Liberty University
Crisis and Emergency Management Plan: Basic Plan

Version: Revision 01
July 2023

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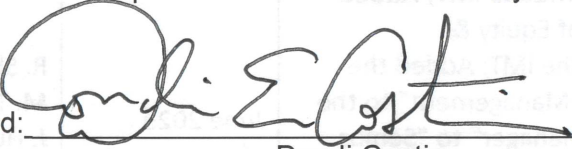
Promulgation

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: _____   Date: 23 July 2023

Dondi Costin
President, Liberty University

Record of Changes

The record of changes will be kept and documented by the Liberty University Department of Emergency Management & Community Engagement (EMCE). 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
0.0	All Pages	Initial publication	October 2021	J. Hurtak
1.0	Promulgation	New University President	July 2023	C. Chambers
1.1	Basic Plan / Record of Distribution	Removed "Executive Vice President of Inclusion, Diversity and Equity" from the SSPC; Added "Vice President of Major Construction" and "Senior Vice President of Facilities & Transportation" to the SSPC; Added "Executive Director of Security & Public Safety" to the IAT; Changed "Emergency Manager" to "Director" Emergency Management & Community Engagement (EMCE); Removed "Emergency Planner" and "Emergency Coordinator" from IMT; Included Department of EMCE to IMT; Added "Vice President of Equity & Compliance" to the IMT; Added the "Director of Risk Management" to the IMT; Changed "Manager" to "Senior Director" of "Access Control & Safety Compliance;" Added "Amherst County Public Safety, Director of Public Safety;" Added "Finance & Administration, Senior Vice President, Finance and Chief Investment Officer; Finance & Administration, Vice President; Development, Senior Vice President; Inclusion, Diversity, and Equity Senior Vice President; Inclusion, Diversity, and Equity, Vice President; Student Financial Services, Vice President; Club Sports, Vice President & Athletic Director; Real Estate Management, Vice President; Equity Compliance, Vice President; Software Development and	June 2023	R. Sloan M. Tinsley J. Hurtak C. Chambers

1.2	CEMP and Supporting Documents	Changed "Manager" of EMCE to "Director" and included "Director of EMCE" where reference is made to the "Emergency Manager" throughout; Updated "University Communications" to "Communications & Public Engagement;" Changed LUPD dispatch verbiage with the new Emergency Communications or LUEC verbiage throughout; Moved all verbiage about LU Alerts from University Communications and Marketing to EMCE; Changed "EOC Manager" to "EOC Director;" Changed "University Counsel" and "General Counsel" with "Legal Affairs;" Changed "Procurement and Contract Administration" to "Finance & Administration;" Added "or appoint an EOC Director" under responsibilities of the Director of EMCE; Added "Executive" to "Vice President of Analytics;" Added "Chancellor" to SSPC	June 2023	C. Chambers
1.3	Basic Plan / Situation Overview	Updated Liberty University facts	June 2023	C. Chambers
1.4	Basic Plan / Situation Overview	Included verbiage for Global Travel and CPTED under Prevention	June 2023	C. Chambers
1.5	Basic Plan / Situation Overview	Removed "University's" and Included "Region 2000;" Added verbiage about Crime Prevention Through Environmental Design (CPTED) surveys under Mitigation	June 2023	C. Chambers
1.6	Basic Plan / Situation Overview	Remove "and the Chief of Police" under Incident Notification	June 2023	C. Chambers
1.7	Basic Plan / Concept of Operations	Update DOC verbiage to support events	June 2023	C. Chambers
1.8	Basic Plan / Concept of Operations	Update Emergency Activation Levels to include "Modified Activation" of the EOC	June 2023	C. Chambers
1.9	Basic Plan / Organization	Added "Chancellor" as number 1, Moved "Provost and Chief Academic	June 2023	C. Chambers

Note: First row at top of table (partial, spanning across): "Engineering, Vice President; Information Services & Analytics, Vice President"

	and Emergency Responsibilities	Officer" to number 2, and Removed Executive Vice President of Strategic Partnerships and Alliances		
1.10	Basic Plan / Organization and Emergency Responsibilities	On the Emergency Support Function Chart Changed "University Advancement" with "University Development;" Changed "University Communications" with "Communications & Public Engagement;" Changed "University Counsel" with "Legal Affairs"	June 2023	C. Chambers
1.11	Basic Plan / Plan Development and Maintenance	On Safety and Security Policy Committee Added Vice President of Major Construction and Senior Vice President of Campus Facilities & Transportation	June 2023	C. Chambers
1.12	Basic Plan / Plan Development and Maintenance	On Incident Assessment Team Added Executive Director of the Office of Security & Public Safety and the Senior Director of Access Control & Safety Compliance	June 2023	C. Chambers
1.13	Basic Plan / Plan Development and Maintenance	On Incident Management Team Added "or their designee" verbiage after each title; Changed "Manager" of Access Control to "Senior Director, Access Control & Safety Compliance" Changed "Director of Employee Relations" to "Executive Director of Human Resources Advising;" added the positions of Chief of Police, Vice President of Major Construction, Executive Director of Student Health & Wellness, and Risk Manager	June 2023	C. Chambers
1.14	Basic Plan / Plan Development and Maintenance	Building Emergency Coordinators Included Department Emergency Coordinator verbiage	June 2023	C. Chambers
1.15	Basic Plan / Training and Exercises	Added verbiage under "Tabletop Exercises" to include "test policies"	June 2023	C. Chambers
1.16	Basic Plan / Glossary	Added "or incident" at the end of Safety Officer	June 2023	C. Chambers
1.17	Basic Plan / Plan Development	Safety and Security Policy Committee Added "including establishing Emergency Action Plans (EAPs)" to the final bullet point in the section.	June 2023	C. Chambers

