# Table of Contents

1. BASIC PLAN ORGANIZATION ........................................................................................................... 7  
   Figure 1: CEMP Organization Graphic ............................................................................................ 7  
2.2 Record of Changes ......................................................................................................................... 11  
2.3 Legal ............................................................................................................................................ 12  
2.4 Record of Distribution ................................................................................................................... 13  
2.5 Document History ......................................................................................................................... 14  
3. AUTHORITIES AND STANDARDS ................................................................................................. 15  
3.1 Policies and Regulations ............................................................................................................... 15  
4. INTRODUCTION ............................................................................................................................. 17  
4.1 Mission ....................................................................................................................................... 17  
4.2 Purpose ...................................................................................................................................... 17  
4.3 Scope ......................................................................................................................................... 18  
4.4 Situation Overview ....................................................................................................................... 18  
4.5 Planning Assumptions ................................................................................................................... 20  
4.6 Phases of Emergency Management ............................................................................................ 21  
5. CONCEPT OF OPERATIONS (CONOPS) .................................................................................... 23  
5.1 Crisis and Emergency Management Plan Utilization .................................................................. 23  
5.2 Incident Management Structure ................................................................................................ 23  
5.3 Campus Community: Roles and Responsibilities ...................................................................... 24  
   5.3.1 President Executive Cabinet [PEC] ....................................................................................... 24  
   5.3.2 Department of Facilities Management ................................................................................. 24  
   5.3.3 Department of Technology .................................................................................................. 25  
   5.3.4 Financial Operations ............................................................................................................. 25  
   5.3.5 Student Affairs ..................................................................................................................... 25  
   5.3.6 Director of Communications ............................................................................................... 25  
   5.3.7 Department of Human Resources ....................................................................................... 25  
   5.3.8 Department of Police ........................................................................................................... 25  
   5.3.9 Police Chief ......................................................................................................................... 26  
   5.3.10 Deans, Department Heads and Directors ......................................................................... 26  
   5.3.11 Faculty and Staff ................................................................................................................ 27  
   5.3.12 Students ............................................................................................................................ 27  
6. Emergency Notification System ....................................................................................................... 28  
6.1 Emergency Notification ................................................................................................................. 28  
6.2 Timely Warning ............................................................................................................................ 28  
6.3 Evacuation .................................................................................................................................... 28  
   6.3.1 Sheltering ............................................................................................................................ 29
13.5 EMERGENCY MANAGER

13.6 Incident Commander

13.7 Public Information Officer

13.8 Safety Officer

14. GENERAL STAFFERS

14.1 Operations Section

Table 6 Operations Section

14.2 Planning Section

Figure 7 Planning “P” Process

14.3 Logistics Section

14.4 Finance/Administration Section

15. EOC STAFF DUTIES

15.1 Activation Phase

15.2 Operations Phase

15.3 Mobilization Stage

15.4 Demobilization Phase

15.5 Termination and Recovery

15.6 After Action Report

16. EMERGENCY CONTACTS

16.1 DCJS/CICF Contact Information

16.2 Requests for Assistance

16.3 Local Assistance

16.4 State Assistance

16.5 Federal Assistance

Article II

17. SUPPORT FUNCTIONS ANNEX

17.1 Transportation

17.2 Information and Technology Communication

17.3 Facilities Services and Infrastructure

17.4 Emergency Management

17.5 Mass Shelter

17.6 Finance and Resources Management

17.7 Health, Mental Health, and Medical Services

17.8 Hazardous Material

17.9 Academics

17.10 Safety and Security

17.11 Media Relations and Community Outreach
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article III</td>
<td>60</td>
</tr>
<tr>
<td>Emergency Guides Annex</td>
<td>60</td>
</tr>
<tr>
<td>Annex A: Earthquake Preparation and Response Guide</td>
<td>60</td>
</tr>
<tr>
<td>Annex B: Communicable Disease Prevention Response Guide</td>
<td>63</td>
</tr>
<tr>
<td>Annex C: Medical Emergency Response Guide</td>
<td>68</td>
</tr>
<tr>
<td>Table 5 Medical Facilities</td>
<td>69</td>
</tr>
<tr>
<td>Annex D: Emergency Evacuation Response Guide</td>
<td>71</td>
</tr>
<tr>
<td>Annex E: Bomb Threat Response Guide</td>
<td>74</td>
</tr>
<tr>
<td>Annex F: Workplace and Campus Violence Response Guide</td>
<td>75</td>
</tr>
<tr>
<td>Table 6 Symptoms of Emotional Distress</td>
<td>77</td>
</tr>
<tr>
<td>Annex I: Tornado and Severe Weather Response Guide</td>
<td>87</td>
</tr>
<tr>
<td>Annex J: Oil and Chemical Spill Response Guide</td>
<td>94</td>
</tr>
<tr>
<td>Annex K: Regional Emergency Preparation Response Guide</td>
<td>97</td>
</tr>
<tr>
<td>Addendums</td>
<td>101</td>
</tr>
<tr>
<td>Addendum A - Bomb Threat Checklist</td>
<td>101</td>
</tr>
<tr>
<td>Addendum B - Symptoms of Emotional Distress</td>
<td>102</td>
</tr>
<tr>
<td>Addendum C - Emergency Assessment Form</td>
<td>103</td>
</tr>
<tr>
<td>Addendum D - Emergency Drill Evaluation Report</td>
<td>104</td>
</tr>
<tr>
<td>Addendum E - Emergency Equipment List</td>
<td>105</td>
</tr>
<tr>
<td>Addendum F - Evacuation Assignment List</td>
<td>106</td>
</tr>
<tr>
<td>Addendum G - Fire Inspection Checklist</td>
<td>107</td>
</tr>
<tr>
<td>Addendum H - External Contact List</td>
<td>113</td>
</tr>
<tr>
<td>Addendum I - Emergency Operations Center Action Plan (EOC-AP)</td>
<td>114</td>
</tr>
<tr>
<td>Addendum J - Situation Report</td>
<td>115</td>
</tr>
<tr>
<td>Addendum K - Activity Log</td>
<td>119</td>
</tr>
<tr>
<td>Addendum L - Resource Request</td>
<td>121</td>
</tr>
<tr>
<td>Addendum M - Sign-in Sheet</td>
<td>123</td>
</tr>
<tr>
<td>Federal Emergency Management Agency's Public Assistance Grant Program</td>
<td>125</td>
</tr>
</tbody>
</table>
CRISIS AND EMERGENCY MANAGEMENT PLAN

1. BASIC PLAN ORGANIZATION

The J. Sargeant Reynolds Community College (Reynolds) Crisis and Emergency Management Plan (CEMP) is structured according to diagram below (Figure 1).

The **Base Plan** describes how the college will be organized and how it manages an incident from an all-hazards approach (e.g. Incident Command System structure).

The **Function Annexes** contain information related to performing a specific function or activity during a response (e.g. Transportation). These annexes are not specific to a threat or problem. They describe certain pre-identified functions necessary to support the overall response. A specific function may or may not be required during a response.

The **Response Annexes** contain supplemental information relevant to specific threats or hazards. This describes how the college will respond to a specific type of problem (e.g. Earthquake Preparation and Response Guide). This modifies and adds to the base plan depending on the type of hazard.

The **Addendums** provide additional information, checklists or tools that are specific to a particular activity or function (e.g. Bomb Threat Checklist).

![Figure 1: CEMP Organization Graphic](image-url)
Emergency Response Plans

Reynolds has developed emergency action plans to respond to potential emergencies in accordance with state and federal regulations. Each plan addresses a specific hazard or threat and provides guidance on appropriate notification, mitigation, response, recovery, and reporting actions. Copies of the plan are maintained with the college police department. The CEMP and the Emergency Guides Annexes are published on the college’s police department website (http://www.reynolds.edu/campus_life/police/emergency.aspx). Pans that support the Functions Annex include, but are not limited to the following:

Crisis and Emergency Management Plan
Hazardous Materials Contingency Plan
College Policies
Function or activity specific plans created by college units, as deemed necessary

Unit and Department Plans

College units or departments are recommended to have a plan of action to respond to emergencies. However, during an incident in which the Emergency Operations Center (EOC) is activated, the EOC will direct the units or departments plan of action. This is to ensure a single overall plan of action and accountability during an incident.

Emergency Equipment and Supplies

Lists of emergency supplies are listed in the college-wide emergency plans (see addendum E) and are to be included in unit-specific emergency plans and procedures. Refer to the annex for an inventory of emergency supplies.

Plan Development and Maintenance

Every four years, the President of the College and the Vice President of Finance and Administration shall conduct a comprehensive review of this plan, and if the plan is revised the College Board shall adopt it formally. Such review shall also be certified in writing to the Department of Emergency Management.

Virginia Code §23-9.2:9B. Every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management. The institution shall coordinate with the local emergency management organization, as defined by § 44-146.16, to ensure integration into the local emergency operations plan.

The President of the College and the Vice President of Finance and Administration, shall annually review the institution’s crisis and emergency management plan; and certify in writing to the Department of Emergency Management that the President and Vice-President have reviewed and make recommendations for appropriate changes to the plan.
Virginia Code §23-9.2:9C. In addition, the president and vice-president of each public institution of higher education, or in the case of the Virginia Military Institute, the superintendent, shall annually:

(i) review the institution's crisis and emergency management plan;
(ii) certify in writing to the Department of Emergency Management that the president and vice-president, or the superintendent, have reviewed the plan; and
(iii) make recommendations to the institution for appropriate changes to the plan.

- VDEM or the Office of Commonwealth Preparedness revises procedures, standards, or content related to the Crisis and Emergency Management Plan (CEMP);
- The college, its stakeholders, or external agencies identify areas for improvement;
- The Crisis and Emergency Management Plan (CEMP) is implemented or practiced and deficiencies are identified;
- Significant changes to the college, staff, or when procedures occur that affect the directives and procedures identified in this Plan.
2. PLAN DOCUMENTATION

2.1 Promulgation
Approval and Implementation

This document introduces the plan, outlines its applicability, and indicates that it supersedes all previous plans.

J. Sargeant Reynolds Community College, in accordance with Code of Virginia Title 23, Chapter 9.2 and Title 44, Chapter 3.2 has reviewed and revised the college’s Crisis and Emergency Management Plan (CEMP, formerly Emergency Operation Plan). The CEMP provides the college with flexible, scalable, all-hazards guidance applicable to all phases of emergency management. Pursuant to §23-9.2:9 (Institutional Crisis and Emergency Management Plan) of the Code of Virginia, requires that each state institution shall prepare and maintain a current Crisis and Emergency Management Plan. Every four years, each state institution of higher education is required to conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current, and the revised plan shall be formally adopted by the board of visitors or other governing body of the institution. Documentation certification of this plan must be in writing to VDEM.

Resolution of Adoption
WHEREAS, the College Board of J. Sargeant Reynolds Community College is concerned with the health and welfare of its students, faculty and staff and desires that the best possible emergency service be available and provided to them. The President is concerned with the health and welfare of its students, faculty and staff and desires that the best possible emergency service be available and provided to them; in such the selected Emergency Manager has been selected and designated as the Lieutenant of Administration as the Emergency Management in the J. Sargeant Reynolds Community College Police Department.

WHEREAS, the §23-9.2:9 (Crisis and Emergency Management Plan) the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years. Each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the board of visitors or other governing body shall adopt the revised plan formally. Such review shall also be certified in writing to the Department of Emergency Management; and WHEREAS, J. Sargeant Reynolds Community College has developed such an Crisis Emergency Management Plan; along with the coordination and corroboration with President Executive Cabinet in addition with input from the Virginia Department of Emergency Management, and Emergency Management Coordinators of the participating surrounding jurisdictions. NOW THEREFORE BE IT RESOLVED that the J. Sargeant Reynolds Community College Board, does hereby officially adopt the J. Sargeant Reynolds Community College Crisis and Emergency Management Plan.

I, Gary L. Rhodes, Ed.D., do hereby certify that the foregoing writing is a true, correct and a resolution unanimously adopted by the College Board at a meeting held on January 15, 2015.

Chair College Board (Print): Mark A. Creery
(Print) (Sign):

Vice Chair College Board: Stephen E. Baril
(Print) (Sign):
2.2 Record of Changes

VDEM recommends that the institution review and possibly revise the Crisis and Emergency Management Plan (CEMP) if the following situations occur:

- A formal update of planning guidance or standards
- An executive leadership and or official position change (President, Vice President, etc.)
- A plan activation or major exercise after which lessons learned were incorporated
- A change in the institution’s demographics or hazard or threat profile, or
- The enactment of new or amended laws or ordinances or policy changes

<table>
<thead>
<tr>
<th>Change Number</th>
<th>Contact</th>
<th>Date of Change</th>
<th>Page or Section Changed</th>
<th>Summary of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lt. Milton Franklin</td>
<td>December 2014</td>
<td>Entire Plan</td>
<td>Plan Revisions</td>
</tr>
<tr>
<td>2</td>
<td>Lt. Milton Franklin</td>
<td>August 2015</td>
<td>18, 91</td>
<td>Added Parham Road Campus Brookside Hall</td>
</tr>
<tr>
<td>3</td>
<td>Lt. Milton Franklin</td>
<td>August 2015</td>
<td>125</td>
<td>Added Federal Emergency Management Agency's Public Assistance Grant Program</td>
</tr>
<tr>
<td>4</td>
<td>Lt. Milton Franklin</td>
<td>March 2016</td>
<td>91</td>
<td>Annex I Tornado and Severe Weather Response Guide have been updated with Brookside Hall and Warehouse shelter locations</td>
</tr>
</tbody>
</table>
2.3 Legal

Disclaimer

The information contained in this Crisis and Emergency Management Plan has been prepared for the use of J. Sargeant Reynolds Community College (Reynolds). The information is guidance for emergency response, recognizing that individual circumstances, conditions or events not anticipated by the CEMP are likely to occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the plan is utilized and adapted. The CEMP is intended as guidance and not a rigid standard.

The content represents the best opinions on the subject in conjunction with current legislative mandates. The college makes no warranty, guarantee, or representation of the sufficiency of information contained herein and the college assumes no responsibility in connection therewith. The intent of the CEMP is to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

Confidentiality

Public disclosure of some parts 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 the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, Reynolds is withholding certain elements of the CEMP from public disclosure. Refer any request for a copy of this document to Reynolds Vice President of Finance and Administration.
2.4 Record of Distribution

The publicly posted parts of the plan are on the Reynolds Police Department web page. A hard copy of the plan, including confidential sections, is located with the Department of Police.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Department</th>
<th>Recipient &amp; Title</th>
<th>How Distributed (electronic or hard-copy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reynolds Community College</td>
<td>Department of Police</td>
<td>Chief of Police</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Vice President Finance and Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Virginia Community College System</td>
<td>Emergency Preparedness &amp; Safety Manager</td>
<td>Emergency Coordinator Manager</td>
<td>Both electronic and hard-copy</td>
</tr>
<tr>
<td>Virginia Department of Emergency Management</td>
<td>Emergency Operations Planning</td>
<td>Local Planning Assistance Manager</td>
<td></td>
</tr>
<tr>
<td>Henrico County</td>
<td>Henrico County Division of Fire</td>
<td>Deputy Coordinator of Emergency Management</td>
<td></td>
</tr>
<tr>
<td>City of Richmond</td>
<td>Emergency Services Office of Emergency Management</td>
<td>Coordinator Emergency Management</td>
<td></td>
</tr>
<tr>
<td>Goochland County</td>
<td>Fire-Rescue</td>
<td>Emergency Manager Coordinator/Fire Chief</td>
<td></td>
</tr>
</tbody>
</table>
2.5 Document History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.01</td>
<td>September 2012</td>
<td>Emergency Operation Plan</td>
</tr>
<tr>
<td>1.02</td>
<td>October 2014</td>
<td>Change the title to the “Crisis and Emergency Operations Plan,” and revisions</td>
</tr>
<tr>
<td>1.03</td>
<td>August 2015</td>
<td>Added to the plan: Parham Road Campus Brookside Hall</td>
</tr>
<tr>
<td>1.04</td>
<td>March 2016</td>
<td>Annex I Tornado and Severe Weather Response Guide have been updated with Brookside Hall and Warehouse shelter locations</td>
</tr>
</tbody>
</table>

The Chief of Police reviews this CEMP annually. The Virginia Department of Emergency Management or the Federal Emergency Management Agency revises procedures related to Emergency Operations Plans; or the plan is implemented or practiced and deficiencies are identified; and whenever significant changes to the college, staff, or procedures occurs which impact, the directives and procedures identified in this plan.
3. AUTHORIZED AND STANDARDS

3.1 Policies and Regulations

The Reynolds CEMP authorized and guided by provisions is in the following documents:

Federal

5. National Incident Management System
6. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
8. National Response Framework

State

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, amended as reviewed
2. Title 1 Chapter 19, 23, and 44 of the Code of Virginia
3. § 23-9.2:10 Violence Prevention Committee; Threat Assessment Team
4. The Commonwealth of Virginia Emergency Operations Plan (COVEOP)
5. Executive Order 41, September 2011

Virginia Community College System (VCCS)

Policy 3.14.6, Workplace Violence Prevention and Threat Assessment Policy Guidelines

J. Sargeant Reynolds Community College

Policy 1-3             Student Attendance
Policy 1-15            Eligibility of Students with Disabilities to Receive Accommodations
Policy 1-22            Behavioral Intervention
Policy 1-26            Student Privacy and Release of Student Information
Policy 1-35            Student Conduct
Policy 1-38            Authorization and Regulations for Campus Demonstrations
Policy 2-18            Classroom Interruptions
Policy 2-19            Electronic Devices on Campus
Policy 3-9             Virginia Sickness and Disability Program (VSDP) Leave
Policy 3-10            Unscheduled College Closing
Policy 3-11            Reasonable Accommodation
Policy 4-4             Weapons
Policy 4-7             Hazard Communication Program
Policy 4-30            Campus Security and Crime Awareness
Policy 4-34            Emergency Preparedness and Communication in a Crisis
Policy 4-36            Employee Access to College Facilities
Policy 4-37            Fire Prevention / Fire Prevention Plan

Academic Plan for the Continuity of Instruction in the Event of a Pandemic
REFERENCES

The following standards and plans are utilized in the development of this CEMP:

FEMA Comprehensive Preparedness Guide 101 Version 2
National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
City of Richmond Emergency Plan
Henrico County Emergency Plan
Goochland County Emergency Plan
High Impact Risk Assessment (HIRA)
Commonwealth Of Virginia Emergency Operations Plan
4. INTRODUCTION

4.1 Mission

J. Sargeant Reynolds Community College (Reynolds) provides access to education that develops individuals for employment and career advancement, prepares students for successful transfer to colleges and universities, builds a skilled workforce that contributes to regional economic development, and promotes personal enrichment and lifelong learning.

The mission of the college Emergency Management Office is to instill a culture of emergency preparedness throughout the Reynolds’ community, by being proactive (See Something, Say Something), vigilant, and continuing to enhance and improve the disaster resiliency of the college. The office accomplishes this mission by facilitating, coordinating, and integrating operations necessary to build, sustain, and improve the functional capabilities of the college to mitigate against, prepare for, respond to, continue the academic instruction of the college during, and recovery from incidents and disasters.

Reynolds incident response priorities are as follows:

1. Protect and safeguard life and prevent injury.
2. Secure critical infrastructure and facilities including:
   a. Buildings critical to health and safety,
   b. Facilities that sustain the emergency response,
   c. Classroom and labs, and
   d. Administrative buildings
3. Protect property
4. Provide continuous academic instruction

4.2 Purpose

The purpose of Reynolds’ Crisis and Emergency Management Plan (CEMP) is to provide guidance to preserve life, protect property, and respond to an incident, emergency and to facilitate the initial steps of the recovery of the college’s essential business functions.

An incident may evolve into an emergency when the event overwhelms or nearly overwhelms day-to-day services, resources, and personnel in place to manage the event, while causing a significant disruption of normal business in all or a portion of the campus or property owned or leased by the college.

Incidents and emergencies may include a small utility failure, a criminal act, a major winter storm, flood, or chemical/biological release that may exceed internal capabilities and requires external response support. In such an event, the Emergency Manager for Reynolds will be the liaison to encompassing jurisdictions and the Virginia Department of Emergency Management for the purpose of requesting resources and services for the college.

It acknowledges that the daily implementation of personnel and resources are ongoing in the response to internal incidents, and the existence of internal department plans and procedures for response, recovery, and mitigation. Nothing in the CEMP, or any element thereof, should be construed in any way to limit the use of good judgment and common sense in handling the issues described in the CEMP.
4.3 Scope

This CEMP applies to all Reynolds’ employees including contractors, students, volunteers, and visitors. During emergencies that may affect the surrounding community, the college will cooperate with all federal, state, and local officials/agencies and coordinate emergency response activities as necessary.

Definition:

Emergency: any unplanned event that can cause death or injury to employees, students, or the public or that can shut down businesses, disrupt operations, or cause physical or environmental damage (*Policy 4-34 - Emergency Preparedness and Communication in a Crisis*).

4.4 Situation Overview

Understanding the college demographics helps to understand the campus preparation in the event of an emergency event or hazardous.

Reynolds was founded in 1972 to serve the capital region in and around the City of Richmond, enrolling students at any of the three campuses (City of Richmond, Henrico County, and Goochland County). The uniqueness of the college is that it encompasses urban, suburban, and rural environments of the community that it serves. The College currently offers two-year occupational/technical degree programs, occupational/technical certificate programs, two-year college transfer programs, and career studies certificate programs requiring less than one-year of full-time study.

The Downtown Campus (DTC) demographics consist of parking lots that include handicapped parking spaces, and two parking decks. The campus is located at 700 East Jackson Street downtown City of Richmond, near the Coliseum.

The campus is across the street from interstate interchange of I-95, I-64, adjacent to the Philip Morris Research Center and the Virginia Commonwealth University Medical Campus. It provides one and two-year occupational and technical programs in a number of allied health, business, and community service areas, as well as college transfer programs in liberal arts, business, education, science, and computer science courses.

The Parham Road Campus (PRC) is located at 1651 East Parham Road. The campus demographics are made up of satellite trailers, Burnette Hall, the facilities maintenance building, the Massey Library and Technology Center, Georgiadis Hall, Brookside Hall and the Workforce Development and Conference Center. The campus is located alongside a busy roadway (East Parham Road). This campus holds parking spaces to include handicapped parking spaces. The campus is one mile west of interstate I-95 and about three miles east of the Amtrak Train Station that is located on Staples Mills Road of Henrico County. The Parham Road Campus offers college transfer programs in liberal arts, education, engineering, science, and computer science, as well as a broad range of technical programs in the areas of business, engineering, and public service.

The Goochland Campus (GC) is located at 1851 Dickinson Road approximately 6 miles from interstate I-64 at the Oilville exit; near Routes 6 and 632 approximately the Goochland Courthouse. The campus demographics are consist of Building C01 and Building C20. This campus offers programs in horticulture, automotive and diesel mechanics, and welding. This campus holds parking spaces to include handicapped parking spaces.

Reynolds has approximately 20,000 students and approximately 1,000 employees. The daily population of each campus may fluctuates, due to the off campus or virtual students. Prospective students, employees, faculty, guests, and visitors may also change the campus population. Reynolds does not have student housings on any of its campuses. The daily campus population fluctuates and is greatly reduced on Fridays with limited staffing on Saturday and no students or staff members on Sundays. Normal building hours are reflected by college policy (*Policy 4-36 - Employee Access to College Facilities*).
As part of the planning for all-hazards, Reynolds considered a series of scenarios that may pose a threat to the college. Examples of natural hazards include severe weather, earthquakes, and flooding while examples of human-caused hazards include infectious disease outbreak, criminal activity, and chemical spills.

**Natural Disasters** – Annually Virginia experiences various natural disasters. These may include floods, tropical storms, hurricanes, draught, earthquakes, fires, tornados, or extreme weather/ storm disasters. Preparing for these events consists of notification, training, and exercises.

**Hazardous Materials** – Hazardous materials used in horticulture courses, laboratories as well as janitorial supplies pose a potential danger to the college. The college maintains a hazardous materials and chemicals inventory Safety Data Sheets (SDS) in accordance with Policy 4-37 - Hazardous Material. Reynolds’ police officers are trained to identify and direct an initial response to hazardous materials incident. Officers are issued and maintain a current hazardous material response guidebook.

