

Critical Incident Management Plan - 2022

 UNIVERSITY of VIRGINIA



University of Virginia

Critical Incident Management Plan

Base Plan

December 2022

Version 3.2

Privacy Statement

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to FOIA under Virginia Code §2.2-3705.2. Accordingly, the University of Virginia is withholding this plan from public disclosure. Refer any request for a copy of this document to the University of Virginia's Office of University Counsel or the Virginia Attorney General's office.

Distribution

This Critical Incident Management Plan has been distributed internally within the University of Virginia and with those external agencies that may be affected by its implementation. The Critical Incident Management Plan has been coordinated with other jurisdictions and agencies by UVA Emergency Management.

Plan Administration

Board of Visitors Resolutions

On May 21, 2012, the University of Virginia Board of Visitors adopted the Critical Incident Management Plan (CIMP) outlining the mechanisms that will be employed to prepare for, respond to, and recover from any emergency incident at the University of Virginia.

Implementation

The CIMP Base Plan and relevant annexes are implemented when it becomes necessary to mobilize resources to save lives and protect property, infrastructure, and the environment. The plan assigns roles and responsibilities to departments and offices. Each University department or office is committed to effectively and efficiently functioning within their assigned roles while mitigating, planning for, responding to, and recovering from an incident or event.

The plan is intended to address crisis that are of a finite duration, and not long-term, such as was experienced during the COVID-19 pandemic of 2020/2021.

Plan Development and Maintenance

Per the Code of Virginia Chapter 1 of Title 23.1 and Title 44, the University of Virginia will keep the CIMP current. Annually, a review team, consisting of representatives from the Executive Vice President and Chief Operating Officer's Office, the Associate Vice President for Safety and Security/Chief of Police, UVA Emergency Management, the University of Virginia Police Department, Facilities Management, and University Communications, will review the CIMP Base Plan, and revise as needed. This review will be approved in writing by the President and Executive Vice President and Chief Operating Officer. The Critical Incident Management Team will be requested to contribute input to the review team as part of this process.

Every four years, the University will conduct a comprehensive review and revision of the CIMP Base Plan, Appendices, Hazard Specific Annexes, and Support Annexes. This review will be coordinated by UVA Emergency Management, and the revised plan will be adopted formally by the Board of Visitors. This review will be certified in writing to the Virginia Department of Emergency Management.

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 UVA Emergency Management

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 UVA Emergency Management for review and inclusion in the CIMP.

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Table of Contents

| | | |
|----------|--|-----------|
| 1 | Introduction | 12 |
| 1.1 | Purpose..... | 12 |
| 1.2 | Plan Instructions..... | 12 |
| 1.3 | Scope..... | 13 |
| 1.4 | Situation..... | 13 |
| 1.5 | Assumptions..... | 13 |
| 1.6 | Levels of Emergency..... | 15 |
| 1.7 | Plan Activation..... | 17 |
| 2 | Assignment of Responsibilities | 19 |
| 2.1 | Board of Visitors..... | 19 |
| 2.2 | University President..... | 19 |
| 2.3 | Director of Emergency Services..... | 19 |
| 2.4 | Director of Emergency Management..... | 20 |
| 2.5 | Critical Incident Management Team | 20 |
| | Incident Assessment Group..... | 20 |
| | Senior Management Group..... | 21 |
| | Emergency Operations Group..... | 22 |
| 2.6 | Incident Commander | 23 |
| 2.7 | Students, Staff and Faculty | 23 |
| 2.8 | Regional Emergency Operations Plan | 24 |
| 3 | Concept of Operations | 25 |
| 3.1 | General | 25 |
| 3.2 | Organization | 25 |
| 3.3 | Sequence of Action | 39 |
| | Preparedness..... | 39 |
| | Incident Recognition..... | 39 |
| | Incident Notification..... | 39 |
| | Activation of the Emergency Operations Center or University Command Post | 40 |
| | Response..... | 40 |
| | Recovery..... | 41 |

Mitigation 42

4 Request for Assistance43

4.1 Private Sector.....43

4.2 Local43

4.3 State.....43

4.4 Federal43

5 Process Improvement.....44

APPENDICES

- Appendix A** Authorities, Guidance, and References
- Appendix B** Glossary of Key Terms
- Appendix C** List of Acronyms and Abbreviations

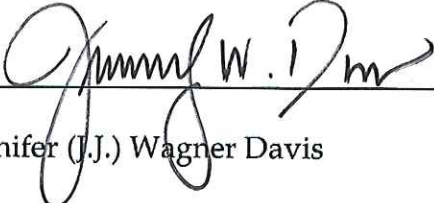
Promulgation Statement

To accomplish its mission of excellence in teaching, research, and public service, the University of Virginia must ensure its operations are performed with minimal disruption. This document provides planning and program guidance for implementing the University's Critical Incident Management Plan (CIMP) in response to an incident or event that may impact the safety and/or operations of the University. UVA is committed to the safety and protection of its students, faculty, staff, patients, contractors, visitors, operations, and facilities.

The CIMP 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 their assigned roles while mitigating, planning for, responding to, and recovering from an incident or event.

I hereby approve this Critical Incident Management Plan which outlines the process of response to an incident or event at the University of Virginia in Charlottesville, Virginia.

