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# **NC Central**

**U N I V E R S I T Y**

## Emergency Operations Plan

2022

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## Administrative Statement

The following applies to this document:

1. The title of this document is the North Carolina Central University Emergency Operations Plan (EOP).
2. Public disclosure of this document could have a reasonable likelihood of threatening public safety by exposing vulnerabilities and emergency plans and procedures. This document contains sensitive and confidential information and is not considered a public document open to inspection or examination by the public, per NC General Statute 132-1.6.
3. This plan will be disseminated only to those that have responsibilities listed within the plan. Reproduction of this document, in whole or in part, without the express approval of the Department of Environmental Health and Safety, is prohibited.
4. The information contained in this plan is solely for the use of NC Central University and is to be considered a guide for emergency and/or disaster response. It is recognized, however, that individual circumstances or events not considered by the EOP may occur.
5. The experience and judgement of those utilizing the EOP is an important consideration in how and when the EOP is used. The EOP is intended to provide guidelines for emergency/disaster response practices. It cannot be assumed that all foreseeable and unforeseeable scenarios are contained in this document or that other information or measures will not be required.
6. This plan supersedes all previous versions of the NC Central University EOP.
7. For more information, please contact the NC Central University Department of Health and Safety

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## Adoption Resolution

North Carolina Central University is committed to ensuring the health and safety of the campus community, as well as physical and intellectual property and assets. To accomplish this, the Department of Health and Safety (Emergency Management), under the authority of the Vice Chancellor for Administration and Finance, has developed the Emergency Operations Plan (EOP). This plan is representative of the university's overarching response to emergencies and is to be used in conjunction with the standard operating procedures, policies, and plans maintained by the University and divisions, departments, business units, and offices within. This plan sets forth the protocols for activation of the emergency response system, including emergency declarations, authorities and responsibilities, personnel emergency assignments, and operational procedures.

The Emergency Operations Plan utilizes the National Incident Management System and acts as the fundamental guidance for emergency response at all NC Central University properties. This coordination of this plan is an ongoing process requiring regular training and exercises.

On behalf of NC Central University, I hereby adopt the Emergency Operations Plan and direct all NC Central University departments, divisions, and business units listed within to prepare for and, upon order, perform their assigned emergency tasks to ensure the safety of the University community and the protection of University property in the event of an impending or ongoing disaster or emergency.

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Johnson Akinleye, Chancellor

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Date



## Introduction

### **Overview**

North Carolina Central University (NCCU) is committed to providing a safe and healthy environment to those who work, study, live on, and visit the campus. NCCU, like any other large organization, is potentially subject to natural, technological, and man-made emergencies that could threaten the university community, core academic mission, and environment. The university undertakes preparedness activities with the understanding that in an emergency or disaster a wide range of individuals, departments, and other stakeholders will need to work collectively and collaboratively to provide the most effective response for the NCCU community. To promote this unified response, NCCU has established the NCCU Emergency Operations Plan (EOP), a comprehensive framework of policy and guidance for emergency and disaster response operations. The EOP details capabilities, authorities, and responsibilities for specific individuals and departments at NCCU.

The EOP has been developed based on the National Response Framework (NRF), which establishes a system by which integration and effective coordination across local, state, and federal resources, along with private-sector resources, is achieved to preserve the health, safety, and welfare of persons affected during emergency or disaster situations. The EOP establishes responsibilities for NCCU individuals and departments; addresses the role of private-sector, volunteer, and non-profit organizations; and engages other community stakeholders in emergency preparedness and response actions.

The plan draws from an operations approach consistent with the NRF's Emergency Support Function (ESF) structure. This organizational approach is consistent with the organization used within the university Emergency Operations Center (EOC). The ESF structure organizes emergency operations by support functions; various ESF's are then staffed by individuals and departments to ensure coordination of actions. Each ESF is assigned primary and support individuals or departments that are responsible for carrying out plans and accomplishing assigned tasks.

### **Plan Organization**

The EOP is a continuously enacted document that provides a framework for daily emergency response as well as response to major disasters. The plan is organized following the NRF's ESF format and aligns with the EOP for the State of North Carolina. The plan includes policy and overview content covered in the Basic Plan and more detailed roles and responsibilities for specific departments covered in the ESF's and Hazard-Specific Annexes. The plan is organized into four main sections: The Basic Plan, Emergency Support Functions, Support Annexes, and Hazard-Specific Annexes.

### Basic Plan

The Basic Plan is a policy document that provides an overview of NCCU's approach to emergency and disaster operations. The plan details emergency response authorities, policies, and response operations and outlines general tasks. The Basic Plan is intended as an orientation document for those individuals or departments that have responsibilities covered by the EOP.

### Emergency Support Functions

17 Emergency Support Functions are detailed in the plan. These ESF's describe the resources and types of assistance available to support emergency operations. Each ESF has a department identified as the primary or secondary unit for the ESF based on the responsibilities of that specific ESF. Each listed department is charged with coordinating and performing the duties of their assigned ESF(s).