	and Maintenance			
1.18	Basic Plan / Plan Administration	Change Section to "President Authorization;" Changed verbiage to say "The Liberty University President is authorized to establish rules, regulations and procedures regarding the CEMP outlining the mechanisms that will be employed to prepare for, respond to, and recover from and emergency incident at LU."	June 2023	R. Sloan M. Tinsley J. Hurtak C. Chambers
1.19	Basic Plan / Emergency Operations Center	Changed "130 maximum" to "50 maximum"	June 2023	C. Chambers
1.20	Basic Plan / Concept of Operations	Incident Command System Added Event/Incident Chart	June 2023	J. Hurtak
1.21	Basic Plan / Concept of Operations	Emergency Operations Center (EOC) Added ICS Organization Chart; Added "Incident Action Plan" section with Five Phase Planning Process Chart; Added "Transfer of Command" section with examples and verbiage; Added "Pre-designated Incident Commanders" section with verbiage and detailed charts	June 2023	J. Hurtak
1.22	Acronyms and Glossary	Added "LUCE," "LUEC," and "OSPS"	June 2023	C. Chambers
1.23	ESF 3 / Scope	Added "/ice" to the third bullet point	June 2023	C. Chambers
1.24	ESF 5 / Concept of Operations	Changed "Division" to "Office of Security & Public Safety"	June 2023	C. Chambers
1.25	ESF 5 / Primary and Supporting Departmental Roles and Responsibilities	Changed "Executive Policy Group (EPG)" with "Safety and Security Policy Committee;" Changed "Department" to "Office of Security & Public Safety"	June 2023	C. Chambers
1.26	ESF 7 / Primary and Supporting Departmental Roles and Responsibilities	Combined "Procurement and Contract Administration" into "Finance & Administration" table	June 2023	C. Chambers
1.27	Incident Annex 4 / Roles and Responsibilities	Added verbiage for Department Emergency Coordinators	June 2023	C. Chambers

1.28	Incident Annex 10 / Attachment B: Concept of Operations	Updated "University Notification" section with updated verbiage/process of LUCE and LUEC	June 2023	C. Chambers
1.29	Incident Annex 11 / Attachment A: Targeted Stakeholder Notification	Added "or their designee" to each position; Changed "Supervisor" to "Senior Director of Access Control & Safety Compliance"	June 2023	C. Chambers
1.30	Support Annex 2 / Building Evacuations	Added verbiage for Department Emergency Coordinators with BECs/Floor Monitors; Swapped Emergency Assembly Area example for current version	June 2023	C. Chambers
1.31	CEMP Attachments / Building Emergency Action Plan	Swapped original Building EAP Template for new Building EAP template	June 2023	C. Chambers
1.32	CEMP Attachments	Added new Department EAP Template to CEMP	June 2023	C. Chambers
1.33	All ESFs / Authorities and References	Updated link to the Commonwealth of Virginia Emergency Operations Plan with the latest version (October 2021); Added Link to CEMP on EMCE Website	June 2023	C. Chambers
1.34	ESF 6 / Primary and Supporting Departmental Roles and Responsibilities	Combined "LU Marketing" table into the "LU Communications & Public Engagement" table	June 2023	C. Chambers
1.35	ESF 17 / Primary and Supporting Departmental Roles and Responsibilities	Merged "LU Finance Development" table into the "LU Finance & Administration" table	June 2023	C. Chambers
1.36	ESF 17 / Authorities and References	Changed "Virginia" to "National Voluntary Organizations Active in Disaster"	June 2023	C. Chambers
1.37	ESF 18 / Authorities and References	Updated website link to the LU Faculty and Employee Handbooks	June 2023	C. Chambers
1.38	ESF 19 / Authorities and References	Created "LU Emergency Management & Community Engagement (EMCE)" table	June 2023	C. Chambers