Approved:  Date: 1/6/2023
James E. Ryan
President

Approved:  Date: 1/6/2023
Jennifer (J.J.) Wagner Davis
Executive Vice President & Chief Operating Officer

Record of Changes

The record of changes will be kept, documented, and distributed by UVA Emergency Management. The record of changes will include the plan version number, a description of the change, the date of change, and who approved the change. Upon publication, the change will be considered part of the CIMP.

| Version | Description of Change | Date | Responsible Party |
|---------|---|---------------|-------------------|
| 1.0 | Initial publication | July 2005 | Leonard Sandridge |
| 1.1 | General update | February 2008 | Leonard Sandridge |
| 1.2 | Updates to the role of the Policy Group, the emergency notification process, and the facility damage assessment process. Formatting updates throughout. | November 2010 | Marge Sidebottom |
| 2.0 | Complete revision; transition to the ESF-based planning model | March 2012 | Marge Sidebottom |
| 2.1 | Revised CIMIT and other relevant contacts in Appendix E | June 2013 | Marge Sidebottom |
| 2.2 | Revised CIMIT and other relevant contacts in Appendix E | November 2013 | Marge Sidebottom |
| 2.3 | Revised CIMIT and other relevant contacts in Appendix E | January 2014 | Marge Sidebottom |
| 2.4 | Changed the EVP-COO name in the approval line; revised CIMIT and other relevant contacts in Appendix E | June 2014 | Marge Sidebottom |
| 2.5 | Addition of 2 additional EOC locations, revised CIMIT and other relevant contacts in Appendix D & E | June 2015 | Marge Sidebottom |
| 2.6 | Added Annex N; updated department title changes in CIMP and revised contacts in Appendices D and E | June 2016 | Marge Sidebottom |

| | | | |
|-----|--|---------------|------------------|
| 2.7 | Revised CIMT and other relevant contacts in Appendix E | June 2017 | Marge Sidebottom |
| 2.8 | Updated contact information, added AVP of Safety & Security, revised laws and annex language | June 2018 | Marge Sidebottom |
| 2.9 | Updated contact and department information, revised annex language, removed annexes to emergency procedures, developed hazard specific and support annexes | August 2019 | John DeSilva |
| 3.0 | Updated the Base Plan, Appendices, and Annexes, submitted to the Board of Visitors for their four-year review and approval | December 2020 | John DeSilva |
| 3.1 | Updated contact and department information, revised regional and EOC language | November 2021 | John DeSilva |
| 3.2 | Updated regional reference, command post and EOC language, CIMT membership, added clarifying language | December 2022 | John DeSilva |

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1 INTRODUCTION

1.1 PURPOSE

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

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

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

1.2 PLAN INSTRUCTIONS

This plan is used by the University of Virginia to efficiently and effectively manage, respond to, plan, and recover from an incident or event that might affect the University. The CIMP consists of the following:

- Base Plan—Provides an overview of the management structure, key responsibilities, and emergency assignments during and immediately after an emergency.
- Appendices—Defines the terms and acronyms used throughout the base plan, and catalogs supporting figures, maps, and forms.
- Hazard Specific Annexes—Outlines the scope of actions associated with specific emergency operations.
- Support Annexes—Focuses on specific actions taken in support of emergency operations.

All University departments and offices will be familiar with this CIMP and fulfill the assigned roles and responsibilities. Any update to this plan should be directed and submitted to UVA Emergency Management

1.3 SCOPE

This plan and all its contents apply to all of the University's students, faculty and staff, including UVA Health, located in the Charlottesville, Virginia vicinity. The University of Virginia College at Wise and separate campuses maintain their own emergency plans. If major emergencies impact the surrounding community in addition to the Grounds, the University will fulfill its responsibilities as outlined in the Charlottesville-UVA-Albemarle Regional Emergency Operations Plan (EOP) in collaboration with local, state, and federal officials.

1.4 SITUATION

The University of Virginia is located on 3,298 acres in Charlottesville, Virginia and elsewhere. There are a total of 556 buildings and corresponding infrastructure in the UVA portfolio with a conservatively estimated replacement value \$5.5 billion. In the Fall of 2022, there were over 25,900 students enrolled at the University. In addition, there are over 17,000 employees between the Academic Division and the Medical Center.

In 2022, UVA's sponsored research award dollars were \$449 million.

The University of Virginia Health System is a trauma 1 designated facility, a regional tertiary care center for the Commonwealth and a renowned academic medical center. The University's Medical Center has 671 beds.

The University's hazard identification and risk assessment for 2022 resulted in a ranked and prioritized evaluation of hazards based on historical and anticipated impact to the University. Epidemic, severe thunderstorm, ice storm, snowfall, other high wind, electrical failure, and vandalism are the top overall hazards to the University.

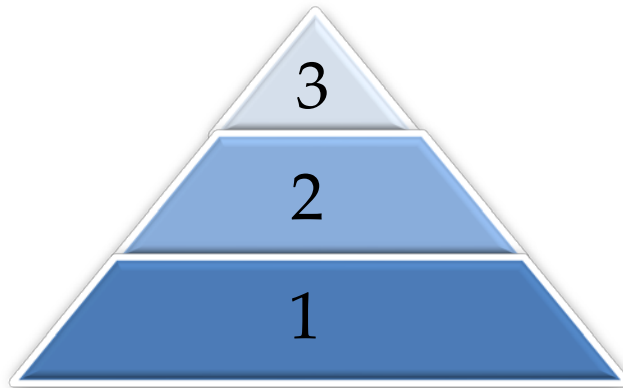
1.5 ASSUMPTIONS

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, telephone communications, cellular telephones and information systems.
- 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, patients, and the public may have to function with limited support services and some degradation of service, until a full recovery is made.
- The University 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 is not predictable; innovation and improvisation may be needed to address incident requirements.