The ESF's included in this plan include:

ESF-1: Transportation

ESF-2: Communications

ESF-3: Public Works and Engineering

ESF-4: Firefighting/Fire and Life Safety

ESF-5: Information and Planning/Emergency Management

ESF-6: Mass Care

ESF-7: Logistics

ESF-8: Public Health & Medical Services

ESF-9: Search and Rescue

ESF-10: Hazardous Materials Response

ESF-11: Agriculture & Natural Resources

ESF-12: Energy

ESF-13: Public Safety and Security

ESF-14: Cross-Sector Business and Infrastructure

ESF-15: External Affairs/Public Information

ESF-16: Research and Laboratory Support

ESF-17: Academic Continuity and Support

### Support Annexes

The Support Annexes portion of this plan identifies essential supporting processes and considerations that are common to the majority of incidents. They provide information that is specific to NCCU and how certain organizations and processes are expected to operate.

### Hazard-Specific Annexes

The Hazard-Specific Annexes portion of this plan details considerations for specific types of hazards, threats, or incidents occurring at NCCU. They provide information specific to each incident regarding how such incidents should be managed.

### Appendices

The appendices portion of this plan provides additional information that supports the information presented in the EOP.

## Basic Plan

### **Purpose**

The NCCU Emergency Operations Plan (EOP) describes a comprehensive emergency management system that provides for a coordinated response to emergency and disaster situations associated with natural, technological, and human-caused incidents at NCCU. The plan describes operational concepts relating to various emergency support functions (ESF's), identifies the components of the emergency management organization, and defines overall responsibilities for protecting life, property, and the environment and maintaining the overall well-being of the population. This EOP also establishes a framework within which emergency planning can be conducted to address the five mission areas: prevention, protection, mitigation, response, and recovery.

### **Scope**

The EOP is intended to address hazards identified through the *Hazard Identification and Risk Assessment* (HIRA) and involve University properties or operations or otherwise impact the University. The EOP may be coordinated with emergency plans developed by other entities or tenant organizations. In areas where the University shares jurisdiction with other institutions or entities, emergency response activities shall be coordinated with the appropriate person(s) within that organization and as described in any standing agreements.

This plan addresses emergency and disaster response at NCCU. Certain specific responsibilities may be addressed in supporting plans and documents, such as the Crisis Communication Plan or the Pandemic Response Plan.

The development and maintenance of procedures or processes to facilitate the responsibilities outlined for departments listed in the EOP is the responsibility of the respective departments.

It is understood that the Incident Commander, EOC Manager, and ESF representatives retain the flexibility to modify procedures or processes as needed to accommodate the demands of a specific incident. Any deviations from procedures should not infringe on other legal or statutory roles, responsibilities, or relationship already designated through this plan or by other means. Failure to follow this plan shall not create legal rights in others.

### **Situation**

#### NCCU Overview

North Carolina Central University is a four-year research institute of higher education located in southern Durham, North Carolina. The University comprises a community of nearly 10,000 students, faculty, and staff spread

throughout fifty-two buildings on approximately 130 acres. Among the buildings are thirteen residence halls housing over 2,500 students, three major research buildings, and a mixture of academic and administrative buildings. Over 78 degrees are offered by the university at both the Undergraduate and Graduate levels.

### Hazard Identification and Risk Assessment

NC Central University is exposed to many hazards that have the potential to disrupt university operations, injure persons and damage property, and impact ongoing research and other academic activities. It is critical to understand that one hazard can result in secondary hazards; for example, a tornado could cause damage to a research facility resulting in a hazardous materials release. A detailed analysis of hazards faced by the university is provided in the Hazard Mitigation Plan. The findings within the Hazard Mitigation Plan are used as a baseline for university emergency plans and procedures.

#### *Critical Facilities*

Certain buildings on campus have, through their purpose or infrastructure contained within, been classified as critical facilities. Damage to or loss of these facilities could result in significant harm to the university.

These facilities have been identified within the Hazard Mitigation Plan

### Hazard Mitigation Planning

The *UNC System Eastern Campuses Hazard Mitigation Plan* has documented goals, objectives, and courses of action to mitigate the effects of those hazards that have been identified as having the highest likelihood of occurrence and potential impacts. Mitigation actions for the university include implementing physical protective measures, emergency services measures, preventative measures, and public information and educational activities.

### Training and Exercises

The NC Central University emergency management program has established a training and exercise program intended to test and evaluate the effectiveness of planning and training activities. Exercises are conducted on an annual basis and are examined to identify areas for improvement. Training measures are then put in place to address areas for improvement with the results tested during the next exercise cycle.

### **Planning Assumptions**

The following assumptions are those that NC Central University considers to be facts for planning purposes. The assumptions indicate areas where adjustments to the Emergency Operations Plan may be required as an emergency or disaster situation evolves.