The Downtown Campus of Reynolds is across the street from the intersection of Interstate 95 and 64. This is an intersection of a major north-south corridor and a major east-west corridor. These interstates as well as the streets adjacent to the college are used as trucking routes. Since some of these trucks transport hazardous materials along these routes, we need to be prepared for the possibility of an accident near our property. While local Fire and EMS departments maintain the primary response functions to these events, the Department of Police maintains a contact listing of the local Hazardous Material Response teams.

**Terrorism** – Reynolds is at risk for acts of domestic and or international terrorism or the spill over from nearby events due to its proximity to the nation’s capital, the state capitol, the Federal Reserve Bank, Virginia Commonwealth University Medical Center animal research labs and various other potential targets of violence that exist in the region.

These incidents could be credible or take the form of threats and hoaxes; which could encompass small-scale conventional weapons; large improvised explosives; chemical, biological, radiological or cyber-attacks. Other less frequent but still potentially dangerous situations includes criminal gang activity, civil disturbances, and utilities and telecommunication attacks.

Mitigation efforts include education, trainings, drills, and exercises to enhance the response of the faculty, students and staff to various emergency events and hazards that threaten to disrupt college services. The identification of potential alternate instructional sites allows for the continuation of academic instruction. The college continues to monitor certain hazards and risks that may adversely affect the essential function of providing academic instruction.

**Winter Weather** – The Richmond metropolitan area experiences winter weather that consist of ice, sleet, rain, snow, and cold weather. These conditions are traditionally range from mild to severe. By monitoring these potential conditions, decisions can be made whether to cancel classes, relocate classes, move to alternate campus, delay opening, or close the college as needed. Preparing for these events consists of maintaining a notification system, training, and exercises.
4.5 Planning Assumptions

- The Incident Commander will assist the Emergency Manager in mobilizing resources, services and personnel as required by the situation;
- Reynolds will coordinate the development of the CEMP in conjunction with the Virginia Department of Emergency Management program pursuant to §44-146.16 (Department of Emergency Services Continued as Department of Emergency Management; Administration and Operational Control; Coordinator and other Personnel; Powers and Duties) of the Code of Virginia;
- Reynolds will follow a modified National Incident Management System (NIMS) framework and use a version of the Incident Command System (ICS) specifically adapted to the college’s needs and the current situation.
- All incidents, crisis, events, emergencies, and notifications will require the full cooperation of the college community. The college community consists of employees, faculty, students, guests, volunteers, visitors, and contractors;
- The college community may not be able to leave and/or travel to campus based upon the nature of the incident.
- An adequate number of personnel identified within this plan, or suitable replacements will be able to reach the incident; establishment of an emergency operations center (EOC) or designated work locations as appropriate to their functions and faculty, staff, and students will fully cooperate with instructions given by first responders and college leadership.
- The college will manage all incidents or they will jointly be managed with the appropriate college designee, local emergency response agencies, state agencies, and/or federal agencies.
- Federal, state, and local resources are available upon request of the local jurisdiction Emergency Coordinators within a reasonable time.
- Designated departments within the college are to have a current Continuity of Operations Plan (COOP) and Emergency Action Plans (EAPs).
- College leaders (President’s Executive Cabinet or their designees) will be available to review and approve response strategies that focuses on the recovery phase.
- In the event that an emergency involves other jurisdictions (e.g. Henrico County) their Emergency Operations Center, if activated, will control the event. All of the surrounding jurisdictions have previously agreed to have a college member with decision-making authority staffed within their EOC.
4.6 Phases of Emergency Management

The most widely adopted model of emergency management describes the emergency management process in four phases: Mitigation, Preparedness, Response, and Recovery, with each phase overlapping the next.

**Figure 2 Phases of Emergency Management**

![Diagram of Phases of Emergency Management](image)

**Phase 1 - Mitigation**

Mitigation includes activities that eliminates or reduces the occurrence or the effects of an emergency (e.g. Hazards). Reynolds Support Function Annex (Section 6.2) describes in detail the individual natural and man-made hazards that apply to the college and the steps to prevent loss through various means.

**Phase 2 – Preparedness**

Preparedness is the process of planning, organizing and equipping the college community to manage an emergency and coordinates the assets and efforts effectively. Preparedness includes establishing authorities, procedures, protocols, plans, and agreements; trainings and exercises; and acquiring and maintaining resources.

**Phase 3 – Response**

Responses are the actual real-world emergency deployment of personnel and equipment to save lives, protect property, contain and stabilizes the incident. The response may include the following: alert and warning notifications, search and rescue, emergency medical care, law enforcement, firefighting, security, providing shelter, removing debris, and restoring critical services and functions.

Response activities are focused on the short-term need, but also seek to reduce the probability of secondary damage resulting from the emergency situation (for example, shutting off contaminated water supply resources or patrolling an area with high risk for looting or community violence). During these events the Virginia Department of Criminal Justice Services and the Criminal Injury Compensation Fund will be contacted to deploy, if the event involves victims of crime as pursuant to §19.2-11.01 (*Crime Victim and Witness Rights*) Code of Virginia.

NOTE: Similar actions will be taken during the continuity of operation implementation. However, CEMP is designed to focus on life safety issues while the Continuity of Operations focuses on restoring full college functionality as needed.
Phase 4 - Recovery

Recovery is the period that follows shortly after the response state is initiated and encompasses the actions taken to resume normal operations and transition into the Continuity of Operations Plan, if needed. During the recovery phase the following steps will occur:

1. The Incident Commander continues to support response and recovery operations in accordance with the Incident Command System (ICS) guidance.
2. The EOC would disengage but may remain operational to provide support to the Incident Commander, individuals, college units, or college community members that are impacted by the emergency. The EOC will discontinue as the operation moves forward to provide support to the Incident Commander, individuals, college units, or college community members that are impacted by the emergency.
3. Activities necessary to the health and safety of the college community are initiated and include but are not limited to victim’s assistance centers and activation of the college’s Continuity of Operations Plan.
4. Modification of college activities and academic schedules are made as necessary and at the direction of the PEC.
5. Public outreach efforts are made to inform the college community of response actions taken, modifications to college activities and schedules, and solicit assistance from volunteer organizations if necessary.
6. Establish a Family Assistance Center if appropriate to the event.

The first recovery step for any incident is to establish a safe and secure campus. The priority is to restore the colleges’ critical infrastructure in order to continue offering academic instruction to the community. The initiation of recovery immediately follows the response phase, or concurrently with the final aspects of that phase. They entail two levels of activities: (1) short-term recovery to return vital life support systems to minimum operating standards and (2) long-term actions necessary to return all systems to normal conditions.

This includes but is not limited to the activation of the college’s Continuity Operation Plan, if necessary, in partial mode or full activation. The college’s Reconstitution Manager (Director of Facilities), which is also noted in the Continuity Operation Plan, will conduct a damage assessment report of the infrastructure. The Facility Manager is responsible for assessing infrastructure and determines viability for access to the facilities. Based upon the incident the Facility Manager has the authority to begin infrastructure repairs as soon as possible.
5. CONCEPT OF OPERATIONS (CONOPS)

The Concept of Operations section provides an overview of the incident management structure and procedures for responding to an incident on campus. Detailed information is in the subsequent annexes complementing the Base Plan.

The Reynolds’ CEMP is based on the idea that emergency operations will begin with the college and that outside assistance from the locality or city surrounding the campus will be required. The Emergency Manager is the designated contact who will contact the city or county’s Emergency Manager to request services and/or resources. The jurisdiction’s Emergency Manager (e.g. Henrico County) has authority to request resources or services from the Virginia Emergency Operation Center when an emergency or disaster exceeds the jurisdiction’s capabilities.

Situations in which several localities are threatened or impacted concurrently usually involve the Commonwealth of Virginia. If the Commonwealth of Virginia is overwhelmed, the Governor may request federal assistance. Pursuant to § 44-146.28. (Authority of Governor and Agencies under His Control in Declared State of Emergency).

5.1 Crisis and Emergency Management Plan Utilization

The CEMP may be utilized, in part or in full, based on the incident conditions that exist where immediate action is required to:

- Save and protect lives
- Prevent and/or mitigate damage to property, systems, and the environment
- Initiate the Incident Command System (modified ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- Provide essential services
- Assign college staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Operations Center (EOC)

The CEMP may be used, in whole or in part, in conjunction with local, regional, state, or federal response plans to effectively manage an incident requiring the incorporation of external response capabilities into the college’s response. Critical college departments with a response role will be associated with the Support Function Annex of the ICS, with modifications based upon the college needs and assessments.

5.2 Incident Management Structure

Most emergency management personnel in the United States are trained and mandated to use an Incident Command System (ICS) structure. ICS is flexible and can be used for incidents of any type, scope, and complexity and utilized at all levels of government. ICS establishes common terminology that allows diverse incident management and support organizations to work unified across a wide variety of scenarios. Reynolds will adapt and or modify an ICS model for on scene, all-hazards incident management.

Non-Emergency/Normal Operation

Reynolds takes a proactive approach to educate and provide notifications of potential emergency response or disaster periods. The Reynolds Director of Communications or designee will publicize information on weather related responses by utilizing emails, the Reynolds Alert, various social media (Facebook and Twitter), Reynolds website, and other media outlet. However, individuals should be vigilant by being prepared with a plan to respond to an emergency.
5.3 Campus Community: Roles and Responsibilities

This section outlines the roles and responsibilities of the President Executive Cabinet (PEC), Deans, Department Heads, Directors, Administrators, faculty, staff, students and its community at large during planning activities and campus incidents, emergencies, or events which result in implementation this CEMP.

In the event of an unexpected college closing, all college personnel shall be familiar with the college unscheduled closing policy that includes identifying those who are designated as essential personnel (Policy 3-10 - Unscheduled College Closing).

5.3.1 President Executive Cabinet [PEC]

The President's Executive Cabinet has primary responsibility for providing administrative leadership during any incident that affects the college’s ability to perform its essential business function to provide academic instruction.

The PEC performs the following functions:

- Primary responsibility for providing administrative leadership
- Review and evaluate safety and security plans that impacts the college operations
- Enforce VCCS policy regarding workplace violence prevention and threat assessment
- Enforce college policies that impacts emergency management, safety and security
- Review emergency policies pertaining to a specific event

The President Executive Cabinet members consist of the followings:

- College President
- Executive Vice President
- Vice President of Finance and Administration
- Associate Vice President of Human Resources
- Vice President of Institutional Advancement
- Vice President of Community College Workforce Alliance
- Associate Vice President of Policy and Institutional Effectiveness
- Vice President of Technology
- Vice President of Academic Affairs
- Vice President of Student Affairs
- Director of Communications
- Executive Assistant to the President

5.3.2 Department of Facilities Management

- Develop and maintain Job Safety Analysis (JSA) protocols and procedures
- Support the implementation of traffic control measures
- Act as support function for the Police Department
- Provide detailed infrastructure damage assessments
- Assist in evacuation, as needed
- Coordinate and provide debris clearance and removal
- Coordinate the conservation of resources, as necessary
- Maintain and restore gas, water, wastewater and parking lots and street light services on campus
- Provide utilities, generator and power outage reports
- Participate in the Incident Command System, when appropriate
- Maintain the parking decks
5.3.3 Department of Technology

- Ensure the continuation and restoration of Information Technology infrastructure and its applications and computer resources.
- Ensure the readiness of technology systems for electronic communications.
- Participate in the Incident Command System, when appropriate

5.3.4 Financial Operations

- Develop and maintain plans and procedures to support internal and external resources
- Maintain procurement records of external resource purchases
- Coordinate and maintain records of all recovery transactions
- Activate contracts, purchasing requests, and procurements
- Assist in overseeing and expediting the purchase of emergency equipment
- Participate in Incident Command System training

5.3.5 Student Affairs

- Coordinate the development of a plan to establish and manage a Family Assistance Center following a mass casualty event.
- Coordinate with the appropriate local, state, and federal agencies and private partners, to facilitate the exchange of information and the provision of services to relatives of victims

5.3.6 Director of Communications

- Serve as the lead for the Support Functions Annex – External Affairs
- Develop and maintain plans and procedures to support External Affairs
- Coordinate the preparation and dissemination of public information releases
- Participate in Incident Command System training

5.3.7 Department of Human Resources

- Communicate with faculty and staff regarding personnel issues or concerns such as payroll (emergency closings), standards of conduct, compensatory leave, overtime leave, standard work schedule, benefits, etc.

5.3.8 Department of Police

Reynolds police officers are state certified and empowered to enforce all state and local laws on all Reynolds property, with the authority to make arrests and carry firearms. Police Officers have received training of the following: basic emergency first aid and AED, criminal law, criminal investigation, defensive tactics, and crime prevention, use of firearms, sexual assault victim services, crisis intervention, crowd control, and enforcement of traffic regulations. Security officers are not armed or trained in the use of weapons and do not have the power to arrest. Specific responsibilities of the Department of Police are as follows:

- Develop and maintain emergency crisis plans and procedures
- Implement traffic control actions in and around the premises
- Establish the necessary perimeter and accessibility policies around the incident and evacuated areas
- Coordinate the collection and preservation of evidence to support a criminal investigation during the response and recovery phases of an incident
- Serve as the primary Incident Commander as dictated by the circumstances of the emergency and expertise
- Respond to criminal incidents that occur on college property
• Provide law enforcement and security to the college community
• Maintain mutual aid agreements with law enforcement agencies as appropriate
• Participate in the collection and distribution of information related to the emergency
• Coordinate emergency response activities with the EOC and external responders
• Develop and maintain transportation
• Participate in Incident Command System training

5.3.9 Police Chief

Upon the Police Chief’s arrival on the scene, he/she may elect to leave the current command structure that is managing the event or in the reconstruct phase, and reassign the structure based upon the factors of the event. Specific responsibilities are as follows:

• Provide overall leadership for incident response
• Delegate authority to others
• Ensure incident safety
• Provide information services to internal and external stakeholders
• Establish and maintain liaison with other agencies participating in the incident

5.3.10 Deans, Department Heads and Directors

General Responsibilities

Deans, Department Heads and Directors serve as leaders for college departments and are responsible for providing overall guidance to their staff in the event of an incident. Should the leaders encounter or receive information regarding an incident, the information should be reported to the Department of Police staff. Staff members should be familiar with the college’s CEMP and with their individual department’s emergency procedures as well as the overall emergency response procedures for the college. The CEMP is available on the college’s website and training is offered by the Department of Police throughout the year. Additional information on emergency procedures is available on the Reynolds website (http://www.reynolds.edu/campus_life/police/emergency.aspx).

Deans, Department Heads and Directors are also responsible for providing assistance to the PEC. It is recommended that they review their individualize emergency and continuity plans and offer training and guidance to their staff. Staff should also be familiar with the college unscheduled closing policy, which designates essential personnel (Policy 3-10 - Unscheduled College Closing).

Role During an Incident

Deans, department heads and directors should assess a situation quickly and thoroughly and employ good judgment when determining how to respond. They should inform their faculty, staff, and students of an emergency and follow the college’s emergency plan and evacuation procedures. In an emergency, all college personnel are expected to follow the directions and instructions from emergency responders. The welfare, security, and safety of the college and the college community take precedence over individual’s daily roles and responsibilities.

Emergencies should be reported to the Reynolds Department of Police as soon as possible by calling 523-5911 or 5911 from a campus phone.
5.3.11 Faculty and Staff

General Responsibilities

Faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should be familiar with the college’s Crisis and Emergency Management Plan (CEMP). Emergencies should be reported to the Reynolds Department of Police as soon as possible by calling 523-5911 or 5911 from a campus phone.

Faculty and staff who become involved in an incident i.e. emergency should assess a situation quickly and thoroughly and employ good judgment when determining how to respond. Faculty and staff should follow the emergency plan and evacuation procedures.

The CEMP is available on the college website. Training is offer throughout the year. Faculty and staff develop a trusting bond with the students and should equip themselves to take a lead role in offering guidance, safety measures, assurance and assistance to the students during an emergency or incident.

Role During an Incident

Faculty members are expected to maintain a daily student attendance roster of their students in accordance with Policy 1-03 - Student Attendance.

Faculty and staff should assess a situation quickly and thoroughly and employ good judgment when determining how to respond. They should inform their students of an emergency and follow the college’s emergency plan and evacuation procedures. In an emergency, all individuals are expected to follow the directions and instructions from emergency responders. The welfare, security, and safety of the college and the college community take precedence over individual’s daily roles and responsibilities.

Emergencies should be reported to the Reynolds Department of Police as soon as possible by calling 523-5911 or 5911 from a campus phone.

5.3.12 Students

General Responsibilities

The CEMP is made available for students to review on the Reynolds Police website. Students should be aware of their surroundings and familiar with the building evacuation routes, exits, shelter locations, assembly points, the Code Blues call boxes, the “Reynolds Alert” text messaging and email notification system and the Alertus Beacon notification system.

Role During an Incident

Students involved in an incident should assess the situation quickly and thoroughly and employ common sense when determining how to respond. Emergencies should be reported to the Reynolds Department of Police as soon as possible by calling 523-5911 or 5911 from a campus phone. Students are expected to cooperate with first responders.

Reynolds uses several emergency notification systems to communicate messages in an event of a crisis or emergency. The system used will depend on the type of emergency. Students are expected to follow the instruction in the emergency communication.
6. Emergency Notification System

Reynolds uses a variety of communication methods to alert the campus community about emergency situations and safety threats. They consist of:

- Alertus beacons
  - Small white devices that are strategically installed in high-traffic areas throughout campus. They are designed to provide an auditory and visual alert when a threat has occurred or is imminent. Similar to text messages, a short message will scroll on the screen during a threatening event.
- Digital signage boards
- Mass email
- Social media
- Text messages
  - Available if subscribed to the Reynolds Alert messaging system
- Website

The method of emergency notification used will depend on the incident or emergency.

All faculty, staff and students are encouraged and given the opportunity to enroll in the text messaging system to receive emergency alerts [Reynolds Alert]. These messages are short, protective action statements that contain critical information in the event of an incident or an emergency. The alert may be relayed to the devices below depending on the option/s selected by the subscriber.

- E-mail account (work, home, other)
- Cellular phone

6.1 Emergency Notification

When a significant event occurs that immediately endangers the safety and welfare of students, faculty, or staff, an emergency notification will be sent to all affected campuses and college community members. The Department of Police, Office of Communications, or the President’s Executive Cabinet members can authorize the emergency notification.

6.2 Timely Warning

A timely warning will be issued in instances involving specific crimes mandated by the Clery Act. Timely warnings will be coordinated with the Department of Police, the Vice President of Finance and Administration, and the Office of Communications.

6.3 Evacuation

The Chief of Police or designee has the authority to order the evacuation of college buildings. An evacuation of a building does not automatically result in the cancellation of classes or the closing of part or all of the college. Should an evacuation of a building significantly affect the ability of the college to reconvene normal class schedules, any cancellation or closure of all or parts of the college will be in accordance with Policy 3-10 - Unscheduled College Closing.

In such instances, the staff members of the Facilities Management and Planning Custodial Services may be utilized in assisting in evacuation.
6.3.1 Sheltering

A notification to take “Shelter” is a request to seek immediate shelter indoors following the announcement of an emergency condition. Sheltering can be related to a variety of situations: severe weather emergencies, hazardous condition, chemical release, or criminal activity. The notification to take “Shelter” can be broadcasted through the Reynolds Alert, Alertus Beacons and/or other media or electronic outlets directing the college community to seek shelter. It is important to stay in shelter until an “All Clear” notification is given to indicate that it is safe to leave.

6.3.2 Status update/all clear

A status update notification is made when there is new information or instructions for the college community; it may provide an update on the situation or a change in protective actions. An all clear notification indicates that the emergency has been resolved. Status update and all clear notifications are timed such that the distribution methods do not overlap. The Incident Commander or designee authorizes an all clear message.

6.4 Authority to Close All or Portions of the College and/or to Cancel Classes

The College President or designee has the authority to close a campus. Unscheduled College Closing policy addresses how the college community will be informed about an unscheduled college closing, identifies essential personnel who should report to work during an unscheduled college closing and describes employee compensation in the event of an unscheduled college closing. Policy 3-10 - Unscheduled College Closing

6.5 MEDIA RELATIONS

Media representatives should report to the area designated by the Director of Communications, or designee.
7. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

7.1 Succession of Authority

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

Table 1 Order of Succession of Authority

<table>
<thead>
<tr>
<th>Position</th>
<th>Successor #1</th>
<th>Successor #2</th>
<th>Successor #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Executive Vice President</td>
<td>Vice President of Finance and Administration</td>
<td>Vice President of Technology</td>
</tr>
<tr>
<td>Executive Vice President</td>
<td>Vice President of Academic Affairs</td>
<td>Vice President of Technology</td>
<td>Vice President Student Affairs</td>
</tr>
<tr>
<td>Vice President of Finance &amp; Administration</td>
<td>Director of Financial Operations</td>
<td>Associate Vice President of Human Resources</td>
<td>Chief of Police</td>
</tr>
<tr>
<td>Chief of Police</td>
<td>Police Lieutenant of Administration</td>
<td>Police Lieutenant of Patrol Operations</td>
<td>Senior Police Supervisor</td>
</tr>
<tr>
<td>Director of Facilities</td>
<td>Facility Manager</td>
<td>Buildings and Grounds Manager</td>
<td>Custodial Service Manager</td>
</tr>
<tr>
<td>Associate Vice President of Human Resources</td>
<td>Human Resources Manager</td>
<td>Manager of Training and Development</td>
<td></td>
</tr>
</tbody>
</table>