1.6 LEVELS OF EMERGENCY



Emergency conditions vary with each incident and activation. As a guide, three levels of emergency are specified as follows, and the designated level may change as emergency conditions intensify or lessen:

Level 1

| | |
|----------------------------|--|
| Scope of Operations | 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 full CIMT is not needed. |
| Examples | <ul style="list-style-type: none"> • Utility outage affecting a portion of the University • A snowstorm • Flooding of a portion of a building due to a sprinkler system malfunction |
| Activation | This level of event is usually managed virtually and may involve an on-scene incident command post. |
| Authority | The EVP/COO or the AVP for Safety and Security/Chief of Police usually designates the incident commander, and the designation is hazard specific. |

Level 2

| | |
|----------------------------|--|
| Scope of Operations | An incident with substantial damages and interruptions to University operations. A partial or full activation of the CIMT is needed. The University may be the only affected entity. |
| Examples | <ul style="list-style-type: none"> • A regional utility outage anticipated to last one or more days • A cyber incident that affects major software systems • A public health emergency that can be contained through measures such as social distancing and the increased frequency of the cleaning of surfaces • A hazardous materials incident with injuries and extensive contamination of a facility |
| Activation | A core group of the CIMT being present in an Emergency Operations Center (EOC), with other members contributing virtually, in coordination with an on-scene incident command post, may manage this level of event. |
| Authority | The EVP/COO or the AVP for Safety and Security/Chief of Police designates the incident commander, and the designation is hazard specific. |

Level 3

| | |
|----------------------------|---|
| Scope of Operations | An incident requiring the full activation of the CIMT to address immediate emergency response. Emergency conditions are widespread, and the University must be self-sufficient for a period of hours to several days. The University may request mutual aid assistance through one or more methods, depending on the resource(s) needed. |
| Examples | <ul style="list-style-type: none"> • An active shooter incident • A tornado that results in widespread damage to the University • A public health emergency that is widespread in the area, with the need to cancel classes and high employee absenteeism • A fire that destroys an academic building |
| Activation | The full CIMT being present in the EOC or University Command Post, in coordination with one or more on-scene incident command post(s), with support provided as needed through the regional EOC, manages this level of event. |
| Authority | The EVP/COO or the AVP for Safety and Security/Chief of Police designates the incident commander, and the designation is hazard specific. |

1.7 PLAN ACTIVATION

The President of the University, the Director of Emergency Services (the Executive Vice President and Chief Operating Officer), or their designees, may activate the CIMP, mobilize the Critical Incident Management Team (CIMT) to handle a crisis situation within the University, and declare a University emergency. If possible, the President of the University 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 University Director of Emergency Services (EVP/COO) may request the City or County to declare a local emergency.

The CIMP may be activated to respond to any Level 1-3 emergency at the

University, including a major or special event, which activates the CIMP and authorizes the provision of aid and assistance. The CIMP may also be activated to manage requests for mutual aid and cooperative assistance to other jurisdictions that have requested assistance through the regional Emergency Operations Center 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 Grounds that threatens or impedes the continuity of University operations.
- The Governor of Virginia declares a state of emergency and the University is within the declared impact area.
- Assessment by the University 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 that:
 - The needs of the incident related to the risk of loss of life or substantial property damage are beyond the capacity of currently available response resources during routine operations.
 - The scope of the emergency exceeds the baseline management capacity for effective management of the incident or scene(s).
 - The incident response requires coordination with, or support from, additional departments, offices and other emergency organizations beyond routine working relationships and operating procedures, including financial compensation for services and supply expenditures.
 - The operations response phase is expected to continue for an extended period of time, exceeding the resources availability for successive operational periods.

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

2 ASSIGNMENT OF RESPONSIBILITIES

2.1 BOARD OF VISITORS

In executing responsibility to protect the lives of students, faculty and staff and the property and assets of the university, the Board of Visitors will:

- Establish the university emergency management program;
- Designate the administrator ultimately responsible for emergency management; and
- Adopt and promulgate the Critical Incident Management Plan.

2.2 UNIVERSITY PRESIDENT

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

2.3 DIRECTOR OF EMERGENCY SERVICES

The Executive Vice President and Chief Operating Officer (EVP/COO) 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 CIMP. Specifically, the Director of Emergency Services will:

- Chair the CIMT Senior Management group;
- Exercise direction and control from the EOC or University Command Post during disaster operations;
- Direct and control emergency operations in time of emergency and issue directives to other services and organizations concerning disaster preparedness;
- Coordinate 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 in helping the University community cope with the consequences of any type of incident

2.4 DIRECTOR OF EMERGENCY MANAGEMENT

As the University official tasked with promulgating the culture of emergency preparedness across Grounds, the Director of Emergency Management will:

- Serve as the Deputy Incident Commander and Planning Section Chief;
- Maintain the EOC and University Command Post in a state of readiness;
- Develop and maintain the Critical Incident Management Plan;
- Assume relevant duties as directed by the Director of Emergency Services;
- 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; and
- Ensure that the CIMP is reviewed, revised, and adopted every four years.

2.5 CRITICAL INCIDENT MANAGEMENT TEAM

The Critical Incident Management Team (CIMT) is comprised of three components, the Incident Assessment Group, the Senior Management Group and the Emergency Operations Group.

Incident Assessment Group

The Incident Assessment Group (IAG), a subset of the CIMT Senior Management Group, is responsible for determining the initial scope of an incident. At a minimum, the following, or their designee, participate in assessing an incident to determine the level of emergency, to the extent allowable by the emerging incident:

- Executive Vice President and Chief Operating Officer
- Associate Vice President for Safety and Security/Chief of Police
- Director of Emergency Management
- Director, Medical Center Emergency Management
- Assistant Vice President for Clery Act Compliance
- Associate Vice President and Chief Facilities Officer
- Assistant Vice President for Student Affairs
- Vice President for Communications and Chief Marketing Officer

- Director of Threat Assessment

Other Senior Management Group members can be asked to participate in the initial assessment, depending on the expertise required by the situation.