- Any emergency or disaster may result in a critical or serious situation at NC Central University. As incidents will vary in size, intensity, and complexity planning efforts are made in a general manner so latitude is available in their application.
- It is the responsibility of officials operating under this plan to save lives, protect property, relieve suffering, sustain survivors, and implement the recovery process.
- Officials from departments and business units listed within this EOP are aware of the possibility of an emergency or critical situation and their responsibilities in the execution of this plan.
- NC Central University assumes primary responsibility for emergency or disaster operations on campus and commits all available resources to save lives and minimize damage.
- The emergency support functions to be performed by individuals and departments will generally be in accordance with their normal day-to-day functions though certain circumstances may require the assignment or reassignment of personnel.
- All departments or business units will utilize their Continuity of Operations Plan (COOP) to ensure essential functions are continued during and in the aftermath of an emergency or disaster.
- Disasters can overwhelm local resources and plans should be in place to augment resources when needed to respond to specific incidents.
- When local resources are insufficient, NC Central University expects assistance from emergency response organizations and departments within the City and County of Durham, the State of North Carolina, other UNC System institutions, and the Federal government.
- County, State, System, and Federal disaster assistance will be used to supplement NC Central University resources and efforts.

### **Concept of Operations**

This section of the plan provides a methodology to achieve the goals and objectives of the EOP. It describes a general sequence of response concepts and operational processes to support response operations.

### Mission Areas

NC Central University realizes that most emergencies occur with little or no warning and may require immediate activation of components of this plan. This type of activation will require coordination and cooperation between a variety of university departments. Such coordination is achieved through the five emergency management mission areas: prevention, protection, mitigation, response, and recovery. Though not every emergency or disaster will

require coordination across all five mission areas, mission specific objectives will be set will be set and general response activities carried out within the listed ESF's.

### *Prevention*

Prevention consists of actions that reduce risk from incidents and disasters. Prevention planning can help mitigate primary and secondary incident impacts. Prevention activities include:

- Prevention Planning
- Public Information and Warning
- Operational Coordination
- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection

### *Protection*

Protection reduces or eliminates the threat to persons, property, and the environment. The protection of persons, critical infrastructure, and essential resources is vital to the security, public health, and safety of the community. Prevention activities include:

- Protection Planning
- Public Information and Warning
- Operational Coordination
- Access Control and Identity Verification
- Cybersecurity
- Intelligence and Information Sharing
- Interdiction and Disruption
- Physical Protective Measures
- Risk Management Programs
- Screening, Search, and Detection
- Supply Chain Integrity and Security

## *Response*

Response consists of the actions taken during and in the immediate aftermath of an incident to save and sustain lives, protect property, and reduce impacts on critical infrastructure. Response activities include:

### *Pre-Impact Response Phase*

NC Central University will act to assess the threat or hazard and begin control and mitigation strategies. Operational priorities may include the following:

- Dissemination of accurate and timely emergency information and warnings
- Intelligence gathering and assessment of the situation
- Resource allocation and coordination
- Incident access and control

### *Impact Response Phase*

In this phase, NC Central University will select protective actions appropriate to the situation and deploy additional primary and support resources. Operational priorities may include the following:

- Dissemination of accurate and timely emergency information and warnings
- Law Enforcement
- Fire services and hazardous materials response
- Search and rescue
- Population protection
- Public health and medical care
- Determination of the need for mutual aid

### *Assessment and Allocation of Short-Term Needs*

Short-term operational needs are dependent upon actions and assessments done during the Impact Response Phase. These operational needs may transcend the response and recovery phases. Short-term needs may include the following:

- Dissemination of accurate and timely emergency information and warnings
- Shelter operations
- Continued medical treatment
- Access and security adjustments
- Determination of need for or continued need for mutual aid

### *Recovery*

Recovery includes both short-term and long-term efforts towards the rebuilding and revitalizing of communities. Recovery planning builds stakeholder partnerships that lead to community restoration and future sustainability and resiliency.

### *Mitigation*

Mitigation focuses on the impacts of a hazard and includes the approaches taken to eliminate or limit such impacts. Mitigation activities are detailed in the Hazard Mitigation Plan.

### Response Coordination and Support

During an incident or disaster coordination and support are critical to the success of operations. To assist the Incident Command with coordination and resource support, the following process will be utilized:

1. Initial response coordination and support for most incidents will be handled by the NCCU Police Department Emergency Communications Center
2. If on-site incident coordination and support assistance is needed, the Emergency Management will respond and support the Incident Commander
3. If the incident expands in nature and additional coordination and support is required, the NCCU Emergency Operations Center (EOC) may be activated to support the incident

### Organization and Assignment of Responsibilities

The organizational structure at NCCU during emergencies follows an operational approach that is consistent with the NRF's National Incident Management System (NIMS) and ESF structures. The following sections identify the responsibilities assigned to each organizational section.