7.2 EMERGENCY SUPPORT FUNCTIONS MATRIX

In alignment with the National Response Framework guidelines, Reynolds has grouped its response capabilities into Support Function Annex. The table lists the Support Function Annexes with examples of primary and secondary departments and their critical responsibilities. Additional explanations can be found in Article III. The Support Function Annexes or elements may be used wholly or in part at the discretion of the Incident Commander, whether in the field or in the EOC.
<table>
<thead>
<tr>
<th>Support Function Annex</th>
<th>Examples of Critical Responsibilities</th>
</tr>
</thead>
</table>
| **Transportation**     | • Report damage to transportation infrastructure as a result of the incident  
                        | • Implement Road Closures  
                        | • Coordinate alternate transportation services  
                        | • Coordinate the restoration and recovery of the transportation services  
                        | • Provide evacuation support  
                        | • Assist law enforcement with evacuation of impacted areas within the college  
                        | • Coordinate traffic control measures |
| **Primary**: Department of Police | |
| **Secondary**: Facilities Management & Planning | |
| **Support Agencies and Organizations**: Local jurisdiction’s Emergency Manager | |

| **Information and Technology Communication** | |
| **Primary**: Department of Technology | • Coordinate with the VCCS system office and telecommunications vendors.  
                        | • Assist in the restoration/repair of telecommunications infrastructure and network equipment.  
                        | • Protect, maintain cyber and restore information technology services including Internet, network connectivity, server applications, data resources, Voice over IP and other network-enabled services and resources. Assess the availability and integrity of computer resources used for administrative and academic functions and provide technical support. |
| **Secondary**: To be designated by Department of Technology | |

| **Facilities Services and Infrastructure** | |
| **Primary**: Facilities Management and Planning | • Conduct pre and post incident assessments of college facilities and infrastructure  
                        | • Execute emergency contract support for life-saving and life-sustaining services  
                        | • Provide technical assistance to include engineering expertise, construction management, and real property services  
                        | • Provide emergency repair of damaged infrastructure, and critical facilities  
                        | • Facilitate utility repair and restoration  
                        | • Provide alternate power supply to infrastructure  
                        | • Assist in debris removal  
                        | • Implement and manage the cost recovery programs for the reconstruction, infrastructure and janitorial services  
                        | • Manage and maintain the parking decks |
| **Secondary**: Department of Police | |
| **Support Agencies and Organizations**: To be designated by Facilities Management and Planning | |

| **Emergency Management Office** | |
| **Primary Agencies**: (Department of Police) Emergency Management | • Direct, control and manage emergency operations  
                        | • Coordinate with neighboring jurisdictions and the Virginia Emergency Operations Center  
                        | • Coordinate the response of all departments and of local emergency coordinators.  
                        | • Assist the local emergency coordinators in requesting the Commonwealth for emergency response resources and services.  
<pre><code>                    | • Act as a coach to insure appropriate implementation of the Incident Command System. |
</code></pre>
<p>| <strong>Secondary Support</strong>: Local jurisdiction’s Emergency Manager &amp; jurisdiction’s agencies | |</p>
<table>
<thead>
<tr>
<th>Support Function Annex</th>
<th>Examples of Critical Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mass Shelter</strong></td>
<td>• Assist in mass shelter</td>
</tr>
<tr>
<td><strong>Primary Agencies:</strong> Department of Police</td>
<td>• Establish a Family Assistance Center</td>
</tr>
<tr>
<td><strong>Support Agencies and Organizations:</strong></td>
<td></td>
</tr>
<tr>
<td>Facilities Management and Planning</td>
<td></td>
</tr>
<tr>
<td><strong>Finance and Resources Management</strong></td>
<td>• Gather necessary documentation</td>
</tr>
<tr>
<td><strong>Primary Agencies:</strong> Department of Financial Operations</td>
<td>• Facilitate emergency procurement</td>
</tr>
<tr>
<td><strong>Support Agencies and Organizations:</strong></td>
<td>• Process payments and reimbursements</td>
</tr>
<tr>
<td>To be designated by Department of Financial Operations</td>
<td>• Acquire and track resources</td>
</tr>
<tr>
<td></td>
<td>• Track donations</td>
</tr>
<tr>
<td></td>
<td>• Provide resource support</td>
</tr>
<tr>
<td></td>
<td>• Coordinate any legal issues</td>
</tr>
<tr>
<td></td>
<td>• Handle risk management issues</td>
</tr>
<tr>
<td><strong>Health, Mental Health, and Medical Services</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Primary Agencies:</strong> Students Affairs</td>
<td>• Obtain and provide counseling services</td>
</tr>
<tr>
<td><strong>Support Agencies and Organizations:</strong></td>
<td>• Establish a Family Assistance Center</td>
</tr>
<tr>
<td>Department of Human Resources</td>
<td>• Address student accommodation needs</td>
</tr>
<tr>
<td><strong>Hazardous Materials</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Primary Agencies:</strong> Department of Police Safety Manager</td>
<td>• Provide hazardous materials response</td>
</tr>
<tr>
<td><strong>Support Agencies and Organizations:</strong></td>
<td>• Address any short and long-term cleanup environmental safety issue</td>
</tr>
<tr>
<td>Facilities Management and Planning and Localities Fire and Emergency Services Department and Health Department</td>
<td>• Ensure compliance with safety practices</td>
</tr>
<tr>
<td><strong>Academics</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Primary Agencies:</strong> Vice President of Student Affairs</td>
<td>• Identify building relocation needs</td>
</tr>
<tr>
<td><strong>Support Agencies and Organizations:</strong></td>
<td>• Reschedule classes</td>
</tr>
<tr>
<td>PEC, Department of Technology, Facilities Management and Planning</td>
<td>• Provide alternate learning space</td>
</tr>
<tr>
<td>Support Function Annex</td>
<td>Examples of Critical Responsibilities</td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------------------------</td>
</tr>
</tbody>
</table>
| **Safety and Security** | - Provide law enforcement  
- Provide site security  
- Coordinate public warning  
- Provide security of community facilities  
- Provide traffic control  
- Provide security of unsafe areas or potential crime scenes  
- Manage building evacuation  
- Provide security at managed shelters  
- Provide transportation |
| Primary Agencies: Reynolds Police and Security officers, and Transportation  
Support Agencies and Organizations: VCCS Safety and Security, Red Cross, Virginia State Police Local police agencies |
| **Media Relations and Community Outreach** | - Identify joint information location  
- Provide information |
| Primary Agencies: Office of Communications  
Support Agencies and Organizations: VCCS Safety and Security, Virginia State Police Local police agencies, local jurisdiction PIOs |
| **Recovery** | - Perform a social and economic impact assessment  
- Provide recovery and long-term recovery assistance  
- Coordinate reconstruction and redevelopment of impacted areas  
- Provide mitigation analysis and program implementation |
| Primary Agencies: Department of Finance & Administration  
Support Agencies and Organizations: Virginia Community College System & Commonwealth of Virginia |
8. PLAN DEVELOPMENT AND MAINTENANCE

8.1 Program Roles, Responsibilities, and Administration

This section outlines the roles and responsibilities of the College Board, College President, President’s Executive Cabinet, Police Chief, Department of Police, deans, department heads, directors and faculty, staff and students in order to implement the Crisis and Emergency Management Plan (CEMP).

College Board or Governing Body

In accordance with Code of Virginia §23-9.2:9 (Institutional Crisis and Emergency Management Plan; Review required; Annual Functional Exercise Required), the Reynolds’ College Board shall adopt a written crisis and emergency management plan.

College President

In accordance with Code of Virginia §23-9.2:9, the President and the Vice-President of Finance and Administration shall annually reviewed the institution’s Crisis and Emergency Management Plan, certified in writing that the President and the Vice-President of Finance and Administration has been reviewed the plan, and if necessary make recommendations to the institution for appropriate changes to the plan.

The President is responsible for the overall activation of emergency operations during all emergencies and disasters. The Vice President of Finance and Administration is responsible for the overall direction of the college's Crisis and Emergency Management Plan. The President and the Vice-President of Finance and Administration collectively collaborate with the Incident Commander to provide guidance for the college in the response and recovery phase of an emergency.

College Emergency Manager or Designee

The Administrative Lieutenant serves as the Emergency Manger and is responsible for coordinating the preparation and updating of the CEMP as required. The Emergency Manager will collaborate as needed with external partners from local, regional, and State agencies in seeking input on and review of the CEMP as part of the ongoing planning and maintenance process.

The Emergency Manager will assist the President and the Vice-President of Finance and Administration in the annual review of the CEMP to ensure the plan remains current by and that the plan be formally adopted by the College Board per Code of Virginia §23-9.2:9.
8.2 TRAINING and EXERCISE

Department of Police provides on-going information, guidance, and training to the college and the college community to prepare for emergencies. The following information and activities are provided to the college community to assist in responding to emergencies:

- Training in emergency response procedures;
- Posted building evacuation maps with primary and secondary evacuation routes, fire extinguishers and pull stations;
- Emergency Preparedness Guides;
- Statewide tornado drill;
- Fire and emergency evacuation drills;
- Earthquake drill
- Emergency response exercises including a required annual exercise and tabletop exercises

The Department of Police conducts tabletop drills and functional exercises with key college units. The Department of Police will have routine meetings with the college’s administrators to discuss and update current emergency management policies and procedures. Department of Police will conduct routine training to respond to emergencies and coordinate major events using a modified ICS structure.

Personnel who have emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident, emergency, or event. Awareness information and training will be provided to the campus community. Table 7.2 identifies the required NIMS/ICS training.

Table 3 ICS Training Requirements*

<table>
<thead>
<tr>
<th>Training</th>
<th>Police Chief</th>
<th>Executive Cabinet</th>
<th>Police Employees</th>
<th>Police Supervisor</th>
<th>Incident Commander</th>
<th>Facilities Employees</th>
<th>EOC Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS 100.HE</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>ICS 200.b</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>ICS 300</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>ICS 700.a</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>ICS 800.b</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

*Training requirements are the result of Virginia Executive Order No. 41 (2011) which requires NIMS compliance and NIMS requirements as determined by the Virginia Department of Emergency Management. Executive Order No 41 specifically includes and addresses Institutions of Higher Learning of the Commonwealth of Virginia.
9. EXERCISE PROGRAM

Reynolds applies a modified U.S. Department of Homeland Security, Federal Emergency Management Agency’s building-block approach to exercise design, planning, and execution (unless Federal Grants are awarded, in which case grant requirements are followed) see Figure 1.2.

- **Seminar:** A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.

- **Workshop:** A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.

- **Tabletop Exercise:** A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem solving process.

- **Drill:** A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.

- **Functional Exercise:** A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.

- **Full-Scale Exercise:** A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

*Not every building block will be used in every situation*

The Reynolds Department of Police will work with campus departments to design, plan, and conduct these various exercises in the appropriate scale to allow individuals to test their knowledge of their roles and responsibilities given incident scenarios unique to their working environment.

9.1 After Action Review

Post-incident and exercise evaluation often lead to ways to improve response practices. One of the most effective ways of summarizing an incident and capturing lessons learned is the After Action Review (AAR) process. During an AAR, participants, observers, and evaluators appraise prior incident/exercise actions. Their comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into Reynolds’ emergency management program and associated plans/procedures.
10. LIST OF FIGURES, TABLES, ANNEXES AND ADDENDUMS

10.1 Figures

Figure 1: CEMP Organization Graphic (page 7)
Figure 2: Phases of Emergency Management (page 21)
Figure 3: Beginning ICS Command Structure (page 44)
Figure 4: Full ICS Command Structure (page 44)
Figure 5: Unified Command (page 45)
Figure 6: Operations Section (page 48)
Figure 7: Planning “P” Process (page 50)

10.2 Tables

Table 1: Order of Succession of Authority (page 30)
Table 2: Emergency Support Function Annex Matrix (page 31)
Table 3: ICS Training Requirements (page 35)
Table 4: Incident Command Organizational Structure (page 43)
Table 5: Medical Facilities (page 68)
Table 6: Symptoms of Emotional Distress (page 76)

10.3 Annex

ANNEX A: Earthquake (page 60)
ANNEX B: Communicable Disease Prevention Response Guide (page 63)
ANNEX C: Medical Emergency Response Guide (page 67)
ANNEX D: Emergency Evacuation Response Guide (page 70)
ANNEX E: Bomb Threat Response Guide (page 73)
ANNEX F: Workplace and Campus Violence Response Guide (page 74)
ANNEX G: Suspicious Package Response Guide (page 82)
ANNEX H: Power Outage and Utility Failure Response Guide (page 84)
ANNEX I: Tornado and Severe Weather Response Guide (page 86)
ANNEX J: Oil and Chemical Spill Response Guide (page 92)
ANNEX K: Regional Emergency Preparation Response Guide (page 95)

10.4 Addendum

ADDENDUM A: Bomb Threat Checklist (page 99)
ADDENDUM B: Symptoms of Emotional Distress (page 100)
ADDENDUM C: Emergency Assessment Form (page 101)
ADDENDUM D: Emergency Drill Evaluation Report (page 102)
ADDENDUM E: Emergency Equipment List (page 103)
ADDENDUM F: Evacuation Assignment List (page 104)
ADDENDUM G: Fire Inspection Checklist (page 105)
ADDENDUM H: External Contact List (page 111)
ADDENDUM I: Emergency Operations Center Action Plan (page 112)
ADDENDUM J: Situation Report (page 114)
ADDENDUM K: Activity Log (page 117)
ADDENDUM L: Resource Request (page 119)
ADDENDUM M: Sign-in Sheet (page 121)
10.5 Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDL</td>
<td>Commercial Driver’s License</td>
</tr>
<tr>
<td>CEMP</td>
<td>Crisis and Emergency Management Plan</td>
</tr>
<tr>
<td>CONOPS</td>
<td>Concept of Operation</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity of Operation Plan</td>
</tr>
<tr>
<td>DTC</td>
<td>Downtown Campus</td>
</tr>
<tr>
<td>EAP</td>
<td>Emergency Action Plan</td>
</tr>
<tr>
<td>ENS</td>
<td>Emergency Notification System</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EOC-AP</td>
<td>Emergency Operations Center Action Plan</td>
</tr>
<tr>
<td>GC</td>
<td>Goochland Campus</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>PEC</td>
<td>President Executive Cabinet</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>PRC</td>
<td>Parham Road Campus</td>
</tr>
<tr>
<td>Reynolds</td>
<td>Reynolds Community College</td>
</tr>
<tr>
<td>VDEM</td>
<td>Virginia Department of Emergency Management</td>
</tr>
<tr>
<td>VEOC</td>
<td>Virginia Emergency Operation Center</td>
</tr>
</tbody>
</table>

**College community:** defined in the CEMP to consists of employees, faculty, students, guests, volunteers, visitors, and contractors
Article I

11.0 THE EMERGENCY OPERATION CENTER (EOC)

11.1 Plan Purpose

The purpose of this Plan is to outline the incident management process and associated organizational structure as related to Emergency Operations Center (EOC) operations. EOC operations may be in effect in events/incidents/emergencies that require considerable interdepartmental/interagency coordination, significant resources, consolidated communications, and a response organization using an economy of scale. The Reynolds’ CEMP is generally a guidance during EOC operations.

11.2 Purpose of the Emergency Operation Center

Depending on the size, type, and complexity of an incident, emergency, or event, the activation of the EOC is when additional coordination becomes necessary to assist in the command and control of an event or incident. In keeping with the scalability and expandability tenets of the Incident Command System, not all incidents or emergencies may constitute the need to activate an EOC; rather, departments or campus units that have the capability of utilizing internal resources can manage events or incidents.

For example, in some incidents, the PEC may be the only formally convened campus entity providing incident management and policy guidance. Other departments or campus units may be responding to the incident, emergency, or event, but may not necessarily require the formal gathering of personnel or resources (i.e. beyond day-to-day operations such as severe weather, and power outage). In instances such as these, the PEC may act as the Unified Command (face-to-face, telephone conference, texting) and establish an EOC, without activation of the Incident Management Team, Emergency Support Functions, or any part thereof. This practice is consistent with the flexibility and scalability of the Incident Command System.

Members

The Emergency Operation Center (EOC) members assist the PEC in developing the strategy and overall plan for managing an emergency incident. These individuals provide general oversight of all emergency responses and recovery operations. The PEC will determine the goals of objectives to be met in an incident. The goals will account for the health and safety of the community that will quickly lead to the restoration of the college’s mission. The PEC members make decisions on issues received from the EOC.

Implementation of specific actions to meet the goals and objectives in managing an incident are the responsibility of the Incident Commander and the ICS structure under the position. The EOC will monitor the emergency, maintain on-going situational awareness and is responsible for obtaining resources requested by the Incident Commander.

The immediate future of the college’s operations will impact the ongoing recovery effort. The EOC personnel will provide input and specific guidance necessary to assist the Incident Commander and college in meeting the assigned goals. In addition, EOC members may meet with various internal and external constituencies during an emergency to provide information, gain situational awareness and support to members of the campus community.
The Department representatives who will attend the EOC are the following:

- Director of Communications or designee
- Police Chief or designee
- Emergency Manager or designee
- Safety Manager or designee
- Director of Facilities Management and Planning or designee
- Director of Financial Operations or designee
- Vice President of Technology or designee

The EOC will generally function as follows:

- Determine the scope and impact of the incident
- Maintain situational awareness and a common operating picture throughout the incident
  - Serves as the primary information collection and dissemination clearinghouse
  - Provide briefings and situational reports as required
- Mitigate rumors and misinformation
- Request additional resources from jurisdiction Emergency Managers when college resources are overwhelmed.
- Activate mutual aid agreements
- Coordinate responses with local, state, and federal government agencies
- Prepare Incident Action Plans for multi-operational period incidents
- Implement college business continuity and resumption plans (COOPs)

12. ACTIVATION

12.1 Notification

Upon receipt and/or confirmation of the occurrence of an incident, emergency, or event that would benefit from a centralized command, control, and coordination, the College Emergency Manager (or designee) may notify some or all of the following personnel/departments (via phone, email, radio, or by other means):

- PEC
- Police Department
- Facilities Management and Planning
- Office of Communications
- Crisis Communication Team (for those units not already notified above) – See EOC Organizational Structure for details
- Other entities as dictated by the needs of the incident

12.2 Activation Levels

Consistent with the Incident Command System, FEMA classifies incidents/events as types. Categorizing incidents/events as “types” provides a framework in which the Incident Commander and the PEC can gauge the complexity of the event and anticipate the level of response and resources needed to efficiently manage the incident/event. This does not suggest, however, that a particular kind of incident/event is constrained or limited to a particular level of response. Incidents may expand and contract. Likewise, resources and external agency involvement should expand and contract proportionally.
Activation Levels

There are four (4) levels of EOC activation identified, relative to the magnitude of the emergency. At the decision of the Police Chief (or designee), the EOC may be activated in one of three levels (Standby/Monitoring, Partial, or Full). A telephone conference is acceptable for an EOC for such incidents occurs after the college regular business hours or when the college is closed.

Level 1 (“Standby/Monitoring”)

This is a low impact event, that involves an incident that uses a normal response operation or coordination (a normal day-to-day operations). The incident is small and affects a portion of the campus. The incident is short term such as minor accidents, traffic disruptions, water leak, or a broken pipe. Reynolds has adequate resources (i.e. routine events that first responders handle on a routine basis using existing standard operating procedures). Selected staff may be placed on alert status and advised to monitor the situation. If necessary, the EOC may be activated during Level 1 situations. A telephone conference is acceptable when the incidents occur after regular business hours or when the college is closed.

Level 2 (“Partial Activation”)

This is a medium impact event, which involves an incident with life and or property at risk. The incident affects the campus with responses from external services, which disrupts the academic environment. The incidents are medium term (within one day) such as predicted weather events, minor/medium earthquake, off campus incident, off campus accident involving a member of the college community, hazardous substance alert, fire, flooding, bomb threat, planned protest event. Staff may be selected to be placed on alert status and advised to monitor the situation. The emergency can no longer be completely managed using normal procedures. The partially activated EOC with have some positions filled. An EOC staffing decision is by the person fulfilling the role of the Emergency Manager and depends on the circumstances surrounding the event. A telephone conference is acceptable when such incident occurs after the regular business hours or when the college is being closed.

Level 3 (“Full Activation”)

This is a high impact event, which involves casualties of life and or property that affects the entire campus learning environment. The daily campus operations are interrupted by short term or long term (may involves an unscheduled closing) by events such as severe weather, major earthquake, violent event/active shooter, major fire, terrorist, and or a pandemic health event. The EOC is activated at either its primary or alternate location. All or most EOC positions, sections, and emergency support functions are activated. A telephone conference is acceptable when such incident occurs after regular business hours or when the college is closed.

Phase 4 – Recovery

This occurs when the immediate cause of incident, event and/or disaster has subsided and the situation is stabilizing. This phase prepares the college to return to normal operations. It typically involves bringing damaged facilities and equipment back online as soon as possible (with priority on those that affect academic instructions), assist with clean-up operations when possible, compile records of expenses and damages and support investigation activities. During the recovery phase the following steps will occur:

1. The Incident Commander continues to support response and recovery operations in accordance with ICS guidance.
2. The EOC will discontinue as the operation moves forwards to provide support to Incident Command, individuals, college units, or college community members that are impacted by the emergency.
3. Activities necessary to the health and safety of the college community are initiated and include but are not limited to victim’s assistance and Family Assistance Centers and activation of the college’s Continuity of Operations Plan (COOP).

4. Modification of college activities and academic schedules are made as necessary and at the direction of the President’s Executive Cabinet.

5. Public outreach efforts are made to inform the college community of response actions taken, modifications to college activities and schedules, and solicit assistance from volunteer organizations if necessary.

The first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructures and facilities are followed by resumption of the academic instructional. The PEC will provide guidance in the restoration of college academic instruction.

The response phase entails two levels of activity: (1) short-term recovery to return vital life support systems to minimum operating standards and (2) long-term actions necessary to return all systems to normal conditions. It may include but is not limited to the activation of the college’s Continuity of Operations Plan. The college’s Reconstitution Manager (Facilities Director) will also conduct a damage assessment report of the infrastructure.

During instances of significant events within the neighboring or surrounding jurisdiction, the EOC may be activated to monitor the situation and coordinate activities among departments and agencies to ensure that the college is positioned to rapidly respond in the event of an incident.

12.3 PEC Notification and Response

Upon being notified and/or confirming that an incident, emergency, or event exists whose response would benefit from centralized command, control, and coordination, the Emergency Manager (or designee) may notify some or all of the following personnel/departments (via phone, text, face to face email, radio, or other communications means):

- PEC
- Department of Police
- Department of Facilities Management and Planning
- Director of Communications
- City of Richmond Emergency Services (for incidents that may impact the City)
- Henrico and/or Goochland Counties Emergency Services (for incidents that may impact the County)
- Virginia State Police
- Virginia Department of Emergency Management
- Other entities as dictated by the needs of the incident

12.4 Emergency Operation Center Locations

The Emergency Operation Center exists as a physical or virtual location from which to manage and direct incidents, emergencies, or events. The EOC serves as the centralized location in which incident management staff will work to lead, implement, and plan response actions. The location of the EOC will vary depending on the size, type, and complexity of the incident or emergency. Locations identified as suitable for EOC operations are on the campuses of Parham Road and/or the Downtown Campus.

The EOC must be located a sufficient distance away from the incident to ensure uninterrupted electrical power, telecommunication, internet, sanitary facilities and other critical requirements in order to operate and not be disrupted by the event. A loss of communication with key leadership during an emergency would dramatically compound the emergency. Road accessibility to the EOC should also be considered.
The EOC Operations Structure section details EOC leadership, staffing, and section roles and responsibilities.

Table 4 Incident Command Organizational Structure

- Incident Commander
  - Principal or Alternate
  - (In charge of overall management of an emergency situation)

- Safety Official
  - (School Security, Law Enforcement, School Resource Officer)

- Public Information Official
  - (Media Liaison)

- Liaison Official
  - (On-scene contact for outside agencies assigned to incident)

- Planning
  - (Collection, evaluation, dissemination, and use of information)

- Operations
  - (Carries out response activities, universal procedures, etc.)

- Logistics
  - (Responsible for organizing resources and personnel)

- Administration & Finance
  - (Tracks incident accounting, costs, reimbursement)
The following diagram illustrates a generalized organization of the lines of communication and authority in the EOC. Since the EOC, organization will vary with the needs of each incident these diagrams may vary by incident. Every incident will begin with the first responder on scene and grow into a simple functional structure similar to Figure 3.

**Figure 3 Beginning Modified ICS Structure**

**Figure 4 Full ICS Structure**

As the incident grows, a larger more complete ICS structure develops using predetermined titles. Each section develops 3-6 branches based on specific needs at the time. While these tend to be standardized, they are also flexible based on need. At a minimum, a key decision making representative from each function included in the red dotted lines is located in the EOC. The Chief of Operations branch is usually housed in the EOC as well.
13.2 Unified Command

Unified Command, or UC, involves collaborative decision-making between multiple responsible internal and/or external departments/disciplines/agencies to resolve an incident. During a college, based EOC operation there may be representatives from separate college departments or agencies/governmental entities to coordinate decision-making and to leverage resource allocation. Unified Command serves as the single voice of incident operations.

Figure 5 Unified Command Structure

13.3 Incident Management Team

The staff of the EOC is often referred to as the Incident Management Team (IMT) and forms the incident management structure during an incident, performing the following functions:

- Determines the scope and impact of the incident
- Serves as the primary information collection and dissemination clearinghouse
- Issues communications through the Communication Director
- Requests additional resources from outside agencies and implements mutual aid agreements
- Coordinates through the local Emergency Coordinator Manager who is the liaison for requests of state, and federal government agencies for resources
- Maintains situational awareness and a common operating picture throughout the incident
- Prepares Incident Action Plans for multi-operational period incidents
- Implements college business continuity and resumption plans (COOPs)

The IMT is flexible based on need and may consist of trained representatives from the following key campus units as needed:

The EOC may include individuals from the departments below depending upon the event:

- Emergency Management
- Communication & Public Relations
- Risk Management
- Finance
- Purchasing
- Police
- Safety
- Facilities
- Department of Technology
- Student Affairs
Staffing

The EOC will be grouped within a modified ICS system structure. This structure consists of the following: Public Information (Director of Communication or Designee), Safety Officer (Safety Manager or Designee), Operations (Designated Police Official), Planning (Compliance Officer or Designee), Logistics (Facilities Personnel or Designee), and Finance/Administration (Financial Operations personnel or Designee). The Emergency Manager is usually grouped here. Each Section Chief shall have staffing to assist with record keeping and documentation.

1. Depending on the type/scale of the incident, not all units may be represented in the EOC.

2. The EOC Emergency Manager (or designee) will appoint a Section Chief for each section as appropriate for the scale of the incident. Not all sections of the EOC may be activated for every incident.

13.4 COMMAND STAFF

The command staff reports directly to the Incident Commander and perform the functions of “Public Information Officer”, liaising with internal/external entities, and responder, and the “Safety Officer.”

13.5 EMERGENCY MANAGER

The authority of the College President appoints the college’s Emergency Manager. The Police Lieutenant of Administration and Emergency Management has been selected to fill this role. The Emergency Manager is responsible for preparing the organization for emergencies. The Emergency Manager and the Office of Student Accommodations also identifies populations with special needs or accommodations. The Emergency Manager may appoint one or more staff members to assist in his/her duties.

The Emergency Manager has the authority to appoint or replace the EOC Emergency Manager. The EOC Emergency Manager coordinates the structure of the Emergency Operation Center in response to an emergency. The Emergency Manager also has the authority to seek assistance through its external partnerships for resources, services, and logistical support in order to assist the Incident Commander.
13.6 Incident Commander

During an emergency, the Incident Commander receives goals and objectives from the President and/or Executive Cabinet (or Unified Command if established). The tasks and sub-goals are assigned to section chiefs. The Public Information Officer, Section Chiefs and Safety Officer will report directly to the Incident Commander.

