover their heads with their hands to minimize the risk from falling debris.

- Interior activities should be suspended until the threat passes, damage is assessed, and it is safe to resume indoor activities.
- Hazards may still exist outdoors including downed trees, power lines, structural damage to buildings, and blocked roadways.

Attachment A: LU Internal Assembly Areas

General Guidelines

Generally, the safest place to shelter-in-place is within a pre-designated IAA, or, if no designated area exists, interior centrally located rooms with visible support beams and no windows. The best rooms to assemble in are interior hallways, restrooms, offices, classrooms, and other spaces located in the center of a building. Avoid designating areas located in the outer wings of a building even if they meet other criteria. All personnel on the top floor should move down one floor and all other personnel should relocate to the central areas of a building if time permits.

Departments should refer to Emergency Action Plans (EAPs) for shelter-in-place guidance and IAA locations.

Administrative and Support Buildings

Administrative buildings have not only the daily personnel but also a large amount of student traffic going through them depending on the time of year. This should be taken into consideration when selecting an assembly area. For example, depending on the size of the building, Green Hall's interior main hallways, interior bathrooms, and interior larger class/meeting rooms would be appropriate.

Athletic Buildings

During severe weather or a tornado high ceiling rooms (e.g. gyms) with visible support beams should be avoided. Seek shelter in rooms with lower ceilings which offer more protection from a storm. Safe areas include interior hallways, restrooms and locker rooms, offices, classrooms, etc. For example, in the Liberty Football Center, sheltering is recommended for the Basement.

Academic Buildings

All general guidelines listed above should be met with there being an emphasis on selecting a location that is capable of sheltering all students and faculty/staff simultaneously. For example, DeMoss Hall has a substantial number of large classrooms, and each floor has central classrooms that could be ideal locations for assembly areas. Alternatively, the interior corridors/hallways and restrooms would be appropriate for sheltering.

Jerry Falwell Library

All open spaces in the Jerry Falwell Library (JFL) should be strongly avoided during a storm. The best course of action would be to follow all general guidelines above and avoiding any areas with large amounts of books. For example, the preferred locations to assemble inside the JFL would be the Basement and Terrace Levels, inside offices and classrooms with no glass, would be appropriate for sheltering.

Residence Halls

There are dozens of residential halls on the Lynchburg main campus, with several different layouts. These include several study areas and recreational areas, the majority of which will have windows. It is important to follow as close to the general guidelines as possible when designating

Annex C: Support Annex

Support Annex 4:

Shelter-In-Place Procedures

assembly areas. This will primarily be a central hallway and the enclosed stairwells of each building. To the extent possible, residents and staff should attempt to move to lower levels.

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Liberty University

Crisis and Emergency Management Plan: Attachments



October 2021

Liberty University
Department of Emergency Management & Community Engagement
1971 University Boulevard
Lynchburg, VA 24515
434-592-7674
luem@liberty.edu

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Liberty University

(Name of Building)

(Name of Department)

Building Emergency Action Plan (EAP)



(Month and Year)

Liberty University

(Building Name)

(Building Address)

Lynchburg, VA 24515 *(Change if different city/zip code)*

###-###-#### *(Office)*

(Insert email)

(Insert website)

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

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Security and Privacy Statement

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under *Code of Virginia* §2.2-3705.2. Accordingly, Liberty University is withholding this plan from full public disclosure. Refer any request for a copy of this document to Liberty University legal counsel.

Record of Changes

Changes made to the Emergency Action Plan between official approvals should be documented in the Record of Changes table below. The Record of Changes will contain, at a minimum, a change number, the section and/or page number of the change, a description of the change, the date of the change, and the initials of the person who made the change. Minor plan changes (such as grammatical or phone number changes) which do not affect the implementation of the plan do not need to be captured in the Record of Changes table. A new Record of Changes table should be used whenever the plan is re-approved by the department head or designee.

Submit recommended changes to this document to *(insert name of Building Emergency Coordinator and email address)*.

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By
1	<i>Building EAP, Annex A</i>	<i>Updated Primary BEC contact info, updated departmental notification protocol</i>	<i>6/1/19</i>	<i>J. Hurtak</i>

Building Emergency Action Plan

BUILDING ADDRESS

(Provide street address or physical location)

BUILDING EMERGENCY COORDINATOR (BEC)

(Building Emergency Coordinators (BECs) and Alternate BECs will provide contact information, which enables officials to notify them of any emergencies at any time. The BEC will serve as a point of contact to the Department of Emergency Management & Community Engagement (EMCE) and address any potential emergency preparedness inquiries.)

Primary Building Emergency Coordinator	
Name	
Title	
Office Address	
Office Phone	
Cell Phone	
Home Phone	
Email Address	

Alternate Building Emergency Coordinator	
Name	
Title	
Office Address	
Office Phone	
Cell Phone	
Home Phone	
Email Address	

FLOOR/AREA MONITOR *(delete this section if not applicable)*

Name	Area of Responsibility	Phone	Email (username @liberty.edu)

(Add tables for additional Floor/Area Monitors as necessary.)

EMERGENCY PREPAREDNESS COMMITTEE (EPC)

(The building Emergency Preparedness Committee (EPC) should consist of one representative from each department occupying the building. There is no set number of representatives that can serve on an EPC. Through the EPC, the Building Emergency Coordinator (BEC) and Alternate BEC is selected. List members of the EPC, the department/unit they represent, and their contact information in the table below. Add/delete rows to fit the size of the EPC.)

Name	Department/Unit	Office Phone	Email (username @liberty.edu)

Liberty University Police Department (LUPD) Building Personnel *(for buildings with LUPD Personnel only, delete this section if not applicable)*

(Add tables for additional LUPD Building Personnel as necessary.)

LUPD Building Personnel	
Name	
Title	
Office Address	
Office Phone	
Cell Phone	
Email Address	

EMERGENCY CONTACT NUMBERS

Department/Agency	Phone Number	Website
Life Threatening Emergencies		
Police/Fire/Emergency Medical Services (EMS)	911 or 434-592-3911	
Non-Life-Threatening Emergencies		
Liberty University Police Department (LUPD)	434-592-7641	https://www.liberty.edu/police/
Lynchburg Police Department (LPD)	434-455-6050	https://www.lynchburgvapolice.gov/
Lynchburg Fire Department (LFD)	434-455-6340	https://www.lynchburgva.gov/fire
LU Department of Emergency Management & Community Engagement (EMCE)	434-592-7674	https://www.liberty.edu/security-public-safety/emergency-management/
LU Environmental Health & Safety (EHS)	434-582-3389	https://www.liberty.edu/security-public-safety/environmental-health-safety/
LU Facilities Management	434-592-3500	https://www.liberty.edu/facilities-management/
LU Student Health and Wellness	434-592-7770	https://www.liberty.edu/students/health-wellness/
LU Student Counseling Services	434-582-2651	https://www.liberty.edu/students/student-counseling/

All campus telephones will connect you directly to the LUPD Communications Center. When dialing 911 from a cellular phone on campus, your call may go to another law enforcement agency. If/when this occurs, tell the dispatcher that you are on the LU campus and ask to be transferred to LUPD.

Call from a safe location and remember to stay calm, be prepared to answer questions, and do not hang up until the dispatcher instructs you to do so. If possible, attempt to gather some information that will be helpful for emergency responders such as approximate number of injuries, rooms that are involved, and how to best access the location of the incident/emergency/event.

LU RESOURCE CONTACT NUMBERS

Department	Phone Number	Website
LU Office of Disability Accommodation Support (ODAS)	434-592-4016	https://www.liberty.edu/disability-support/
LU Human Resources	434-592-7330	https://www.liberty.edu/human-resources/
LU IT Helpdesk Support	434-592-7800	http://www.liberty.edu/information-services/index.cfm?PID=33686
LU Police Department (non-emergency)	434-592-7641	https://www.liberty.edu/police/
LU Switchboard	434-582-2000	http://www.liberty.edu/aboutliberty/index.cfm?PID=9584
LU Transit Services	434-592-3640	https://www.liberty.edu/transit/

(Add additional numbers as appropriate.)

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INTERNAL ASSEMBLY AREAS

Figure A-1: Internal Assembly Areas – *(Insert Building Name and Floor Number)*

(Contact the Department of Emergency Management & Community Engagement at 434-592-7674 or luem@liberty.edu to have an Internal Assembly Area map(s) created. Using floor plans for each floor of the building, the IAA map(s) will designate safe interior locations where building occupants should gather for accountability while sheltering in place.)

(Insert map here)

(Building Name and Number Floor) Internal Assembly Areas

- The **(locations)** are the best locations to **shelter-in-place** during a weather emergency.
- During an active threat or workplace violence incident, internal locked rooms are the best locations to **secure-in-place**.
- Roll Taker: ***(Insert name of designated person)***

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EVACUATION ROUTE MAPS

Figure A-2: Evacuation Route Map – *(Insert Building Name and Floor Number)*

(Contact the Department of Emergency Management & Community Engagement at 434-592-7674 or luem@liberty.edu to have an Evacuation Route Map map(s) created. Using floor plans for each floor of the building, the Evacuation Route Map(s) will show primary and secondary routes of evacuation; exit locations; the placement of fire extinguishers, fire alarm pull stations, and automated external defibrillators (AEDs, if applicable), and areas of rescue (if applicable)).

(Insert map here)

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EMERGENCY ASSEMBLY AREAS**Figure A-3: Emergency Assembly Areas – *(Insert Building Name)***

Contact the Department of Emergency Management & Community Engagement at 434-592-7674 or luem@liberty.edu to have an Emergency Assembly Area map created. Using an aerial image of the building and vicinity, EAA maps will contain primary and secondary evacuation routes from the building and will designate primary and secondary EAAs for building occupants to gather for accountability. EAA maps are intended to serve as guidance only and should be considered flexible to change as events warrant, e.g., nearby construction, temporary inaccessibility, etc. Using the EAP and EAA maps as a guide, the BEC is responsible for determining the best location for building occupants to gather outside the building during an incident/emergency/event.)

***(Building Name)* Primary Emergency Assembly Area**

- Using the closest available exits, building occupants are to evacuate the building and report to EAA 1 located at *(describe location)*.
- Roll Taker: *(Insert name of designated person)*

***(Building Name)* Secondary Emergency Assembly Area**

- Using the closest available exits, building occupants are to evacuate the building and report to EAA 2 located at *(describe location)*.
- Roll Taker: *(Insert name of designated person)*

(Insert map here)

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Directions: Use this form to account for personnel at the building's Emergency/Internal Assembly Area (EAA/IAA) when a prepopulated roster is otherwise unavailable.