Senior Management Group

The Senior Management Group provides high level direction during an incident, relying on the Incident Commander, the Emergency Operations Group and the functional units to execute the plan. The AVP for Safety and Security/Chief of Police typically communicates with and coordinates the efforts of the Senior Management Group. The Senior Management Group has the following responsibilities:

- Provide policy decisions and guidance as required by the incident response and recovery actions.
- Delegate necessary authorities for incident stabilization and protection of life and property.
- Negotiate resolutions to conflicting incident priorities.
- Recommend the allocation of resources required to accomplish the incident management priorities.
- Ensure coordination with external agencies and resource providers.
- Negotiate critical business function maintenance and restoration.
- Monitor the recovery process to ensure recovery is proceeding according to plan and to provide guidance as needed.

Members of the Senior Management Group are identified in Table 1. The Office of University Counsel advises the Senior Management Group as needed.

| Table 1. Senior Management Group Members | |
|---|---|
| President | Vice President and Chief Information Officer |
| Executive Vice President and Chief Operating Officer | Vice President for Communications and Chief Marketing Officer |
| Executive Vice President and Provost | Vice President and Chief Student Affairs Officer |
| Executive Vice President for Health Affairs | Associate Vice President and Chief Facilities Officer |
| Senior Vice President for Operations and State Government Relations | Vice President and Chief Human Resources Officer |

| | |
|--|--|
| Associate Vice President for Safety and Security/Chief of Police | Assistant Vice President for Clery Compliance and Youth Protection |
| Director of Emergency Management | Chief Audit Executive |
| University Counsel | Secretary to the Board of Visitors |
| Director of Athletics | |

Emergency Operations Group

The Emergency Operations group is responsible for the execution of the CIMP during an incident. Emergency Operations is comprised of personnel representing functional areas of the University that are defined as having critical responsibilities. Members are responsible for ensuring their functional area has Standard Operating Procedures (SOPs) and identifying resources necessary to execute their plan. The Emergency Operations group includes both primary and alternate members, who must be available during crisis situations. Alternate members direct and execute their SOP responsibilities in the absence or unavailability of the primary member. All primary and alternate members must be knowledgeable of overall CIMP operations. The composition of the activated Emergency Operations group may vary depending on the type of emergency. Departments and Units with Emergency Operations responsibilities are identified in Table 2. The Office of University Counsel advises the Emergency Operations Group as needed.

| Table 2. Emergency Operations Group Members | |
|--|--------------------------------------|
| Athletics | Intramural-Recreational Sports |
| Faculty and Employee Assistance Program (FEAP) | Medical Center |
| Business Operations & Dining Services | UVA Emergency Management |
| Chief Information Security Officer | Parking and Transportation |
| Division of Student Affairs | Property & Liability Risk Management |
| Environmental Health & Safety (includes Research) | Provost |
| Facilities Management | Student Health and Wellness |
| Financial Operations | Threat Assessment |

| | |
|---|------------------------------|
| Housing & Residence Life (represented by Student Affairs) | University Communications |
| Human Resources | University Police Department |
| Information Technology Services | University Registrar |

2.6 INCIDENT COMMANDER

Incident Command can be established at an on-scene Command Post, at the University-level, or both. While the Incident Commander on-scene has a physical presence, the Incident Commander at the University-level may operate virtually without the establishment of a physical University Command Post. An example of this is when the IAG forms on a teleconference to manage efforts at the University-level, while a University Police officer is responding to the scene. An EOC or University Command Post can establish a physical presence and the determination for that during unplanned emergencies is usually made by the IAG during its teleconference.

Incident Commanders at the University-level identify objectives, plan operations, acquire and coordinate resources, and communicate efforts internally and externally to support on-scene efforts; while Incident Commanders on-scene execute tactical operations. The determination of the University-level Incident Commander is based on the incident-type and impact on operations. If the Incident Commander role is not performed by the Director of Emergency Services, the individual is identified by the Director of Emergency Services or their designee and typically drawn from one of the representatives from the Senior Management Group.

2.7 STUDENTS, STAFF AND FACULTY

Students, staff and faculty shall familiarize themselves with applicable emergency plans and procedures. Faculty and staff should understand that students will look to them for leadership during an emergency. They should be prepared to assess situations quickly and use common sense in determining a course of action.

All faculty and staff are responsible for emergency preparedness planning for their own work areas and securing their work areas when given warning of an impending emergency. This planning must be consistent with the guidance provided by the University. Work areas need to be secured in advance of certain weather systems (e.g., hurricanes, floods, etc.). Designated employees must have plans in place for personal obligations, knowing they will be expected to work in emergency situations.

2.8 REGIONAL EMERGENCY OPERATIONS PLAN

Regional emergency operations are coordinated as outlined in the Charlottesville-UVA-Albemarle Regional Emergency Operations Plan (Regional EOP). UVA Emergency Management coordinates regional efforts on behalf of the University, including the sharing of information and resources as necessary. As a regional emergency operations plan, information and the resources of the three entities may be shared as available in response to an incident.

In situations where the Regional EOC is activated, requests for assistance to the University from other jurisdictions is coordinated through UVA Emergency Management as the representative of the Critical Incident Management Team (CIMT). Additionally, if the University's EOC or Command Post is activated, requests for assistance from the University to external agencies will be coordinated through UVA Emergency Management. This does not preclude existing mutual aid agreements.