The Incident Commander updated the Emergency Manager and the EOC of the situation and of all planned activities and responses. The Emergency Manager acts as a consultant and coach to the Incident Commander and EOC.

13.7 Public Information Officer

The Public Information Officer or PIO is responsible for relaying incident and releasing information about the incident to all interested parties, incident response personnel, news media, and other agencies. As messages are prepared for delivery, the PIO coordinates with the IC/UC and the PEC regarding message content.

The PIO is responsible for rapidly coordinating with the PIO functions from other jurisdictions and agencies to ensure that a single coordinated and accurate message is being distributed.

13.8 Safety Officer

The Safety Officer is responsible for developing recommendations for assuring the health and safety of all assigned incident personnel. The Safety Officer is responsible for informing the Incident Commander of unsafe acts occurring to prevent injury or potential loss of life at any point during the incident.

The Safety Officer also is responsible for providing Safety Data Sheets (SDS) and other information regarding hazardous chemicals or substances to the Incident Commander or first responders. The Safety Officer maintains contact information for hazardous materials response organizations.

14. GENERAL STAFFERS

As incident conditions warrant, the Incident/Unified Command may choose to activate the EOC General Staff sections to provide additional support to the ongoing response and/or recovery effort. The General Staff provides incident management according to function and consist of an incident- or event-specific Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

14.1 Operations Section

The Operations Section managed by the Operations Section Chief receives goals and objectives from, reports to the Incident Commander, and determines the organizational structure within the Operations Section. The Operations Section Chief develops tactical objectives and assignments within the organization.

There is no pre-designated Operations Section Chief; rather, the Incident Commander may assign (or reassign) an Operations Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that serve in the Operations Section will vary with the type of incident, but may include Facilities Services, and Division of Student Affairs.

Depending upon the tactical objectives of a specific incident response (along with span of control considerations), the Operations Section Chief may activate functional Groups or geographic Divisions to undertake specific tasks. In large/complex incidents, functional or geographic Branches may also be used. Complying with ICS requirements, no person is assigned to supervise more than 7 people with 5 being an optimum number. Each person reports to one and only one supervisor.
The Operations Section Chief should only activate the Branches, Groups, or Divisions necessary for a given incident, emergency, or event and demobilize it as soon as relevant objectives/tasks are completed. If an incident needs require an expanded organizational structure, the following Support Functions Annex’s—or elements thereof—may be included under the Operations Section.

**Figure 6 Operations Section**

If an incident need requires an expanded organizational structure, the following Support Functions Annex—or elements thereof—may be included under the Operations Section—(see details on Support Functions Annex involvement):

- Transportation
- Information Technology and Communications Systems
- Facilities Services and Infrastructure
- Mass Shelter
- Emergency Operations Center Plan
- Health, Mental Health, and Medical Services

### 14.2 Planning Section

The Planning Section, managed by the Planning Section Chief, is responsible for collecting, evaluating, and disseminating information about the incident. The Planning Section develops Incident Action Plans (IAPs) for each operational period using the Planning “P” Process see Figure 3, maintains documentation, and prepares a verbal or written demobilization plan.

The key objective of the Planning Section is to “look forward” by anticipating the needs of the incident and preparing accordingly, using a collaborative approach with other activated EOC Sections. There is no pre-designated Planning Section Chief; rather, the Incident Commander may assign (and reassign) a Planning Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Emergency Management will usually be the primary department managing and staffing the Planning Section, drawing from the expertise of Technical Specialists from various disciplines as necessary.

Depending upon the nature of the incident (along with span of control considerations), the Planning Section Chief may activate Units to undertake specific tasks. Activated Units may include the following: (see Section for details on Support Functions Annex involvement):
- Situation Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialists Unit
- Other Units as needed

The Planning Section Chief should only activate the units necessary for a given incident or event and demobilize it as soon as relevant objectives/tasks are completed. If incident needs require an expanded organizational structure, any or all Support Functions Annexes or elements thereof—may be included under the Planning Section as Technical Specialists in support of Support Functions Annex—Emergency Management—(see section Support Functions Annex for details on involvement).

This section is responsible for receiving, documenting, collecting, establish the Family Assistance Center, evaluating, analyzing and disseminating information about the incident all emergency related information and providing updates status reports to the EOC Emergency Manager and field operations. Responsible for the Action Plan function within the EOC, providing, in conjunction with EOC Management, concise overview and direction for each operational period. Also responsible for damage assessment and developing specialized technical assessments of the event.

This Section is also responsible for the After Action/Corrective Action Report. (AAR/CAR). The Planning Section Chief should only activate the units necessary for a given incident or event and demobilize same as soon as relevant objectives/tasks are completed. If incident needs require an expanded organizational structure, any or all Support Functions Annex.
14.3 Logistics Section

The Logistics Section, managed by the Logistics Section Chief, provides services and support to the incident response by managing the status of essential resources, such as personnel, facilities, equipment, and supplies. There is no pre-designated Logistics Section Chief; rather, the Incident Commander may assign (and reassign) a Logistics Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Departments that may serve in the Logistics Section include the Facilities Services, Student Affairs, and Business. Logistics are responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.).

Depending upon the nature of the incident (along with span of control considerations), the Logistics Section Chief may activate units to undertake specific tasks. Activated Units may include the following:

- Service Branch (Communications unit, Food unit, Medical unit)
- Support Branch (Supply unit, Facilities unit, Information Technology unit, Donations unit)
- Other Units as needed
14.4 Finance/Administration Section

The Finance/Administration Section is responsible for cost accountability and risk assessment. It documents and tracks expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develop, submit, and tracks FEMA documentation both during and after the emergency. The Finance/Administration Section, managed by the Finance/Administration Section Chief, manages all financial aspects of an incident, including incident-related costs, accounting, procurement, time recording, and applicable analyses.

There is no pre-designated Finance/Administration Section Chief; rather, the Incident Commander may assign a Finance/Administration Section Chief that has the training, expertise, or experience relevant to the needs of that particular incident, emergency, or event. Units that may serve in the Finance/Administration Section include Human Resources, Purchasing, Risk Management, and Finance.

Depending upon the nature of the incident (along with span of control considerations), the Finance/Administration Section Chief may activate units to undertake specific tasks. Activated Units may include the following:

- Human Resources
- Procurement unit
- Media Relations and Community Outreach
- Recovery Assessment
- Family Assistance Center
- Other Units as needed

The Finance/Administration Section Chief should only activate the Branches, Groups, or Divisions necessary for a given incident, emergency, or event and demobilize it as soon as relevant objectives/tasks are completed.

15. EOC STAFF DUTIES

EOC staff responsibilities will vary as the incident, emergency, or event first occurs, develops, and progresses toward resolution. This section discusses basic responsibilities of all EOC staff through the Activation, Operations, and Demobilization phases of EOC operations.

15.1 Activation Phase

- Report to the EOC at the specified time, check-in and determine assignment.
- Bring department/program items (e.g. position-specific “toolboxes”, job aids, logs) and personal items, food/water; establish links with department for support.
- Follow check-in procedures, determine placement within EOC.
- Obtain an initial briefing from respective Section Chief.
- Assist with EOC setup.
- Review position-specific checklist.
- Review the situation report and incident logs (if any).
- Initiate position log that details actions chronologically. Include:
  - All messages received and responded to,
  - All actions taken,
  - Requests for resources that are made and the corresponding response,
  - Communications outside EOC (both on-site and off-site), and
  - Time on-duty and off-duty.
- Refer all media contacts to the Public Information Officer.
- Adopt a proactive attitude to think ahead and anticipate situations/problems before they occur.
- Test assigned equipment and account logins to verify operational readiness.
• Review all documentations and logs
• Complete documentations and updates prior to ending shift.
• Provide paperwork to the Planning Section.

15.2 Operations Phase

• Maintain a detailed position and unit log
• Maintain situational awareness
• Recommend appropriate staffing level and request additional support for extended operations
• Submit Situation Report to the area of responsibility to the section chief
• Maintain accurate records of emergency-related costs and expenditures
• Prepare to brief supervisor on actions taken
• Refer all media contacts to the Public Information Officer.
• Determine and request resources through the Planning Section
• Complete responsibilities of unfilled positions/units
• Actively seek and share information with authorized personnel
• Participate in Incident Action Plan development
• Use available provided electronic software/programs/tools to exchange information
• Prepare information and documentation for shift change briefing

15.3 Mobilization Stage

The mobilization phase is defined as the initial actions taken to bring the necessary individuals and resources to bear upon an emergency. During the initial phases of emergency response the following steps will occur:

1. The Incident Commander will organize the individuals under their command.
2. The Department of Police will oversee the mobilization of resources, and provide an initial briefing of the situation and guidance on activating additional Support Functions Annex function to the EOC.
3. The Department of Police Communication Office is the central station where information is disseminated and passed through the proper channels. The Department of Police Communications Office houses the College’s Emergency responders contact List and regulatory agencies contact lists as necessary. Additional resources will be acquired and distributed by the EOC through the Support Functions Annex function to the Incident Commander or section units impacted by the emergency as necessary to assist in mobilizing individuals in accordance with response procedures.

15.4 Demobilization Phase

The demobilization stage is the period during which assets, individuals, and facilities return to normal operations. Once the incident objectives are completed, the EOC assists Incident Command in demobilizing resources. Executive Cabinet and college units are to be notified by the EOC of demobilization activities affecting their activities as necessary.

The Incident Commander/Unified Command will determine when the situation has been controlled and response operations can be demobilized. Demobilization requires the deactivation of the active EOC (if applicable) and 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.

• Advise supervisor of any open action items or open needs.
• Complete and submit all logs, reports, and documents to the appropriate EOC section.
• Submit comments for After Action Report/Review to supervisor.
• Notify other support organizations of demobilization.
Return any equipment or non-expendable materials issued.
Clean work area(s) before leaving and sign out.
Ensure that all expenditures and financial claims, forms and other documentation have been coordinated through the Finance/Administration Section.

15.5 Termination and Recovery

The Emergency Manager, Police Chief or designee will determine when to deactivate the EOC. Safety of lives and property are a priority when determining the de-escalation of operations. Termination of the EOC will be considerate of the event to ensure a safe and efficient manner. Recovery is the time beginning just prior to termination of the emergency until the building/facility or campus is returned to normal campus governance and operational status. Termination of the emergency initiates transitioning from the emergency phase into the recovery phase. Once the decision is made to enter the recovery phase, personnel involved in the response will be informed of this transition. The college’s Continuity of Operation plan for recovery will be activated to direct the recovery effort.

Once the emergency has been terminated, responsibility for recovery and cleanup transitions will be directed by the Reconstitution, which is noted within the College’s Continuity of Operation Plan.

15.6 After Action Report

All situational documents and reports, financial documents related to emergency response related expenditures, and After Action Reports will be submitted to the Vice President for Finance and Administration. These reports and documents will be utilized to create the after action report and archived for federal and state public assistance reimbursement programs. The After Action Report will be submitted to the Vice President of Finance and Administration by the Planning Section and delivered through the Emergency Manager. Modifications to college facilities, plans, procedures, policies, and activities will be made as necessary according to the recommendations of the Executive Cabinet.
16. EMERGENCY CONTACTS

The college emergency contacts lists for college officials, jurisdiction emergency coordinators and selected resources are housed within the Department of Police Communications Office. This list is used to notify and convene individuals during an emergency crisis. Individuals identified on the college emergency contact list are expected to provide or disseminate information as necessary to their unit and assist emergency response personnel when appropriate. Each department is responsible for maintain a current list specific to their needs.

16.1 DCJS/CICF Contact Information

“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 Reynolds will immediately contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims.”

Criminal Injury Compensation Fund

Mary Vail Ware, Director, CICF
Criminal Injuries Compensation Fund (CICF) Department
Virginia Workers’ Compensation Commission
1000 DMV Drive
Richmond, VA 23220
CICF Toll Free: 1-800-552-4007
Phone: (804) 367-1018
Email: maryvail.ware@vwc.state.va.gov
804-399-8966 (after hours)

Shannon Freeman (alternate).
800-552-4007 (normal business hours)
804-614-5567 (after hours)

Virginia Department of Criminal Justices Services
Melissa Roberson
Training and Critical Incident Response Coordinator
1100 Bank Street
Richmond, VA 23219
Phone: (804) 840-4276
Fax: (804) 786-3414
Link: http://www.dcjs.virginia.gov/research/reportemergency/

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

The severity and scope of an incident on campus or in the area surrounding Reynolds may be required to ask for federal, state, or local assistance in responding to incidents. Reynolds relies on local jurisdiction’s Emergency Manager to be the liaison to the Department of Emergency Management to provide services and resources to the college. Memorandums of understanding, mutual aid agreements, and requests for assistance will be executed and maintained as necessary.

This is an established procedure for local, state and federal agencies under ICS and NIMS. It is also an agreement that the college has with the local Emergency Managers and VDEM. The College Emergency Manager, or designee, should be the one person who contacts a jurisdiction’s Emergency Manager to request additional resources. There is a specific format, descriptive process and procedure that these requests should use. Failure to follow the protocols will likely result in a delay or denial of the request. This does not however apply to requests that routinely go through a 911-call center like fire or ambulance services.

Trained WebEOC operators know the formatting and procedures to use to expedite the requests. Every effort should be made to have at least one Trained WebEOC operator in the EOC during each operational period. They can access secure situational information from surrounding jurisdictions and VDEM.

16.3 Local Assistance

When practical, the Incident Commander will issue requests for local assistance through the EOC. The Emergency Manager will first make requests for assistance outside of college resources to the surrounding city or county jurisdiction and who can then forward it to the state in accordance with VDEM guidance.

16.4 State Assistance

All requests for state assistance must first be directed to the EOC through following the chain command. All requests must be funneled through the local jurisdiction’s Emergency Manager for resources, according to Virginia state code § 44-146.18.

16.5 Federal Assistance

During statewide or regional emergencies, the response capacity of college, local, and state agencies may be exceeded. In such cases, the Governor of the Commonwealth of Virginia may request Federal assistance.
Article II

17. SUPPORT FUNCTIONS ANNEX

VDEM recommends using the ESF format, as it is an element of the National Incident Management System (NIMS), used in planning documents of all levels of government including the National Response Framework (NRF), Commonwealth of Virginia Emergency Operations Plan (COVEOP), and several jurisdictions throughout the state. The purpose is to facilitate communications between various levels of government during large-scale emergencies. Consideration should also be given to this format if it is used by the jurisdiction in which the institution is located, as it would ease the process of integration.

VDEM recognizes that state institutions of higher education vary greatly throughout the Commonwealth with regard to enrollment, residential populations, resources, and the surrounding areas threats, and that the ESF format may not be a good fit for each institution. Therefore, there are other formats to consider as presented in the Comprehensive Preparedness Guide, 101 v. 2 (CPG-101, v.2).

Support annexes define the scope through which an institution’s departments or agencies coordinate and execute the emergency management strategies (ex: damage assessment). The purpose of the supporting annexes is to add direction and specific information to the annex and they may be used with any format described.

In addition, the institution can create hazard-, threat-, or incident-specific annexes that describe the policies, situation, concept of operations, and responsibilities for particular incidents (ex: flooding).

In alignment with National Response Framework guidelines, Reynolds has grouped its response capabilities into Emergency Support Functions Annex. To provide for greatest scalability during an incident, Support Functions Annex’s or elements thereof may be used wholly or in part at the discretion of the Incident Commander/Unified Commander, whether in the field or in the EOC.

In the event of Support Functions Annex utilization, the respective Incident Management Team member(s) may jointly represent the department in the EOC under the ICS structure and the Support Functions Annex, due to potential staffing limitations inherent in any incident, emergency, or event.

1. Transportation
2. Information and Technology Communication
3. Facilities Services and Infrastructure
4. Emergency Management
5. Mass Shelter
6. Finance and Resources Management
7. Health, Mental Health, and Medical Services
8. Hazardous Materials
9. Academics
10. Safety and Security
11. Media Relations and Community Outreach
17.1 Transportation

The Department of Police manages the shuttle services. The shuttle provides transportation between the Downtown and Parham Road campus. Daily transportation to or from Goochland Campus is not currently being offered. However, transportation, upon requests, can be accommodated to the Goochland Campus when resources are available.

The Department of Police has the sole responsible of the college transportation service. The large busses require transportation drivers to have a Commercial Driver’s License [CDL] with passenger endorsement. Security officers who do not have the required CDL classification operate smaller shuttles. Transportation is not offered during severe road hazards and/or weather conditions. In the event of a crisis, and or emergency (but not just limited to the college, if requested and availability) the shuttle is a resource.

17.2 Information and Technology Communication

The purpose of the Communications Support Function annex is to provide notification, coordination of actions to be taken and to assure the provision of required communications support to disasters or emergency events to the college community. Restoration of essential communication systems is coordinated by the Department of Technology. Additionally, communication sustainability plans assist in communications support to local emergencies disaster response elements. The Department of Police will coordinate through its Emergency Communications assets (equipment and services) locally, plus State, voluntary and other resources including military and private sector.

17.3 Facilities Services and Infrastructure

The Director of Facilities Management and Planning is responsible for maintaining and maintenance of current maps and logistical support contact information for an all-hazard operation.

Reynolds typically evacuates the campuses prior to certain severe weather events (e.g. hurricanes) however during such incidents when the campuses are open any and all unsolicited volunteers will be directed to report for pre-registering and pre-screening. Except under the most extreme conditions volunteers cannot be utilized without being screened first.

Reynolds addresses the institution’s critical infrastructure, damage assessment in the roles and responsibilities of the Reconstitution Manager of the Continuity of Operation Plan that is applicable.

The purpose of Facilities Services and Infrastructure is to provide and coordinate resources (personnel, equipment, facilities, materials, and supplies) to support college’s facilities and infrastructure needs during an emergency or disaster. Facilities Services and Infrastructure resources under the authority of Support Function Annex will be used to perform or assist with the following:

1. Debris clearance and providing emergency ingress/egress to affected area(s).
2. Clearing, repair or construction of damaged emergency access routes necessary for the transportation of rescue personnel, equipment and supplies.
3. Emergency restoration of critical public services and facilities.
4. Emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to public health and safety.
5. Provide technical assistance and damage assessment.
6. Identify workable building for academic instruction.

Facilities Management and Planning provides emergency generator power that will provide recovery operations and to normalize college essential business function. This includes electric power, distribution systems, fuel and emergency generators, provision of emergency energy supplies, transporting and delivering fuel and the provision of emergency
power to support immediate response efforts as well as the restoration of the normal supply of power. They will work closely with local municipalities and businesses.

17.4 Emergency Management

The Emergency Management Function prepares and enables the college to function effectively during an emergency. The federal and state government will only accept requests for assistance that are made through a jurisdiction’s official Emergency Manager. We have agreements in place with the surrounding jurisdictions to gain access to these resources. The jurisdiction’s official Emergency Manager will accept requests from the college Emergency Manager or designee.

The college Emergency Manager and staff are responsible for:

1. Plan for and preparing the college community to respond to an emergency
2. Maintain a liaison with local jurisdiction’s emergency response staff
3. Develop specialized skills and knowledge necessary for an effective response
4. Coach and assist the Incident Command staff during an actual incident

17.5 Mass Shelter

The purpose of the Mass Shelter Support Function Annex is to coordinate activities involved with the emergency provision of temporary shelters. Reynolds is a commuter school and it does not have any housing on any of its campuses. Sheltering at the college refers to shelter from tornadoes. The shelter locations are identified in this plan. Each campus building has a designated location available for shelter.

17.6 Finance and Resources Management

The purpose of the Resources Management Support Function Annex is to provide logistical and resource support to the college entities involved in delivering emergency response and recovery efforts related to emergency events, and disasters. The Finance and Resource management function is responsible for providing direct and active support to emergency response and recovery efforts during the initial phase or after an emergency event or disaster. This support includes locating, procuring, and issuing resources, personnel, heavy equipment, generators and transportation of such in coordination with Emergency Management.

17.7 Health, Mental Health, and Medical Services

The purpose of addressing medical emergencies is to assist the individual(s) to receive professional care and services. The Behavior Intervention Team promotes a safe, healthy environment that is conducive to safety and security of the college, thus the responsibility of the prevention committee; threat assessment team that is addressed by the college policy (Policy 1-22 - Behavioral Intervention), and the counseling services addressed in the Family Assistance Center.

17.8 Hazardous Material

The purpose of the Hazardous Material Support Function Annex is to coordinate response to and recovery from an actual or potential discharge and/or release of a hazardous material resulting from a disaster. Such hazardous material responses are covered in the college policy (Policy 4-7 - Hazardous Communication Program)
17.9 Academics

The Academics Function Annex involves activities needed to provide academic instruction as soon possible after interruption of normal operations due to a hazard or emergency event while effectively performing the following:

• Develop plans to identify alternate facilities where academic activities can be conducted in the event there is a lack of access to existing facilities
• Identify and prioritize critical support services and systems
• Identify and ensure recovery of critical assets
• Develop procedures for retrieving student information in case of an emergency
• Develop procedures for addressing the needs of students including ADA Accessibility
• Ensure that the plan is accessible to students whose primary language is not English or are hearing impaired
• Develop student notification procedures

17.10 Safety and Security

Police Functions

This annex describes campus law enforcement/security capabilities, resources, and limitations. Identifies the working relationship between the institution and local law enforcement entities and describe the roles and responsibilities of campus security/law enforcement.

• All college students, faculty, staff, administrators, guests and vendors will immediately follow instructions from or by First Responders during an emergency. This includes campus police, local jurisdiction police, Virginia State Police, fire and emergency medical services personnel.
• The Police Lieutenant in charge of Operations or his designee is responsibility for coordinating security during an emergency.
• The Police Department has limited number sworn officers available, but there are mutual aid agreements and memorandum of understandings that allow the department to request assistance from the Virginia State Police and local jurisdiction law enforcement.
• The Police Lieutenant in charge of operations or his designee may deploy emergency operation.
• The Police Lieutenant in charge of Operations or his designee may restrict access to selected areas including but not limited to crime scenes and other areas for investigative and/or safety reasons.
• The Emergency Manager and Police Chief develop strategies to effectively address special emergency situations that may require distinct law enforcement resources (e.g. bomb threat or hostage situation)

17.11 Media Relations and Community Outreach

The purpose of the Media Relations and Community Outreach Support Function Annex is to disseminate information on emergencies and protective actions to the public through the news media and other mechanisms. External Affairs is concerned with coordinating, preparing, and disseminating all disaster-related information to the college community and the public via the media. Additionally, External Affairs coordinates, prepares and disseminates information to the public.
A. INTRODUCTION

The Earthquake Preparation and Response Guide are designed to familiarize college employees and students with procedures before, during, and after an earthquake.

B. SCOPE

This guide is design to help college departments, employees, and students respond to, prepare for earthquakes, and used in conjunction with the Emergency Evacuation Response Guide (Annex D).

C. RESPONSE

During the Earthquake:

If You Are Indoors:

Remain indoors and seek protection until the earthquake subsides. The most dangerous place to be during an earthquake is the area immediately outside of a building. Do not leave a building and enter this dangerous area during the earthquake. Stay calm and take precautions to protect yourself from potential debris:

- Drop to the floor and get under or adjacent to a sturdy table, desk, or permanent fixtures.
- Cover your head and neck with your arms and hands.
- Hold onto the table or desk you are under as objects may shift during the earthquake.
- If you are not near a sturdy table or desk, drop to the floor against an interior wall and cover your head and neck with your arms and hands.
- Stay away from windows, overhead fixtures, objects on walls, tall furniture, large appliances and cabinets filled with objects that may be displaced and fall during an earthquake.
- If you are in an elevator, remain in place. Elevators provide a reasonable amount of protection. If you become trapped, notify emergency response personnel by using the elevator phone, help button, or cellphone.

If You Are Outdoors:

Move away from buildings, overhangs, trees, and power lines to a clear area such as a large open public area or field. If you are driving, pull over and stop in an area with no overhead hazards such as the following: tall trees, light posts, traffic signs, electrical poles, electrical light poles and traffic lights.
After the Earthquake:

Once the earthquake has stopped, do the following:

- Exit the building when safety permits and move to the designated assembly area.
- Use emergency exit route information posted throughout college buildings to determine the quickest route out of the building.
- Move to the Designated Assembly Area and take account of your co-workers, students, or peers; report missing persons to emergency response personnel and the Department of Police.
- Do not re-enter any building until it is cleared by the Department of Police, Facilities Management, emergency response personnel, an environmental or college official.