Building: _____


Department/Unit: _____


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FIRST AID KIT/AUTOMATED EXTERNAL DEFIBRILLATOR LOCATIONS

(Each building should have at least one first aid kit available to building occupants. For guidance on what should be stocked in first aid kits and how these kits are to be maintained, visit <https://www.osha.gov/Publications/OSHA3317first-aid.pdf>. Many buildings have been equipped with one or more automated external defibrillators (AEDs) courtesy of the Environmental Health & Safety Department purchase. Indicate specific locations of first aid kits and AEDs in the table below. If no AED has been installed in your building, contact EHS at lusafety@liberty.edu or 434-582-3389 so that the nearest installed AED to your building can be identified for inclusion in the table below. Add/delete rows/columns as needed.)

First Aid Kit Location(s)			
 FIRST AID			

AED Location(s)			
 AED			

Report any use of AEDs to 434-592-3911 or lupd@liberty.edu.

EMERGENCY KIT LOCATIONS

(See Annex C: Emergency Kits for recommendations on outfitting personal/departmental kits.)

Kit Description	Location	Date Last Checked

UNIQUE HAZARDS

(In the table below, list any unique hazards located in the building. Unique hazards may include gas cylinders, chemicals, combustibles, research activities, biological agents, etc. Add/delete rows as needed.)

Description of Hazard	Location	Contact Person	Office Phone	Cell Phone
<i>Acetylene Gas</i>	<i>School of Science</i>	<i>Sparky Flame</i>		

BUILDING FIRE ALARMS

With very limited exceptions (e.g., sheds, outbuildings, etc.), all regularly occupied campus buildings are equipped with a centralized, monitored fire alarm system.

Procedures

- The fire/evacuation alarm is a high-pitched annunciator. When fire/evacuation alarm sounds, stop all activities and immediately leave the building. Follow evacuation procedures located in this plan.
- Special attention should be given to persons with hearing/visual/mobility impairments during the notification and evacuation.
- Procedures which may be hazardous if left unattended (e.g., welding, research using flammable materials, etc.) should be shut down prior to evacuation, if safe to do so.
- Verify that doors are closed to reduce the spread of fire and smoke.
- In cases where fire alarm systems are offline and a fire or smoke is observed, building occupants must attempt to make other occupants aware of an emergency by knocking on doors and shouting "FIRE!", sounding air horns, or using similar other means.

PANIC BUTTONS *(delete this section if not applicable)*

Panic buttons are devices used to immediately and discretely notify LUPD in the event of an emergency. These devices are generally mounted under desks/tabletops and require depressing one or more buttons to activate the alarm. To avoid accidental activation of panic alarms, departmental/unit supervisors should educate staff on their placement and, if possible, arrange furniture such that contact with arm rests/extremities can be avoided.

(Indicate specific locations of panic buttons in the table below. Add/delete rows/columns as needed.)

Panic Button Location(s)		

Procedures

- Activate the alarm to notify LUPD by depressing the button(s) if you feel threatened or see another person in need of assistance.
- Secure-in-place if possible until help arrives.
- Alarms must be reset by LUPD.

VISITORS

Visitors present a unique challenge to buildings as they are not generally familiar with building emergency procedures. During an incident/emergency/event, visitors should be given special care to ensure that they follow the building emergency procedures within this plan.

(Insert special details regarding visitors and emergency procedures, e.g., accountability protocol, credentialing, escorts, etc.)

AFTER-HOURS CONSIDERATIONS

The potential exists that an incident/emergency/event may occur before or after regular office hours, or on a holiday or weekend when offices are closed. The BEC or Alternate BEC may be unavailable or off duty, and faculty/staff of highest authority who are available at the time of the incident/emergency/event may need to manage the situation. These individuals should seek to follow the guidelines in this plan, while simultaneously make an effort to notify supervisors of the situation. Attempts to reach key personnel in this EAP should be made via phone and email using the protocols provided in Annex A: Departmental Key Personnel and Notification Protocol.

(Insert special after-hours information/provisions here, if needed)

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Annex A: Departmental Key Personnel and Notification Protocol – *(Insert Department/ Unit Name)*

(For buildings with multiple departments/units, create identical annexes for each department/unit using the following format: Annex A-1, Annex A-2, and so on.)

DEPARTMENT LOCATION

Building Floor(s) Occupied	Rooms/Suites Occupied

DEPARTMENTAL OVERVIEW

(List the following information below (as applicable) in narrative or bulleted format: description of department, activities performed (e.g., teaching, research, etc.), and approximate number of faculty/ staff/students.)

DEPARTMENTAL KEY PERSONNEL INFORMATION

Name	Title	Dept./Unit	Office Address	Office Phone	Cell Phone	Email (username @liberty.edu)
Jeff Hurtak	Dept. Head	Emergency Mgmt.	101 Mayflower Dr.	592-3050	434-123-4567	jthurtak
Mickey Mouse	Director	Fire Prevention	Regents	592-1313	818-560-1000	mmouse
Buzz Lightyear	Manager	Risk Management	1971 University Blvd	582-3691	510-922-3000	blightyear

DEPARTMENTAL NOTIFICATION PROTOCOL

(Insert departmental tiered notification tree or text explanation here. A sample table is below. Regardless of format, this protocol should include first contact, second contact, and third contact names/cell phone numbers/email addresses. If after-hours or weekend notifications vary from normal business hour protocol, add additional columns/information as needed.)

Contact Order	Name	Title	Program/Unit	Cell Phone	Email (sans @liberty.edu)
1	Emergency Cell Phone	N/A	N/A		N/A
2					
3					

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Annex B: Emergency Guidelines

ACTIVE THREAT: SECURE-IN-PLACE

Follow Run-Hide-Fight procedures in the event of an active threat incident.

RUN and escape, if possible.

- Getting away from the threat is the top priority.
- Leave your belongings behind and get away.
- Help others escape, if possible, but evacuate regardless of whether others agree to follow.
- Warn and prevent individuals from entering an area where the active shooter may be.
- **Call LUPD at 434-592-3911 or 911.** Report the following to law enforcement:
 - What is happening.
 - Where you are located, including building name and room number.
 - Number of people at your specific location.
 - Injuries, if any, including the number of injured and types of injuries.
 - Detailed description of the threat, including number of persons armed, clothing/equipment worn, direction of travel, and types of weapons being used.
 - Try to provide information in a calm, clear manner so that the dispatcher can quickly relay information to emergency responders.

HIDE, if escape is not possible.

- Get out of the shooter's view and stay very quiet.
- Silence all electronic devices and make sure they won't vibrate.
- Secure-in-place: lock and block doors, close blinds, and turn off lights.
- Don't hide in groups- spread out along walls or hide separately to make it more difficult for the shooter.
- Try to communicate with police silently. Use text message or social media to tag your location or put a sign in a window.
- Stay in place until law enforcement gives you the all clear.
- Your hiding place should be out of the shooter's view and provide protection if shots are fired in your direction.

FIGHT as an absolute last resort.

- Commit to your actions and act as aggressively as possible against the shooter.
- Recruit others to ambush the shooter with makeshift weapons like chairs, fire extinguishers, scissors, books, etc.
- Be prepared to cause severe or lethal injury to the shooter.
- Throw items and improvise weapons to distract and disarm the shooter.

After the Incident

- Keep hands visible and empty.
- Know that law enforcement's first task is to end the incident, and they may have to pass injured along the way.
- Officers may be armed with rifles, shotguns, and/or handguns and may use pepper spray or tear gas to control the situation.
- Officers will shout commands and may push individuals to the ground for their safety.

- Follow law enforcement instructions and evacuate in the direction they come from, unless otherwise instructed.
- Take care of yourself first, and then you may be able to help the wounded before first responders arrive.
- If the injured are in immediate danger, help get them to safety.
- While you wait for first responders to arrive, provide first aid. Apply direct pressure to wounded areas and use tourniquets if you have been trained to do so.
- Turn wounded people onto their sides if they are unconscious and keep them warm.
- Consider seeking professional help for you and your family to cope with the long-term effects of the trauma.
- Seek updated information and further instructions.
 - Online, visit the LUPD home page at www.liberty.edu/lupd.
 - By phone, call the LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

BOMB THREAT

Bomb threats are assumed to be real and considered a threat to the University and its operations. Bomb threats are usually received by telephone, sometimes by note or letter. Most bomb threats are made by callers who aim to create an atmosphere of anxiety and panic – but all calls must be taken seriously.

Threatening Call Procedures

- Remain calm.
- Keep the caller on the line as long as possible to learn as much as you can. Have a coworker **call LUPD at 434-592-3911 or 911** while you continue to speak with the caller.
- If you can, activate caller ID and note whatever the telephone displays.
- Make a detailed, written record of the call. **Refer to the Bomb Threat Checklist** on the following pages.
- Notify your supervisor.
- If the threat was left on voicemail, do NOT erase it.
- **DO NOT** activate the building alarm system to evacuate.

Threatening Email/Written Threat Procedures

- Immediately **call LUPD at 434-592-3911 or 911**.
- **DO NOT** delete the e-mail or destroy the written threat.
- **DO NOT** activate the building alarm system to evacuate.
- Forward the e-mail as directed by law enforcement.
- The threat should never be ignored. Once a threat is recognized, unnecessary handling should be avoided to preserve evidence for law enforcement investigation.

In the event of a campus bomb threat, check LU Alerts and University email; follow instructions provided by University leadership.

BOMB THREAT CHECKLIST**BOMB THREAT
CALL PROCEDURES**

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. **DO NOT HANG UP**, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of the call, do not hang up, but from a different phone, **immediately contact LUPD Emergency at 434-592-3911** with information and await instructions.

If a bomb threat is received by handwritten note:

- Call
- Handle note as minimally as possible.

If a bomb threat is received by email:

- Call
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

DO NOT:

- Use two-way radios or cellular phone; radio signals have the potential to detonate a bomb.
- Evacuate the building until police arrive and evaluate the threat.
- Activate the fire alarm.
- Touch or move a suspicious package.

LUPD Form OPR 0504 (2021)

BOMB THREAT CHECKLIST

Date: Time:

Time Caller Hung Up: Phone Number Where Call Received:

Ask Caller:

- Where is the bomb located?
(Building, Floor, Room, etc.)
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb? Yes No
- Why?
- What is your name?