#### *Incident/Unified Command*

The responsibilities of Incident/Unified Command are explained in detail in Annex 1: Incident Management System

#### *Emergency Management Group*

The Emergency Management Group (EMG), under the direction of the Chancellor, is comprised of the Chancellor and Executive Leadership and includes other key officials. This group is charged with providing overall policy guidance during emergencies and disasters. The EMG will be activated when an emergency or potential emergency is likely to result in significant impacts to the university. The group will consider high-

level policy issues confronting the University. The policy decisions made by the EMG will pertain to University operations and will not hinder any life-sustaining or incident stabilization operations being conducted by emergency services agencies. Policy decisions made by the EMG, however, will support emergency response efforts in coordination with the EOC and emergency services officials. The responsibilities of the EMG include:

- Policy-level decisions
- Any modifications to the University operating condition
- Emergency policy development and revisions
- Major fiscal obligations or commitments
- Strategic prioritization for continuity of operations
- High-level conflict resolution
- Strategic policy direction for recovery, including the resumption of normal operations

#### *Emergency Response Team (ERT)*

The University Emergency Response Team (ERT) is comprised of key personnel from various departments that provide critical operations and resources during emergencies and disasters. ERT departments and business units are those who have responsibilities within the EOP and/or who are organized in ESF's. During an emergency or disaster, the ERT works to coordinate resources and information to allow for an efficient and coordinated response. All ERT departments will:

- Understand the obligations and responsibilities set forth in the EOP and will maintain workforce development practices, plans, and training as required to maintain its own emergency preparedness
- Establish and maintain plans, policies, and procedures to facilitate their responsibilities within the EOP
- Evaluate resource needs against the Hazard Mitigation Plan and prepare for any resource shortfalls that could occur
- If needed, establish, maintain, and utilized memorandums of understanding/agreement, mutual aid agreements, and contracts to fulfil the responsibilities assigned
- Have plan sin place to ensure continuity of operations
- Provide updated contact information for the primary and secondary contacts for the department or business unit as needed
- Identify personnel to staff the EOC

- Collect and analyze incident information and share such information as needed to maintain a common operating picture
- Coordinate with other agencies and organizations that support the mission of the assigned ESF but do not fall within the control of this plan, e.g., city and county agencies and community organizations
- Pre-establish a system to maintain records of expenditures and document resources used during response and recovery operations
- Release all emergency or disaster information through the Joint Information Center (JIC), if activated
- Participate in training and exercises to evaluate capabilities

### *Emergency Management*

NCCU Environmental Health and Safety (Emergency Management) will:

- Assist departments and business units in developing plans, procedures, and processes to meet their assigned responsibilities
- Develop and maintain a training and exercise plan based upon identified hazards and vulnerabilities
- Update, maintain, and distribute the EOP to appropriate stakeholders
- Train EOC personnel
- Manage the EOC and create and maintain EOC notification systems and procedures
- Coordinate university-wide emergency response operations
- Coordinate with surrounding emergency management agencies and other emergency response organizations
- Notify, liaise, and coordinate resource requests with Durham County Emergency Management, the UNC System, NC Emergency Management, and other organizations as necessary
- Maintain a list of primary and secondary contacts for all ERT departments and ensure contacts have access to VEOCI
- Advise the EMG and ERT of the nature, scope, complexity, and effects of an emergency or disaster
- In conjunction with ESF-15, coordinate with public information officials to provide emergency/disaster information to stakeholders

### *Emergency Operations Center Representatives*

University departments and business units represented in the ERT are subject to staff the EOC if activated and requested. Additional EOC personnel may also be requested from departments and business units that are not represented on the ERT on an as-needed basis. Each department/business unit should:

- Have a primary and secondary representative identified and trained in EOC operations
- Ensure EOC representatives maintain an active VEOCI account and have familiarity with the system
- Send a representative to the EOC if requested and inform Emergency Management of personnel assigned to work in the EOC
- During EOC activations, coordinate with nongovernmental organizations and private sector businesses, as necessary
- Participate in EOC exercise and assist in evaluating and improving EOC operations

### *Local External Agencies*

NC Central University relies on external agencies such as the Durham Police Department, Durham Fire Department, Durham County EMS, and Durham City/County Emergency Management, among others, to support emergency response operations on campus. The responsibilities of these agencies are not specifically addressed in the NCCU EOP and will be based on standing agreements and the needs of the incident.

Durham City/County Emergency Management maintains responsibility for county-wide emergency operations coordination, including mutual aid requirements, resource requests, and coordination and communication with the state and federal disaster response organizations

### Direction, Control, and Coordination

The following outlines how direction, control, and coordination will be conducted during emergencies and disasters that occur at or affect NCCU.

- NCCU Environmental Health and Safety (Emergency Management) is responsible for all emergency management efforts at NCCU
- When activated during an emergency, the EOC will serve as the base of direction and coordination for emergency management operations at NCCU. When requested, representatives from designated departments and business units will staff the EOC

- If the NCCU EOC is activated, the NCCU EOC will coordinate response efforts with the Durham EOC to ensure a coordinated overall response
- NIMS will be utilized to organize all emergency and disaster operations at NCCU
- The incident command function will be filled by the assigned agency or agencies having jurisdiction over the incident
- Should the situation warrant, Emergency Management may request that departments and business units with EOP responsibilities report to the site of an emergency to support the incident

### Information Collection, Analysis, and Dissemination

It is the responsibility of the Incident Commander to collect and analyze incident information and share that information with the EMG/ERT/EOC and external agencies, as needed, to maintain a common operating picture.