1.39	Incident Annex 2 / Response Procedures	Replaced "Emergency Assembly Area (EAA) Coordinators" with "Police Officers"	June 2023	C. Chambers
1.40	Incident Annex 10 / Situation	Added "and Annex"	June 2023	C. Chambers
1.41	Incident Annex 15 / Roles and Responsibilities	Added roles and responsibilities of the Director of EMCE	June 2023	C. Chambers
1.42	Incident Annex 17 / Preparedness	Added DeMoss Hall, Montview Student Center, and Marie Green Hall as the buildings with DEC; Added DEC with BEC throughout	June 2023	C. Chambers
1.43	Incident Annex 18 / Roles and Responsibilities	Changed "Residence" to "Student Life"	June 2023	C. Chambers
1.44	Support Annex 2	Added DEC and Department EAP verbiage throughout	June 2023	C. Chambers
1.45	Basic Plan / Plan Development and Maintenance	Removed the verbiage under the SSPC of overseeing the "Campus and Workplace Violence Prevention Committee and the Threat Assessment Team"	June 2023	C. Chambers
1.46	Incident Annex 5	Added Data Breach/Leak Process from ITS Security	June 2023	C. Chambers
1.47	Incident Annex 2	Updated from two K-9 Units to three	June 2023	C. Chambers
1.48	Incident Annex 10 / University Notification	Updated "LU Communications" with "LU Community Engagement (LUCE) Division of EMCE"	June 2023	C. Chambers
1.49	Incident Annex 10 / Transit Department Bus Activation	Removed all verbiage for the "Greater Lynchburg Transit Company (GLTC)" and replaced with LU Transit buses	June 2023	C. Chambers
1.50	Basic Plan / Purpose	Added "Save and protect all facilities, properties, and the environment."	June 2023	C. Chambers
1.51	Basic Plan / Plan Development and Maintenance	Changed "President on behalf of the Board of Trustees" to just say "President of Liberty University	July 2023	R. Sloan M. Tinsley J. Hurtak C. Chambers
1.52	Basic Plan / Incident Notification	Removed "pager"	July 2023	M. Tinsley C. Chambers

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
	Chancellor	
	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	
	Senior Vice President of Student Affairs	
	Senior Vice President of Communications & Public Engagement	
	Chief Information Officer and Executive Vice President of Analytics	
	Vice President of Security & Public Safety	
	Vice President of Major Construction	
	Senior Vice President of Campus Facilities & Transportation	
Incident Assessment Team	Vice President of Security & Public Safety	Electronic
	Executive Director of Security & Public Safety	
	Chief of Police	
	Director, Emergency Management & Community Engagement	
	Director, Environmental Health & Safety	
Incident Management Team	Chief of Police	Electronic
	Lieutenant of Operations, Liberty University Police Department	

	Emergency Management & Community Engagement Department	
	Director, Environmental Health & Safety	
	Senior Director, Access Control & Safety Compliance	
	Senior Vice President, Campus Facilities & Transportation	
	Senior Vice President, Student Affairs	
	Dean of Students	
	Vice President, Marketing	
	Executive Director, Human Resources Advising	
	Chief Information Officer and Executive Vice President of Analytics	
	Director, Athletics	
	Senior Vice President, Communications & Public Engagement	
	Chief Financial Officer	
	Vice President, Campus Recreation and Logistics	
	Vice President, Auxiliary Services	
	Vice President, Spiritual Development	
	Vice President, Major Construction	
	Executive Director, Student Health & Wellness	
	Director, Risk Management	
Finance & Administration	Senior Vice President, Finance and Chief Investment Officer	Electronic
Finance & Administration	Vice President	Electronic
Development	Senior Vice President	Electronic
Inclusion, Diversity, and Equity	Senior Vice President	Electronic
Inclusion, Diversity, and Equity	Vice President	Electronic
Student Financial Services	Vice President	Electronic
Club Sports	Vice President & Athletic Director	Electronic
Real Estate Management	Vice President	Electronic
Equity Compliance	Vice President	Electronic

Software Development and Engineering	Vice President	Electronic
Information Services & Analytics	Vice President	Electronic
Virginia Department of Emergency Management Regions 3 and 6	Chief Regional Coordinators	Electronic
Lynchburg Department of Emergency Services	Director	Electronic
Bedford County Fire and Rescue	Fire Chief	Electronic
Campbell County Public Safety	Fire Chief	Electronic
Amherst County Public Safety	Director of Public Safety	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

- o Emergency Management Plan for Critical Incidents (November 2017 to November 2021)
  - o Emergency Management Policy
  - o Liberty University Police Department Written Directives
  - o Emergency Guidelines
  - o Building Emergency Action Plans
  - o Liberty University Public Safety Communications Policies
  - o Pandemic Flu Plan
- Old Dominion University
  - o Crisis and Emergency Management Plan (2020)
- Virginia Polytechnic Institute and State University
  - o Crisis and Emergency Management Plan (March 2020)
- University of Florida
  - o 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.
- Save and protect all facilities, properties, and the environment.
- 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 LU 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