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (Background and level of noise)
- Estimated age:
- Is voice familiar? If so, who does it sound like?
- Other points:

Caller's Voice	Background Sounds	Threat Language
----------------	-------------------	-----------------

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Accent | <input type="checkbox"/> Animal Noises | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Angry | <input type="checkbox"/> House Noises | <input type="checkbox"/> Message read |
| <input type="checkbox"/> Calm | <input type="checkbox"/> Kitchen Noises | <input type="checkbox"/> Taped |
| <input type="checkbox"/> Clearing throat | <input type="checkbox"/> Street Noises | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Coughing | <input type="checkbox"/> Booth | <input type="checkbox"/> Profane |
| <input type="checkbox"/> Cracking voice | <input type="checkbox"/> PA system | <input type="checkbox"/> Well-spoken |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Conversation | |
| <input type="checkbox"/> Deep | <input type="checkbox"/> Music | |
| <input type="checkbox"/> Deep breathing | <input type="checkbox"/> Motor | |
| <input type="checkbox"/> Disguised | <input type="checkbox"/> Clear | |
| <input type="checkbox"/> Distinct | <input type="checkbox"/> Static | |
| <input type="checkbox"/> Excited | <input type="checkbox"/> Office machinery | |
| <input type="checkbox"/> Female | <input type="checkbox"/> Factory machinery | |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Local | |
| <input type="checkbox"/> Lisp | <input type="checkbox"/> Long distance | |

Other Information:

- ☐ Loud
- ☐ Male
- ☐ Nasal
- ☐ Normal
- ☐ Ragged
- ☐ Rapid
- ☐ Raspy
- ☐ Slow
- ☐ Slurred
- ☐ Soft
- ☐ Stutter



EARTHQUAKE

If you feel the ground begin to shake, follow the **DROP, COVER, and HOLD ON!** procedure.

- **DROP** to the ground,
- Take **COVER** by getting under a sturdy table or other piece of furniture; and
- **HOLD ON** until the shaking stops. If there is not a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- Use a doorway for shelter only if it is nearby and if you know it is a strongly supported, load-bearing doorway.
- Stay inside until the shaking stops and it is safe to move about. Injuries most often occur when people inside buildings attempt to move during the earthquake.
- **DO NOT** use elevators.
- Beware of aftershocks.
- If you are outdoors, stay there. Move away from buildings, streetlights, and utility wires.
- Seek updated information and further instructions.
 - Online, visit LU home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

Figure B-1: Drop, Cover, and Hold on Earthquake Graphic



EVACUATION

All building occupants are required to exit the building when the fire alarm sounds.

If a building is evacuated in response to a fire or similar emergency, all personnel are to report to the pre-designated primary or secondary Emergency Assembly Area(s) (EAA).

Evacuation Procedures

- Remain calm.
- Stop what you are doing and do not rush or panic.
- Gather personal belongings if it is safe to do so.
- Close (don't lock) doors and windows as you exit.
- Use the nearest safe stairway (do not use elevators) and proceed to the nearest safe exit.
- Proceed to the pre-designated EAA and report to the roll taker (if available).
- Await instructions from emergency responders and/or the BEC.
- **DO NOT** re-enter the building unless authorized by emergency responders.

Floor/Area Monitor Responsibilities *(delete this section if not applicable)*

- **DO NOT** place yourself in necessary danger to conduct sweeps of your assigned floor or area.
- Take note of unusual circumstances or non-compliance of personnel to evacuate.
- Knock loudly on doors and announce the need to evacuate. Close any open doors.
- Instruct any lingering occupants to evacuate the building. If persons refuse to exist, emergency responders and the BEC should be notified once outside the building.
- Report any pertinent emergency information to emergency responders and/or the BEC at the EAA.

EVACUATION OF PERSONS WITH DISABILITIES

The following guidelines apply to assisting persons with disabilities during an evacuation situation.

In all emergencies

- Evacuate persons with disabilities if possible.
- **DO NOT** use elevators unless authorized to do so by the fire department.
- Check on persons with disabilities during an evacuation. Verify that they have been notified of the emergency.
- Attempt a rescue **ONLY** if the person is in imminent danger and cannot wait for emergency responders.
- Always **ASK** a person with a disability how you can help before giving assistance. Ask how he/she can be best assisted or moved and whether there are any special considerations that you should be made aware.

Procedures for persons with a visual impairment


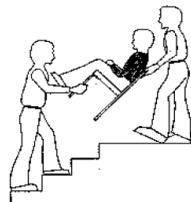
- Give verbal instructions to advise the safest route to evacuate. Use estimated distances and directional terms to assist the person.
- **DO NOT** automatically grasp a visually impaired person's arm. **ASK** if he/she desires assistance and offer to allow them to hold your arm while exiting.

Procedures for persons with a hearing impairment

- Get the person's attention by touch and eye contact. Clearly state the emergency and necessary next actions. Gestures and pointing are helpful but be prepared to write instructions.
- Offer visual instructions to advise the safest route or direction by pointing toward exits or evacuation maps.

Procedures for persons with a mobility impairment

- It may be necessary to help clear the exit route.
- If persons with mobility impairments cannot exit the building, they should move to safer locations such as Areas of Rescue Assistance, stairwells, or rooms with closing doors away from the hazard.
- Notify emergency responders immediately about any persons remaining in the building with mobility impairments.
- If persons are in imminent danger, it may be necessary to carry them if safe to do so. Always **ASK** how best to move the person before trying any lifting assistance.

Figure B-2: Two-Handed Carry	Figure B-3: Seated Carry
	

PERSONS REQUIRING ASSISTANCE DURING EMERGENCIES

List all **self-identified** persons with disabilities who request evacuation assistance during an emergency.

***DO NOT include this completed list when distributing the EAP.** This information is to be maintained by the Building Emergency Coordinator and should not be shared except with those that have been assigned to assist persons with disabilities during a building emergency.

Name	
Room/Building	
Phone	
Assistance Needed	

Name	
Room/Building	
Phone	
Assistance Needed	

Name	
Room/Building	
Phone	
Assistance Needed	

Name	
Room/Building	
Phone	
Assistance Needed	

Name	
Room/Building	
Phone	
Assistance Needed	

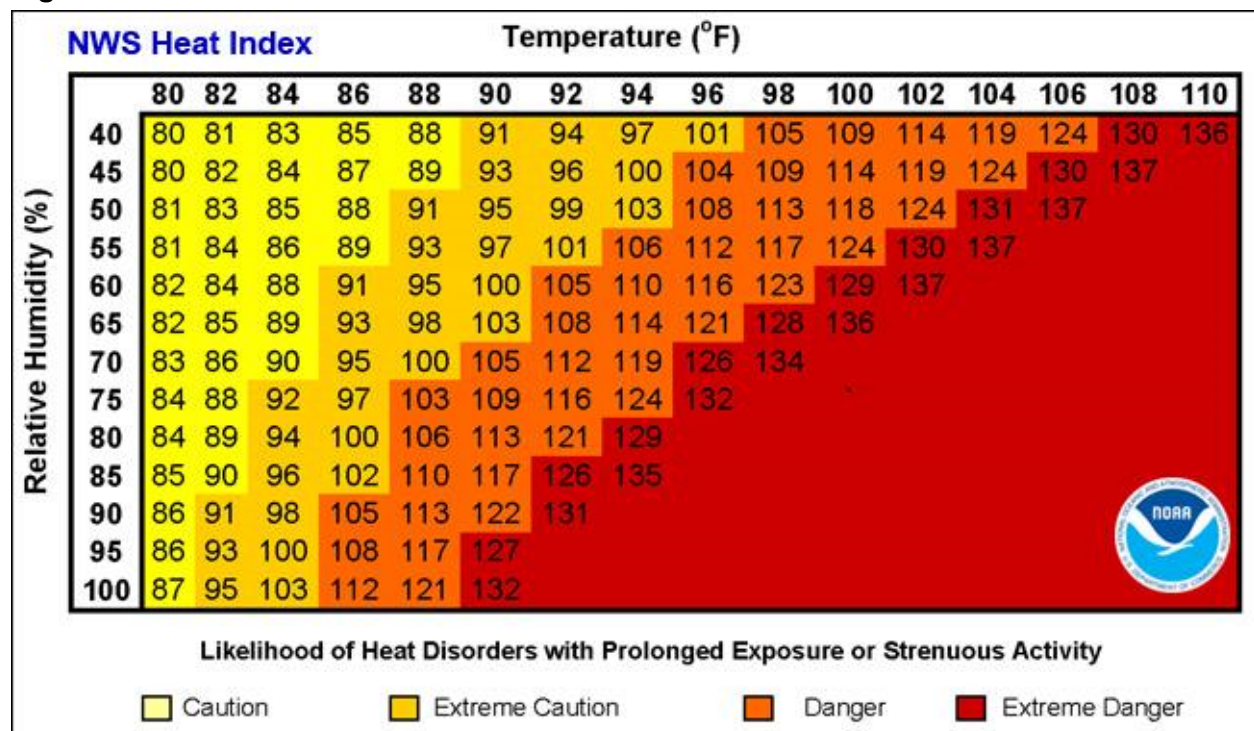
EXTREME HEAT

National Weather Service Definitions	
Heat Advisory	Issued when maximum heat index expected >105°F for at least 3 hours
Excessive Heat Warning	Issued when maximum heat index expected >110°F for at least 3 hours

Extreme Heat Procedures

- Monitor local weather conditions with an AM/FM or National Oceanic and Atmospheric Administration (NOAA) All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- Slow down by reducing, eliminating, or rescheduling strenuous activities until the coolest time of day. Children, seniors, and anyone with health problems should stay in the coolest available place, not necessarily indoors.
- Dress for the weather. Wear lightweight, loose fitting, light colored clothing.
- Eat light, cool, easily digestible foods such as fruit and salads.
- Drink plenty of water, non-alcoholic and decaffeinated fluids, even if you do not feel thirsty.
- Use air conditioners and electric fans to exhaust hot air from rooms or draw in cooler air.
- Minimize direct exposure to the sun to minimize sunburn potential.
- Check on older, sick, or frail people who may need assistance.
- Monitor persons for heat exhaustion or heat stroke. If signs/symptoms of either present (confusion, headache, dizziness, fainting, cessation of sweating, hot/dry skin, weakness/ cramps, nausea/ vomiting, rapid heartbeat, rapid/ shallow breathing) seek medical attention right away.