IMPORTANT: If the building loses power during the earthquake and you are unable to safely navigate your way out of the building due to low visibility, remain in place and notify the Department of Police of your location.

The college will assess buildings for damages, chemical and physical hazards, and utility failures prior to authorizing re-occupancy of buildings. If you witness trapped or injured people, contact the Department of Police by dialing 5911 from a college phone or (804) 523-5911 from a cell phone. Never re-enter a building that appears to have structural damage.

Consider the following after an earthquake:

- Limit cell phone usage to text messaging only to allow emergency response communications to function properly.
- If you are unable to re-enter your work area or classroom for an extended period, consider alternate work arrangements and discuss them with your supervisor or instructor.
- Limit travel as major roadways may be congested due to regional evacuations.
- Monitor Reynolds Alert and the college webpage for information updates.
- Remain aware of the potential for aftershocks to occur in the days or weeks following the initial earthquake. Aftershocks are typically less severe than the initial earthquake but can still result in significant damage.
- Buildings, parking structures, and roadways may remain closed for a period following an earthquake while damage assessments and repairs are conducted.
- Be aware that utilities such as gas, power, and water lines may be damaged; if you are aware of a gas leak, power outage, utility failure, or other building damages, report the issue to the Department of Police (804) 523-5911.

D. PREPARATION

Earthquakes cannot be forecasted; therefore, it is best to be prepared at all times. The following are best practices recommended by the Red Cross and the Federal Emergency Management Agency guidelines to prepare for earthquakes.

- Create a family plan that identifies alternate meeting locations in the event that you or your family are unable to return home, emergency contact numbers, and supplies that may be needed during an emergency, such as bottled water, non-perishable food, and reserve medications. For additional information and a family plan template, please visit www.ReadyVirginia.gov.
- Identify your Primary and Alternate Assembly Areas.
- Store heavy or breakable objects in closed cabinets, as low as possible.
- Secure refrigerators, bookshelves, appliances, bookcases and other heavy items to prevent falling during an earthquake.
- Evaluate where hanging objects are placed. Mirrors, pictures, or other hangings near seating or sleeping areas could fall and cause injury. Arrange these items so they do not pose a fall hazard to those below.
A. INTRODUCTION

This Initial Communicable Disease Prevention Response Guide is designed to promote the health and safety of college employees and students by providing information that can be used to prevent the contraction and spread of communicable diseases and the appropriate response to a communicable disease outbreak.

The Department of Police in conjunction with the Department of Human Resources and payroll, and College Communications will alert the campus community when there is a communicable disease threat-affecting member of our campus community, such as a pandemic influenza or Norovirus outbreak. The guidance is provided in Section F. “Respond” should be followed whenever a communicable disease or public health emergency is declared.

Reynolds has developed and practiced emergency response plans to assist the college community in responding to a regional or international communicable disease emergency. In the event of an emergency, Reynolds will notify the college community of the emergency, provide appropriate guidance as necessary, and take actions to protect the health and safety of students, faculty, and staff.

B. SCOPE

Communicable diseases are typically caused by bacteria, viruses, fungi, or parasites and normally spread through various forms of human contact. Examples of communicable diseases include but not limited to:

- Ebola
- Hepatitis A
- Influenza
- Measles
- Meningococcal Meningitis
- Mumps
- Norovirus
- Rubella
- Tuberculosis
- Other communicable diseases and viruses

C. IDENTIFY

Recognizing the signs and symptoms of a communicable disease and understanding the modes of transmission is the first step in reducing the incidence of disease associated with communicable diseases. Signs and symptoms will vary depending on the disease, but common characteristics associated at the onset of most communicable diseases typically include fever and other flu-like symptoms; achiness, upset stomach, fatigue, fever, and headaches. When traveling abroad, be aware of communicable disease threats; certain communicable diseases are endemic to certain regions of the world.
D. PLAN

It is ideal to have a plan in place within your unit or department to respond to staffing and other business issues that may arise in a communicable disease emergency or whenever employees are unable to attend work due to an illness. It’s recommended that in such instances that employees should refer to the Department of Human Resources for guidance and recommendations of the following:

- Identify designated employees who will work during a communicable disease emergency either on site or at an alternate location (including home).
- Identify back up staff should designated employees be unable to work; cross train staff where necessary.
- Initiate telework agreements with those staff that may have to work from home or an alternate location. Establish virtual private networks, soft phones, or other technology related hardware and software to support telework.

Faculty and staff should familiarize themselves with health benefits available through their benefits plan. Please visit the Department of Human Resources website for more complete information: http://inside.reynolds.edu/inside_hr/Default.htm.

E. RESPOND – COMMUNICABLE DISEASE OR PUBLIC HEALTH EMERGENCY

The following procedures are to be followed whenever federal, state, or local health official declare a communicable disease emergency, such as a regional communicable disease outbreak, pandemic, or public health emergency. For all other routine, seasonal, or individual health issues, consult your health care provider. Routine, seasonal, and individual health issues DO NOT need to be reported to college officials unless advised to do so by your healthcare provider.

Employees:

Faculty or staff who are diagnosed with or believe they have a communicable disease should:

- Seek medical attention if necessary;
- Inform Department of Human Resources (804) 523-5249 of your condition or diagnosis and relay pertinent information provided by your health care provider;
- Notify your supervisor;
- Stay at home when sick and avoid close contact with others to the extent possible;
- Do not return to work until advised to do so by a health care professional or in the absence of medical consultation, do not return to work for the duration of the illness and 24-hours after symptoms abate; and
- Record your time away from work as sick leave.
- To limit the spread of a communicable disease, avoid traveling when sick, unless otherwise deemed appropriate by a health care professional.
- Maintain awareness of the situation and the progression and nature of the communicable disease emergency by monitoring media outlets.
- Faculty: Arrange alternate teaching schedules or substitute instructors to avoid cancellation of class when possible in accordance with your department’s policy. Please see Policy 4-34 - College Emergency Preparedness and Communication http://inside.reynolds.edu/_policies/Section%204/4-34.docx
Supervisors:

Supervisors and faculty who become aware of an employee or student under their supervision who exhibits communicable disease symptoms or is diagnosed with a communicable disease must not release the Individual’s name, identifying information, or condition of other individuals (HIPAA). All employee health care concerns must be forwarded to the Department of Human Resources (804) 523-5249. Supervisors and employees can contact the Department of Human Resources with any questions or concerns they may have regarding workplace issues surrounding communicable disease.
Please note: In the event that the Commonwealth declares a communicable disease or public health threat or public health emergency, the Public Health Emergency Leave Policy may be partially or fully implemented http://www.dhrm.virginia.gov/hrpolicy/web/Pol4_52.pdf. Please contact the Department of Human Resources for more information.

Students:

A student who is diagnosed with or believes he/she has a communicable disease should:

- Seek medical attention;
- Stay at home when sick and avoid close contact with others to the extent possible.
- Not return to class or work until advised to do so by a health care professional or for the duration of the illness and 24-hours after symptoms abate.
- Notify your professors, instructors, supervisor, and family as necessary.
- Avoid traveling when sick, unless otherwise deemed appropriate by a health care profession to limit the spread of a communicable disease.
- Use antibiotics and antivirals appropriately and exactly as prescribed – do not self-medicate or share medications with others.
- Maintain awareness of the situation and the progression and nature of the communicable disease emergency by monitoring media outlets.

Returning to Work/School:

Prior to returning to work or school, students, faculty, and employees should take precautions to prevent spreading a communicable disease:

- By ensuring that symptoms have passed,
- Remain at home if contagious,
- In addition, consult a health care professional for guidance or clearance to return to work or school prior to returning to the college if necessary.

During a college-wide communicable disease outbreak, a written statement indicating that students, faculty, or employees may return to work or school from an attending physician or primary care provider may be required before returning to the college.

Confidentiality:

All student, faculty, and employee medical information is treated as private and confidential and will be handled in compliance with legal requirements and professional ethical standards.

The college will implement and maintain procedural safeguards to protect the privacy interests of persons in the campus community who have a communicable disease in accordance with the Health Insurance Portability and Accountability Act (HIPAA) and all federal, state, and local regulations.

The college will not disclose the identity of any employee or student who has a communicable disease, except as authorized or required by law, as may be necessary, on a “need-to-know” basis and as is consistent with legal and ethical standards. Accordingly, there shall be strict adherence to this basic principle: prior consent of the patient is required before information is released or disclosed or made available for review except where a specific law or regulation or the internal administrative need of the college requires or permits such access without employee or student consent.
Resources

College Policy:

_Academic Plan for the Continuity of Instruction in the Event of a Pandemic_

For additional information about a specific communicable disease including symptoms, prevention, treatment, and communicable disease outbreak, please visit the following websites:

United States Department of Health and Human Services: [http://www.hhs.gov](http://www.hhs.gov)
Virginia Department of Health: [http://www.vdh.state.va.us](http://www.vdh.state.va.us)
Your personal health care provider(s) or physician

Additional resources to help prevent, identify, and/or respond to communicable diseases, outbreak, travel alerts and advisories, or pandemic disease emergencies can be found at the following websites:

Centers for Disease Control and Prevention (CDC) - [http://cdc.gov/DiseasesConditions](http://cdc.gov/DiseasesConditions)
World Health Organization (WHO) - [http://www.who.int/topics/en/](http://www.who.int/topics/en/)
U.S. Pandemic Flu Website - [http://www.pandemicflu.gov](http://www.pandemicflu.gov)
<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/24/2012</td>
<td>Annex C: Medical Emergency Response Guide</td>
</tr>
</tbody>
</table>

A. INTRODUCTION

The Medical Emergency Response guide is designed to help college employees and students respond to medical emergencies that occur at Reynolds.

B. SCOPE

When medical emergencies occur at Reynolds, the incident should be reported to the employee supervisor, college official, or the Department of Police. Medical emergencies may result from traffic accidents, slips or falls, pre-existing health conditions, or workplace accidents.

C. MEDICAL EMERGENCY TERMINOLOGY AND DEFINITIONS

Medical emergency: any situation that requires immediate medical attention; injuries or illnesses suffered can be life threatening or non-life threatening.

Life-threatening injuries or illnesses: injuries or an illness (i.e., severe burns and wounds, heart attack, stroke, head trauma) that pose serious risk to the individual’s life and requires immediate medical attention.

Non-life threatening injuries or illnesses: injuries or illnesses that may require immediate or delayed medical attention, but should not result in death or permanent disability to the individual.

D. PREPARATION

To prepare for a potential medical emergency, consider the following:

- Receive CPR and First Aid Training
- Know the location of Automatic External Defibrillator (AED) and receive AED training
- Maintain an adequate supply of prescription medication(s) at work if necessary. Make sure they are securely stored where only you can access them.
- Update emergency contact information in PeopleSoft (https://jsr.my.vccs.edu/jsp/login.jsp) in the event that family, friends, or loved ones must be contacted in an emergency.

1. Log in to PeopleSoft - https://jsr.my.vccs.edu/jsp/login.jsp
2. Select “Campus Personal Information”,
3. Select “Emergency Contacts”
4. Select “Add and Emergency Contact” to enter one or more individuals that will serve as emergency contacts.

- Notify your supervisor and/or coworkers of health conditions for your safety if an emergency occurs.
- Know or maintain contact information for your primary care physician and the location of hospitals near your work and home.
E. RESPONSE

If an individual suffers an injury or becomes ill and requires immediate medical attention, the following actions should be taken.

1. Immediately contact The Department of Police by dialing 5911 from a college phone (804-523-5911 or 911) from a cell phone and relay the following information:
   a. Nature of the injury or illness
   b. Victim’s location
   c. Identity of the victim
   d. Suspected or known cause of the injury or illness

2. If trained, provide first aid or medical assistance as necessary.

3. Unless in immediate danger, do not move the victim if unconscious or has a back/neck injury.

4. If the victim is unconscious and not breathing, locate an AED if available, turn it on, and follow the instructions provided by the unit.

5. Remain with the victim until emergency response personnel arrive.

For First Aid/CPR training, contact the Eastern Red Cross [http://www.redcross.org/va/richmond](http://www.redcross.org/va/richmond) or the American Heart Association [http://www.heart.org/](http://www.heart.org/) for a list of training dates and locations. Depending upon your job description, you may be eligible for First Aid or CPR/AED training through the college.

F. MEDICAL FACILITIES

Students, employees, and visitors should seek medical treatment for all illnesses/injuries as needed. The nearest emergency medical facilities to the campus are as follows:

<table>
<thead>
<tr>
<th>Downtown Campus</th>
<th>Parham Road Campus</th>
<th>Goochland Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCU Medical Center</td>
<td>Henrico Doctors Hospital</td>
<td>West Creek Emergency Center</td>
</tr>
<tr>
<td>1250 East Marshall St.</td>
<td>7700 East Parham Rd.</td>
<td>12720 Tuckahoe Creek Ct.</td>
</tr>
<tr>
<td>(804) 828-9000</td>
<td>(804) 747-5600</td>
<td>(804) 784-1000</td>
</tr>
</tbody>
</table>

In the event of a life threatening injury/illness, contact the Department of Police (804-523-5911) immediately. Do not attempt to transport the individual to a medical facility, Wait for EMS to arrive.

G. INCIDENT AND ACCIDENT REPORTING

Reynolds has a reporting process for incidents and accidents that occur on college property that will guide personnel through what to do should an incident occur that results in injury, or property damage:

- For injuries occurring to employees,
  - Refer to form 35-0031 (Accident Report of Workers’ Compensation Claim)
  - Contact the Department of Human Resources (804-523-5249).
  - Contact the Department of Police to file an incident report
- Injuries occurring to students and visitors,
  - Contact the Department of Police (523-5219) to file an incident report.
- Any damage to property or any accident must be immediately reported to the Department of Police.
H. RESOURCES

For additional resources that may be needed in the event of a medical emergency, please refer to the following websites.

Health Benefits:
Employees should familiarize themselves with health benefits available to them through Human Resources and Payroll. Please visit the HR website for more complete information: http://inside.reynolds.edu/inside_hr/Default.htm

Workers’ Compensation:
Employees injured on the job may be eligible for workers’ compensation. All work-related injuries and illnesses should be reported to appropriate supervisors and the Workers’ Compensation department within Human Resources and Payroll. For additional information on workers’ compensation, policies please visit Human Resources and Payroll’s Workers’ Compensation webpage at http://inside.reynolds.edu/inside_hr/Default.htm

Panel Physician:
If work-related injuries and illnesses require medical care, employees must select a Panel Physician for treatment. A list of all pre-approved Panel Physicians can be obtained from Human Resources.
A. INTRODUCTION

This Emergency Evacuation Response Guide is designed to help familiarize college employees and students with building emergency evacuation procedures. This guide should be used in conjunction with other guides such as the Policy 4-35 - Personal and Environmental Safety, Power Outage, and Utility Failure Response Guide, and Suspicious Package Response Guide.

B. SCOPE

A building may need to be evacuated due to a fire or other emergency such as utility failure, chemical spill, structural damage, or violence. Whenever a fire alarm is activated, all occupants must begin exiting the building. Failing to obey an officer’s order to evacuate may be subject to arrest for obstruction and or trespassing. It can also subject the offender to college disciplinary actions.

Fire Emergency/Explosion

1. Sound the local alarm (i.e., activates the fire alarm via the pull station, contact Campus Police, notify supervisor and Safety Manager). In addition, direct people away from the hazard.
2. Staff may shut down equipment as necessary (gas, i.e.) depending on the situation.
3. Safely leave the building via evacuation routes.
4. Observe structures for signs of damage and hazards and avoid them.
5. If you encounter smoke, the best quality breathing air will be nearest the floor.
6. Assemble at a meeting point at least 300 feet from the building.
7. Account for people in building.
8. Remain outside building and wait for an “all-clear” signal is given before reentry.

In these situations, the fire alarm system will serve as the primary notification system used to initiate a building evacuation. For additional information about fire safety, please refer to the Reynolds Fire Safety Plan on the Department of Police web site (http://dev.reynolds.edu/campus_life/police/forms/FirePreventionPolicy4-35.pdf).

C. EMERGENCY EXIT ROUTES

Emergency exit route signs are posted at conspicuous locations throughout the college’s buildings. Each sign identifies primary exit routes, alternate exit routes, fire safety equipment, and AEDs. Students, faculty, and staff should familiarize themselves with primary and alternate exit routes for the building(s) in which they work.

D. AREAS OF ASSISTANCE

An Area of Assistance is a location in a building that, due to its construction, offers protection from fire or damage and can provide temporary shelter for individuals unable to exit a building until emergency response personnel arrive. Accepted Areas of Assistance include enclosed stairwell landings, exterior rooms with windows and fire-rated doors, elevator lobbies, and “fire rated” corridors.
E. GENERAL EVACUATION PROCEDURES

To prepare individuals for possible building evacuations, supervisors, faculty, and staff should ensure that employees and students are familiar with the following:

- Building fire alarm features and other evacuation signals
- Assigned duties, if any, in the event of an alarm or emergency
- Primary and alternate evacuation routes
- Areas of Assistance
- Procedures for personnel accountability using faculty class roster, etc.
- Procedures for reporting missing employees to first responders
- Other work area specific procedures related to emergency evacuation
- Police Officers, Fire Fighters and other emergency responders have the authority to control and direct evacuations and all persons must follow their instructions on campus.
- Supervisors, faculty, staff, contractors and other employees must evacuate the building when the fire alarm sounds, or they are instructed to do so by a college official acting in his official capacity. Failing to do so may endanger your life or safety, subject you to college administrative sanctions or you may be arrested and charged with a criminal violation of the law.

The following procedures should be followed when a building must be evacuated

- If you become aware, of a dangerous situation that warrants an evacuation notify the Department of Police by dialing 5911 from a college phone or (804) 523-5911 from a college or cell phone and report the situation and associated details if known.
- Use the stairs during an evacuation.
- Do not use elevators during a fire or evacuation.
- If you are unable to exit the building go to the closest Area of Assistance and wait for help (see section D of this Guide).
- Exit the building by way of the nearest exist.
- Assemble at a predetermined designated assembly area and await further instruction from emergency response personnel.
- Report missing persons to emergency response personnel.
- Do not re-enter the building until authorized to do so by the Department of Police or emergency response personnel.

F. PERSONS WITH SPECIAL NEEDS

Persons with special needs, disabilities, or with mobility restrictions may have difficulty evacuating a building without assistance. Individuals who have mobility restrictions and are unable to exit the building should proceed to the Areas of Assistance to await assistance from emergency response personnel. Section E of this Guide provides general evacuation procedures.

Faculty should make sure that anyone with special needs has the assistance they need to evacuate or reach an Area of Assistance. This may involve assigning one or more of the people present to help the special needs person.

The following procedures are acceptable alternatives for employees, students, and visitors with special needs:

*Mobility Restrictions:* Assistance may be needed for individuals who have mobility restrictions should relocate to an Area of Assistance. This includes individuals who rely on aids such as wheelchairs, walkers, canes, etc.
**Hearing Impaired:** Assistance may be needed to alert a person with a hearing impairment of any alarm or order to evacuate.

**Visually Impaired:** Assistance may be needed for individuals with visual impairment should be familiar with their immediate surroundings, frequently traveled routes, and emergency evacuation routes. However, since an evacuation route may be different from a commonly traveled route, a visually impaired person may need assistance.

Many people with special needs are trained in alternate evacuation techniques. The special needs person should be allowed to decide how they are evacuated unless it is clearly unsafe to do so.

**G. ACCOUNTABILITY**

Immediately following an evacuation, faculty must give an account of their students and report missing persons and relay the names and suspected location to first responders. Department heads must account for personnel from their department and report missing persons and relay the names and suspected location to first responders. Priority should be given to notification of anyone left in an Area of Assistance.

**H. EMERGENCY EVACUATION AND FIRE DRILLS**

Emergency evacuation and fire drills are required for most college buildings, depending upon occupancy and use, and must be conducted in accordance with the Virginia State wide Fire Prevention Code and International Fire Code. All emergency evacuation drills are scheduled and conducted by The Department of Police, Safety Manager.

Failing or refusing to evacuate during a fire drill carries the same potential administrative sanctions and/or arrest possibilities as failing to evacuate during a real incident.

**F. College Policy:**

*Policy 4-37 - Fire Prevention*

*Fire Prevention Plan*
A. INTRODUCTION

This Bomb Threat Response Guide provides guidance on how to respond to a bomb threat or caller who claims a bomb is located on campus.

B. SCOPE

The majority of bomb threats are hoaxes; however, it is important that all threats be treated seriously. A quick and organized response to a perceived threat can minimize the risk of injury to students, employees, and visitors. Making a false bomb threat is a federal offense punishable under United States Code 18-844e, with a penalty of up to ten years in prison, $250,000 fine, or both. Bomb threats can be delivered via phone, letter, email, or in person. All threats received by Reynolds faculty, staff, and students must be reported to the Department of Police (804)523-5911 or 5911 from any campus phone.

C. RESPONSE

If a bomb threat is received by phone:

- Remain Calm. Attempt to keep the caller on the telephone as long as possible.
- Use the Bomb Threat Checklist (Attachment A).
- Record the time and phone number if you have a caller ID.
- Contact the Department of Police 804)523-5911 or 5911 from any campus phone immediately after receiving the threat.
- Without approaching or touching anything, look around your area for anything that you cannot identify, that is out of place and/or should not be there. Notify police officers of the object when they arrive.
- Take no further action until advised to do so by the Department of Police. Responding officers will assess the threat and advise the building occupants if it is necessary to evacuate the building and/or area.

If a bomb threat is received by email, fax, or other electronic communication, immediately notify college police and provide or relay the entire message and any previous correspondence with the sender. Take no further action until advised to do so by the Department of Police. Responding officers will assess the threat and advise the building occupants if it is necessary to evacuate the building and/or area. If a bomb or explosive device is identified then move away from the area, do NOT use a mobile phone but contact the college police.
A. INTRODUCTION

Reynolds is committed to providing a safe work and educational environment for the employees, students, and visitors. The following guidance and procedures applies to all Reynolds College Community to be vigilant to assist in identifying potentially violent persons and recommends actions that should be taken if a person is threatening or becomes violent.

B. PURPOSE

The purpose of this guide is to provide information for the prevention of workplace and general campus violence. Upon identifying potential threats, the college has a Behavior Intervention Team and the Department of Human Resources to provide and introduce the necessary resources to assure a safe, secure learning and work environment that is free from threats, intimidation, and violence.

DEFINITIONS

Workplace: Any location, either permanent or temporary, where an employee performs any work-related duty. This includes, but is not limited to, the buildings and the surrounding perimeters, including the parking lots, field locations, alternate work locations (other than an individual’s home when telecommuting), and travel to and from work assignments.

Workplace Violence: Any physical assault or threatening behavior occurring in the workplace by employees, students, or third parties. It includes, but is not limited to, beating, stabbing, suicide, shooting, rape, attempted suicide, psychological trauma such as threats, obscene phone calls, intentionally damaging property, an intimidating presence which makes a reasonable person apprehensive of imminent harm, and harassment of any nature such as stalking, shouting so as to cause a disruption, swearing or committing injurious acts motivated by, or related to, domestic violence or sexual harassment.

Third Parties: Individuals who are not state employees, such as relatives, acquaintances, strangers, contractors, or visitors.

PROHIBITED ACTS

The Reynolds prohibits threats and acts of violence on college property, within college facilities, at any college-sponsored event; while engaged in college business, educational, or athletic activities; and while traveling in state vehicles. Prohibited conduct includes but is not limited to:

- Injuring another person physically;
- Engaging in behavior that creates a reasonable fear of injury to self or another person;
- Engaging in behavior that would subject a reasonable person to, and does subject another individual to, extreme emotional distress;
- Possessing a weapon as defined in Reynolds Policy 4-4 - Weapons;
- Intentionally damaging property;
- Threatening to injure an individual (including oneself) or to damage property;
- Committing injurious acts motivated by, or related to, domestic violence or sexual harassment; and
- Retaliating against any employee or student who, in good faith, reports a violation of this policy.
C. PREVENTION

While workplace violence cannot be prevented entirely, there are steps that can be taken in the workplace to minimize the likelihood of violence from occurring in a particular setting. Such steps may include the following:

- Ensuring all employees is educated on workplace violence prevention and procedures.
- Encouraging the reporting of suspicious or threatening behaviors with protection against retaliation to the Department of Police.
- Developing emergency procedures within each work area (including quick notification channels, exit awareness, and use of code words).
- Arranging work shifts that preclude individuals from working alone.
- Reducing the visibility of office items that could be used as weapons.
- Creating visitor sign-in/screening procedures within units.
- Encouraging use of the Department of Police escort services between buildings after dark.
- Standardizing periodic security checks in various work settings.