During an emergency or disaster requiring the activation of the EOC, the EOC will coordinate all sharing of essential and critical information. This may include the following:

- Identification of types of information needed
- Determination of expected source(s) of information
- Frequency of information gathering
- Dissemination of information

### Communications

Communications requirements during emergency and disaster situations are supported through existing protocols put in place by NCCU departments and business units.

#### *Incident/Event Notification*

Emergency Management will maintain a plan for notifying and communicating with NCCU departments and business units regarding incidents, including EOC activations.

#### *Disaster Information Management*

EOP departments and business units will utilize VEOCI and face-to-face/voice communications during an emergency or disaster.

#### *Public Information*

Public information will be managed through ESF-15: Public Information and/or the Joint Information Center (JIC), if established. Information will be coordinated to flow through once central point to ensure accuracy, quality, and efficiency in dissemination

## **Administration, Finance, and Logistics**

### Administration

This section describes the administrative protocols used during an emergency operation.

#### *Documentation*

Detailed records of expenditures are required from all departments and business units responding to and recovering from an emergency or disaster in order to comply with reporting responsibilities and possible state and/or federal reimbursement. Such reimbursement opportunities could occur as a result of a state or federal disaster declaration. Each department or business unit shall establish and utilize a system to maintain records of expenditures and document resources utilized during operations. Upon request departments and business units will promptly provide such documentation.

#### *After Action Reports*

NCCU is committed to reviewing incident responses to discover lessons learned in order to improve future performance. These lessons learned may include identification of weaknesses or shortcomings as well as documenting successful practices.

Emergency Management is responsible for collecting feedback and reviewing documentation following an incident and directing the development of the After Action Report. Depending on the scope of the incident, the After Action Report process may include one or more after action conferences, used to collect input from those that participated in the incident.

The purpose of the After Action Report is to enhance future preparedness. The completed document will focus on improvement activities while also ensuring that successful practices are acknowledged and documented. The findings of the After Action Report will be used to develop the University's training and exercise program, ensuring that identified areas of improvement are addressed.

### Finance

Normal financial record keeping and procurement tools that are used day-to-day also apply during emergency operations. Policy dictates that the issuance of an official University Purchase Order or other recognized document

will precede the procurement and receipt of commodities and services. Integral to this process is the element of planning. It is recognized, however, that instances do occur where planning is not possible due to the circumstances surrounding the requirement. Such situations are defined as where there is a pressing need or emergency, as prescribed below. In these specific instances, exceptions may be made to this policy with the prior approval of the Purchasing Department. Where the conditions may substantiate and when approved by the Purchasing Department, or the State as required, expedited purchases may be executed. Business units affected by such circumstances will contact the Purchasing Department prior to acting or committing the University. Where time is available, the circumstance will be reviewed, and prior approval of the Purchasing Department sought by the business unit. When the conditions are such that immediate action is warranted, the Purchasing Department will be advised as rapidly of the circumstances as possible.

#### *Pressing Need Purchases*

Pressing Need conditions are defined as unforeseen situations that have created a requirement which immediate, on-the-spot purchase (or rental) of equipment, materials, supplies, or services can only rectify. The causes for such situations may include, by example: delay by contractors, delay in transportation, breakdown of machinery, unanticipated volume of work. The administrative processes for “Emergency Needs” will apply to “Pressing Needs”; however, competitive placement of the requirement with a vendor shall be exercised. Additionally, purchase requisitions for “Pressing Need” purchases must be submitted to the Purchasing Department with a written explanation of the circumstances. The Purchasing Department will solicit prices, as applicable and time permits, and authorize the purchase.

#### *Emergency Purchases*

Emergencies are defined as a situation that endangers lives, property, or the continuation of a vital program and which can be rectified only by immediate on-the-spot purchase or rental of equipment, supplies, materials, printing, or contractual services. Emergency purchases in excess of \$500,000.00 must be approved by the State Purchase and Contract Division, if time permits, before the purchases are made. The University is authorized to make emergency purchases not exceeding \$500,000.00 without following regular purchasing procedures. The Purchasing Department has the sole authority to enter into contracts to secure emergency materials.

### Logistics and Resource Support

For smaller or less complex incidents where the EOC is not activated the Incident Commander will be responsible, through the established ICS organization, for managing logistical and resource needs. Should the EOC be activated, however, the Logistics Section of the Command Post shall forward all requests to the EOC for review and action.

### **Plan Development and Maintenance**

The EOP will be reviewed annually by Emergency Management to ensure the plan remains aligned with the current needs, situation, and capabilities of the University. The plan will also be reviewed to ensure it adheres to the most current local, state, and federal guidelines and requirements. At a minimum, the EOP shall be updated every three (3) years.

## Emergency Support Functions

### General Purpose

Emergency Support Functions (ESF) is the grouping of ERT/EMG departments and business units based on their capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following an incident.