President Authorization

The Liberty University President is authorized to establish rules, regulations and procedures regarding the CEMP outlining the mechanisms that will be employed to prepare for, respond to, and recover from and 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 Director of EMCE 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 of Liberty University.
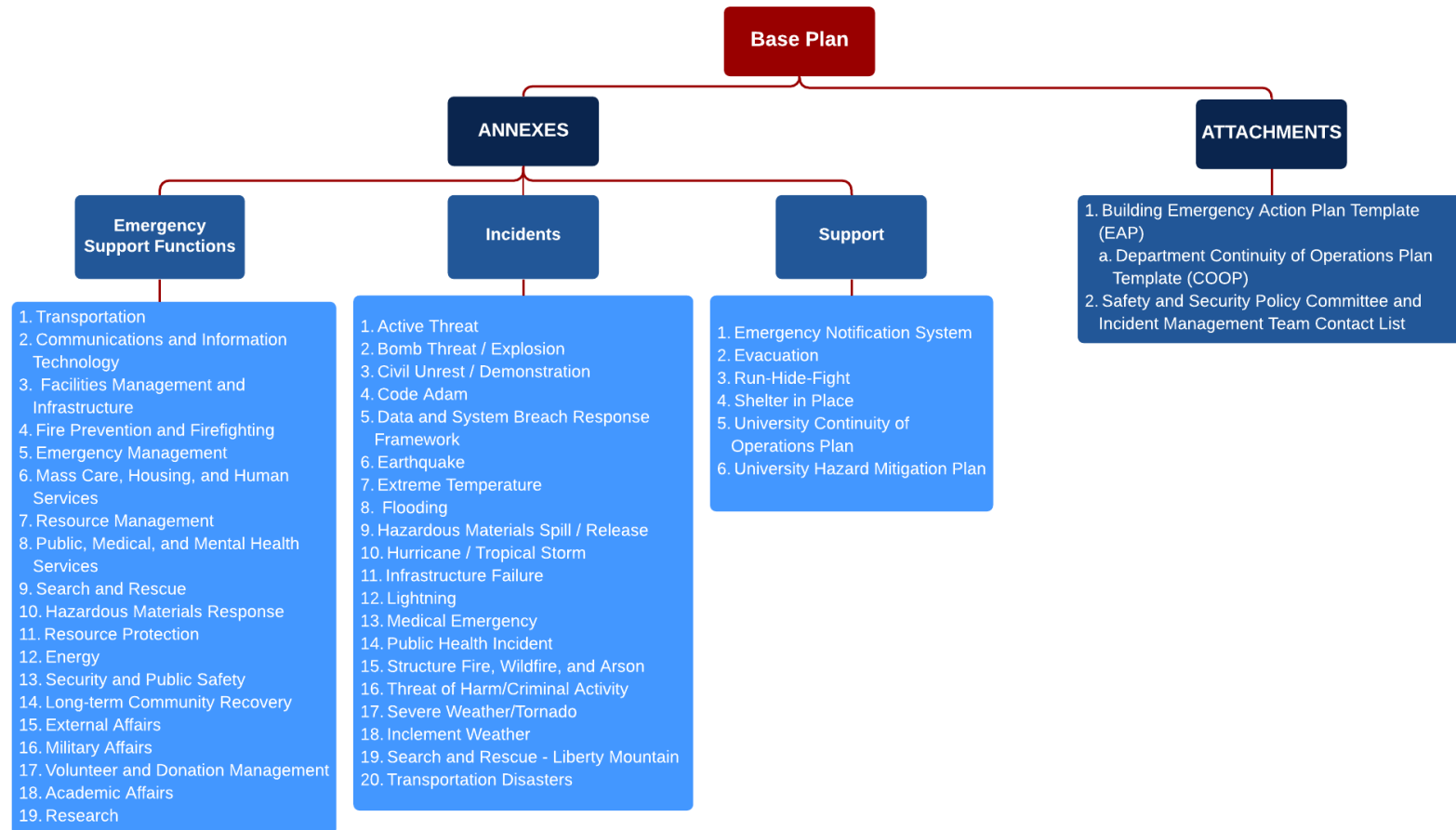
This plan shall be considered a "living plan" and with each use, either by exercise, incident or planned event, the plan shall be reviewed by EMCE in coordination with appropriate University departments and offices to improve and adjust the plan as needed. Any updates, not part of the scheduled update 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 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

Figure 1: CEMP Organizational Chart

Base Plan

ANNEXES

ATTACHMENTS

Emergency Support Functions

Incidents

Support

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

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

1. Active Threat
2. Bomb Threat / Explosion
3. Civil Unrest / Demonstration
4. Code Adam
5. Data and System Breach Response Framework
6. Earthquake
7. Extreme Temperature
8. Flooding
9. Hazardous Materials Spill / Release
10. Hurricane / Tropical Storm
11. Infrastructure Failure
12. Lightning
13. Medical Emergency
14. Public Health Incident
15. Structure Fire, Wildfire, and Arson
16. Threat of Harm/Criminal Activity
17. Severe Weather/Tornado
18. Inclement Weather
19. Search and Rescue - Liberty Mountain
20. Transportation Disasters

1. Emergency Notification System
2. Evacuation
3. Run-Hide-Fight
4. Shelter in Place
5. University Continuity of Operations Plan
6. University Hazard Mitigation Plan

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. LU consists of over 177 buildings and structures, 7.5 million square feet of building space on more than 7,000 acres. Enrollment consists of more than 130,000 students. LU employs approximately 10,000+ full- and part-time faculty and staff providing instruction in over 700 programs of study across 15 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 the 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 (OSPS) 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.