Figure B-4: National Weather Service Heat Index Table



EXPLOSION

Explosion Procedures

- Remain calm.
- Get out of the building as quickly and calmly as possible.
- **Call LUPD at 434-592-3911 or 911.**
- If items are falling off bookshelves or from the ceiling, get under a sturdy table or desk.
- If there is a fire, stay low to the floor and exit the building as quickly as possible.
- **DO NOT** use elevators. Use handrails in stairwells; stay to the right.
- Assist others in exiting the building and move to the building Emergency Assembly Area (EAA).
- If you are outside, you should stay outside. Move quickly to the building EAA.
- Wait for and follow instructions from emergency personnel. Keep streets and walkways clear for emergency vehicles and crews.
- If you are trapped in debris, tap on a pipe or wall so rescuers can hear where you are.
- Persons without proper training should not attempt to rescue people who are inside a collapsed building. Wait for emergency personnel to arrive.
- Seek updated information and further instructions.
 - Online, visit LUPD home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

FIRE AND FIRE EXTINGUISHER

Fire/Fire Alarm Response Procedures

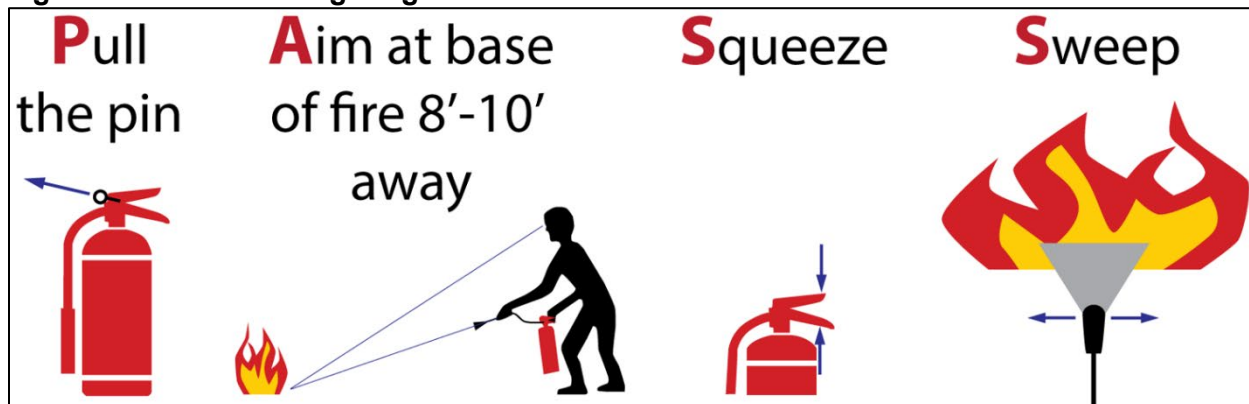
- **NEVER IGNORE A FIRE ALARM!** Your first reaction should be to alert the people around you. Immediately evacuate, and if safe to do so/time allows, bring readily accessible personal items with you.
 - Act immediately but remain calm.
 - Stay low in case of smoke or fumes.
 - **DO NOT** attempt to extinguish a fire unless you are trained to do so.
- Feel the doorknob or higher on the door with the back of your hand. If it feels hot, fire may be on the other side of the door, so keep it closed. Stuff clothing, towels, etc. (preferably wet) in the door's cracks to keep smoke out.
 - Even if the door is cool, open it slowly. Stand low and to one side of the door in case smoke or fumes seep around it.
 - If heat and smoke come in, slam the door tightly, stuff clothing, towels, etc. (preferably wet) in the door's cracks to keep smoke out, and use your alternate exit.
- If the hallway is clear of smoke, walk in a calm manner to the nearest fire exit and evacuate the building.
 - Use the stairs – NEVER use elevators.
 - Stay low to avoid smoke, fumes, and gases that may have entered.
 - Close doors as you leave to confine fire as much as possible. Do NOT lock doors.
 - If the alarm is not already sounding, pull the fire alarm on your way out.
 - Move quickly to the building Emergency Assembly Area (EAA).
- If trapped in a room:
 - Retreat. Close as many doors as possible between you and the fire.
 - Stuff clothing, towels, etc. (preferably wet) in the door's cracks to keep smoke out.
 - Open the window a few inches for fresh air and hang a brightly colored cloth or bed sheet out the window if possible, to alert the fire department to your location.
- If caught in smoke:
 - Drop to hands and knees and crawl or crouch low, watching the base of the wall as you go.
- If forced to advance through flames:
 - Hold your breath. Move quickly, covering head and hair. Keep head down and close your eyes as often as possible.
- If clothing catches fire, stop where you are. Drop to the ground and cover your mouth and face with your hands to protect them from the flames. Then roll over and over to smother the fire. Remember: **STOP...DROP...ROLL**
- If you encounter a small fire (wastebasket-size or smaller):
 - Under certain conditions, small fires can be extinguished before there is a full evacuation. The fire must be truly small and controllable, and you need both the correct fire extinguisher and knowledge of how to use it. **NEVER ENTER A SMOKE-FILLED ROOM.** In any case, constantly evaluate and be ready to evacuate if the fire cannot be easily controlled. Under all circumstances:
 - Alert people in the area.
 - Activate the fire alarm.
 - Maintain an accessible exit.
 - Avoid smoke and fumes.
 - Smother the fire or use the correct fire extinguisher.

- If using an appropriate fire extinguisher, use the **PASS** method:

Fire Extinguisher Use Procedure

- **P – PULL** safety pin from handle.
- **A – AIM** (nozzle, cone, horn) at base of the fire.
- **S – SQUEEZE** the trigger handle.
- **S – SWEEP** from side to side (watch for re-flash).

Figure B-5: PASS Firefighting Method



- Seek updated information and further instructions.
 - Online, visit LUPD home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

FLOODING

National Weather Service Definitions	
Flood Watch	Issued to inform the public and cooperating agencies that current and developing hydrometeorological conditions are such that there is a threat of flooding, but the occurrence is neither certain nor imminent.
Flood Warning	Issued to inform the public of flooding along larger streams in which there is a serious threat to life or property. A flood warning will usually contain river stage (level) forecasts.
Flash Flood Watch	Issued to indicate current or developing hydrologic conditions that are favorable for flash flooding in and close to the watch area, but the occurrence is neither certain or imminent.
Flash Flood Warning	Issued to inform the public, emergency management, and other cooperating agencies that flash flooding is in progress, imminent, or highly likely.

Flood Response Procedures

- Be prepared to shelter-in-place or to evacuate quickly.
- Monitor local weather conditions with an AM/FM or NOAA All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- Be aware of streams, drainage channels, and other areas known to flood suddenly. Flash floods can occur in these areas with or without warning clouds or rain.
- **DO NOT** drive through flood waters. Remember: **TURN AROUND, DON'T DROWN!**
- Seek updated information and further instructions.
 - Online, visit LUPD home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

HAZARDOUS MATERIALS

Hazardous Materials Spill Response Procedures

Minor spills of hazardous chemicals that pose little or no threat to the safety and health of personnel can be cleaned by competent departmental personnel by following the warning and cautions signs on the container's label or manufacturer's safety data sheet (SDS). A hazardous material (HAZMAT) emergency exists when cleanup of a spill of a hazardous material is beyond the level of knowledge, training, or ability of the staff in the immediate spill area or the spill creates a situation that is immediately dangerous to life and health of persons in the spill area or facility.

Hazardous spills on-campus that are beyond your capability to control or clean-up, or that present a fire, safety, or health risk are to be reported by calling **LUPD at 434-592-3911 or 911**.

- Alert people in the immediate area of the spill and evacuate the room.
- Confine the hazard by closing doors and windows as you leave the room.
- If possible, shut down heating, ventilation, and air conditioning (HVAC) systems.
- Use eyewash or safety showers as needed to rinse spilled chemicals off persons.
- Evacuate any nearby rooms that may be affected. If the hazard will affect the entire building, evacuate the building. If a volatile, flammable material is spilled, immediately warn everyone, and control sources of ignition.
- Notify the LUPD of the name of HAZMAT, location of the spill, size of the spill, number of injured persons (if any), and any environmental concerns, such as location of storm drains or streams **by calling 434-592-3911 or 911**. You will need to provide your name and a telephone number and be prepared to spell the name(s) of the HAZMAT involved. Always call from a safe location.
- Report all spills to your supervisor, LUPD, or the LU Environmental Health & Safety (EHS).

Procedures for laboratory personnel to handle chemical, biological, or radiological spills are provided in laboratory-specific documentation. Trained laboratory personnel are authorized by LU EHS (434-582-3389, lusafety@liberty.edu, <https://www.liberty.edu/security-public-safety/environmental-health-safety/>) to determine appropriate emergency response measures for their areas.

HURRICANE, TROPICAL STORM, AND NOR'EASTER: SHELTER-IN-PLACE

National Weather Service Definitions	
Tropical Storm Watch	Issued when tropical storm conditions (sustained winds of 39 to 73 mph) are possible within the specified coastal area within 48 hours.
Tropical Storm Warning	Issued when tropical storm conditions (sustained winds of 39 to 73 mph) are expected somewhere within the specified coastal area within 36 hours.
Hurricane Watch	Issued when hurricane conditions (sustained winds of ≥ 74 mph) are possible within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.
Hurricane Warning	Issued when hurricane conditions (sustained winds of ≥ 74 mph) are expected somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical-storm-force winds. The warning can remain in effect when dangerously high water or a combination of dangerously high water and waves continue, even though winds may be less than hurricane force.

Hurricane, Tropical Storm, and Nor'easter Response Procedures

- Remain calm.
- Monitor local weather conditions with an AM/FM or NOAA All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- Follow the instructions of University leadership and local/State emergency management personnel regarding evacuation.
- Follow the instructions of University leadership regarding continuity of University operations.
- If evacuating, shut down computers and electrical equipment. Secure workspaces and outdoor items, if applicable.
- Review/update equipment inventories in case of loss or damage during the storm.
- Review/update personnel contact lists.
- For locations subject to flooding, elevate and/or cover items with plastic sheeting to mitigate damage. As appropriate, relocate vehicles to higher ground.
- Back up data as appropriate.
- Review departmental continuity plans and develop an appropriate strategy to either continue critical operations during the event and/or resume normal operations after the storm has passed.
- Review personal and family preparedness and evacuation plans, and secure sufficient provisions to sustain family members for at least three days (preferably up to seven days).
- **DO NOT** call LUPD/911 unless you are reporting a life-threatening situation.
- Seek updated information and further instructions.
 - Online, visit LUPD home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

MEDICAL EMERGENCY

Medical Emergency Response Procedures

- The initial minutes after an injury or medical crisis frequently are the most important. If you remain calm, you will be better able to share critical information with emergency responders.
- Immediately **call LUPD at 434-592-3911 or 911** and tell the dispatcher about the person who needs attention:
 - Gender.
 - Approximate age.
 - Nature of injury or illness.
 - Pertinent medical history (if known).
 - Precise location.
 - Do not hang up until the dispatcher instructs you to do so.
- **DO NOT** move an injured person – unless there is immediate danger of further harm – until emergency medical personnel arrive.
- Keep the person warm (if needed).
- If possible, designate someone to direct emergency responders from the approach to the victim.
- **If trained**, take prompt appropriate action by providing basic first aid until emergency medical personnel arrives and takes over care of the victim.
 - Appropriate action can mean anything from waiting near the injured person to applying direct pressure to a wound, performing CPR, or splinting an injury.
 - Never perform a medical procedure if you are not sure how to do it.