D. AWARENESS

Persons who commit acts of violence tend to demonstrate or follow a pattern of behavior. If you observe the following behavior(s) and feel or observe others becoming intimidated, uncomfortable, or apprehensive, notify your supervisor or appropriate faculty member and relay your concern. The following behaviors are not definitive indicators of violent individuals but rather characteristics that have been demonstrated by persons known to commit violent acts.

- Difficulty accepting authority or criticism
- Holding grudges
- Sabotage of college property or equipment
- Expressing a desire, in jest or sincerity, to harm others
- Physical or verbal intimidation
- Argumentative or uncooperative behavior
- History of interpersonal conflict
- Extremist opinions and attitudes
- Sense of entitlement
- Preoccupation with violent behavior or weapons
- Substance abuse
- Unstable/problematic domestic situation
- Obsessive behavior, particularly towards one or more individual

Supervisors and faculty must remain alert to significant changes in an employee and student work performance, behavior, or disposition. Contact the Department of Police (804) 523-5219 if you feel that a person is capable of violence.

The college has a Behavioral Intervention program, a multidisciplinary group of administrators, faculty, and staff that are responsible for evaluating and responding to reports regarding students whose behaviors may pose a threat to the safety of the campus community. The Behavior Intervention Team reviews reports related to behavioral incidents on campus, investigates the nature of the incidents, and makes recommendations on how the behavior can be addressed in the future at the College. The Team members consist of representatives from the following areas: student affairs, campus police, human resources, a licensed mental health therapist, teaching faculty, and representative(s) from Academic Affairs (http://www.reynolds.edu/campus_life/police/suspicious_activity.aspx).
If you have concerns about a person or situation, you are strongly encouraged to share the information, even if you think if may be nothing (if you see something, say something). To report a student of concern, contact the Office of Student Affairs at 523-5296 or complete the Behavioral Intervention Referral Form (Reynolds form 75-0005). The information you provide, no matter how trivial it may seem, may be critical to understanding a broader range of problematic or threatening behavior. There are several signs that indicate when a behavior may be of concern. Below are descriptions of behaviors that should be forwarded to the Behavioral Intervention Team.

Table 6 Symptoms of Emotional Distress

<table>
<thead>
<tr>
<th>Low Risk</th>
<th>Moderate Risk</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depressed, irritable, or apathetic mood</td>
<td>History of aggression, violence, bullying, or stalking behaviors</td>
<td>Verbal or written threats to harm self or others</td>
</tr>
<tr>
<td>Rapid mood swings</td>
<td>Destruction of personal and/or school property</td>
<td>Recent attempts to obtain weapons</td>
</tr>
<tr>
<td>accompanied by excessive talkativeness, activity level, or excitability</td>
<td>Defiance of and/or contempt for authority, rules, limits</td>
<td>Self-injurious behaviors (such as self-cutting, self-burning)</td>
</tr>
<tr>
<td>Extremely poor academic performance or a change from high to low grades</td>
<td>Excessively argumentative or numerous conflicts in interpersonal interactions</td>
<td>Preparing for death (such as giving away possessions, saying goodbye, writing a will)</td>
</tr>
<tr>
<td>Missed tests or an inability to remain awake in class</td>
<td>Verbal aggression (use of derogatory or profane language)</td>
<td>History of previous suicide attempts</td>
</tr>
<tr>
<td>Excessive absences, especially if prior class attendance was good</td>
<td>Hostile tone of voice and threatening or intimidating behaviors or body language</td>
<td>Loss of contact with reality</td>
</tr>
<tr>
<td>Unusual or noticeably changed interaction patterns in the classroom (such as withdrawal from family &amp; friends)</td>
<td>Comments about weapons or stories of harming others</td>
<td>(seeing/hearing/feeling things not apparent to others, thoughts or behavior inconsistent with reality)</td>
</tr>
<tr>
<td>Noticeable change in appearance and hygiene</td>
<td>Intense and inappropriate reactions, such as prolonged irritability or angry outbursts</td>
<td>Disturbed speech or communication content</td>
</tr>
<tr>
<td>Verbal expressions of hopelessness or thoughts of death &amp; dying</td>
<td>Excessive distrust or paranoia of others</td>
<td>(incoherent speech, grandiose beliefs, disorganized or rambling or paranoid thoughts)</td>
</tr>
<tr>
<td>Excessive worrying</td>
<td>Perceived harassment, bullying, or ostracizing by others</td>
<td></td>
</tr>
<tr>
<td>Significant change in life circumstances (such as job loss, death of a loved one, divorce)</td>
<td>Attempts to isolate self from others</td>
<td></td>
</tr>
<tr>
<td>Suspected alcohol or drug abuse</td>
<td>Identifying or idolizing individuals who have engaged in acts of violence against others</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preoccupation with weapons, violent events or activities, or hate groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications (either verbal, written, or via email) containing aggressive and possibly violent content</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Suspected alcohol or drug abuse</td>
<td></td>
</tr>
</tbody>
</table>
E. AGGRESSIVE OR VIOLENT BEHAVIOR:

If you are confronted by or observe an aggressive or potentially violent person, attempt to remove yourself from the situation if you are able to do so without provoking the aggressor. Report the situation to your supervisor or faculty. If you are the victim of an act of violence or observe a person committing an act of violence, immediately report the situation to the Department of Police (804) 523-5911. Do not attempt to confront a person who is violent or aggressive.

The following actions should be taken when confronted by an angry or emotionally disturbed person and you are unable to safely remove yourself from the situation:

- Remain calm and make eye contact.
- Stop what you are doing and give the person your full attention.
- Ask others to remove themselves from the area if possible.
- Speak in a calm voice and create a relaxed sympathetic environment.
- Attempt to build trust, be open and honest.
- Let the person speak and listen attentively.
- Ask for specific examples of what the person is saying.
- Continue to ask questions that will provide the person with an opportunity to share their grievances.
- Avoid challenging body language such as placing your hands on your hips, moving toward the person, or staring directly at them. If seated, remain in your chair and do not turn your back on the individual.
- Do not physically touch an outraged person, or try to force them to leave.
- Move away from any object that could be used as a weapon.
- Calmly ask the person to place any weapons in a neutral location while you continue to talk to them.
- Never attempt to disarm or accept a weapon from a violent person.

F. ACTIVE SHOOTER

GET OUT. HIDE. FIGHT.

These types of dangerous situations have occurred on school grounds around the nation and so it is important to be educated on how to protect yourself and others in this type of situation. Employees and students can help prevent and prepare for potential active shooter situations “If you see something, say something.” This course of action to GET OUT (if one chooses to escape). HIDE (if one chooses to conceal themselves). FIGHT (if one chooses to defend themselves from being harmed by the active shooter) provides options to individuals, including managers and employees, so that they can prepare to respond quickly and appropriately. This is a guide for you to decide for yourself the choice to either get out, hide, or fight.

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. All employees can help prevent and prepare for potential active shooter situations. THE COLLEGE COMMUNITY IS REQUIRED TO COMPLY WITH ALL EMERGENCY NOTIFICATION AND MESSAGES WITHOUT HESITATION.
GET OUT If you observe a person on campus, adjacent to campus, or enters a college building brandishing a firearm or other weapon:

1. Exit the building immediately, if possible.
2. Notify others to exit the building and find a safe location and or shelter outdoors
3. Call 5911 or 804-523-5911 and relay the following information:
   a. Your name and location
   b. Location of the incident and number of shooters
   c. Identity and description of the shooter(s)
   d. Type of firearm(s) used
   e. Number and location of victims and their injuries

HIDE If you are unable to exit the building or if you cannot lock the door:

1. Try to remain calm.
2. Proceed to the nearest room, close, lock the door, and turn off all interior lights, if possible.
3. Block or blackout all door windows and any other windows.
4. Turn off all devices that emit noises and sounds, place mobile phones on silence.
5. Keep yourself out of sight and take adequate cover/protection, i.e. concrete walls, thick desks, filing cabinets.
6. Notify The Department of Police (804) 523-5911 and relay the following information:

   * “This is _____________, (state your name) I am located at ____________, (give your location) we have an active shooter, gunshots fired.”
   
   * If you were able to see the shooter, give the numbers of active shooters, a description of the persons(s) sex, race, clothing, type of weapon(s), location last seen, direction of travel, and identity – if known.
   
   * If you observed any victims, give a description of the location and number of victims.
   
   * If you observed any suspicious devices (improvised explosive devices), provide the location seen and a description.
   
   * If you heard any explosions, provide a description and location.

7. Wait patiently until a uniformed police officer enters the room and clear any hostile threats.
8. Unfamiliar voices may be an active shooter trying to lure you from safety; do not respond to voice commands until you can verify with certainty that they are being issue by a police officer. This can be accomplish if you have a direct line of communication with the dispatcher, who is able to confirm whether an officer is actually standing outside the door.
9. Attempts to rescue people outside the room should only be attempted if it can be accomplished without further endangering the persons inside the room.
10. Depending on circumstances, consideration may also be given to exiting through the ground floor windows as safely and quietly as possible.
11. Do not activate the fire alarm – doing so in these situations causes confusion as to the type of emergency, may place other occupants in danger and hinders police response.
If an active shooter enters your office or classroom, you should:

1. Try to remain calm.
2. Try not to do anything that will provoke the active shooter.
3. If there is no possibility of escape or hiding, only as a last resort when it is imminent that your life is in danger should you make a personal choice to attempt to negotiate with or overpower the assailant(s).
4. If the decision is to overpower the assailant(s), a multiple person attack has a better chance of success than a single person attack.
5. Once the decision have been made, throw everything on hand at the assailant(s) – books, pens, chairs etc. while engaged in the attack.
6. Call 804-523-5911 or 911, if possible, and provide the information listed in the previous guideline.
7. If the active shooter(s) leaves the area, barricade the room, or proceed to a safer location.

If you encounter an active shooter, you should:

1. Try to remain calm.
2. When an imminent threat to your life is presented, you should make a personal choice to attempt to negotiate or overpower the assailant(s).
3. If you choose to negotiate, do not make direct eye contact with the assailant.
4. Speak calmly.
5. If you choose to FIGHT the shooter:
   a. Move away from the active shooter direct line of fire or the sounds of gunshot(s) and/or explosion(s).
   b. Use all and necessary means to defend off your attacker by arming yourself with any available hard, pointed or sharp objects such as pens, pencils, chairs, metal staplers, lamps, keys, letter openers and aerosol sprays.
   c. The object of the attack is to inflict serious bodily harm that provides an opportunity to flee and escape danger.
   d. Upon fleeing the area, call out for help, to direct any nearby officers to your location.

What to expect from responding police officers

Police officers responding to an active shooter are trained to proceed immediately to the area in which shots were last heard in order to stop the shooting as quickly as possible. Do exactly as the officers instruct. Do not deviate from their instructions to prevent being targeted as an aggressor.

The first responding officers will be focused on stopping the active shooter and creating a safe environment for medical assistance to be brought in to aid the injured. Never point at an officer during an active shooter incident.

The objectives of responding police officers are:

1. Immediately engage or contain the active shooter(s) in order to stop life threatening behavior.
2. Identify threats such as improvised explosive devices.
3. Identify victims to facilitate medical response and care.
G. VICTIMS OF ON CAMPUS VIOLENCE

Post-incident response and evaluation are essential to an effective workplace violence prevention. Reynolds provides comprehensive treatment for employees who are victimized personally or may be traumatized by witnessing a workplace violence incident. Victims of workplace violence may suffer a variety of consequences in addition to their actual physical injuries. These may include:

- Short- and long-term psychological trauma;
- Fear of returning to work;
- Changes in relationships with coworkers and family;
- Feelings of incompetence, guilt, powerlessness; and
- Fear of criticism by supervisors or managers.

If you are a victim of workplace violence, seek prompt medical treatment and consider counseling whenever an assault takes place, regardless of its severity. Reynolds provides internal and external services that can help you recover from, understand, or manage your experience. The Department of Police: (804)523-5219 can provide additional information or services upon request.

H. SUPERVISORS AND FACULTY ~VCCS 3.14.6.1.E

Supervisors and academic faculty are directed to contact the Department of Police (804) 523-5219 when aggressive or violent behavior is observed or if immediate assistance is required to prevent or interrupt aggressive behavior. If a criminal act (i.e., physical assault, sexual assault, or property damage) occurs supervisors must also contact the Department of Police as soon as possible. The following steps must be taken upon notification of a workplace violence incident:

- Contact the Department of Police if an employee or student’s behavior is violent, criminal or results in injury or property damage.
- If the incident is not violent and did not result in injuries, take steps to isolate the employee or student from other persons involved in the incident until further information is gathered or actions are taken.
- Record the incident; date, time, location, name(s) of employees, and provide a brief narrative of event.
- Contact Human Resources (804) 523-5249 and request assistance.
- Inform the victim(s) of the support services available to them.
- If necessary, review and revise your office security procedures.

I. CONSEQUENCES OF POLICY VIOLATIONS

1. Employees violating this policy will be subject to disciplinary action up to and including termination and criminal prosecution using existing policies and procedures including Section 3 of the VCCS Policy Manual or DHRM Policy 1.60, Standards of Conduct. Additionally, employees who are identified as using threatening language or behavior may be required, as a condition of continued employment, to participate in a mental health evaluation as part of a threat assessment process, and receive approval from the mental health evaluator that they are not a risk to themselves or others.

2. Students violating this policy will be subject to disciplinary action as outlined in their respective college’s Student Handbook, and other college policies as appropriate. Additionally, students who are identified as using threatening language or behavior may be required, as a condition of continued enrollment, to participate in a mental health evaluation as part of a threat assessment process, and receive approval from the mental health evaluator that they are not a risk to themselves or others prior to returning to the college.

3. Visitors and third parties violating this policy will be subject to applicable, state, and federal laws, and associated regulations, and may be barred from the college at the college’s discretion for violating this policy.
J. VIOLENCE PREVENTION COMMITTEES AND THREAT ASSESSMENT TEAMS

1. The Violence Prevention Committee is known as the **Behavior Intervention Team** (BIT). The BIT shall establish a committee with responsibility for education and violence prevention on campus. The membership of this body shall include representatives from the following areas: student affairs, human resources, law enforcement, a mental health professional or counseling services representative, and others who have knowledge, professional expertise, or responsibilities that could assist the committee with completing its work. However, in all cases the membership of the committee must comply with the requirements of Virginia Code § 23-9.2:10. The committee should consult VCCS legal counsel when necessary, through established protocols.

2. Each violence prevention committee shall publish for its college community, a clear statement of its mission and membership, as well as the committee's leadership role in the area of violence prevention.

3. Each violence prevention committee shall publish periodic guidance to faculty, staff, and students regarding the following:
   a. How to recognize and report aberrant or potentially harmful behavior that may represent a threat to the community;
   b. Policies and procedures for the assessment of individuals whose behavior may present a threat;
   c. Appropriate means of intervention with such individuals;
   d. College/system action to resolve potential threats; and
   e. To whom on the college’s threat assessment team, or through what method, potentially threatening behavior should be reported.

4. Each college shall also organize a threat assessment team to be established by the State Board for Community Colleges. Membership of this body shall include representatives from the following areas: student affairs, human resources, law enforcement, and a mental health representative. The violence prevention committee may also be designated the campus threat assessment team if the counseling services representative is also a mental health professional. The threat assessment team may supplement its membership with others as necessary to assist it with fulfilling its purpose. However, in all cases the membership of the team must comply with the requirements of Virginia Code § 23-9.2:10. The threat assessment team shall implement the assessment, intervention, and action policies of the violence prevention committee. The committee should consult VCCS legal counsel when necessary, through established protocols.
A. INTRODUCTION

This Suspicious Package Response Guide is designed to aide Reynolds students and employees in the identification of and appropriate responses to a suspicious package.

B. SCOPE

Suspicious packages may be received by faculty, staff, or students and should be treated with caution. Packages and letters have been used by terrorists, activists, disgruntled employees, and jilted acquaintances to expose their target to biological agents, toxins, and explosives.

C. IDENTIFICATION

All students and employees should be aware of the possible indicators of a suspicious package. The presence of one or more of the following features should be cause for concern:

- Unexpected mail with foreign postmarks, airmail, or uncharacteristic or abnormal delivery markings.
- Postage irregularities, including excessive postage, no postage, or unusual stamps.
- Return address Irregularities, such as: no return address, a return address that does not match the postmark, or a return address that is not familiar to the person to whom the package is addressed.
- No postmark (may indicate hand delivery).
- Delivery’s address irregularities, such as a title without a name, an incorrect title with a name, or a generic title that is not used at Reynolds.
- Badly typed, misspelled, or poorly written addresses and markings.
- Restrictive markings or special handling instructions, such as “Personal," "Confidential," "Special Delivery," "Open by Addressee only”.
- Visual distractions on the package, such as drawings, statements, or handmade postage.
- Rigid or bulky envelope.
- Oddly shaped, unevenly weighted, lopsided, or lumpy package.
- Odor emitting from the package.
- Stains or discoloration on the package.
- Protruding wires, tin foil, or other conductive materials.
- Over-wrapping with excessive paper, tape, or string.
- A package left by unknown person.
D. RESPONSE

If you discover or receive a suspicious letter, the following procedures are to be followed:

- Do not attempt to open the package.
- If the package is stained, discolored, or emits an odor, do not attempt to identify the substance. If you encounter a leaking substance, wash hands and exposed skin vigorously with soap and flowing water for at least 15 minutes.
- Do not handle, shake, or move the package or letter.
- Calmly notify others in the immediate area, relocate to another room, and close the door behind you.
- Contact the Department of Police (523-5219) as soon as you safely are able.
- Take no further action until advised to do so by the Department of Police.

Responding Campus Police Officers will assess the threat and advise people in the vicinity if it is necessary to evacuate the building and/or area. The Department of Police will contact local, state, and federal authorities, as appropriate, if the package warrants further investigation or special handling.
A. INTRODUCTION

This Response Guide outlines the appropriate actions that should be taken and which notifications that must be made during a power outage or utility failure. These actions ensure the safety of college employees and students working within college facilities, protect property, and maintain business operations.

B. SCOPE

A utility failure is any disruption in the services necessary for the safe and proper operation of a building to include: electricity, water, heating, ventilation, air conditioning, telephone, and water utilities. A utility failure may be widespread, or limited to a specific building or area within a building. Power and utility outages may be advertised and scheduled in advance to perform preventative maintenance.

C. PREPARATION

Planned utility outages are often delivered in e-mails and/or posted on the affected building. In the event of a utility failure, there are actions that should be taken to protect equipment and assist in the safe evacuation of the affected area.

Staff and Faculty should consider purchasing a battery-powered or windup/hand-crank flashlight and storing it at their work area. Batteries should be changed every 6 months.

Equipment and Data Protection: All sensitive equipment should be connected to a fusible power-strip or surge protector. Some equipment may require an uninterruptible power supply (UPS) system to ensure that the equipment does not sustain damage during a power outage, lose valuable data and does maintain power long enough to power down through a routine or emergency shutdown sequence. Contact the college Department of Technology’s Help Desk either by calling 523-5555 or through their website (www.inside.reynolds.edu/) for further assistance.

Sanitation: To conserve water usage and maintain sanitary conditions, occupants should try to limit restroom usage during power outages. Consider using antiseptic wipes or waterless hand sanitizer to disinfect your hands, which can be kept in the office in case of emergency water service outage.

D. RESPONSE PROCEDURES

The following procedures must be followed whenever a critical (i.e. power, water, heating or ventilation and air conditioning) utility failure occurs:

a. Report the utility failure to the Department of Police (804) 523-5219.
b. Discontinue all non-essential work until utilities are restored.
c. If emergency lighting is unavailable:
   i. Remain calm;
   ii. Contact The Department of Police (804) 523-5219;
   iii. Provide your location;
   iv. Request assistance.
If a building evacuation is ordered due to a utility failure, the building may not be reoccupied until a college official determines that the building is safe for re-occupancy.

If you are ordered to evacuate a building, take all personal belongings (especially your car keys) with you and secure the area before leaving. In the event of a power failure, electronic access systems should remain operational using battery backup for a limited period following the power outage.

Failure to obey an evacuation order may subject you to administrative sanctions and/or arrest.

E. SUSPENSION OF WORK/CLASSES

Authority to suspend and/or cancel work functions will be at the discretion of the College President or designee. Utility outages may demand that all activities within the affected spaces be suspended until utilities are restored.

Many college buildings are equipped with an emergency generator; however, emergency generators are designed to supply power to critical building systems, not to serve as an alternative source of energy to support normal operations.

Evacuation will not occur if the power outage jeopardizes the safety of our community, such as:

- Severe weather,
- Downed power lines adjacent to or blocking building exits,
- A hazardous materials spill or other conditions which makes it unsafe to exit the building.

In these circumstances, you may be moved to a shelter location.

Whenever a power outage or utility failure affects your work area, contact your supervisor or instructor for assistance. Instructors should consider postponing or cancelling classes whenever a utility failure or power outage is expected for the duration of the class. Laboratory classes and laboratory research activities may not be held whenever a power outage or major utility failure occurs.
A. INTRODUCTION

This Tornado and Severe Weather Response Guide is designed to help college departments, students, and employees prepare for a tornado or severe weather event. Please contact The Department of Police (804) 523-5219 with questions or to request assistance.

B. SCOPE

Severe weather includes high winds, thunderstorms, lightning storms, hail, floods, hurricanes, extreme heat, or cold, and other weather systems that have the potential to create safety hazards or cause property damage.

A tornado is a violently rotating column of air extending from a thunderstorm to the ground. Strong tornadoes can produce wind speeds exceeding 200 mph, and the most extreme can approach 300 mph. Most commonly, however, they produce winds between 80 and 120 mph. Tornadoes are highly unpredictable, appearing separately or in clusters, and varying greatly in length, width, direction of travel, and speed.

C. NOTIFICATION

Notification/Activation Stage

Notification of an emergency will be made in accordance to the Communication Support Functions Annex.

Notification of an approaching tornado or severe weather system will occur by one or more of the following:

- National Oceanographic and Atmospheric Administration (NOAA) broadcast via AM/FM/Weather radio or TV bulletin.
- NOAA Weather radio station WXK-65 broadcasting on 162.475 MHz
- Streaming NOAA Radio for the Northern Virginia region http://www.erh.noaa.gov/er/akq/CRS_AUDIO/play/playerRIC.html
- Radio or TV emergency announcement.
- Reynolds Alert email or text message. To participate visit https://alert.reynolds.edu
- Reynolds TV

The Reynolds Alert will contain information regarding the location, event, response, and where to obtain additional information or assistance.
D. ALERT TERMINOLOGY AND DEFINITIONS

Hazardous Weather Outlook: statement highlighting any potential significant weather systems in the area for the next seven days. It is imperative that you are familiar and understand the weather terminologies so that you can prepare and react accordance of being informed of severe weather.

Watch: when conditions are favorable for the development of severe weather within or close to the watch/listening area. The impacted area and length of a “watch” can vary depending on the weather situation and is usually issued for a duration of four to eight hours. During a “watch,” review severe weather safety guidance and be prepared to move to a shelter if threatening weather approaches.

Warning: when severe weather is confirmed by radar or reported by storm spotters. Information in a “warning” will include the location of the storm, the areas that will be affected, and the primary threat associated with the storm (e.g. tornado, high winds, flooding, etc.). If you are in the affected area, seek safe shelter immediately. Warnings can be issued without a watch already in effect.

Flash Flood: rapid rise in water that occurs with little or no advanced warning, usually as the result of an intense rainfall over a relatively small area in a short amount of time.

Flash Flood Watch: when a developing hydrologic conditions are favorable for flash flooding in and close to the watch area. When a watch is issued, be aware of potential flood hazards and the topography of your surroundings. Low-lying areas, such as basements, streams, and retention ponds, should be avoided.

Flash Flood Warning: when flash flooding is in progress, imminent, or highly likely. Those in low areas and near small streams should leave for higher ground. Water is expected to rise rapidly. Also, be extremely cautious driving as low areas may be washed out. Information in this warning will include some locations where flooding is expected. Flash Flood Warnings can be issued without a Flash Flood Watch in effect.

Flash Flood Statement: provides follow-up information on any flooding that is occurring, including which areas will be affected.

Severe Thunderstorm Watch: conditions that is favorable for damaging thunderstorms. Consider your shelter options and be prepared to take cover quickly if a warning is issued, or threatening weather approaches.