Requests for assistance to the Commonwealth of Virginia EOC, will be consistent with the Code of Virginia §44-146.18, and§23.1-804.

3 CONCEPT OF OPERATIONS

3.1 GENERAL

A primary goal of the University is to provide a safe environment for the students, faculty, staff and patients. The CIMP will be utilized to manage the impact of the incident. If the incident exceeds the University's emergency response capabilities, outside assistance will be requested following established guidelines based on the resource type, and the entity the resource is being requested from. University resources will be fully committed before local, state, or federal assistance is requested.

3.2 ORGANIZATION

During the activation of the CIMP, the Emergency Operations Group 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.

Incident Management Structure

The five basic sections of the incident management structure are:

Command—responsible for overall management of the incident, including assessment and establishment of incident priorities, assessing resource needs and orders, and coordinating with outside agencies. Public information, safety, technical specialists, and liaison duties are executed as part of the Command staff. A Deputy Incident Commander may be established to supervise and coordinate the efforts of the Command Staff.

Operations—responsible for managing tactical operations to reduce immediate hazards, save lives and property, establish situation control and restore normal conditions. Depending on needs created by the emergency situation, Operations can include police, fire, and medical services, hazardous materials response, sheltering and feeding, mental health support, cultural and historical properties protection, and critical infrastructure sustainment efforts. The make-up of the Operations section will vary based on incident priorities.

Planning—responsible for collecting, evaluating, and disseminating information about the incident and the status of resources to create a shared understanding of the current situation and prepare alternative strategies to

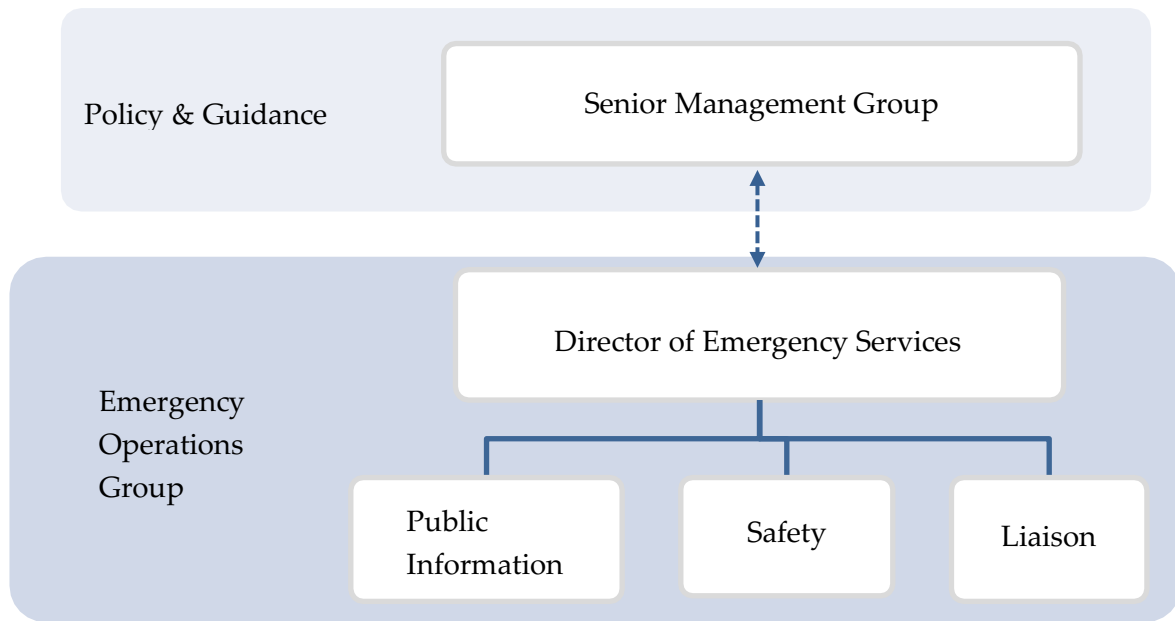
address incident priorities. Planning facilitates the planning process, with cooperation and input from the entire incident management team.

Logistics—responsible for providing facilities, services, and materials to support incident response. This includes providing and establishing all incident facilities, transportation, supplies, equipment maintenance and fueling, food service, communications and technology and medical services for incident personnel.

Administration and Finance—responsible for all financial and cost analysis aspects of the incident, including estimating, tracking and approving expenses, tracking personnel time, executing contracts, ensuring adherence to rules and laws, and handling compensation and claims.

This management approach divides the incident into manageable tasks, while maintaining a coordinated focus. The size and number of designated positions within each section can be expanded or contracted to meet requirements as an event progresses and allows for maximum flexibility in meeting the unique requirements of each situation.

CIMT STRUCTURE DURING ACTIVATION



| Operations | Planning | Logistics | Administration & Finance |
|--|--|--|--|
| <ul style="list-style-type: none"> • Emergency Services • Student and Employee Services • University Services | <ul style="list-style-type: none"> • Situation Status • Plan Development • Documentation • Plan for the Termination of the Event | <ul style="list-style-type: none"> • Resource Management • Incident Support Services • Volunteer and Donations Management | <ul style="list-style-type: none"> • Procurement • Time & Cost Accounting • Insurance/Claims • Recovery Team |