POWER OUTAGE

Power Outage Procedures

- Remain calm.
- If it is an emergency, **call LUPD at 434-592-3911 or 911.**
- Stay where you are unless there is an imminent threat to your safety (e.g., a fire). Since most power outages are relatively brief, it may be best to remain in place rather than attempt to evacuate the building.
- In many buildings, only the alarm systems and emergency lighting are connected to a backup generator. These systems may experience a brief (up to 30 seconds) interruption as power is switched to an emergency generator or when power to the building is restored.
- If you are in an unlit area, proceed with caution to an area that has emergency lighting. The backlighting on your cell phone (or a flashlight app) may help you navigate.
- **Elevators will not function during a power outage.** If you are trapped in an elevator, stay calm. Press the emergency call button inside the elevator or call **LUPD at 434-592-3911 or 911.** When speaking with the dispatcher, identify the building, elevator number and location in the building, and floor where the car stopped.
- Protect electrical equipment and appliances.
 - To avoid damage from any surge when the power is restored, turn off and unplug non-essential electrical devices, especially voltage-sensitive equipment like computers.
 - Keep the doors to refrigerators and freezers closed as much as possible to help them stay cold.

SEVERE THUNDERSTORM/LIGHTNING: SHELTER-IN-PLACE

National Weather Service Definitions	
Severe Thunderstorm Watch	Issued when conditions are favorable for the development of severe thunderstorms in and close to the watch area. A severe thunderstorm by definition is a thunderstorm that produces one-inch (quarter size) hail or larger in diameter, and/or winds ≥ 58 miles an hour, and/or damage to trees, power lines, and/or structures is observed. The size of the watch can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours and are normally issued well in advance of the actual occurrence of severe weather.
Severe Thunderstorm Warning	Issued when either a severe thunderstorm is indicated by radar or a spotter reports a thunderstorm producing hail one inch or larger in diameter, and/or winds ≥ 58 miles an hour, and/or damage to trees, power lines, and/or structures is observed; therefore, people in the affected area should seek safe shelter immediately. Severe thunderstorms can produce tornadoes with little or no advance warning. Lightning frequency is not a criterion for issuing a severe thunderstorm warning. They are usually issued for a duration of one hour. They can be issued without a Severe Thunderstorm Watch being already in effect.

Severe Thunderstorm/Lightning Response Procedures

- Remain calm.
- Monitor local weather conditions with an AM/FM or NOAA All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- Recognize the signs of an oncoming thunder and lightning storm: towering clouds with a cauliflower shape, dark skies and distant rumbles of thunder or flashes of lightning. If you can hear thunder, you are within lightning striking distance. Do not wait for lightning to strike nearby before taking cover. Lightning can strike as far as 10 miles from the area where it is raining, which is about the distance you can hear thunder.
- Lightning is extremely dangerous. At the first rumble of thunder, go to a large building or fully enclosed vehicle and wait 30 minutes after the last rumble of thunder before you go back outside. Remember: **WHEN THUNDER ROARS, GO INDOORS!**
- **Shelter-in-place:** during a severe thunderstorm warning, report to the designated Internal Assembly Area (IAA) or seek indoor shelter in an interior room or hallway away from windows and doors.
- Avoid windows, corridors with windows, or large free-standing expanses (such as auditoriums and cafeterias). **DO NOT** use elevators during a severe thunderstorm warning!
- If you are caught outside with no shelter, lie flat in a ditch or depression, and cover your head.
- Watch for flying debris.
- **DO NOT** call LUPD/911 unless you are reporting a life-threatening situation.
- Seek updated information and further instructions.
 - Online, visit LUPD home page at www.liberty.edu/lupd.
 - By phone, call LUPD at 434-592-7641.
 - Watch or listen to local media outlets.

SUSPICIOUS PACKAGE/MAIL

Suspicious Letter or Package Indicators

- Excessive postage.
- Misspellings of common words.
- Excessive weight.
- Rigid envelope.
- Foreign mail, airmail, or special delivery.
- Handwritten or poorly typed address.
- Restrictive markings such as “confidential,” “personal,” etc.
- Excessive securing – material such as masking tape, string, etc.
- Incorrect titles, or titles without names present.
- Oily stains or discoloration.
- Visual distractions.
- Lopsided or uneven.
- No return addresses.
- Protruding wires or tinfoil.

Suspicious Package Response Procedures

- Remain calm.
- From a safe location notify law enforcement immediately by calling **LUPD at 434-592-3911 or 911**.
- Move people away from the package and limit access to the area.
- **DO NOT** move or open the package.
- **DO NOT** investigate too closely.
- **DO NOT** cover, insulate, or place the package into a cabinet or drawer.
- Clear the area and report to the building’s Emergency Assembly Area.

Pranks and Hoaxes

The University and law enforcement authorities take postal threats very seriously. Pranks or hoaxes involving false threats of biological agents or terror disrupt lives and the University’s sense of normalcy, create serious safety concerns, and tax valuable University and community resources. They create illegitimate alarm in a time of legitimate concern. Any individual found responsible for such acts will be subject to University disciplinary action, up to and including separation from the University, as well as prosecution under State and Federal law.

SUSPICIOUS PERSON

If you witness a person acting in an odd or unusual manner or if a person or situation makes you feel uneasy, trust your instincts, and report it.

- Remain calm.
- **DO NOT** physically confront the person.
- **DO NOT** let anyone into a locked building or office.
- **DO NOT** block the person's access to an exit.
- **Call LUPD at 434-592-7641 or 911.** Provide as much information as possible about the person and his or her direction of travel in your description of the person, include age, race, clothing, height, weight, sex, hair and eye color, weapons, direction of travel, and any other descriptors you noticed.

If a suspicious person is standing at your car, or near a parking spot, just keep walking. When it appears to be safe, return to your vehicle and look around and inside your vehicle before getting in.

Suspicious Vehicle Indicators

- Missing or forged license plates.
- Covered or taped windows.
- Any vehicle that appears overloaded or has any substance leaking from it.
- Any vehicle containing drums, barrels, or other bulky containers.
- Parked illegally, parked at an unusual location, or appears to be abandoned.

Suspicious Vehicle Response Procedures

If you see a vehicle that appears to be suspicious, immediately **call LUPD at 434-592-3911 or 911**. Give the dispatcher the following information:

- The exact location of the vehicle in question.
- A description of the vehicle, including license plate, vehicle color, vehicle make, model, and any other distinguishing features.
- Your full name and the telephone number from which you are calling, in case you are disconnected.
- Do not hang up as additional information may be needed. Follow directions provided by emergency personnel.

TORNADO: SHELTER-IN-PLACE

National Weather Service Definitions	
Tornado Watch	Issued when conditions are favorable for the development of tornadoes in and close to the watch area. Their size can vary depending on the weather situation. They are usually issued for a duration of 4 to 8 hours. They normally are issued well in advance of the actual occurrence of severe weather.
Tornado Warning	Issued when a tornado is indicated by radar and/or funnel cloud or tornado spotted. Also includes waterspout moving onshore. Persons in the affected area should seek safe shelter immediately. Tornado Warnings can be issued without a Tornado Watch being already in effect; they are usually issued for a duration of around 30 minutes.

Tornado Warning Response Procedures

- Remain calm.
- Monitor local weather conditions with an AM/FM or NOAA All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- If you receive an LU Alert or otherwise hear about a tornado in your area, **DO NOT** wait until you see it to take cover. Instructions to shelter-in-place would be issued through the LU Alerts system along with specific precautions to take during the emergency.
- **Shelter-in-place:** during a tornado warning, report to the designated Internal Assembly Area (IAA) or seek indoor shelter in the lowest level possible, in an interior room or hallway away from windows and doors.
- Crouch near the floor or under heavy, well supported objects. Cover your head.
- Avoid windows, corridors with windows, or large free-standing expanses (such as auditoriums and cafeterias). **DO NOT** use elevators during a tornado warning!
- If you are caught outside with no shelter, lie flat in a ditch or depression, and cover your head.
- Watch for flying debris.
- **DO NOT** call LUPD/911 unless you are reporting a life-threatening situation.
- Seek updated information or further instructions.
 - Online,
 - Watch or listen to local media outlets.

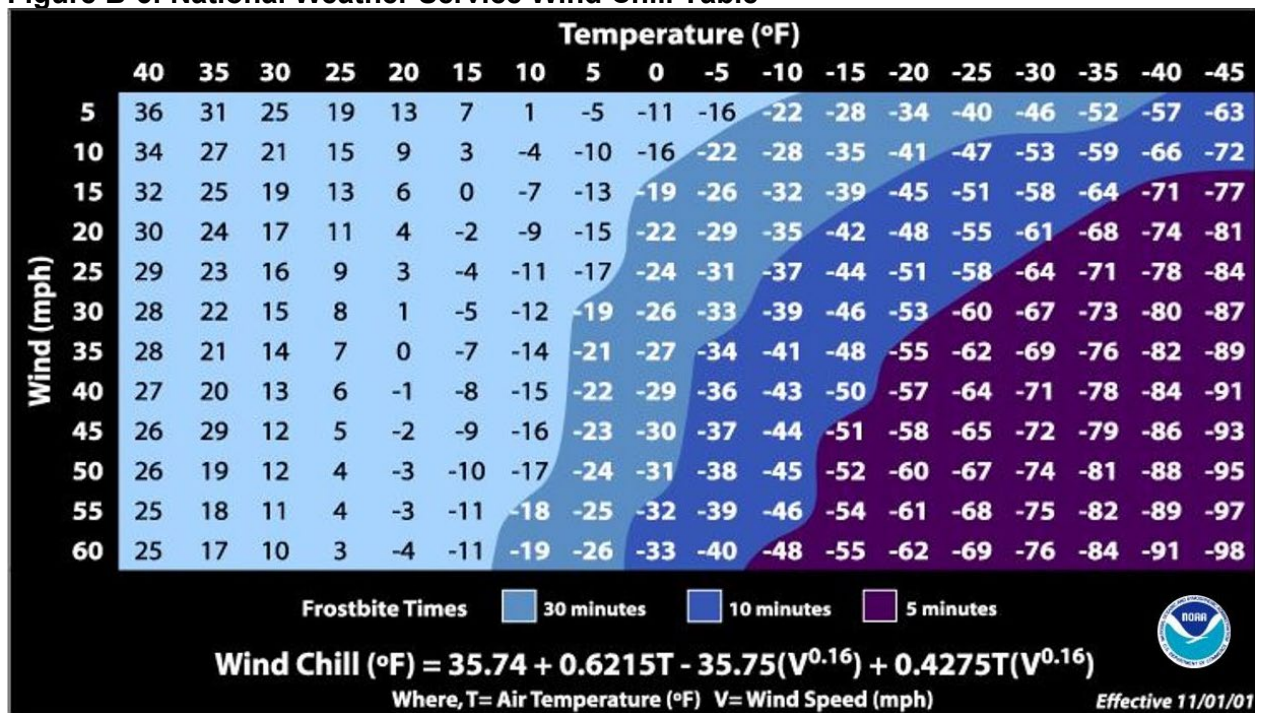
WINTER STORM AND EXTREME COLD: SHELTER-IN-PLACE