The ESFs create an organizational framework that provides a coordinating structure for departments and business units to organize and contribute resources and solutions in response to an incident. Each department and business unit is charged with coordinating and performing the duties of their assigned ESF(s).

The ESFs, with membership comprised of primary and supporting department or business unit representatives, shall provide the administrative and operational level activities within the purview of the ESF. Departments and business units listed as primary within each ESF shall coordinate together, as appropriate, to develop an operational plan to implement the tasks of the ESF. A comprehensive list of ESF assignments is in Appendix 1: ESF Responsibilities.

NCCU has determined there are 17 ESFs that correspond to the response phase of an emergency or disaster at NCCU. The ESFs addressed in this plan include:

ESF-1: Transportation

ESF-2: Communications

ESF-3: Public Works and Engineering

ESF-4: Firefighting/Fire and Life Safety

ESF-5: Information and Planning/Emergency Management

ESF-6: Mass Care

ESF-7: Logistics and Resource Management

ESF-8: Public Health & Medical Services

ESF-9: Search and Rescue

ESF-10: Hazardous Materials Response

ESF-11: Agriculture & Natural Resources

ESF-12: Energy

ESF-13: Public Safety and Security

ESF-14: Cross-Sector Business and Infrastructure

ESF-15: External Affairs/Public Information

ESF-16: Research and Laboratory Support

ESF-17: Academic Continuity and Support

### **Organization and Assignment of Responsibility**

Responsibility for each ESF has been assigned based on individual department and business unit resources and capabilities to perform the duties of the ESF. Responsibility is divided into two categories, primary agencies and supporting agencies. Primary agencies have chief responsibility in accomplishing the purpose of the ESF and supporting agencies assist the primary with information, resources, and/or actions as needed.

### **Concept of Operations**

#### General

Upon activation of the EOC, ESF departments and business units will send representatives to the EOC to coordinate resources and activities. If the EOC is not activated but assistance from ESFs is required to support an emergency, the Incident Commander will contact and coordinate the needed ESFs.

ESFs should foster collaboration for a common mission by using University resources first before making outside requests. Coordination with local, state, federal, and private agencies will be implemented, when needed.

## ESF-1: Transportation

### **Purpose**

The purpose of ESF1: Transportation is to provide and coordinate transportation resources and maintain transportation systems during an emergency or disaster.

### **Assignment of Responsibility**

#### Primary Agency

- Transportation and Parking Services

#### Supporting Agencies

- Student Affairs
- University Police

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-1 should conduct the following preparedness activities prior to an emergency or disaster:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-1
- Ensure the appropriate personnel are trained to the proper level of NIMS
- Develop and maintain a list of resources that may be requested during an emergency
- Maintain a list of trained personnel to serve in the EOC during an incident
- Participate in drills and exercises when requested

#### Response and Recovery

ESF-1 should conduct the following activities during the response phase of an emergency or disaster:

- Provide personnel to the EOC when activated and requested
- Operate within the scope of NIMS as directed by the IC
- Monitor and report status of damage to the transportation system and infrastructure as a result of the incident
- Process all transportation assistance requests and tasks received in the EOC
- Coordinate closing/blocking of roadways, in conjunction with University Police, and debris removal
- Monitor emergency vehicle access, as well as coordinate general traffic control
- Identify traffic signage needed and assist with directing traffic
- Assist with evacuation and re-entry
- Prioritize all transportation resources for the movement of people, materials, and services
- Perform necessary actions to assist with recovery operations
- Maintain costs and records

## ESF-2: Communications

### **Purpose**

The purpose of ESF-2: Communications is to provide telephone and communications support, as well as information technology and network support, during emergencies or disasters.

### **Assignment of Responsibility**

#### Primary Agency

- Information Technology Services (ITS)

#### Supporting Agencies

- Communications and Marketing
- University Police
- Facilities Operations

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-2 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-2
- Create and maintain processes to initiate ESF-2 emergency activities when requested
- Ensure that primary and alternate communications systems are operational and interoperable
- Plan for the provision or reestablishment of communications and IT systems for affected areas and/or critical facilities
- Plan for the provision or reestablishment of communications and IT systems for departments or business units implementing their COOP
- Develop maintenance and protection arrangements for communications and related equipment, to include cybersecurity preparations

#### Response and Recovery

ESF-2 should conduct the following activities during the response phase of an emergency or disaster:

- Provide communications and IT services based upon the priorities established by the IC or EOC
- Monitor the status of communications and IT systems and infrastructure and provide updates to the OEM or EOC, as necessary
- Conduct damage assessments of communications and IT systems affected by the emergency or disaster
- Provide IT infrastructure and support the EOC during activations
- Respond to and mitigate cybersecurity incidents and make proper notifications to OEM regarding cybersecurity incidents. OEM will facilitate the notifications to state and federal agencies, as applicable
- Activate and operate the CIC

## ESF-3: Public Works and Engineering

### Purpose

The purpose of ESF-3: Public Works and Engineering is to provide and coordinate resources (personnel, equipment, facilities, materials, and supplies) to support public works and infrastructure needs during an emergency or disaster.