Severe Thunderstorm Warning: A damaging thunderstorm is expected that may produce damaging winds and/or large hail an inch or more in diameter (quarter-size). Tornadoes can sometimes form quickly in severe thunderstorms.

Funnel Cloud: A funnel cloud is a quickly rotating cloud extending down from a thunderstorm that is NOT in contact with the ground.

Tornado Watch: conditions are favorable for the formation of a tornado and that tornadoes are possible. When a tornado watch is issued, stay tuned to the Internet, Reynolds Alerts, local radio, TV, or NOAA weather radio for further information and possible warnings. Consider your shelter options and be prepared to take cover if necessary.

Tornado Warning: a tornado has been sighted or has been identified by National Weather Service radar. When a warning is issued, take cover indoors or in an appropriate shelter immediately.
E. RESPONSE

There are no such things as guaranteed safe shelter in the event of a tornado. Tornados are unpredictable and powerful; unusual occurrence’s happen within the pathway of a tornado. The most violent tornadoes can level and blow away almost any house or structure and its occupants. Extremely violent EF5 tornadoes are very rare, though.

Tornado Ratings:

Tornadoes were originally rated on the Fujita Scale, named for its inventor, University of Chicago meteorologist T. Theodore Fujita. The meteorologist created the scale in 1971 based on the wind speed and type of damage caused by a tornado. There were six levels on the original scale:

F0
• Wind Speed: 40-72 mph (64-116 kph)
• Light damage: Tears branches from trees; rips shallow-rooted trees from the ground; can damage signposts, traffic signals, and chimneys.

F1
• Wind Speed: 73 - 112 mph (117 - 180 kph)
• Moderate damage: Roofing materials and vinyl siding can be displaced; mobile homes are highly vulnerable and can easily be knocked from the foundation or toppled; motorists can be sent careening off road and possibly flipped over.

F2
• Wind Speed: 113 - 157 mph (181 - 253 kph)
• Considerable damage: Well-established trees are easily uprooted; mobile homes are decimated; entire roofs can be ripped off houses; train cars and trucking hauls are knocked over; small objects become dangerous missiles.

F3
• Wind Speed: 158 - 206 mph (254 - 332 kph)
• Severe damage: Forests are destroyed as a majority of trees is ripped from the ground; entire trains are derailed and knocked over; walls and roofs are torn from houses.

F4
• Wind Speed: 207 - 260 mph (333 - 418 kph)
• Devastating damage: Houses and other small structures can be razed entirely; automobiles are propelled through the air.

F5
• Wind Speed: 261 - 318 mph (419 - 512 kph)
• Incredible damage: Cars become projectiles as they are hurled through the air; entire houses are completely destroyed after being ripped from the foundation and sent tumbling into the distance; steel-reinforced concrete structures can be seriously damaged [source: NOAA]

Know the signs of a tornado: Weather forecasting science is not perfect and some tornadoes do occur without a tornado warning. There is no substitute for staying alert to the sky. Besides an obviously visible tornado, here are some things to look and listen for:

• Strong, persistent rotation in the cloud base.
• Whirling dust or debris on the ground under a cloud base -- tornadoes sometimes have no funnel!
• Hail or heavy rain followed by either dead calm or a fast, intense wind shift. Many tornadoes are wrapped in heavy precipitation and cannot be seen.
• Day or night - Loud, continuous roar or rumble, this does not fade in a few seconds like thunder.
• Night - Small, bright, blue-green to white flashes at ground level near a thunderstorm (as opposed to silvery lightning up in the clouds). These mean power lines are being snapped by very strong wind, maybe a tornado.
• Night - Persistent lowering from the cloud base, illuminated or silhouetted by lightning -- especially if it is on the ground or there is a blue-green-white power flash underneath.

Once emergency response personnel have responded to the scene and an initial assessment has been completed, the on-scene Incident Commander or field supervisor personnel will be responsible for notifying the activating Emergency Notification System (Section 6). Upon awareness of an emergency, that warrants the activation of this Crisis and Emergency Management Plan (CEMP), the following steps will be taken.

1. Department of Police will notify the college community.
2. Emergency Manager/Emergency Coordinator or designee will make the decision to convene at the EOC.
3. EOC activates additional Support Functions Annex as necessary.

F. SHELTER AREAS

If a tornado warning or severe weather system with the potential to cause damage has been issued, the following actions should be taken:

• Seek shelter immediately in the nearest interior hardened structure with limited number of windows/skylights.
• Use hallways, bathrooms, and interior rooms if unable to reach shelter location.
• Seek shelter at lowest available level of the building.
• Take account of your co-workers and/or students and attempt to locate missing persons if safety permits.
• If severe weather strikes the building, in which you are sheltered and begins to produce damage, protect your body from flying debris with any available furniture or sturdy equipment.
• Avoid windows. Get in the basement and under some kind of sturdy protection (heavy table or workbench), or cover yourself with a mattress or sleeping bag. In your home, know where very heavy objects rest on the floor above (pianos, refrigerators, waterbeds, etc.) and do not go under them. They may fall down through a weakened floor and crush you. Head protection, such as a helmet, can offer some protection also.
• Avoid windows. Go to the lowest floor, small center room (like a bathroom or closet), under a stairwell, or in an interior hallway with no windows. Crouch as low as possible to the floor, facing down; and cover your head with your hands. A bathtub may offer a shell of partial protection. Even in an interior room, you should cover yourself with some sort of thick padding (mattress, blankets, etc.), to protect against falling debris in case the roof and ceiling fail.
• In an office building, go directly to an enclosed, windowless area in the center of the building -- away from glass and on the lowest floor possible. Then, crouch down and cover your head. Interior stairwells are usually good places to take shelter, and if not crowded, allow you to get to a lower level quickly. Elevators; could entrapped you inside if power is lost.
• On campus: Follow the drill! Go to the shelter; move quickly and in an orderly fashion. Faculty members keep your class together and have an accurate account of your class attendance roll. Crouch low, head down, and protect the back of your head with your arms.
• In the open outdoors: If possible, seek shelter immediately in a sturdy building. If a tornado or severe weather forces you to abandon your vehicle or you are outdoors and are unable to find a hardened structure, take cover in a culvert, ditch, or depression and protect your head with your hands. If not, lay flat and face down on low ground, protecting the back of your head with your arms. Get as far away from trees and cars as you can; they may be blown onto you in a tornado.
• In a car or truck: Vehicles are extremely risky in a tornado. There is no safe option when caught in a tornado in a car, just slightly less-dangerous ones. If the tornado is visible, far away, and the traffic is light, you may be able to drive out of its path by moving at right angles to the tornado. Seek shelter in a sturdy building, or underground if possible. If you are caught by extreme winds or flying debris, park the car as quickly and
safely as possible out of the traffic lanes. Stay in the car with the seat belt on. Put your head down below the windows; cover your head with your hands and a blanket, coat, or other cushion if possible. If you can safely get noticeably lower than the level of the roadway, leave your car and lie in that area, covering your head with your hands. Avoid seeking shelter under bridges, which can create deadly traffic hazards while offering little protection against flying debris.

Campus shelter locations are as follows:

Parham Road Campus

- LTC/Massey Building – Auditorium
- Georgiadis Hall – Gallery
- Burnette Hall – Interior 1st floor rooms
  - Women’s Restrooms
  - Men’s Restrooms
- Trailers – Use Burnette Hall Locations
- Bookstore – Receiving room (ensure garage door is closed)
- Workforce – 1st Floor Conference Center, rooms 100 A, B, and C
  - Interior 1st floor rooms
  - Women’s Restrooms
  - Men’s Restrooms
- Brookside
  - 1st floor interior hallway between rooms 106 and 112 (ramp area)
  - Women’s Restrooms
  - Men’s Restrooms
- Facilities – Restrooms
- Warehouse – Break room that has a restroom

If none of the shelters, locations are available or accessible, then utilize the lower level restrooms and the interior hallways that do not have exterior windows.

Downtown Campus

- 1st Floor Auditorium

If none of the shelters, locations are available or accessible, then utilize the lower level restrooms and the interior hallways that do not have exterior windows.

Goochland Campus

- Building C20 Lower level interior hallways, restrooms, student lounge
- Building C01 Lower level immediate areas outside restrooms, and restrooms

If none of the shelters, locations are available or accessible, then utilize the lower level restrooms and the interior hallways that do not have exterior windows.
G. CONTINGENCY PLANS

Automobiles: If you are in an automobile when severe weather approaches, get out of your vehicle and find shelter inside a hardened structure. For non-severe thunderstorms, hard-topped vehicles provide good protection from lightning. Prolonged Event/Entrapment: If severe weather prevents you from exiting your work area, entraps you within a building or debris, or otherwise causes you to remain in place for an extended period of time conduct the following:

1. Remain calm.
2. Notify the Department of Police of your location and condition by dialing 523-5911 or 911 for local jurisdiction assistance.
3. Ask for assistance or assist people who are injured or trapped by debris.
4. Provide first aid and CPR if trained.
5. Attempt to locate an alternate safe exit. Do NOT attempt to navigate hazards.
6. Identify or be aware of live power lines, falling debris, hazardous materials, and unstable structures.
7. Exit the area if it is safe to do so, otherwise remain calm and in place until emergency personnel arrive.
8. If you are trapped under debris, call out to emergency personnel for help.

H. PREPARATION

Work: In addition to completing and reviewing a severe weather plan with employees, you may consider maintaining basic supplies in your work area that can be used in the event of an extended or severe emergency situation, such as:

- First aid kit and essential medications (which should be secured)
- Battery-powered or hand-crank radio, preferably a NOAA weather radio
- Flashlight(s) and extra batteries or hand crank flashlight
- A small supply of non-perishable foods that can sustain you for up to eight hours
- A small supply of bottled water

Home and Family:

- In addition to identifying a shelter area and maintaining emergency supplies, a communications plan should be developed and discussed with your family members in the event that phone service fails or family members are separated by a severe weather event.
- A pre-determined meeting location and alternate method for contacting family members (e.g. out-of-town contacts) should be agreed upon in advance.
- Your locality may have an evacuation plan; if so, become familiar with the plan and understand its direction and impact on your family.
- Review your plan with your family to ensure that everyone knows the location of emergency supplies, evacuation plans, and is able to exercise the communications plan.

For additional information and a family plan template, please visit: ReadyVirginia.gov
I. ADDITIONAL RESOURCES

Additional resources to help you plan for severe weather at work or at home can be found on the following websites:

**Preparedness:**

- Centers for Disease Control and Prevention (CDC) http://www.bt.cdc.gov/disasters/
- Ready Virginia: http://www.readyvirginia.gov
- National Geographic: http://environment.nationalgeographic.com/environment/naturaldisasters

**Weather Resources:**

- Weather.com: http://www.weather.com/
- http://weather.org/
- Accuweather.com: http://www.accuweather.com/
- Weatherunderground.com: http://www.wunderground.com/
- Streaming NOAA Radio: http://www.erh.noaa.gov/akq/CRS_AUDIO/play/playerRIC.html

**Mobile Phone Weather Resources:**
Many applications and software are available from companies such as AccuWeather, and The Weather Channel to view and receive emergency and general weather information.
A. INTRODUCTION

The purpose of this Oil and Chemical Spill Response Guide is to explain the stepwise procedures in the event of an oil or chemical spill. See also the college’s Hazardous Material policy.

B. SCOPE

This guide applies to all Reynolds employees and contractors who use and store oil and chemicals on Reynolds property. This guide also applies to Reynolds employees and contractors that service equipment that contains oil or chemical products.

C. RESPONSIBILITIES

- Contact the Department of Police (by dialing (804) 523-5219 or 5911 from any College phone) to report any oil and chemical spills, releases, or leaks that are uncontained and/or poses a threat to human health and/or the environment.
- Department of Police shall notify the Safety Manager, Facilities Management and Planning.
- Contractors must report oil and chemical spills to the Reynolds Project Manager and the Department of Police.
- Trained employees may only respond to small incidental oil or chemical spills. Large oil (greater than 5 gallons) or chemical (greater than 1 gallon) must be managed by the local fire department. The Department of Police will contact the fire department.
- When responding to a small incidental spill, follow all relevant health and safety guidance provided by material safety data sheets (SDS).

D. CHEMICAL SPILL

Employees and students may respond to small incidental chemical spills that occur during the course of a routine work task or project so long as the spill is not greater than one gallon and does not pose a threat to human health, safety, or the environment. See Section H of this guide for spill cleanup instructions. If a chemical spill occurs and the product is unknown, uncontrollable, immediately hazardous to human health or the environment, evacuate and secure the area then contact the Department of Police immediately and report the spill (see Section F). Trained personnel may only manage hazardous chemical spills.

Exposure: In the event that you are exposed to a chemical, immediately wash/flush the exposed area for 15 minutes with water. Emergency shower and eyewash stations are located in laboratories and areas where hazardous materials are used or stored. If an emergency shower or eyewash is unavailable, use a restroom sink or shower.

Locate the chemical Safety Data Sheet (SDS) and review Section 4 “First Aid Measures” to determine the appropriate treatment and response actions, seek medical attention if necessary. SDS must be located and available in areas where hazardous chemicals are used or stored.
Shelter-In-Place: In the event of a large hazardous chemical spill that occurs outdoors, it may be necessary to take refuge within a building to help protect against exposure to hazardous gases, vapors, or fumes. If you are instructed to shelter-in-place, do the following:

- Do not leave the building.
- Locate a designated shelter area within the building or move to an appropriate shelter area that meets the following conditions:
  - A room located in an interior space of a hardened structure on the second floor or above (many chemicals are denser than air and will collect in low areas).
  - Not possess any windows or skylights
  - Be equipped with a door
  - Have ample space for everyone that is expected to occupy the shelter to sit comfortably
- Attempt to block all vents and openings into the room with whatever materials are present in the room such as tape, plastic trash bags, and clothing.
- Remain sheltered in place until instructed to leave by emergency response personnel.
- Notify the Department of Police (804) 523-5911 or emergency response personnel 5911 of your location and status.

E. OIL SPILL

Determine the quantity of oil spilled and the source of the release. Oil spills less than 5 gallons that are contained and do not have the potential to affect the environment may be managed by employees and students. If the oil spill is greater than 5 gallons or has or will affect the environment contact, the Department of Police immediately, and report the spill (see Section G)

F. REPORTING A SPILL

The Department of Police will contact Fire Department and Environment Protection Agency (EPA) for spills affecting the Chesapeake storm drainages. Notify the Department of Police by dialing (804) 523-5911 or 5911 from any College phone and provide the following details to the Police Dispatcher.

- Your name
- Contact information
- Location of the spill
- Chemical(s) or product(s) involved
- SDS Description and identification number
- Approximate quantity
- Injuries and/or property damage
- Status of the spill (e.g. contained, continued, abating, increasing, etc.)
- Any other information that can assist in identifying, containing, or responding to the spill.

The Department of Police will respond to the spill and will contact additional emergency resources as necessary.
G. SPILL CLEAN UP

1. Contact the Department of Police prior to responding to a chemical spill for assistance if needed.
2. Review the SDS to determine the appropriate PPE and clean up procedures. If the SDS is unavailable, contact the Department of Police for assistance. Do not respond to a spill unless you have reviewed the SDS. Refer to the following sections of the SDS for clean-up information:
   o Section 3 – Hazard Identification
   o Section 6 – Accidental Release Measures
   o Section 8 – Exposure Control and Personal Protection
3. Retrieve spill cleanup supplies and PPE. The Department of Police has placed spill response equipment throughout the college; contact the Department of Police for spill supplies and assistance.
4. Wear appropriate PPE as recommended by the SDS.
5. Check equipment and containers for leaks, damage, or holes. Place damaged or leaking containers in impervious secondary containment.
6. Surround the spill with absorbent materials to contain the spill and prevent further contamination.
7. If the spill is increasing its size, use absorbent or impervious material to block the most likely path the spilled material(s) will take.
8. Ensure that spill cleanup equipment is compatible with the spilled chemical(s).
9. Start from the outside perimeter of the spill and begin absorbing the product using absorbent pads, booms, rags, or other media.
10. Collect all contaminated absorbent materials, PPE, and tools and place them in an appropriate rigid sealable container or sturdy plastic bag.
11. Label the container holding the spill debris with a label that has both the date and the name of the spilled material(s) and include the words “Hazardous Waste”.
12. Contact the Safety Manager to schedule the removal and dispose of the spill debris. Do not dispose contaminated clean up materials in the municipal waste bins.
A. INTRODUCTION

This Regional Emergency Preparation Guide is designed to provide helpful information in the developing an emergency plan in instances of a regional emergency. Use this guide as a reference in making an emergency supplies kit, which consists of food, supplies, and equipment.

B. SCOPE

Regional emergencies are an unpredictable and unavoidable event that causes disruption and or damages to an infrastructure or public services. Events such as severe weather, large accidents, or terrorist activities, may also cause a regional emergency.

To start your preparation, first, evaluate where you live, where you work, campus and class locations and all possible roadway routes and be familiar with the college and community emergency operation plans. Consider the following potential scenarios:

- Flooding
- Loss of cellular phone and phone services
- Fires
- Hazardous materials emergencies
- Severe Weather (i.e. tornadoes, lightning, and thunderstorms)
- Terrorist attacks (chemical, biological, radiological, or explosives)
- Extended utility failures
- Earthquake

C. PLANNING

During times of an emergency, local, regional, state, and federal, resources may be overwhelmed. High demands upon goods, services, and food items will quickly create gridlock at the grocery stores, gas stations, hospitals, first responders, and emergency relief organizations in the region. While it may be impossible to be fully prepared for all regional emergencies, taking precautions will limit the impact of a regional emergency. Prepare ahead of time rather than during times of an emergency will help you during the crisis until relief is restored to the region. Create a personalized disaster plan, establish a rally point, store emergency and medical supplies kit, become trained in basic first aid, and know how to respond in the event of a regional emergency can mitigate the impact of a regional emergency.

When creating a personal disaster plan, it is important to:

- Consider all potential emergency scenarios
- Maintain emergency supplies for a three day period
- Have an out-of-town contact and meeting location
- Include your pets in your disaster plan
- Plan for family members who are elderly or have special needs
- Establish a predetermined meeting location should the family become separated
- Inventory all home possessions for insurance purposes (Photo inventory is best)

For guidance on preparing a disaster supply kit, family emergency plan please visit the Ready Virginia website at http://www.readyvirginia.gov
D. HOME AND WORK

The following supplies are recommended by the Virginia Department of Emergency Management and the Federal Emergency Management Agency to assist individuals and families maintain health and safety during an emergency.

Home:

In order to be adequately prepared for a regional emergency, individuals should put together an emergency supplies kit. Emergency supplies kit should have three days’ worth of supplies for each member of the family and should, at minimum, include the following supplies:

- Three gallons of water per person
- Non-perishable food
- Battery-powered radio, flashlight, and extra batteries
- First aid kit that includes a list of any family member’s allergies and prescription medications
- A week’s supply of prescription medications
- Sanitation (e.g., toilet paper, soap, plastic garbage bags) and personal hygiene supplies
- A change of clothing and footwear
- Blankets or sleeping bags
- Extra set of car keys
- Cash in small denominations or traveler’s checks
- Special items for infant, elderly, or disabled members of the family

Work:

During an emergency, employees may be required to shelter-in-place at work for an extended period. It is important that workplaces be prepared for such situations; employees should put together an emergency supplies kit that contains the supplies they would need during an emergency:

- An employee’s disaster supply kit for the workplace should, at a minimum, include the following items:
  - Flashlight
  - Battery-powered radio, preferably NOAA Weather Radio
  - Extra batteries, which should be replaced every six months
  - Snack foods (e.g., energy bars, tail mix, dried fruit) to last at least one day
  - Bottled water, at least one gallon
  - At least a one-day supply of required medication
  - Basic first aid kit
  - Tools and other supplies: blanket, personal hygiene items, extra pair of comfortable shoes, etc.
E. RESPOND

The following communications channels will notify the public of an emergency in the area, provide instructions about what to do, and provide additional information as appropriate:

- Media outlets; television, radio, internet, newspapers, and social networks will provide information about the event, status of the region, and the appropriate actions the public should take.
- Information Sources: Facebook
  - The Reynolds Alert System will be used to notify the college community of an emergency. For more information about the Reynolds Alert System or to register for Reynolds Alert, please visit [https://alert.reynolds.edu](https://alert.reynolds.edu).
  - Information about campus operations, guidance for employees and students, and additional resources as appropriate will be provided on the Reynolds website; [http://www.reynolds.edu](http://www.reynolds.edu).
  - Reynolds website home page: [http://www.reynolds.edu](http://www.reynolds.edu).

**During a regional emergency:**

Remain calm and be prepared to receive instruction from emergency management authorities. Local media will provide up-to-date information from emergency officials such as orders to evacuate, details about evacuation routes, locations of evacuation shelters, how to safely remain where you are “Shelter in Place”, patiently wait for or where to find assistance, etc.

- Reuniting with family and friends may not be possible until after the emergency is stabilized or over. Return home if safety permits and instructed to do so by regional emergency management authorities.
- If ordered to evacuate:
  - Take your disaster supply kit with you.
  - Use travel/evacuation routes recommended by local authorities. Shortcuts and other roads may be dangerous or impassable.
- If ordered to stay where you are and “shelter-in-place”:
  - Remain where you are and protect yourself there until told to evacuate or all is safe.
  - Lock windows and doors, and turn off heating and air-conditioning systems if necessary.
  - Go to an interior room without windows.

**When the emergency is over:**

- Continue to monitor local media for up-to-date information and instructions for when returning home.
- Be careful when returning home if you evacuated the area.
- Follow directions and guidance provided by emergency response personnel, public health officials, and emergency management agencies.
- Do not interfere in ongoing response activities or travel to impacted areas to observe damages.
- Provide assistance to others as necessary.
- If your area has been declared a federal or state disaster area, you may be eligible for assistance (e.g. temporary housing, help with uninsured home repairs). Listed to local news for instructions about how to apply for assistance.

If you are interested in helping your community and emergency response personnel with disaster recovery efforts, consider joining a local Community Emergency Response Team (CERT). For additional information, visit the national CERT website at [https://www.citizencorps.gov/cert](https://www.citizencorps.gov/cert).
F. ADDITIONAL RESOURCES

For additional resources to help plan for and respond to regional emergencies, please visit the following websites:

  o Ready Virginia identifies the steps individuals can take to protect their family in an emergency.
  o VDEM is dedicated to protecting the health and welfare of Virginians during emergencies by coordinating all emergency preparation and response activities.
  o FEMA provides resources to help individuals prepare, protect, respond, and recover from large-scale regional and national emergencies.
  o The CDC’s Emergency Preparedness and Response webpage educates individuals how they can properly prepare for and respond to public health emergencies.
  o Really Ready identifies the steps individuals, businesses, and persons with disabilities can take to protect themselves in an emergency.
- Reynolds Alert – https://alert.reynolds.edu
  o This website is designed to alert the Reynolds to current or possible emergencies that affect the region or college operations.
Addendums

Addendum A - Bomb Threat Checklist

Bomb Threat Checklist:

Questions to Ask Caller:

1. When is the bomb going to explode?
2. Where is the bomb right now?
3. What does it look like?
4. Did you place the bomb?
5. Why?
6. What is your name?
7. Where are you now?