National Weather Service Definitions	
Winter Weather Advisory	Issued when 1"-2" snow, 0.25"-1" sleet, and/or any ice accretion on sidewalks/roadways is expected
Winter Storm Watch	Issued when there is a potential for heavy snow or significant ice accumulations, usually at least 24 to 36 hours in advance.
Winter Storm Warning	Issued when a winter storm is producing or is forecast to produce heavy snow (4" per 24 hours or 3" per 12 hours), sleet (1"+) or significant ice accumulations (1/4"+).
Blizzard Warning	Issued for winter storms with sustained wind or frequent gusts of ≥ 35 mph with considerable blowing/drifting of snow/falling snow that frequently reduces visibility to 1/4 of a mile or less. These conditions are expected to prevail for >3 hours.
Wind Chill Advisory	Issued when the wind chill is expected to be $\leq 0^{\circ}\text{F}$
Wind Chill Warning	Issued when the wind chill is expected to be $\leq -15^{\circ}\text{F}$

Winter Storm/Extreme Cold Response Procedures

- Monitor local weather conditions with an AM/FM or NOAA All-Hazards Weather Radio, the official www.weather.gov website, and/or cell phone app. Heed warnings and follow instructions accordingly.
- Stay indoors during the storm or cold weather.
- If you must be outside, dress in layers.
- Walk carefully on snowy, icy, walkways.
- Avoid overexertion when shoveling snow.
- Keep dry. Change wet clothing frequently to prevent a loss of body heat.
- Drive only if it is necessary. If you must drive travel during the day; don't travel alone; keep others informed of your schedule; stay on main roads and avoid shortcuts.
- Monitor persons for frostbite or hypothermia. If signs/symptoms of either present (loss of feeling or white/pale appearance in extremities, uncontrollable shivering, memory loss, disorientation, incoherence, slurred speech, drowsiness, apparent exhaustion) seek medical attention right away.

Figure B-6: National Weather Service Wind Chill Table



WORKPLACE VIOLENCE

Workplace Violence Procedures

- LU prohibits workplace violence. Specifically, the University will respond promptly to violence, threats of violence, harassment, intimidation, or disruptive behavior of a threatening nature towards people or property. Individuals who violate this policy may be removed from university property and are subject to disciplinary and/or personnel action up to, and including, termination and/or criminal prosecution.
- Workplace violence is defined as any actual or threatening behavior of a violent nature, as understood by a reasonable person, exhibited by faculty, staff, student employees, or others.
- Examples of workplace violence include, but are not limited to:
 - Intentional physical contact for the purpose of causing harm (such as slapping, punching, striking, shoving, or otherwise physically attacking a person).
 - Menacing or threatening behavior (such as throwing objects, waving fists, damaging property, stalking, or otherwise acting in an aggressive manner; or, using oral or written statements specifically intended to frighten, coerce, or cause distress) where such behavior would be interpreted by a reasonable person as being evidence of intent to cause physical harm to individuals or property.
- **General Reporting Responsibilities**
 - Any member of the university community who has been subject to workplace violence or who has witnessed workplace violence must promptly notify their supervisor, who must notify the Department of Human Resources Director of Employee Relations. As appropriate, the LU Police Department must also be notified.
- **Reporting Concerning Behavior**
 - Additionally, employees are encouraged to report any concerning behavior to the University's CARE TEAM (www.liberty.edu/CARE, CARE@liberty.edu, 434-592-5638). It is imperative that all university employees take this responsibility seriously.
- **Reporting Imminent or Actual Violence**
 - Any person experiencing or witnessing imminent or actual violence involving weapons or potential injuries should **call LUPD at 434-592-3911 or 911**.
- **Reporting Acts of Violence Not Involving Weapons or Injuries to Persons**
 - Any person who is the subject of, or witness to, a suspected violation of this policy should report the incident to his or her supervisor or, in lieu thereof, to the Liberty University Department of Human Resources.

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Annex C: Emergency Kits

DEPARTMENT/UNIT EMERGENCY KIT SUGGESTED CONTENTS

This list is meant to serve as a guide only and should be tailored to fit the needs of the department/unit. Contact the Department of Emergency Management & Community Engagement (EMCE) for more information at 434-592-7674 or luem@liberty.edu.

1. Building EAP
2. Employee roster and phone directory/tree
3. First aid kit
4. Dust masks
5. A multi-tool
6. Communications equipment (including a hand-crank/solar NOAA All-Hazards Weather Radio, portable AM/FM radios, walkie talkies, and extra batteries)
7. Leather gloves
8. Hard hats
9. Plastic sheeting
10. Sign-making supplies (including markers, thumb tacks, tape, paper, post-its)
11. Duct tape/caution tape
12. Flashlights and batteries
13. Light sticks
14. Shelf-stable/nonperishable food
15. Bottled water
16. Whistle
17. Change of clothes for those involved in emergency response

PERSONAL EMERGENCY KIT SUGGESTED CONTENTS

In addition to Departmental/Unit Emergency Supply Kits, employees are always encouraged to assemble personal emergency kits and have them accessible. Additional tips for individual preparedness can be found <https://www.liberty.edu/security-public-safety/emergency-management/>. Suggested items include, but are not limited to:

- Water bottles/packets
- Food/wrapped snacks
- Flashlights and batteries
- Battery-operated/hand-crank/solar NOAA All-Hazards Weather Radio
- Cell phone battery pack and charging cable
- A change of clothes and sturdy, closed toe shoes
- Backup eyeglasses and prescription medications
- Emergency telephone numbers and out-of-area emergency contact numbers

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Annex D: EAP Reference Information and Instructions

EMERGENCY PLANNING AT LIBERTY UNIVERSITY

Emergency management is defined as the activities that prevent, mitigate, prepare for, respond to, and recover from incidents, emergencies, and events that may disrupt normal operations. Emergency plans and procedures are developed to be flexible, scalable, and applicable across all hazard spectra.

The Department of Emergency Management & Community Engagement (EMCE) is responsible for coordinating all emergency and continuity planning at Liberty University (LU). The office provides strategic guidance and development support for several types of plans, including the LU Crisis and Emergency Management Plan (CEMP—designed to provide overarching guidance for the University's response to incidents/emergencies/events), the University Continuity of operations Plan (COOP—a recovery-focused plan designed to maintain or quickly resume the University's chief mission during and after incidents/emergencies/events), and department/building-centered Emergency Action Plans (EAPs—a document to provide immediately actionable guidance for life safety during an incident/emergency/ event) and COOP. Each of these plans serve as a tool to increase individual, departmental, and University preparedness and resiliency and improves the whole community's ability to respond and recover from an incident/emergency/event.

**Figure E-1:
Emergency Management Cycle**



The development of an EAP is an integral part of the emergency management system LU employs as the foundation for preparedness, response, and short-term recovery activities. This EAP details the actions that personnel in a building should take in response to an incident/emergency/event situation.

EMERGENCY ACTION PLAN OVERVIEW

Required University-wide by the Emergency Management University Policy, the Emergency Action Plan (EAP) serves to address natural, human-caused, and technological incidents/emergencies/events that may occur in your building and could affect the campus-wide community. A workplace emergency is an unexpected incident that: threatens students, faculty, staff, and visitors; disrupts or closes all or part of the University; and/or causes physical or environmental damage.

The EAP is designed to provide immediately actionable guidance for life safety during an incident/emergency/event that affects all or part of a building. The EAP is authorized by provisions in, but does not supersede, the University's CEMP: i.e. an incident/emergency/event that expands beyond the scope of a department's/building's ability to respond in accordance with their respective EAP would defer to a University-level response as directed by the CEMP. **Nothing in the EAP should be construed as limiting the use of good judgment and/or common sense in matters not foreseen or specifically addressed by the EAP.**

The Building EAP is presented in the following order:

- Building Emergency Action Plan
- Annex A: Departmental Personnel and Notification Protocol
- Annex B: Emergency Procedures
- Annex C: Emergency Kits
- Annex D: EAP Reference Information and Instructions
- Annex E: Emergency Guide for Faculty and Instructors inside the Classroom

The following are key elements of the EAP:

- Evacuation routes, exit points, and pre-designated Emergency Assembly Areas (EAAs – safe locations outside the building in case of an incident/emergency/event) and Internal Assembly Areas (IAAs – safe internal spaces in case of an incident/emergency/event);
- When and how to evacuate the building;
- Procedures for notifying emergency responders of an incident/emergency/event;
- The meaning of sheltering- or securing-in-place and procedures for doing so;
- Locations of fire extinguishers, first aid kits, and automatic external defibrillators (AEDs);
- Any unique hazards located in the building where you work; and,
- Procedures for persons needing assistance.

For assistance with this document, the EAP planning or development process, or programmatic and technical questions, please contact the EMCE at 434-592-7674 or luem@liberty.edu.

THE BUILDING EMERGENCY PREPAREDNESS COMMITTEE AND THE BUILDING EMERGENCY COORDINATOR

All departments co-located in a single building will need to assign one Department Emergency Coordinator (DEC) within the building to serve on the Building Emergency Preparedness Committee (EPC).

Duties of the Emergency Preparedness Committee

- Convene once annually, at a minimum. More frequent meetings are recommended.
- Appoint a Building Emergency Coordinator (BEC) with an assigned term as determined by the committee.
- Appoint an Alternate BEC with an assigned term as determined by the committee.
- Develop and maintain the EAP building annex in conjunction with the BEC.
- Participate in preparedness training and exercises on an annual basis.

The BEC should be a full-time faculty or staff member with at least 6 months experience in their position. The individual should understand the departments housed in their building and the activities of same. The BEC should know the building well and should keep regular office hours. The BEC should serve a term of no less than one year with no limit to the number of consecutive terms. BECs will need to provide multiple forms of contact including methods reachable outside of normal business hours.