The LU Community Engagement (LUCE) Division of the Department of EMCE participates in the Global Travel Advisory Committee and provides threat assessment data prior to students traveling abroad for academic and services-based University sponsored trips.

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 Region 2000 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. LU OSPS will work with the Virginia Department of Emergency Management (VDEM) for each incident deemed necessary.

The main mitigation tool adopted by LU is called a Crime Prevention Through Environmental Design (CPTED) Survey. CPTED Surveys are conducted by LUCE. These Surveys are meant to

observe and report elements of the buildings around campus and create a system to fix the issues identified. CPTED Surveys are required for all buildings/departments throughout the LU campus. After the Survey is completed, LUCE will provide it to the building/department occupants. In addition to the building/department occupants, the Survey will be provided to the directors/managers for the other departments within OSPS, Planning & Construction, and Facilities Management so issues requiring their assistance can be addressed. Specifically, the departments that will be contacted include:

- Emergency Management & Community Engagement (EMCE)
- Environmental Health & Safety (EHS)
- Access Control
- Liberty University Police Department (LUPD)
- Planning & Construction
- Facilities Management

LUCE is not an enforcement branch and suggestions made are based on best practices. The suggestions made in CPTED Surveys are best practice recommendations made through the U.S. Department of Education through their Readiness and Emergency Management for Schools program. The request for disposition will be to log the action taken. CPTED Surveys shall be conducted on an annual basis and will be up to LUCE to schedule.

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, OSPS 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 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 (VP) of OSPS. Emergency messages are authorized by designated University officials, the VP of OSPS, 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 Director of EMCE. 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.

	Event/Incident			
	Dept. Level Response	ICS Activated if required	ICS Activated	
	Event	Emergency Conditions	Emergency Incident	Disaster
College Operations	Minor disruption	Minor temporary disruption	Medium to severe interruption	Full interruption of operations
Duration	Event has concluded prior to being reported	Predictable amount of time, generally not exceeding 48 hours	Extended period of time in the response and recovery from the event.	Extended period of time to allow for recovery
Response	Limited to standard department response(s)	Enact preventative measures whenever possible	Low to high response required from institutional and/or off-campus personnel.	Significant response from off-campus agencies, as well as institutional personnel.

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)

A Department Operations Center (DOC) is a modified activation of an Emergency Operations Center (EOC). The DOC is used to effectively coordinate large events at LU that have a focused impact on a department(s). 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). The purpose of the DOC is to have pre-established ESF representatives assembled to support the event and be established should the event become an incident.

- **Command Staff:** responsible for overall management of the event, including assessment and establishment of event priorities, assessing resource needs and orders, and coordinating with external agencies as needed. The Command Staff will establish a Command Post (CP) at a pre-determined location to command and control the event. The following positions perform the specific essential duties that support the Command Staff role(s):
  - **Event Commander:** Coordinate all event operations and provide final decision-making authority for event support.
  - **Chief of LUPD or Designee:** Assist with event planning, provide traffic plans, provide dignitary protection details as applicable, provide security for the event, and provide support for the overall event operations as requested/needed from the Event Commander.
  - **Director of EMCE or Designee:** Assist with event planning/coordination, provide the venue Emergency Operations Plan (EOP), determine staffing needed in the DOC, and coordinate overall event operations as requested/needed from the Event Commander.
  - **Tactical Emergency Communications (EC) Dispatcher:** Monitor field radios and serve as the mobile communications conduit between the Command Post and the DOC.
- **DOC Staff:** performs the following essential duties:
  - **DOC Director:** Coordinate all facility, resource, logistical, staffing, and support needs required for DOC operations. The DOC Director serves as the liaison from the ESF Representatives to the Event Command Staff through the EC Dispatchers.
  - **DOC Manager:** Provide support and any assistance needed from the DOC Director and/or DOC Staff.
  - **DOC EC Dispatcher:** Monitor DOC hotline phones and radios and serve as the communications conduit between the Command Post and the DOC.
  - **ESF Representatives:** Provide support to the DOC Staff based on the requests from the Command Staff for the event.

Examples of the utilization of a DOC are Convocation, sporting/community events, Commencement, and threats of weather (i.e., tornadoes, snow/ice, hurricanes, etc.). The DOC will have pre-established ESF representatives assembled to support the event, with the understanding that the event could transition into an EOC to support an incident.

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.
  - o The following positions perform the specific essential duties that support the Command Staff role(s):
    - **EOC Director:** 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:** perform the following essential duties:
  - o **Operations Section:** Direct and coordinate all non-public safety operations, receive, and implement Incident Action Plans from the Planning Section.
  - o **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.
  - o **Logistics Section:** Obtain and stage resources (facilities, services, and materials) in support of incident operations.
  - o **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process related to the incident.