| Command | | | | |
|---|--------------------------------|---|---|---------------------------------|
| Command Leader: Executive Vice President and Chief Operating Officer | | | | |
| Organizational Element | Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| Command | Director of Emergency Services | With the advice of the Section Chiefs, provide overall strategy for the Critical Incident Management Team. Reviews and approves overall priorities and action strategies. | Executive Vice President and Chief Operating Officer | UVA Emergency Management |
| Command Staff | Public Information | | University Communications | Medical Center Public Relations |
| | Safety | Advise and provide information to other University departments and emergency response personnel on the safety and health of planned operations and responses. Provide input for the Operational Action Plan for evaluating and prioritizing response operations relative to hazardous situations, fire risks, and health and environmental risks. | Environmental Health and Safety | |
| | Liaison | Internal; external | Office of the Senior Vice President for Operations and State Government Relations | Alumni Association |
| | Legal | Advise on the legal considerations relevant during the incident. | Office of University Counsel | |

| Operations Section | | | | |
|------------------------|--------------------------|---|------------------------------|-----------------------|
| Organizational Element | Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| | Operations Section Chief | Provide overall direction, management and coordination for all operational functions of the EOC and University Command Post that are part of the Operations Team. Establish operational priorities and strategies. Coordinate to ensure effective field incident response and the management of operational resources. Provide senior operational representation to the Director of Emergency Services. This position is always activated. Serves as back-up to the Director of Emergency Services. | | |
| Emergency Services | Public Safety & Security | Provides law enforcement and safety and security for people and facilities, coordinates with local, state, and federal law enforcement agencies. | University Police Department | |

| | | | | |
|-----------------------|---|--|--|---|
| | <p>Environmental Health & Safety</p> <p><i>(includes Firefighting, Search & Rescue, and Oil & HAZMAT)</i></p> | <p>Manage and coordinate the environmental health and safety functions on Grounds and provide consultation for emergency response at other locations. This includes providing input for suspected problems with hazardous chemical, biological or radiological materials or spills, or basic public health concerns related to contaminated water, sewage or air contaminants. Provide consultation to assist in the assessment of unsafe conditions. Manage and coordinate on-site hazard assessments. Coordinate HAZMAT contractor consistent with Command priorities.</p> | <p>Environmental Health & Safety</p> | <p>City Fire Department</p> <p>County Fire Department</p> <p>Facilities Management <i>(e.g., Systems Control)</i></p> |
| | <p>Health & Medical Services</p> | | <p>UVA Medical Center</p> <p>Student Health and Wellness</p> | <p>WorkMed</p> <p>Employee Health</p> <p>FEAP</p> <p>University Security</p> |
| <p>Infrastructure</p> | <p>Facilities Services</p> <p><i>(includes Public Works & Engineering and Energy)</i></p> | <p>Coordinates all services for the restoration of electrical, plumbing, heating and other support systems as well as structural integrity. Assesses damage and makes a prognosis for occupancy of the structure affected by the disaster.</p> | <p>Facilities Management</p> | |

| | | | | |
|--|--|---|--|--|
| | <p>Information Technology and Communications</p> | <p>Coordinates support for data processing resources as the main data center and the designated recovery sites. Provides alternate voice and data communications capability in the event normal telecommunication lines and equipment are disrupted by the disaster. Evaluates the requirements and selection appropriate means of backing up the ITS telecommunications network.</p> | <p>Information Technology Services</p> | |
|--|--|---|--|--|

| | | | | |
|----------------|----------------------------|--|----------------------------------|---|
| Human Services | Student Services | Represent all student life for the University during the emergency response and recovery. Coordinate and provide housing and food services, information to families of students, and counseling services to students. | Division of Student Affairs | Student Health and Wellness Residence Life & Housing Dining |
| | Faculty and Staff Services | Responsible for coordinating with Human Resources and other administrative departments to manage emergency services and support for faculty and staff stranded on Grounds or needing emergency services from University resources. May work with other functions to coordinate care and shelter and emergency transportation. Also provide counseling services to faculty and staff. | University Human Resources | Faculty and Employee Assistance Dining |
| | Parent Services | Maintain communications. | Division of Student Affairs | |
| | Alumni Services | Maintain communications. | Alumni Association | |
| | Visitors Services | Mass Shelter support | Intramural and Recreation Sports | University Business Operations Facilities Management |

| Planning Section | | | |
|------------------------|--|--------------------------|---|
| Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| Planning Section Chief | Provide for overall management and analysis of incident information and assessment of impact and damage to the University systems, properties, facilities and capability to occupy buildings. Provide analysis and consultation regarding extended operations and the impacts of the emergency. Runs the EOC/Command Post Section Chief planning meetings. Manages the receipt, posting, tracking and documentation of incident information. Support the financial accounting of all incurred costs and estimated expenditures. This position is always activated whenever there is significant information, extended operations or property damage. | UVA Emergency Management | |
| Situation Status | Responsible for receiving, analyzing, posting, tracking and assessing information regarding the situation, damage and interruption to the University properties and programs. Maintains a general EOC log documenting major actions and decisions of the CIMT. Keeps the Director of Emergency Services updated. | UVA Emergency Management | |
| Plans | Damage assessment evaluation; response; recovery; demobilization. | | |
| | • Schools | Office of the Provost | Real Estate & Leasing Services Registrar |
| | • Athletics | Athletics Department | Virginia Athletics Foundation |
| | • Arts & Architecture | Office of the Architect | Vice Provost for the Arts |

| Planning Section | | | |
|-----------------------|--|---|--|
| Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| | <ul style="list-style-type: none"> • Research | Office of Research and Graduate Studies | |
| | <ul style="list-style-type: none"> • Libraries | University of Virginia Library | Health Sciences Library and Professional Libraries |
| | <ul style="list-style-type: none"> • International Programs | International Studies Office | |
| | <ul style="list-style-type: none"> • Public Service | Madison House | |
| | <ul style="list-style-type: none"> • Foundations | UVA Foundation | |
| | <ul style="list-style-type: none"> • College at Wise | | |
| | <ul style="list-style-type: none"> • Administration | Office of the President | Office of the EVP/COO |
| Technical Specialists | Facilities Resource Center; GIS Mapping; | Facilities Management | |