### Assignment of Responsibility

#### Primary Agencies

- Facilities Operations
- Planning, Design, and Construction
- Residential Life

#### Supporting Agencies

- Business & Auxiliary Services
- Purchasing

#### External Agencies

- The City of Durham Public Works Department is responsible for city maintained streets/roadways and right of ways on and near campus
- The City of Durham Department of Water Management is responsible for city-owned water, wastewater, and stormwater infrastructure on and around campus

### Responsibility Breakdown by Activity

Table 2 is a breakdown of the ESF-3 responsibilities based on the activities associated with the ESF. Business units with primary responsibilities within an ESF are indicated by the letter “P,” and those with supporting responsibilities are indicated by the letter “S.”

Table 2: ESF-3 Breakdown by Discipline

Business Unit	Public Works & Utilities	Engineering	Debris Management	Snow Removal
Facilities Operations	<b>P</b>	<b>S</b>	<b>P</b>	<b>P</b>
Planning, Design, and Construction		<b>P</b>	<b>S</b>	
Residential Life	<b>S</b>			<b>S</b>
Business and Auxiliary Services				

### Concept of Operations

#### Mitigation and Preparedness

ESF-3 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-3

- Plan and coordinate with associated departments and agencies to provide Physical Plant and Facilities Management support to the University
- Ensure that the appropriate personnel are trained to the proper level of NIMS
- Establish policies, procedures, plans, and programs to effectively address physical plant service to include equipment, transportation, and mechanical support as needed
- Develop and maintain a list of possible resources that could be requested in an emergency
- Maintain a list of trained personnel to serve in the EOC during an emergency or disaster
- Participate in drills and exercises when requested

#### Response and Recovery

- Provide personnel to the EOC when activated and requested
- Operate within the scope of NIMS as directed by the IC
- Restore critical services (heat, power, water, etc.) and provide emergency repair of campus facilities
- Expand the restored access to the needs of emergency responders
- Operate and maintain emergency generators
- Clear debris
- Clear, repair, or support construction of damaged emergency access routes necessary for the transportation of rescue personnel, equipment, and supplies
- Determine whether a building can be occupied or partially occupied
- Provide emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to public health and safety
- Provide technical assistance and damage assessment
- Maintain costs and records

## ESF-4: Firefighting/Fire and Life Safety

### Purpose

The purpose of ESF-4: Firefighting/Fire and Life Safety is to provide and coordinate resources (personnel, equipment, facilities, materials, and supplies) to support public works and infrastructure needs during an emergency or disaster.

### Assignment of Responsibility

#### Primary Agencies

- Environmental Health and Safety
- Facilities Operations

#### Supporting Agencies

- University Police

#### External Agencies

- The Durham Fire Department is the primary agency having jurisdiction for fire response and suppression and post-fire investigation activities on campus. The Durham Fire Department adheres to the responsibilities identified in the Durham County EOP.
- The Office of State Fire Marshal’s (OSFM) Risk Management Division is the primary agency having jurisdiction for building code administration and facility inspections of state-owned buildings. The Department of Environmental Health and Safety is the liaison between OSFM and the University.
- The City of Durham Fire Marshal’s Office is the primary agency having jurisdiction for building code administration and facility inspections of non-state owned buildings. The Department of Environmental Health and Safety is the liaison between the office and the University.

### Responsibility Breakdown by Activity

Table 3 is a breakdown of the ESF-4 responsibilities based on the activities associated with the ESF. Business units with primary responsibilities within an ESF are indicated by the letter “P,” and those with supporting responsibilities are indicated by the letter “S.”

Table 3: ESF-4 Breakdown by Activity

Business Unit	Fire Prevention & Education	Fire and Life Safety Inspections	Fire Response & Suppression	Post-Fire Investigation
Environmental Health and Safety	<b>P</b>	<b>P</b>		<b>S</b>
Facilities Operations		<b>S</b>		
Police Department			<b>S</b>	
Durham Fire Department			<b>P</b>	<b>P</b>

### Concept of Operations

### Mitigation and Preparedness

ESF-4 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-4
- Serve as the University liaison with the Durham Fire Department and North Carolina Department of Insurance
- Plan for and develop processes for responding to fire incidents on campus
- Promote fire and life safety education programs throughout the University
- Conduct fire and life safety inspections of University buildings
- Conduct or facilitate required inspections of fire alarm, fire extinguisher, and sprinkler systems to ensure operation

### Response and Recovery

ESF-4 should conduct the following activities during the response phase of an emergency or disaster:

- Coordinate with the Durham Fire Department and operate within a Unified Command if necessary
- Develop Incident Action Plans (IAPs) for incidents and events
- Provide fire-related technical assistance to other ESF units to include ESF-6: Mass Care and Human Services when opening a shelter or other ad hoc emergency facilities
- Coordinate with the North Carolina Department of Insurance as needed

## ESF-5: Information and Planning

### **Purpose**

The purpose of ESF-5: Information and Planning is to collect, analyze, process and disseminate information about a potential or actual incident, and conduct deliberate and crisis action planning activities to facilitate overall emergency response actions.