Date and Time of Call:

Background Noise/Sounds

(check all that apply)

<table>
<thead>
<tr>
<th>Office Machines</th>
<th>Children</th>
<th>Male</th>
<th>Slurred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street Noises</td>
<td>Machines</td>
<td>Female</td>
<td>Nasal</td>
</tr>
<tr>
<td>Voices</td>
<td>Animals</td>
<td>Normal</td>
<td>Lisp</td>
</tr>
<tr>
<td>Dishes</td>
<td>Static</td>
<td>Soft</td>
<td>Raspy</td>
</tr>
<tr>
<td>Music</td>
<td>No Noise</td>
<td>Loud</td>
<td>Deep</td>
</tr>
<tr>
<td>Radio</td>
<td>Outdoors</td>
<td>Fast</td>
<td>High</td>
</tr>
<tr>
<td>Airport</td>
<td>Crowd</td>
<td>Slow</td>
<td>Cracking</td>
</tr>
</tbody>
</table>

Caller’s Voice

(check all that apply)

<table>
<thead>
<tr>
<th>Laughing</th>
<th>Excited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crying</td>
<td>Angry</td>
</tr>
</tbody>
</table>

Other:

Altered/Modified

Calm

Stutter

Accent (type)

Exact Wording of the Threat:

Notes:

IMMEDIATELY REPORT ALL THREATS TO THE DEPARTMENT OF POLICE
(804) 523-5911 Any Campus Phone Dial 5219. or 911
### Addendum B - Symptoms of Emotional Distress

<table>
<thead>
<tr>
<th><strong>Low Risk</strong></th>
<th><strong>Moderate Risk</strong></th>
<th><strong>High Risk</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Depressed, irritable, or apathetic mood</td>
<td>History of aggression, violence, bullying, or stalking behaviors</td>
<td>Verbal or written threats to harm self or others</td>
</tr>
<tr>
<td>Rapid mood swings accompanied by excessive talkativeness, activity level, or excitability</td>
<td>Destruction of personal and/or school property</td>
<td>Recent attempts to obtain weapons</td>
</tr>
<tr>
<td>Extremely poor academic performance or a change from high to low grades</td>
<td>Defiance of and/or contempt for authority, rules, limits</td>
<td>Self-injurious behaviors (such as self-cutting, self-burning)</td>
</tr>
<tr>
<td>Missed tests or an inability to remain awake in class</td>
<td>Excessively argumentative or numerous conflicts in interpersonal interactions</td>
<td>Preparing for death (such as giving away possessions, saying goodbye, writing a will)</td>
</tr>
<tr>
<td>Excessive absences, especially if prior class attendance was good</td>
<td>Verbal aggression (use of derogatory or profane language)</td>
<td>History of previous suicide attempts</td>
</tr>
<tr>
<td>Unusual or noticeably changed interaction patterns in the classroom (such as withdrawal from family &amp; friends)</td>
<td>Hostile tone of voice and threatening or intimidating behaviors or body language</td>
<td>Loss of contact with reality (seeing/hearing/feeling things not apparent to others, thoughts or behavior inconsistent with reality)</td>
</tr>
<tr>
<td>Noticeable change in appearance and hygiene</td>
<td>Comments about weapons or stories of harming others</td>
<td>Disturbed speech or communication content (incoherent speech, grandiose beliefs, disorganized or rambling or paranoid thoughts)</td>
</tr>
<tr>
<td>Verbal expressions of hopelessness or thoughts of death &amp; dying</td>
<td>Intense and inappropriate reactions, such as prolonged irritability or angry outbursts</td>
<td></td>
</tr>
<tr>
<td>Excessive worrying</td>
<td>Excessive distrust or paranoia of others</td>
<td></td>
</tr>
<tr>
<td>Significant change in life circumstances (such as job loss, death of a loved one, divorce)</td>
<td>Perceived harassment, bullying, or ostracizing by others</td>
<td></td>
</tr>
<tr>
<td>Suspected alcohol or drug abuse</td>
<td>Attempts to isolate self from others</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identifying or idolizing individuals who have engaged in acts of violence against others</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preoccupation with weapons, violent events or activities, or hate groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications (either verbal, written, or via email) containing aggressive and possibly violent content</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Suspected alcohol or drug abuse</td>
<td></td>
</tr>
</tbody>
</table>
Addendum C - Emergency Assessment Form

Directions:
This form is used to assess an emergency that may occur at the college. Use this form to determine the potential problems that the emergency may pose, the type of equipment needed to respond to the emergency, critical information needed at the time of the emergency, and any special skills or knowledge require to effectively respond to the emergency.

Potential Emergency:

Potential problems caused by the emergency:

Equipment needed to respond to the emergency:

Resources to contact in the event of an emergency:

<table>
<thead>
<tr>
<th>Department/Company</th>
<th>Contact</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Skills needed to respond to the emergency:

Knowledge needed to respond to the emergency:
Addendum D - Emergency Drill Evaluation Report

Type of drill:  Click here to enter text.

Date of drill: Click here to enter text.

Time drill started: Click here to enter text.

Time drill concluded: Click here to enter text.

If drill was to simulate an evacuation, how long did evacuation take:

  Time alarm sounded: Click here to enter text.

  Time when all employees were evacuated and accounted for: Click here to enter text.

  Total evacuation time: Click here to enter text.

If the drill was for an interior/shelter evacuation emergency, describe the purpose of the drill:
Click here to enter text.

Evacuation Staff:  Click here to enter text.

Give a narrative to assess the drill including what went well and what needs improvement:
Click here to enter text.

Report completed by:  Click here to enter text.   Date & Time:  Click here to enter text.
# Addendum E - Emergency Equipment List

<table>
<thead>
<tr>
<th>Equipment Type</th>
<th>Stored Location</th>
<th>Person Responsible</th>
<th>Inspection Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Quantities OK?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Ladders</td>
<td>Maintenance area</td>
<td>Maintenance</td>
<td></td>
</tr>
<tr>
<td>Electric Tools</td>
<td>At each campus</td>
<td>Supervisor at each</td>
<td></td>
</tr>
<tr>
<td>Hand Tools</td>
<td>location</td>
<td>location</td>
<td></td>
</tr>
<tr>
<td>Pagers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cones/floor signs</td>
<td>Custodial Services</td>
<td>Custodial</td>
<td></td>
</tr>
<tr>
<td>Mops</td>
<td>area at each</td>
<td>Supervisor at each</td>
<td></td>
</tr>
<tr>
<td>Radios</td>
<td>campus location</td>
<td>campus location</td>
<td></td>
</tr>
<tr>
<td>Snow Blower</td>
<td>Grounds area</td>
<td>Grounds</td>
<td></td>
</tr>
<tr>
<td>Yard equip</td>
<td>at each campus</td>
<td>Supervisor</td>
<td></td>
</tr>
<tr>
<td>Cones</td>
<td>location</td>
<td>(college wide)</td>
<td></td>
</tr>
<tr>
<td>Radios</td>
<td></td>
<td>Grounds</td>
<td></td>
</tr>
<tr>
<td>First Aid Kits</td>
<td>All campuses</td>
<td>Police</td>
<td></td>
</tr>
<tr>
<td>Fire Extinguishers</td>
<td>All campuses</td>
<td>Police/Facilities</td>
<td></td>
</tr>
<tr>
<td>Weather Radio</td>
<td>PRC</td>
<td>Police Communication Office</td>
<td></td>
</tr>
<tr>
<td>Radios</td>
<td>All campuses</td>
<td>Police</td>
<td></td>
</tr>
<tr>
<td>Pagers</td>
<td>All campuses</td>
<td>Police</td>
<td></td>
</tr>
<tr>
<td>Marking Tape</td>
<td>All campuses</td>
<td>Police</td>
<td></td>
</tr>
</tbody>
</table>
Addendum F - Evacuation Assignment List

Campus:

Section Coordinator:

Assistant Emergency Coordinator 1:

Assistant Emergency Coordinator 2:

<table>
<thead>
<tr>
<th>Department/Building Area</th>
<th>Leader #1</th>
<th>Leader #2</th>
<th>Leader #3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes
Addendum G - Fire Inspection Checklist

| Name: ________________________________________ |     |     |     |
| Title: _____________________________________ |     |     |     |
| Date: __________________ |     |     |     |

<table>
<thead>
<tr>
<th>General Work Environment</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your local fire department well acquainted with your facilities, its location, and specific hazards?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If you have a fire alarm system, is it certified as required?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If you have a fire alarm system, is it inspected annually?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire doors and shutters in good operating condition?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire doors and shutters unobstructed and protected against obstructions, including their counterweights?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire doors and shutter fusible links in place?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are sprinkler heads protected by metal guards, when exposed to physical damage?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is an 18” clearance maintained below sprinkler heads?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers mounted in readily accessible locations?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers recharged regularly and noted on the inspection tags?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers checked monthly when flammable or chemical are present?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguisher locations identified by signage?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Work Environment</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are all worksites clean and orderly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is combustible scrap, debris, and waste stored safely and removed from the worksite promptly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are accumulations of combustible dust routinely removed from elevated surfaces, including the overhead structure of buildings, etc.?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>----------</td>
</tr>
<tr>
<td>Is combustible dust cleaned up with a vacuum system to prevent the dust going into suspension?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are covered metal waste cans use for oily and paint-soaked waste?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are paint spray booths, dip tanks, etc., cleaned regularly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are firewatcher assigned when welding or cutting is performed in locations where a serious fire might develop?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before hot work is begun, are used drums, barrels, and other containers thoroughly cleaned so that no substances remain that could explode, ignite, or produce toxic vapors?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walkways</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are aisles and passages kept clear?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are changes of direction or elevations readily identifiable?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exits or Egress</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are all exits marked with an exit sign and illuminated by a reliable light source?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the directions to exits, when not immediately apparent, marked with visible signs?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are doors, passageways or stairways, that are neither exits nor access to exits and which could be mistaken for exits, appropriately marked “Not an Exit,” “To Basement,” “To Storeroom,” etc.?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are exit signs provided with the word “Exit” in lettering at least 5 inches high and the stroke of the lettering at least ½ inch wide?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are exit doors side-hinged?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all exits kept free of obstructions?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are at least two means of egress provided from elevated platforms, pits, or rooms where the absence of a second exit would increase the risk of injury from hot, poisonous, corrosive, suffocating, flammable, or explosive substances?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there sufficient exits to permit prompt escape in case of emergency?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>----------</td>
</tr>
<tr>
<td>Do exit doors open outward, to a level surface or stairs?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are emergency lights provided and inspected?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do all exits operate during a power failure?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are exits checked regularly for blockage from outside?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are doors that are required to serve as exits designed and constructed so that the way of exit travel is obvious and direct?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are exit doors are capable of opening from the direction of exit travel without the use of a key or any special knowledge or effort when the building is occupied?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exit Doors</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Is a revolving, sliding, or overhead door prohibited from serving as a required exit door?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where panic hardware is installed on a required exit door, will it allow the door to open by applying a force of 15 pounds or less in the direction of exit traffic?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are doors on cold storage rooms provided with an inside release mechanism that will release the latch and open the door even if it is padlocked or otherwise locked on the outside?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where exit doors open directly onto any street, alley, or other area where vehicles may be operated, are adequate barriers and warnings provided to prevent employees stepping in the path of traffic?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spraying Operations</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Is adequate ventilation assured before spray operations are started?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is mechanical ventilation provided when spraying operations are done in enclosed areas?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the spray area free of hot surfaces?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the spray area at least 20 feet from flames, operating electrical motors, and other ignition sources?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do solvents used for cleaning have a flash point of 100 degrees F or more?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Are fire control sprinkler heads kept clean?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are “No Smoking” signs posted in spray areas, paint rooms, paint booths, and paint storage areas?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Spraying Operations</strong></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are spray booths constructed of metal, masonry, or other substantial noncombustible material?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the spray area kept clean of combustible residue?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are spray booth floors and baffles noncombustible and easily cleaned?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the spray booth completely ventilated before using the drying apparatus?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are lighting fixtures for spray booths located outside of the booth and the interior lighted through sealed clear panels?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the electric motors for exhaust fans placed outside the booths or ducts?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are belts and pulleys inside the booth fully enclosed?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do ducts have access doors to allow cleaning?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do all drying spaces have adequate ventilation?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Flammable and Combustible Materials</strong></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are combustible scrap, debris, and waste materials (oily rags, etc.) stored in covered metal receptacles and removed from the worksite promptly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are approved and labeled containers and safety cans and tanks used for the storage and handling of flammable and combustible materials?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all connections on drums and combustible liquid piping, vapor and liquid tight?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all flammable liquids kept in closed containers when not in use</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>----------</td>
</tr>
<tr>
<td>(e.g. parts cleaning tank, pans, etc.)?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are bulk drums of flammable liquids grounded and bonded to containers during dispensing?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do storage rooms for flammable and combustible liquids</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Flammable and Combustible Materials</strong></td>
<td></td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Do storage rooms for flammable and combustible liquids have mechanical or gravity ventilation?</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have explosion-proof lights?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is liquefied petroleum gas stored, handled, and used in accordance with safe practices and standards?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are “No Smoking” signs posted on liquefied petroleum tanks?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are liquefied petroleum storage tanks guarded to prevent damage from vehicles?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all solvent wastes, and flammable liquids, kept in fire-resistant, covered containers until they are removed from the worksite?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fuel gas cylinders and oxygen cylinders separated by a 20-foot distance, or by fire-resistant barriers, while in storage?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are appropriate fire extinguishers mounted within 75 feet of outside areas containing flammable liquids, and within 10 feet of inside storage areas for such materials?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extinguishers free from obstructions or blockage?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are “No Smoking” signs posted where appropriate in areas where flammable or combustible materials are used or stored?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all spills, of flammable or combustible liquids cleaned up promptly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electrical</strong></td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>----------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>----------</td>
</tr>
<tr>
<td>Are multiple-plug adaptors prohibited?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extension cords prohibited from being run through doors and windows?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Electrical</strong></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is exposed wiring and cords with frayed or deteriorated insulation repaired or replaced promptly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are flexible cords and cables free of splicing or taps?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Fueling</strong></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is it prohibited to fuel an internal combustion engine with a flammable liquid while the engine is running?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fueling operations done in such a manner that likelihood of spillage will be minimal?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When spillage occurs during fueling operations, is the spilled fuel washed away completely, evaporated, or other measures taken to control vapors before restarting engine?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fueling hoses of a type designed to handle the specific type of fuel?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is it prohibited to handle or transfer gasoline in open containers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are smoking, open lights, open flames, or sparking, or arcing equipment prohibited near fueling or transfer of fuel operations?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fueling operators prohibited in building or other enclosed areas that are not specifically ventilated for this purpose?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where fueling or transfer of fuel is done through a gravity flow system, are the nozzles of the self-closing type?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are “Turn Engine Off” and “No Smoking” signs posted at the fuel islands?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a fire extinguisher available in case of emergency?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fuel tanks appropriately labeled “No Smoking”?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Addendum H - External Contact List

<table>
<thead>
<tr>
<th>Agency/Organization</th>
<th>Primary contact</th>
<th>Phone number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Addendum I - Emergency Operations Center Action Plan (EOC-AP)

Description
The Emergency Operations Center Action Plan (EOC-AP) describes the current situation and the goals, objectives, and tasks the EOC will undertake during the specified operational period to support response operations. For additional information, see the EOC Action Plan section of this document.

Instructions
1. Provide the name of the event.
2. Provide the operational period that the EOC-AP will cover.
3. Provide the name and signature of the individual that prepared the EOC-AP.
4. Provide the name and signature of the EOC Leader that approved the EOC-AP.
5. Provide the date the EOC-AP was approved by the EOC Leader.
6. Provide the time the EOC-AP was approved by the EOC Leader.
7. Describe the situation as it is currently known, including:
   - Status of response operations
   - Threats to life, safety, security
   - Obstacles to response efforts due to environmental, social, or other factors
   - If the situation improves, worsening, or staying the same
8. Describe forecasted weather conditions for the operational period the EOC-AP will cover.
9. List 3-5 high-level goals that will guide response operations throughout the duration of the event.
10. List an appropriate number of objectives that will guide response operations throughout the operational period covered by the EOC-AP. As discussed previously, all objectives should be SMART (i.e., specific, measurable, achievable, realistic, and timely).
11. Provide the first objective identified in block 10.
12. Describe all tasks required to complete the objective provided in block 11.
13. Provide the agencies, campus units, or individuals responsible for ensuring completion of the tasks described in block 12.
14. List the resources required to complete the tasks described in block 12.
   Repeat steps 11-14 for each objective listed in block 10.
<table>
<thead>
<tr>
<th>1. Event Name:</th>
<th>2. Operational Period:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>/<strong>/</strong>:</em> AM / PM       TO _/<strong>/</strong>:_AM / PM</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Date Approved:</th>
<th>6. Time Approved:</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>/<strong>/</strong></em></td>
<td><strong>:</strong> AM / PM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Current Situation:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Operational Period Weather Forecast:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. General Goals:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10. Operational Period Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11. Objective:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12. Task(s):</th>
<th>13. Lead(s):</th>
<th>14. Resources required(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Addendum J - Situation Report
Description
The Situation Report (sitrep) serves as a status update for the college and external agencies involved in the response to an incident. Sitreps are prepared by the Planning Section in coordination with the Operations Section and approved by the EOC Leader.

Sitrep's are to be prepared and disseminated regularly throughout the life of an incident at intervals to be determined by the EOC Leader. At a minimum, one sitrep should be prepared at the beginning of the operational period. The distribution list will be determined by the EOC Leader at the time of approval, but will generally include the following personnel and agencies:
President Executive Cabinet
EOC Team members currently on shift
Campus units providing direct support to response operations
External agencies providing direct support to response operations

Sitrep's may be created electronically or on paper.

Instructions
1. Provide the name of the event.
2. Provide the date and time that the sitrep was approved.
3. Provide the name and signature of the individual who prepared the sitrep.
4. Provide the name and signature of the EOC Leader who approved the sitrep.
5. Summarize what occurred (e.g., who, what, when, where, and why)
6. Provide figures as they are currently known.
7. Summarize the extent of the damage as it is currently known.
8. Describe any response actions taken to date (e.g., activated EOC, evacuated a building, etc.). Include all actions taken by campus departments and first responders.
9. Describe the situation as it is currently known, including:
   - Status of response operations
   - Threats to life, safety, security
   - Obstacles to response efforts due to environmental, social, or other factors
   - If the situation improves, worsening, or staying the same?
10. List the objectives noted in the EOC-AP for the current operation period. In the initial Sitrep when there is no EOC-AP for the current operation period, an initial list of objectives will be determined by the EOC Leader in coordination with the Operations Section.
11. Broadly summarize actions planned for the next operational period (e.g., coordinate the utilization of damage assessment teams to survey damaged buildings).
12. Detail any anticipated resource gaps that will be encountered in the near future.
13. Describe forecasted weather conditions for the current and next operational periods.
14. Use this space to include other pertinent information that has not been previously addressed or to expand on information entered in previous blocks (list the block number).
<table>
<thead>
<tr>
<th>1. Event Name:</th>
<th>2. Date Approved: <strong>/</strong>/___</th>
<th>3. Time Approved: <strong>:</strong> AM / PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Prepared By (Planning Section):</td>
<td>5. Approved By (EOC Leader):</td>
<td></td>
</tr>
<tr>
<td>6. Event Summary:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Number of Fatalities and/or Injuries:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Damage to Buildings, Roads, or Infrastructure:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Actions Taken:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Current Situation Status:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Current Objectives:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Planned Actions for Next Operational Period.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Anticipated Resource Gaps:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted Weather Conditions:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Addendum K - Activity Log

Description
The Activity Log is used to record key incidents, decisions, reports, and actions taken by EOC Team members during EOC activations. The purpose of this log is to assist with recreating the event for after action reviews after response operations have concluded.
Each Position/Section must complete an Activity Log for any time spent working in the EOC. Activity Logs must be submitted to the Planning Section at the conclusion of each operation period and at the conclusion of response operations.

Instructions
1. Provide the name of the event.
2. Provide the current operational period for which the Activity Log is being completed.
3. Provide the name of the individual completing the Activity Log.
4. Provide the name of the Position/Section for which the Activity Log is being completed.
5. Provide the time the activity occurred.
6. Summarize any key incident, decision, report, or action taken by the individual’s position or section (e.g., directed damage assessment team to assess damage to a campus building, sent Situation Report to Policy Group, submitted Resource Request form, etc.).
<table>
<thead>
<tr>
<th>1. Event Name:</th>
<th>2. Operational Period:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. __ / __ / <strong>:</strong> AM / PM to __ / __ / <strong>:</strong> AM / PM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Name:</th>
<th>5. Position/Section:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Time</th>
<th>7. Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Print & Sign Name

page __of

120
Addendum L - Resource Request

Description
The Resource Request Form allows a request to be tracked from the moment the request is received through approval of the request. Importantly, they also help ensure timely reimbursement of expenses. As such, Resource Request Forms must be used for all requests received by and processed by the EOC.
A Resource Request Form must be completed for situations in which the EOC will request resources from an external agency or organization as well. If such a request is approved by the EOC Leader, the Resource Section will complete an ICS 213RR6 if necessary and submit it to the appropriate agency.

Instructions
1. Provide the name of the event.
2. Provide the name of the individual who completed blocks 1-11 of the Resource Request Form.
3. Provide the date the Resource Request Form was begun.
4. Provide the time the Resource Request Form was begun.
5. Provide the name of the agency, organization, or campus unit making the request. If the request originated in the EOC, enter “EOC”.
6. Indicate the urgency of the resource request. Urgent requests typically involve issues of life, safety, and/or critical infrastructure.
7. Enter the amount of the resource being requested.
8. Describe the resource being requested being as specific as possible. For example, if the request is for a tractor, indicate the type of tractor needed as well as the number of personnel required to operate it, amount of fuel needed, and any transportation required.
9. Provide the requested delivery date and time.
10. Provide the requested delivery or reporting location.
11. Provide any relevant information not included in the blocks above. For instance, this space may be used to provide additional information about the priority, quantity, or item description.
12. Enter all estimated costs associated with the resource request.
13. Provide the estimated delivery date and time.
14. Provide any relevant information not included in the blocks above. For instance, this space may be used to provide additional information about cost.
15. Check the box labeled “approved” or “denied”.
16. Provide a signature in the space provided either authorizing the resource request or denying it.
17. Provide the date of the signature.
18. Provide the time of the signature.
19. If the resource request was denied, provide a brief explanation as well as any pertinent information about how response operations may proceed despite the denied request.
20. Check the box once all documentation has been updated (e.g., status boards, reports, etc.).
<table>
<thead>
<tr>
<th>Event Name:</th>
</tr>
</thead>
</table>

### Operations Section

<table>
<thead>
<tr>
<th>2. Request Prepared By:</th>
<th>3. Date:</th>
<th>4. Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>__ / __ /__</td>
<td><strong>:</strong> AM / PM</td>
</tr>
</tbody>
</table>

5. Request origin: | 6. Priority: [ ] Urgent [ ] Low (Check one)

<table>
<thead>
<tr>
<th>7. Quantity:</th>
<th>8. Detailed Item Description:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Requested Delivery Date / Time:</th>
<th>10. Requested Delivery / Reporting Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>__ / __ /__ <strong>:</strong> AM / PM</td>
<td></td>
</tr>
</tbody>
</table>

11. Additional Notes:

### Resource Section

<table>
<thead>
<tr>
<th>12. Cost:</th>
<th>13. Estimated Delivery Date / Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>__ / __ /__ <strong>:</strong> AM / PM</td>
</tr>
</tbody>
</table>

14. Additional Notes:

### EOC Leader

<table>
<thead>
<tr>
<th>15. Approval: [ ] Approved [ ] Denied (Check one)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>16. Signature:</th>
<th>17. Date:</th>
<th>18. Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>__ / __ /__</td>
<td><strong>:</strong> AM / PM</td>
</tr>
</tbody>
</table>

19. If Denied, Provide Brief Explanation:

### Planning Section

20. Resource Status Noted in Appropriate Incident Documentation? (Check box) [ ]
Addendum M - Sign-in Sheet

Description
The Sign-in Sheet is used to keep a record of all persons in the meeting space (e.g., EOC, President’s boardroom, etc.) at any time. The purpose of this log is to assist with recreating the event for after action reviews after response operations have concluded. A sign-in sheet should be used both in the EOC and in meeting space for the Policy Group as well.
Each individual must sign in and out immediately upon entering and exiting the meeting space.

The Resource Section will be responsible for ensuring that all persons have signed in and out. At the conclusion of response operations, the Planning Section will collect and maintain the sign-in sheet and along with all other incident documentation.

Instructions
1. Provide the name of the event.
2. Provide the location of the meeting space.
3. Provide the name of the individual entering the meeting space in the box below.
4. Provide the name of the individual’s campus unit or agency.
5. Provide the date and time the individual entered the meeting space.
6. Provide the date and time the individual exited the meeting space.
<table>
<thead>
<tr>
<th>1. Event Name:</th>
<th>2. Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Name</td>
<td>4. Unit / Agency</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Print/Sign Name

page ___ of ___
Federal Emergency Management Agency's Public Assistance Grant Program

The mission of the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program is to provide assistance to State, Tribal and local governments, and certain types of Private Nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

Force Account Labor Summary Record - FF 90-123 | FEMA.gov
This form is used to assist in documenting the force account expenses for eligible projects.

Materials Summary Record - FF 90-124 | FEMA.gov
This form is used to document the work performed and cost associated with the work.

Rented Equipment Summary Record - FF 90-125 | FEMA.gov
This form is used to document the rented equipment used and its associated cost.

Contract Work Summary Record - FF 90-126 | FEMA.gov
This form is used to document contract work performed for eligible projects.

Force Account Equipment Summary Record - FF 90-127 | FEMA.gov
This form is used to document information pertaining to the equipment utilized and associated cost.