| Logistics Section | | | |
|----------------------------------|---|--------------------------|---|
| Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| Logistics Section Chief | | | |
| Procurement | | Procurement | |
| Resource Management | Inventory of materials, goods, and equipment; resource tracking | Facilities Management | |
| Emergency Responder Services | Transportation, food, water, lodging, sanitation | Business Operations | |
| Emergency Technology Support | | ITS | |
| Volunteer & Donations Management | | Student Affairs | Virginia Athletics Foundation Alumni Association |
| Transportation | | Parking & Transportation | |

| Administration and Finance Section | | | |
|--|---------------------------|--------------------------------------|-----------------------|
| Function or Group | Scope of Responsibilities | Lead Department | Support Department(s) |
| Administration and Finance Section Chief | | | Audit Department |
| Emergency Accounting | | Finance | |
| Insurance/Claims | | Property & Liability Risk Management | |
| Employee Benefits | | University Human Resources | |
| Payroll | | Finance | |
| Vital Records Management | | Records Manager | |
| Financial Aid | | | |
| Recovery Team | | | |

Emergency Operations Center (EOC)

As all EOC/University Command Post locations are owned by the University, Memorandums of Understanding (MOU) are not needed. It should be noted that these EOC/University Command Post locations may be utilized by a particular entity during a situation that is limited in scope but may require a dedicated/equipped EOC/University Command Post. UVA Emergency Management coordinates the establishment of a EOC/University Command Post as requested by the University.

3.3 SEQUENCE OF ACTIONS

The University works through fluid, sometimes overlapping stages during an incident that could require different response actions, notifications, resource needs, and mobilization.

Preparedness

The University champions a strong commitment to preparedness, focusing on educating students, faculty, and staff on mitigation, preparedness, response, and recovery strategies. UVA Emergency Management assesses the University's preparedness for natural, technological, hazardous materials, and human caused 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 supported through collaboration with representatives from the City of Charlottesville, Albemarle County and other local, regional, state, and federal agencies on emergency planning.

Incident Recognition

The Incident Assessment Group is alerted during a UVA Alert 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. Input from this group results in the decision to mobilize the Critical Incident Management Team (CIMT) and activate the CIMP to handle a crisis situation within the University or to support implementation of the Regional EOP. If at all possible, the President of the University is consulted on this decision. The group also advises the Director of Emergency Services on the need to request the City or County to declare a local emergency.

Incident Notification

Once the decision to mobilize the CIMT and activate the CIMP is made, UVA Emergency Management notifies team members of the activation, provides a brief description of the situation, and initial priorities and instructions (e.g., "arrive at designated meeting location within two hours for initial assessment"). Notification processes in the event of CIMP 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 CIMT members.

The University community will be informed of emergency incidents using the

University's emergency notification system. Designated university officials including the EVP/COO, the Associate Vice President for Safety and Security/Chief of Police, the Director and Assistant Director of Emergency Management, the UPD shift supervisor, command staff personnel of the University Police Department, or a UPD services clerk when they receive a notice of natural forces emergency such as a tornado on the weather radio, computer, or other authoritative source, authorize emergency messages. These messages include a brief explanation of the emergency, protective actions to take and directions to the University's emergency website for more information.

Activation of the Emergency Operations Center/University Command Post

UVA Emergency Management will coordinate the activation of the EOC or a University Command Post if the CIMT, or a portion thereof, is required to convene in person. Activities include transporting equipment and supplies to the selected locations, setting up workspaces, computers and telephones, and associated technology support.

Response

Once an incident occurs, priorities shift from prevention, preparedness, and 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, are prioritized and 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 of responder health and safety.

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

Recovery

The University seeks to provide a safe work environment that supports individuals and the business of the University. In the event of damage to University buildings and Grounds, Facilities Management 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 of Operations Plans will be implemented to facilitate continuation of services to students, faculty, staff, patients and the public at alternate work locations.
- In those situations where work space 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 EVP/COO or their designee will authorize the closing of University facilities. This decision will be made in consultation with Facilities Management, Environmental Health and Safety, the University Police, and the City of Charlottesville Fire Department, as appropriate.
- Individual schools and departments are not authorized to close or cancel classes without prior approval. The Provost 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, which 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, staff may be required to utilize paid leave or unpaid leave, during periods of disruption. It is

the University's intent to avoid this option if possible.

- The University 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.

Mitigation

Moving through recovery, the University will take actions to reduce or eliminate long-term risk to people and property from recognized hazards and their affects. Mitigation measures will be incorporated in the rebuilding of infrastructure damaged in the event. The University's Hazard Mitigation Plan will be reviewed and updated as necessary, adding mitigation actions that could be of value in preventing similar impacts for a future disaster. UVA Emergency Management will develop mitigation grant projects to address the most at risk areas.

4 REQUESTS FOR ASSISTANCE

All resources of the University, including people, facilities, and equipment, can be leveraged by the President of the University (or designee) to respond to an emergency on Grounds. Additional resources are available should the emergency exceed the University's emergency response capability.

4.1 PRIVATE SECTOR

The private sector may be contracted to assist in emergency response at the University. 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.

4.2 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 Charlottesville and Albemarle County and volunteer emergency organizations. Mutual aid for other than police, fire and medical services may be requested through the Virginia EOC, and/or the National Intercollegiate Mutual Aid Agreement (NIMAA).

4.3 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.