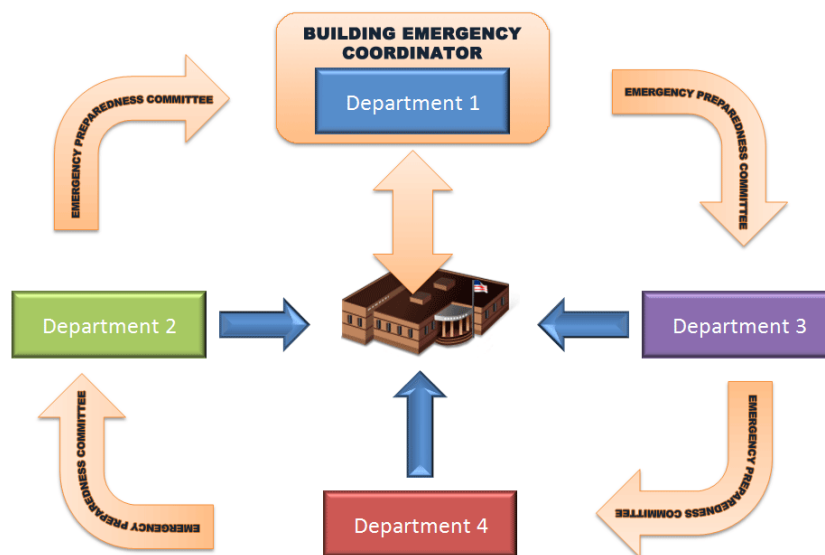
Duties of the Building Emergency Coordinator

- Chair the Emergency Preparedness Committee.
- Serve as the point of contact for safety and preparedness information, receive and monitor emergency communications as provided, and distribute relevant information throughout the building.
- Coordinate the development and maintenance of the Building EAP in conjunction with the EPC.
- Serve as the primary contact between emergency responders and building occupants in case of an emergency.
- Coordinate fire drills and emergency exercises, as necessary, for the building with EMCE.
- Train an alternate to assume BEC duties in case of absence.
- Act as a conduit to EMCE and/or emergency response agencies.

The alternate BEC is responsible for maintaining awareness of the activities of the BEC in case he/she is unavailable during an emergency.

EPCs should consider assigning building primary and alternate Floor/Area Monitors as necessary. Floor/Area Monitors can be an essential part of the building evacuation process. They are assigned by floor or geographically within a building and serve to provide immediate life safety information to building occupants during an incident/emergency/event. Floor/Area Monitors may also conduct a sweep or quick check of specific spaces as they evacuate the building as long as their personal safety is not endangered in the process.

Figure E-2: Relationship Between the Building Emergency Preparedness Committee and the Building Emergency Coordinator



TRAINING AND EXERCISES

Training is an integral part of the safety and preparedness program for your building. Employees should be aware of emergency procedures located within this plan. There are numerous training opportunities for members of the University community to become better prepared to respond to incidents/emergencies/events. Contact Emergency Management & Community Engagement at 434-592-7674 or luem@liberty.edu for more information.

Employee Emergency Action Plan Awareness

It is the responsibility of the Building Emergency Preparedness Committee departmental representatives to ensure all their employees are familiar with the EAP. This includes general plan awareness, a physical tour of evacuation routes and assembly areas, knowledge of the location(s) of first aid kits and AEDs, and any special building circumstances. Awareness training should be facilitated by departmental supervisory staff when employees (new or transferring) are assigned to a building.

Building Occupant Responsibilities

It is the responsibility of the occupant to become familiar with the EAP and refresh their knowledge periodically. Knowledge of evacuation routes, assembly areas, and notification procedures are critical to successfully manage an incident/emergency/event. Questions regarding the plan or its contents should be directed to the Building Emergency Coordinator or EMCE.

Building Emergency Coordinator/Alternate BEC Orientation Training

BECs and their alternates will be provided targeted, periodic training aimed to enrich departmental EAP programs. The training will be presented primarily by members of EMCE, LUPD, EHS, and Facilities Management, as well as other stakeholders as appropriate. Contact EMCE at 434-592-7674 or luem@liberty.edu for more information.

Emergency Management & Community Engagement (EMCE) Training

EMCE sponsors various training courses, including Incident Command System, National Incident Management System, EAP/continuity plan awareness, and others on a periodic basis. Contact EMCE at 434-592-7674 or luem@liberty.edu for available training opportunities.

Building Evacuation/Fire Safety Drills

Building evacuation and/or fire drills must be conducted regularly. The number of drills that must be performed per year varies by building use and function. Please contact EHS at 434-582-3389 or lusafety@liberty.edu to determine the drill schedule for your building and to schedule drills.

EAP/Continuity Plan Exercises

Exercises designed to test elements of departmental EAPs/continuity plans must be conducted on an annual basis. Seminars and workshops serve to orient staff to EAP contents, while tabletops, drills, and other exercise formats allow departments to refresh, retrain, and test departmental staff on plan elements and identify strengths and areas for improvement in plans/procedures. Generally, a one-hour, EMCE-facilitated tabletop exercise testing EAP

response procedures/protocol and Continuity Plan recovery procedures/protocol will satisfy this requirement. Contact EMCE at 434-592-7674 or luem@liberty.edu for more information.

EAP DEVELOPMENT AND MAINTENANCE

Development

- Sample verbiage or language is provided to assist in developing the plan. The sample language provided in the template should be replaced, expanded upon, or modified as necessary to fit the needs of the building/department using the template. This includes tables, charts, checklists, or other tools within the template. However, all sections and elements outlined in the template should be included in the building's/department's Emergency Action Plan unless otherwise indicated.
- If your building/department has additional information that should be added (building/department-specific plans, standard operating procedures, etc.), add those as additional annexes in the rear of the template. This document is designed to be flexible and adaptable to your needs.

Finalization

- Delete all ***Liberty Red italicized text*** instructions/explanations or changes to appropriate content.
- Make sure that all tables are completed as necessary.
- If you need assistance formatting or completing the plan or need guidance on developing certain sections, contact EMCE at 434-592-7674 or luem@liberty.edu.

Distribution

- For an emergency plan to be effective, it must be widely circulated. This document is intended for everyone in your building/department – from Deans and Department Chairs to Faculty and Staff.
- Make sure all staff has access to the plan and reviews it at least annually. It is recommended that at least one hard copy per department be stored in a **red** three-ring binder in an accessible location(s).

Maintenance

Buildings/departments are required to annually review and update their EAP via the Building Emergency Preparedness Committee. The following EAP sections should be reviewed and updated:

- All information in the Building Emergency Action Plan.
- All personnel and notification protocols in each departmental/unit Annex A: Departmental Key Personnel and Notification Protocol. Note: departments are encouraged to update personnel contact information more frequently.
- Any changes to the document other than minor grammatical/formatting edits should be logged in the Record of Changes found at the beginning of the plan.
- For assistance with map development or plan coordination with the EPC, contact EMCE at 434-592-7674 or luem@liberty.edu.
- The University Department of Emergency Management & Community Engagement will periodically review EAPs for completeness, accuracy, and compliance with the Emergency Management Policy requirements

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Annex E: Emergency Guide for Faculty and Instructors in the Classroom

Students look to the person at the front of the class as the leader of the group. Regardless of class size, students expect the instructor to have answers and a clear plan when an incident/emergency/event occurs.

WHAT ARE MY RESPONSIBILITIES AS THE INSTRUCTOR?

- Most importantly: Provide leadership if an emergency arises and follow emergency procedures for all building alarms and emergencies.
- Clearly cover the basic emergency procedures for the class during the first week of class (10 minutes of pre-planning can save lives).
- Know how to report an emergency from the classroom.
- Communicate the evacuation route and Emergency Assembly Area (EAA) outside the building in case of evacuation. Also explain where the Internal Assembly Area (IAA) is and how it should be used as a shelter-in-place location.
- Evacuate the classroom if a medical emergency occurs to allow emergency responders to access the victim.
- Persons with disabilities who self-identify should be able to provide information on special assistance needs if an incident/emergency/event occurs. Persons with disabilities may need assistance leaving the building during an evacuation.

HOW DO I REPORT AN EMERGENCY?

Report all emergencies by:

- **Calling LUPD at 434-592-3911 or 911.** Save this number in your cell phone.
- Stating the nature of the emergency.
- Remaining on the line until the dispatcher hangs up.

WHAT SHOULD I CARRY WITH ME TO CLASS?

- Class roster
- Charged cell phone with battery backup/charging cable
- List of important telephone numbers (i.e. dept. leadership, lab managers, etc.)

HOW DO I EVACUATE THE CLASSROOM?

In many buildings, evacuation routes are posted on building walls at main entrances. Know the evacuation routes for your classroom. Look for illuminated EXIT signs in larger classrooms to determine primary and secondary exits. **All fire alarms require mandatory evacuations.**

WHERE DO I GO AFTER EVACUATION?

As your class is evacuating the classroom, ensure that everyone is leaving the building. Report to the designated building EAA. Ensure that your class knows the location and use it to account for students during an evacuation.

WHAT ABOUT A PERSON WITH A DISABILITY?

Four options are available to evacuate a person with a mobility impairment:

- Horizontal evacuation to the outside. Evacuation without using stairs.
- Stairway evacuation by assisting the person to walk or be carried.
- Stay in place unless danger is imminent. Report the location of the person once outside.
- Area of rescue/refuge or other designated location, if available.

WHAT IF THERE IS VIOLENCE OR AN ACTIVE THREAT?

- **Call LUPD at 434-592-3911 or 911** from a cell phone.
- **Run:** Evacuate the area if safe to do so.
- **Hide:** Secure the classroom by locking doors; blocking the door with desks/chairs/tables; moving persons away from windows and behind items that protect them (desks, chairs, tables). Silence devices and remain very quiet.
- **Fight:** Only as a last resort, attempt to incapacitate the shooter with improvised weapons.
- Treat the injured using basic first aid (apply pressure to wounds and elevate arms or legs that are bleeding).
- Cooperate with emergency responders.

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Liberty University

(NAME OF DEPARTMENT)

Department Continuity of Operations



(Month and Year)

Liberty University
(Building Name)
(Building Address)
Lynchburg, VA 24515 *(Change if different city/zip code)*

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

(For buildings with multiple departments/units, create identical documents for each department/unit.)

Security and Privacy Statement

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under *Code of Virginia* §2.2-3705.2. Accordingly, Liberty University is withholding this plan from full public disclosure. Refer any request for a copy of this document to Liberty University legal counsel.

Template Structure and Instructions

In each section of the template, there are *instructions*, sample verbiage, and references to worksheets that might be helpful in gathering data necessary to develop the Department Continuity of Operations Plan.

- Instructions are in *Liberty Red Italics* to distinguish them from other parts of the template. These instructions should not appear in the final plan.
- Sample verbiage or language is provided to assist in developing the plan. The sample language provided in the template should be replaced, expanded upon, or modified as necessary to fit the needs of the department using the template. This includes tables, charts, checklists, or other tools within the template. However, all sections and elements outlined in the template should be included in the Department Continuity of Operations Plan unless otherwise indicated.
- Headers and/or footers should be used to number pages. Appendices should be numbered in a manner to reflect the appendix number.