ICS Organization		
Organizational Element	**Leadership Position**	**Primary Responsibilities/Assignment**
Incident Command	Incident Commander	Overall Responsibility for Incident Response
President	President's Cabinet	Identifies policy modifications, establishes directives for the College operations and communicates situation reports to the University System Offices
Command Staff	Officer	Public Information Officer (PIO), Safety Officer (SO), Liaison Officer (LO) Supporting IC
Section	Section Chief	Oversee section assigned, (Operations, Planning, Logistics, Finance/Administration)
Branch	Branch Director	Reports to Section Chief
Divisions & Groups	Supervisors (Operations Only)	Provides supervision of assigned divisions
Unit	Unit Leader	Applies to subunits of Planning, Logistics, and Finance/Administration Divisions

Figure 2: Incident Command and EOC Organizational Chart
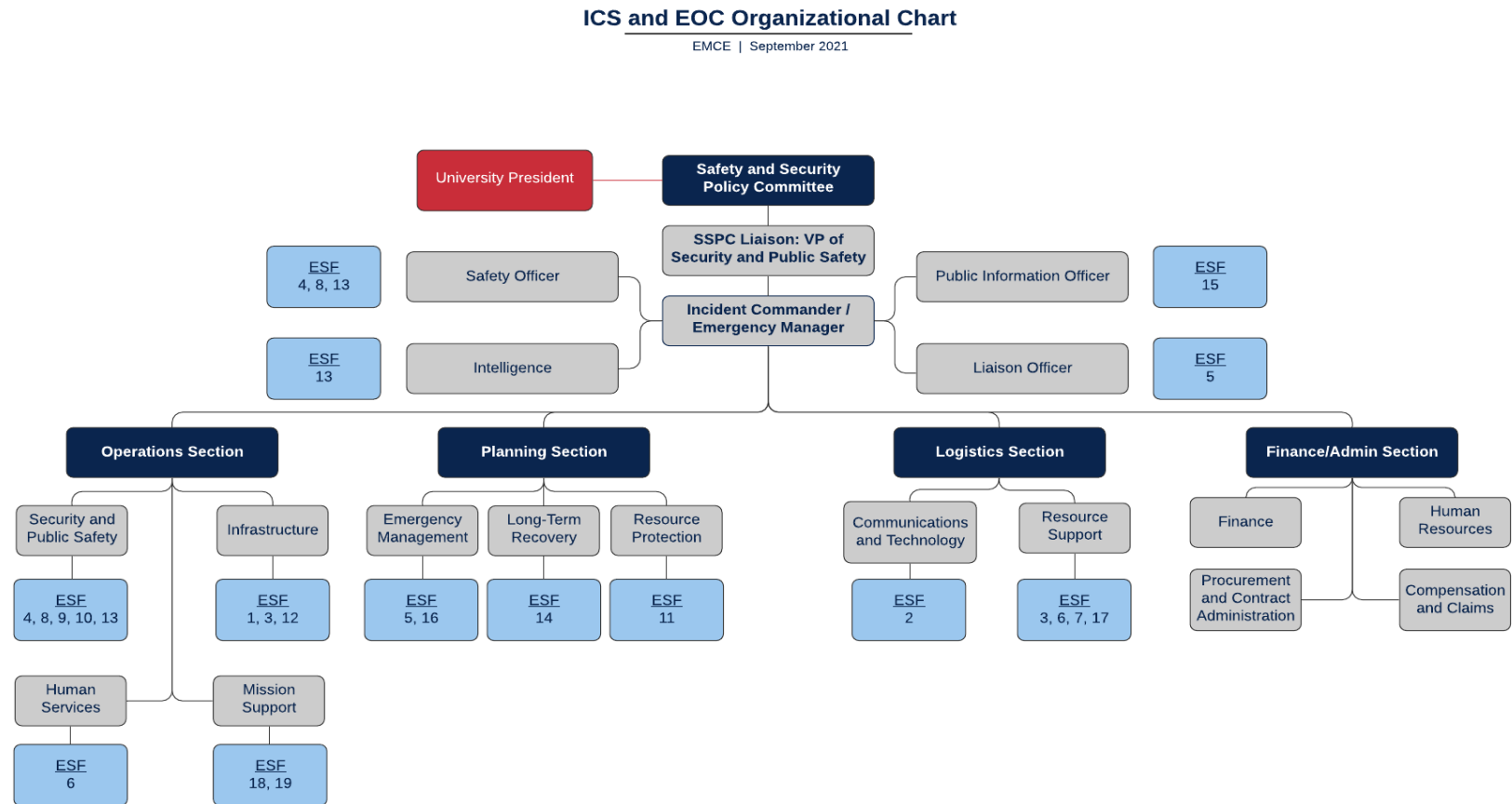
EOC Organizational Chart illustrating the lines of direction, communication, and authority present during an EOC activation.

Incident Action Plan (IAP)

The Incident Commander is responsible for developing and disseminating an Incident Action Plan (IAP). Depending upon the severity of the incident, the Planning Section Chief may be responsible for drafting the IAP. The planning process, at a minimum, shall include the following:

- Accurate & current description of incident situation and resources,
- Predictions of probable course of events,
- Alternative strategies to achieve critical incident objectives, and,
- Accurate Incident Action Plan for the next operational period.