In the event of an emergency when there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia, the Regional Emergency Management Coordinator will contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) Fund to deploy.

4.4 FEDERAL

The National Response Framework (NRF), 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

Virginia EOC. Federal regulations require that the request be made after the Commonwealth determines it cannot meet the identified need through statewide resources.

5. PROCESS IMPROVEMENT

After-action reviews are essential for identifying issues that impeded operations or improvised approaches introduced during the response and recovery that may be applicable for future incidents. For issues to be addressed there needs to be a process for identification and documentation. UVA Emergency Management will coordinate after action reviews and provide documentation, dissemination and archiving of findings. 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.

Appendix A. Authorities, Guidance and References

| Type | Authority/Guidance/Reference |
|---------|--|
| UVA | HRM-032 Disruption of Normal University Operations Resulting from Weather or Emergency Events |
| | Emergency Procedures Guides (Location Specific) |
| | Crisis Communications Plan |
| | Continuity of Operations Plan for the University of Virginia |
| | Information Technology Disaster Recovery Plan |
| | Hazard Mitigation Plan |
| | Annual Hazard and Vulnerability Assessment |
| Local | Regional Hazard Mitigation Plan |
| | Charlottesville-UVA-Albemarle Regional Emergency Operations Plan |
| State | Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended |
| | The Code of Virginia, Title 44, Chapter 3.2, §44-146.13 et seq., as amended. |
| | Commonwealth of Virginia Emergency Operations Plan, September 2019 |
| | Executive Order 41 (2019) |
| | Code of Virginia Title 23.1, Chapter 8, §23.1-804, as amended. |
| Federal | The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended |
| | The Homeland Security Act of 2002 |
| | National Response Framework |

Appendix B. Glossary of Key Terms

Agency

A division of business or government with a specific function offering a particular kind of assistance. ICS agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Continuity of Operations Plan

A plan that identifies essential functions including staff, systems and procedures that ensure the continuation of the agency's ability to continue those operations.

Coordination

The process of systemically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives

Critical Incident

A situation with the potential to cause injury or loss of life to faculty, staff, students or the public; major disruptions of regular activities; or property or environmental damage or loss; or that can threaten the financial standing or public image of the University. Examples include fire, explosion, hazardous substance spill or other damage to University property requiring closure of the site temporarily or permanently, or a major demonstration that disrupts the University's regular functions.

Declaration of Emergency

Whenever, in the opinion of the college/university's president or designated personnel, feels the safety and welfare of the people of the college/university require the exercise of extreme emergency measures

Emergency

Means any occurrence, or threat thereof, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or some clearly defined portion or portions thereof.

Emergency Coordinating Officer

An individual appointed by the university as directed by Executive Order # 41 (2011) actively plans, trains and acts in the interest of the protection of the institution's community and coordinates with the Virginia Department of Emergency Management.

Emergency Management

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include firefighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Operations Center

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Emergency Operations Plan

A document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Services

The preparation for and carrying out of the functions to prevent, minimize and repair injury and damage resulting from natural or man-made disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the forgoing functions. (Code §44-146.16 for list of included services.)

Emergency Support Function

A function which takes agencies to provide or to coordinate certain resources in response to emergencies or disasters.

Exercise

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

Federal Disaster Assistance

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93-288)

First Responder

Skilled personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence and the environment, such as government and non-governmental police, fire, emergency medical, search and rescue, emergency management, public health, public works and authorities.

Hazardous Materials

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials which are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Incident

An occurrence or event, natural or human-caused that requires an emergency response to protect life or property.

Incident Command System (ICS)

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span or control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

Local Emergency

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Mitigation

Activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes and regulations.

Mutual Aid Agreement

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency situation.

National Incident Management System (NIMS)

A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for governments (federal, state and local), voluntary agencies and the private sector to work effectively and efficiently together to prepare for, respond to, and recovery from incidents, regardless of cause, size or complexity. NIMS uses a core set of concepts, principles and terminology.

National Response Framework

Establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency.

Preparedness

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including Weapons of Mass destruction incidents.

Recovery

Activities that address the short-term and long-term needs and the resources to assist, restore, strengthen and rebuild affected individuals and communities.

Response

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs.

State of Emergency

Means the condition declared by the Governor when in his judgment the threat or actual occurrence of an emergency or a disaster in any part of the Commonwealth is of

sufficient severity and magnitude to warrant disaster assistance by the Commonwealth to supplement the efforts and available resources of the several localities and relief organizations in preventing or alleviating the damage, loss, hardship, or suffering threatened or caused thereby and is so declared by him.

Threat

Any indication of possible violence, harm or danger.

Unified Command

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations and maximizing the use of all assigned resources.

Appendix C. List of Acronyms and Abbreviations

| | |
|---------|--|
| AAR | After Action Report |
| BRHD | Blue Ridge Health District |
| CIMP | Critical Incident Management Plan |
| CIMT | Critical Incident Management Team |
| COOP | Continuity of Operations Plan |
| ECC | Charlottesville-UVA-Albemarle County Emergency Communications Center |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| ESF | Emergency Support Function |
| EVP/COO | Executive Vice President and Chief Operating Officer |
| ICS | Incident Command System |
| MOU | Memorandum of Understanding |
| NIMS | National Incident Management System |
| NRF | National Response Framework |
| ODOS | Office of the Dean of Students |
| SOP | Standard Operating Procedure |
| UC | Unified Command |
| VCICF | Virginia Criminal Injury Compensation Fund |
| VDCJS | Virginia Department of Criminal Justices Services |
| VDEM | Virginia Department of Emergency Management |