Don't forget to change *(Name of Department)* throughout the template to your department's name. **When changing red italicized text to final plan content, change the font to black, sentence case, sized appropriately with the rest of the section's text** (this will help save time with final formatting). Also please remove this template instruction page before plan submission.

If you have any questions, please contact LU Department of Emergency Management & Community Engagement at 434-592-7674 or email luem@liberty.edu

Record of Changes

Changes made to the Department Continuity of Operations Plan between official approvals should be documented in the Record of Changes table below. The Record of Changes will contain, at a minimum, a change number, the section and/or page number of the change, a description of the change, the date of the change, and the initials of the person who made the change. Minor plan changes (such as grammatical or phone number changes) which do not affect the implementation of the plan do not need to be captured in the Record of Changes table. A new Record of Changes table should be used whenever the plan is re-approved by the department head or designee.

Submit recommended changes to this document to: luem@liberty.edu

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By
1	<i>Building EAP, Annex A</i>	<i>Updated contact info, updated departmental notification protocol</i>	<i>6/1/21</i>	<i>Sparky</i>

I. Introduction

A. Department COOP Objective

COOP (Continuity of Operations) is an effort within individual Liberty University units to facilitate the continued provision or restoration of mission essential functions during a wide range of potential emergencies.

B. Purpose and Scope

This document is intended to assist and guide preparation for and response to a COOP activation. The Appendix outlines the essential functions, positions, equipment, records, and other resources needed to implement this plan. Organization, relocation, delegation authority, and operation during a COOP activation are also described.

The COOP plan provides a framework for sustaining essential operations for up to 30 days. During this period, it is expected **(Name of Department)** will coordinate with University administration to determine long-term arrangements necessary to restore complete operations.

C. Situation and Assumptions

- Emergencies can cause disruptions to operations, damage to facilities and impact employees.
- Emergencies, or potential emergencies, may affect the ability of **(Name of Department)** to perform mission essential functions from its primary location.

D. Authorities and References

Virginia Code requires institutions of higher education to develop, adopt, and keep current a written crisis and emergency management plan that outlines the framework for how the University responds to incidents/emergencies/events at its facilities. The plan will include a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund will 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 Code of Virginia Section 19.2-11.01, as amended.

Commonwealth of Virginia

- Virginia Code 23.1-804 as amended
- Emergency Management

Federal

- https://www.fema.gov/sites/default/files/2020-07/Continuity-Guidance-Circular_031218.pdf Federal Emergency Management Agency

(Name of Department)

- ***insert list of applicable departmental authorities/references***
- ***example – Department IT Continuance of Operations Plan***

II. Mission Essential Functions

Mission essential functions are those which must be continued to provide vital services, maintain the safety of University students, faculty, staff, and visitors, and sustain University operations. Functions not deemed mission essential can be deferred until additional personnel and resources become available.

Mission essential functions should be restored on a priority basis. Functions which need to be restored within one day are Priority 1's. Functions which can be restored later than one day but within seven days are Priority 2's. Finally, functions which can be restored later than seven days but before thirty days are Priority 3's.

The table below provides an overview of ***(Name of Department's)*** essential functions and associated priority levels.

For further assistance with determining your department's Mission Essential Functions, please refer to the following link provided below by copying and pasting in a web browser.

<http://www.peninsulas.vaems.org/docman-documents/miscellaneous/3791-vdemguidetomefs-v1-dec11-1-1-1/file>

Essential Function	Priority	Restoration Timeframe
<i>(Expand table as needed)</i>	1	1 Day
	2	2-7 Days
	2	2-7 Days
	3	8-30 Days
	3	8-30 Days

III. Essential Resources

Essential resources are those needed to support the department's ability to complete its essential functions. ***(Name of Department)*** key resources are summarized in the sections below.

A. Essential Personnel

The following personnel, listed by position, will support a COOP activation by implementing this plan and completing action necessary to maintain or restore essential functions.

Essential Positions	COOP Role and Responsibility
<i>(Expand table as needed)</i>	

B. Identification and Protection of Vital Records and Databases

The following vital records and databases, including both physical and electronic, are necessary to maintain or restore designated essential functions. All vital records and databases are accessible through the locations indicated below. A method is needed to allow access, either remotely or through relocation, at the alternate site as detailed in Section IV.

Vital Record/Database	Location(s)	Type	Information Function
<i>(Expand table as needed)</i>			

C. Essential Systems and Programs

The following communications systems, IT hardware and software are necessary to maintain or restore designated essential functions. Access to these systems is needed to allow access, either remotely or through relocation, at the alternate site as detailed in Section IV.

According to LU Information Services (IS) Backup Policy, critical IT resources must be preserved against loss or corruption by appropriate backup procedures.

Hardware/Software Type	Location	Description/Use
<i>(Expand table as needed)</i>		

IV. Alternate Site

An emergency may leave ***(Name of Department's)*** current location inaccessible or inoperable, necessitating relocation of some employees to an alternate site to maintain or restore essential functions. The table below outlines resources necessary to function from an alternate site.

	Alternate Work Site Requirements
Number of Employees:	<i>(Expand table as needed)</i>
Equipment:	
IT Hardware and Software:	
Vital Records & Databases:	
How will needed Vital Records, Databases and Equipment be Transferred or Accessed:	

The table below outlines items, including equipment, IT hardware, records, and databases, which need to be relocated to the alternate site.

Item	Notes
<i>(Expand table as needed)</i>	

An alternate facility may be identified from existing **(Name of Department's)** infrastructures or external sources such as another department. The facility selected should have sufficient space and equipment to maintain designated employees and be capable of sustaining operations for up to 30 days.

The following alternate location has been identified according to the criteria listed above. **For locations controlled by another department, attach a letter of agreement authorizing use of the facility during COOP activations.**

Alternate work site	Location
<i>(Expand table as needed)</i>	

V. Interrelationships

Maintaining or restoring essential functions during a COOP activation will require coordination with other LU departments. The following table indicates other departments with which **(Name of Department)** must coordinate to continue each essential function. Identified departments should be notified if COOP plan is activated. **List the names of all departments that your department relies on for each essential function listed.**

Essential Function	Priority Level	Insert Department											
<i>(Expand table as needed)</i>	1			X				X		X			
	2			X	X			X					
	2			X	X			X					
	3			X				X					
	3							X	X				

VI. Delegation of Authority and Lines of Succession

If the **(VP/DDD)** is out of contact or delegates authority, the following list will be employed for succession of leadership. Cessation of delegation will occur when the **(VP/DDD)** is in contact and can assume duties.

Succession of [VP/DDD] by Position	
1	<i>(Example - Associate DDD for...)</i>
2	<i>(Example - Associate DDD for...)</i>
3	<i>(Example - Assistant DDD)</i>

Personnel other than **(identify departmental positions)** do not have financial authority.
Insert other applicable limitations on authority.

VII. Employee Notification and Accountability

Notification of essential personnel during a COOP activation will take place as follows:

Employee Notification Procedures	
1	<i>(Expand table as needed)</i>
2	
3	

4	
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VIII. Tests, Training and Exercises

An exercise of the COOP plan should be conducted ***(annually)*** by ***(Name of Department)***. On an ***(annual)*** basis, the exercise should include a test of the identified alternate facility to assess accessibility of equipment, IT resources, databases, and records. Needed updates and areas for improvement revealed during the exercise will be evaluated and included in the plan as appropriate.

A part of the exercise process will include training of positions tasked within this document as well as ***(Name of Department's)*** leadership on the COOP plan. Awareness meetings on the COOP plan will be conducted on an ***(annual)*** basis with all employees.

IX. Implementation of COOP Plan

Following an incident which impacts ***(Name of Department)*** the ***(DDD)*** will determine the effects on the organization's facilities and operations. Based on the evaluation, the ***(DDD)*** will implement all or portions of the COOP plan as necessary to maintain or restore mission essential functions.

This document serves as a guideline for implementation of the COOP plan.

X. Essential Functions Tables

The following pages include ***(Name of Department's)*** Essential Function tables. These tables summarize the information included in Annex Sections II-IV and can serve as a quick reference for staff working to continue each essential function during an incident. ***Duplicate tables as needed for each essential function identified.***

Priority 1 – (Insert Essential Function Name)

Department XXXX		
Essential Function	Priority	Steps to complete Essential Function
		1. <i>Insert Step</i> 2. <i>Insert Step</i>
Required Personnel (minimum number required)		
Positions	# of Personnel Required	Skills Required
Alternate Continuity Staffing or Strategy List strategies and implementation steps for alternative staffing to complete the essential function (substitutes, multi-tasking, volunteers, mutual aid, contractors, shift extension, teleworking, reduced service, other).		
Alternate strategy		Implementation steps
Infrastructure needs List any infrastructure needs to complete the essential function (IT, utilities, space, etc.).		
Infrastructure needs description		
Vital Records List any records and information that is required to complete responsibilities and tasks associated with this essential function.		
Record Description	Location	

Priority 2 – (Insert Essential Function Name)

Department XXXX		
Essential Function	Priority	Steps to complete Essential Function
		3. <i>Insert Step</i>
		4. <i>Insert Step</i>
Required Personnel (minimum number required)		
Positions	# of Personnel Required	Skills Required
Alternate Continuity Staffing or Strategy		
List strategies and implementation steps for alternative staffing to complete the essential function (substitutes, multi-tasking, volunteers, mutual aid, contractors, shift extension, teleworking, reduced service, other).		
Alternate strategy		Implementation steps
Infrastructure needs		
List any infrastructure needs to complete the essential function (IT, utilities, space, etc.).		
Infrastructure needs description		
Vital Records		
List any records and information that is required to complete responsibilities and tasks associated with this essential function.		
Record Description	Location	

Priority 3 – (Insert Essential Function Name)

Department XXXX		
Essential Function	Priority	Steps to complete Essential Function
		5. <i>Insert Step</i> 6. <i>Insert Step</i>
Required Personnel (minimum number required)		
Positions	# of Personnel Required	Skills Required
Alternate Continuity Staffing or Strategy		
List strategies and implementation steps for alternative staffing to complete the essential function (substitutes, multi-tasking, volunteers, mutual aid, contractors, shift extension, teleworking, reduced service, other).		
Alternate strategy		Implementation steps
Infrastructure needs		
List any infrastructure needs to complete the essential function (IT, utilities, space, etc.).		
Infrastructure needs description		
Vital Records		
List any records and information that is required to complete responsibilities and tasks associated with this essential function.		
Record Description		Location

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