Planning is an important component for a successful incident response. Through proper planning, establishment of objectives, and properly communicating across the IC organization, responders can effectively direct their resources and responses. The Incident Commander will document the IAP on forms ICS 201-202 or others as required.

Five Phase Planning Process		
Phase	**Purpose**	**Primary Responsibilities/Assignments**
Situation Report	Understand the incident or situation	Gather information, record, analyze, and display information in a manner that will ensure full understanding of the magnitude, complexity, and provide the necessary information for the creation of the IAP
Establish Objectives & Strategies	Cleary developed objectives & alternate strategies to direct efforts	The objectives provide foundational methods for developing response strategies, development evaluation criteria, and provide common understanding among all personnel
Develop Plan	IC develops IAP to communicate objectives & situation information	Based on the information available, the IC determines the tactical direction and resource assignments for a pre-determined period (operational time)
Prepare & Disseminate	Initial response: Oral presentation Ongoing: Written IAP	IAP is the primary form of communication for incident briefings
Evaluate & Revise	Ongoing Evaluation & Revision	Progress is continually monitored, and information collected. Based on the information, the IAP will be revised as necessary

Transfer of Command

As the situation requires, command of the incident will be transferred to the individual with the necessary expertise and training to properly respond to the incident change.

> **Example – "Transfer of Command"**
>
> The Fire Chief is the Incident Commander for a structure fire. Once the fire is extinguished, investigation completed, the SVP of Campus Facilities & Transport or designee may assume the position of Incident Commander for repair and recovery efforts.

Prior to the transfer of command, the following will be accomplished:

Transfer of Command – Briefing

The current Incident Commander will fully brief the new Incident Commander prior to the completion of transfer.

Transfer of Command – Notification of Incident Personnel

All personnel will be notified of the transfer of command and when possible, participate in the Incident Commander briefing process as required.

Pre-designated Incident Commanders

In incidents relegated to University resources and facilities pre-designated Incident Commanders are designated for specific situations. Incident Commanders are responsible for completing required training as identified by the Federal Emergency Management Agency and participating in University designated training programs.

Incident Type	Incident Commander	Command Center Location	Alternate Location	Additional Incident Description/Assignments
Facility Damage, Recovery Operations	SVP of Campus Facilities & Transportation, or Designee	4550 Mayflower Dr. (EMCE)	1031 Regents Pkwy (LUPD)	Due to natural disaster, extensive repairs, or other facility related damage
Security Threats, Severe Weather, Unruly Crowds	Chief of LUPD or Designee	4550 Mayflower Dr. (EMCE)	1031 Regents Pkwy (LUPD)	Immediately secure threats because of domestic unrest, criminal action(s), threatening weather and/or immediate response situations
Fire, Hazardous Materials Incident	Lynchburg Fire Department, Campbell County Fire & Rescue, or Bedford County Fire & Rescue	To be determined by Incident Commander	4550 Mayflower Dr. (EMCE)	Situations involving fire to grounds or facilities, hazardous materials spills, CBRNE incidents

Local Emergency Conditions	Chief of LUPD or Designee	4550 Mayflower Dr. (EMCE)	1031 Regents Pkwy (LUPD)	Situations immediately surrounding the University that threaten the safety of the University Community
Community Health Issues	Executive Director of Student Health & Wellness	4550 Mayflower Dr. (EMCE)	1031 Regents Pkwy (LUPD)	Threats of pandemic, airborne pathogens, or diseases that threaten the community
University Community Domestic Unrest/Protests	SVP of Student Affairs or Designee	4550 Mayflower Dr. (EMCE)	1031 Regents Pkwy (LUPD)	Student protests that have the potential for violent acts, etc.

Incident Type	Section Chief	Section	Description/Assignments
Facility Damage	Director of General Maintenance or Designee	Operations	Due to natural disaster, extensive repairs, or other facility related damage
Security Threats, Severe Weather, Unruly Crowds	Supervisor/Senior Officer	Operations	Immediately secure threats because of domestic unrest, criminal action(s), threatening weather and/or immediate response situations
Fire, Hazardous Materials Incident	Lynchburg Fire Department, Campbell County Fire & Rescue, or Bedford County Fire & Rescue	To be determined by Incident Commander	Situations involving fire to grounds or facilities, hazardous materials spills, CBRNE incidents
Local Emergency Conditions	Supervisor/Senior Officer	Logistics	Situations immediately surrounding the University that threaten the safety of the University Community
Community Health Issues	Dean of the School of Nursing	Logistics	Threats of pandemic, airborne pathogens, or diseases that threaten the community
University Community Domestic Unrest/Protests	SVP of Student Affairs or Designee	Operations	Student protests that have the potential for violent acts, etc.

PLAN ACTIVATION

The President of LU, the VP of OSPS, 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 OSPS, or their designee, 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:
  o 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.
  o The scope of the emergency exceeds the baseline management capacity for effective management of the incident or scene(s).
  o 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.
  o 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:

Modified Activation – A DOC will be opened and staffed with ESF and IMT representatives determined by the Director of EMCE or their designee to support certain events and potential threats (i.e., Commencement, Football Games, threats of weather, scheduled protests, etc.).

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	• DOC may be elevated to an EOC • Activities that are normal for the EOC when no incident or specific risk or hazard has been identified • Routine monitor and warning activities if the EOC normally houses this function
2 Enhanced Steady-State/ Partial Activation	• Certain 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	• 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:** 60 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:** 50 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

- o **Parking:** adjacent to the location
- o **Amenities:** 25 maximum, Technical Tools-projector and screen, internet connection

- **Liberty Mountain Conference Center**
  - o **Address:** 3700 Candlers Mountain Road
  - o **Phone:** 434-592-5600
  - o **Parking:** adjacent to the location
  - o **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 Department of EMCE can provide support in establishing the operation of an EOC as requested by a university entity.

MONITORING, DETECTION, ALERT, AND WARNING

LU Emergency Communications (LUEC) is a Division under the Department of EMCE. LUEC works with LUCE to provide notification, alerts, and warnings of incidents affecting LU. LUEC operates 24 hours, seven days a week, and 365 days a year. LUEC receives information of potential incidents from the community through telephonic and digital channels, as well as direct communications with the Lynchburg Communications Center.

LUEC 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. LUEC 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 requiring 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. Chancellor
2. Provost and Chief Academic Officer
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
	ESF 11: Resource Protection
Logistics Section	**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 Chart

LIBERTY UNIVERSITY

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
Finance & Administration		S					P										P		
Research Ethics										S	S			S	S			S	P
Risk Management		S								S	S			S			S		S
ROTC																S			
Student Service Center						P									S		P	S	
Student Health and Wellness				S		S		P			S			S					
Transit	P				S	S													
University Development																	S		
Communications & Public Engagement	S	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S
Legal Affairs											S			S	S				
University Libraries																		S	

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

Table 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).

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 OSPS 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
- Chancellor
- 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
- Senior Vice President of Student Affairs
- Senior Vice President of Communications & Public Engagement
- Chief Information Officer and Executive Vice President of Analytics, Information Technology Services
- Vice President of Security & Public Safety
- Vice President of Major Construction
- Senior Vice President of Campus Facilities & Transportation

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 the creation of university safety and security policies.
- Overseeing the CEMP and other plans/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, including establishing Emergency Action Plans (EAPs).

Director of Emergency Management & Community Engagement (EMCE)

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 an EOC Director.

- Maintain the EOC in a state of readiness.
- Develop and maintain the Crisis and Emergency Management Plan.
- Assume relevant duties as directed by the VP of OSPS.
- 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
- Executive Director of Security & Public Safety
- Director of Emergency Management & Community Engagement, or their designee
- Chief of Police Department, or their designee
- Director of Environmental Health & Safety, or their designee

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:

- Chief of Liberty University Police Department, or their designee
- Lieutenant of Operations, Liberty University Police Department, or their designee
- Department of Emergency Management & Community Engagement
- Director of Environmental Health & Safety, or their designee
- Senior Director of Access Control & Safety Compliance, or their designee
- Senior Vice President of Campus Facilities and Transportation, or their designee
- Senior Vice President of Student Affairs, or their designee
- Dean of Students
- Vice President of Marketing, or their designee
- Executive Director of Human Resources Advising, or their designee
- Chief Information Officer and Executive Vice President of Analytics, or their designee
- Director of Athletics, or their designee
- Senior Vice President of Communications & Public Engagement, or their designee

- Chief Financial Officer, or their designee
- Vice President of Campus Recreation and Logistics, or their designee
- Vice President of Auxiliary Services, or their designee
- Vice President of Spiritual Development, or their designee
- Vice President of Major Construction, or their designee
- Executive Director of Student Health & Wellness, or their designee
- Director of Risk Management, or their designee

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 and Departmental Emergency Coordinators

As part of the EMCE's Building and Department Emergency Action Plan (EAP) program, University buildings and the departments located in DeMoss Hall, Montview Student Center, and Marie Green Hall, would have an established point of contact, known as a Building Emergency Coordinator (BECs) or a Department Emergency Coordinator (DEC). The BEC and DEC would provide support and limited emergency response when it comes to incidents, emergencies, or events on campus. The BECs and DECs will be responsible for the dissemination of information related to emergency management to building occupants. The BECs and DECs are responsible for familiarizing themselves with emergency plans and ensuring that building/department personnel understand emergency procedures both campus wide and within their specific building/department. BECs and DECs are also responsible for updating necessary information when it comes to the building/department EAPs, along with any communication and coordination with LU EMCE. BECs and DECs involved in an incident serve as the primary point of contact between first responders and building occupants. As necessary, BECs and DECs may assist in providing building or department 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, test policies, 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. 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
LUCE	Liberty University Community Engagement
LUEC	Liberty University Emergency Communications
LUPD	Liberty University Police Department
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NRF	The National Response Framework
OSPS	Office of Security & Public Safety
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 or incident.
- **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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