### **Assignment of Responsibility**

#### Primary Agency

- Environmental Health and Safety

#### Supporting Agencies

- All units listed in the EOP

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-5 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-5
- Identify and communicate hazards and capabilities for response at NCCU
- Develop and maintain the EOP in conjunction with all departments with functions within the plan
- Develop and maintain ancillary emergency and disaster plans that support the EOP
- Assist departments with the development and maintenance of plans, procedures, and/or processes that support their responsibilities in the EOP
- Develop IAPs for events and incidents, as necessary
- Conduct pre-incident planning processes with external agencies and organizations as appropriate

#### Response and Recovery

ESF-5 should conduct the following activities during the response phase of an emergency or disaster:

- Coordinate needs assessment of affected areas and plan to meet the needs identified
- Prepare timely situation reports for University administrators, EOC staff, UNC System Office officials, and others as needed
- Staff the EOC to streamline information sharing and planning efforts
- Utilize VEOCI to document data and share information with other ESFs
- Develop IAPs as appropriate

## ESF-6: Mass Care and Human Services

### **Purpose**

The purpose of ESF-6: Mass Care and Human Services is to coordinate and provide life-sustaining resources and services to those impacted by a potential or actual emergency or disaster.

### **Assignment of Responsibility**

#### Primary Agencies

- Business and Auxiliary Services
- Residential Life
- Student Affairs
- Human Resources
- Student Health/Counseling
- Student Accessibility Services

#### Supporting Agencies

- Athletics

#### External Agencies

- The American Red Cross can support sheltering operations on campus if requested and if adequate resources are available. The American Red Cross adheres to the responsibilities outlined in the Durham County EOP

#### Responsibility Breakdown by Activity

ESF-6 is organized into four overarching activities: food, water, and commodity distribution; housing/sheltering; providing for unmet needs; and providing human services. Each activity is explained in detail below.

- **Food, water, and Commodity Distribution:** Ensuring continued provision of uncontaminated food and water to students, staff, and faculty as required and distributing essential life-supporting commodities to the affected population
- **Housing/Sheltering:** Provision of housing for residential students. Assisting off-campus students who may have been displaced from their homes. Sheltering evacuated students in temporary shelters
- **Unmet Needs:** Provision of necessities, clothing, and other essential life support commodities to those who may be in need following an incident
- **Human Services:** Provide services to students, faculty, and staff to assist them in the immediate aftermath of an incident to include the activation of a Family Assistance Center, referral to disaster assistance programs to help affected students recover their non-housing losses, crisis counseling, functional needs support services, and other federal and state benefits that may be available. Human services also includes sending a University representative to the hospital(s) to liaise on behalf of the University, when necessary

Table 4 is a breakdown of the ESF-6 responsibilities based on the activities associated with the ESF.

Business units with primary responsibilities within an ESF are indicated by the letter “P,” and those with supporting responsibilities are indicated by the letter “S.”

Table 4: ESF-6 Breakdown by Activity

Business Unit	Food, Water, and Commodity Distribution	Housing	Unmet Needs	Human Services
Business & Auxiliary Services	P			
Residential Life	S	P		
Student Affairs	S	P	P	P
Human Resources			P	P
Student Health/Counseling			S	
Student Accessibility Services			S	S
Athletics		S	S	

## Concept of Operations

### Mitigation and Preparedness

ESF-6 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-6
- Maintain a plan for providing food and water during emergency situations, to include mass feeding operations for shelter locations and field staff
- Maintain the NCCU Mass Care and Sheltering Plan to facilitate shelter operations during emergencies and disasters, to include the coordination of procedures for opening up a shelter with ESF-4: Fire & Life Safety and ESF-13: Public Safety and Security to ensure fire code compliance and public safety, respectively
- Provide shelter training to shelter staff to the appropriate level
- Maintain the NCCU Family Assistance Center Plan for the establishment and operation of a family assistance center

### Response and Recovery

ESF-6 should conduct the following activities during the response phase of an emergency or disaster:

- Provide mass care and human services activities based upon the priorities established by the IC or EOC
- Coordinate and perform mass feeding operations
- Activate and operate emergency shelter(s), as necessary. Refer to Annex 7: Sheltering and the NCCU Mass Care and Sheltering Plan for specific information
- Maintain detailed shelter records and provide the EOC updates on shelter population totals and shelter capacity
- Coordinate all medical needs requests and cases through ESF-8: Public Health & Medical Services, as necessary

- Conduct unmet needs assessment and coordinate any unmet needs through the resource management process. Refer to Annex 11: Resource Management Framework
- Coordinate the establishment and management of a family assistance center, if needed. Refer to the NCCU Family Assistance Center Plan for more information
- Activate and maintain a University liaison at hospital(s), if necessary

## ESF-7: Logistics and Resource Management

### Purpose

The purpose of ESF-7: Logistics and Resource Management is to procure needed resources that are not obtained through existing processes, contracts, and vendors managed by individual departments.

### Assignment of Responsibility

#### Primary Agencies

- Purchasing
- Environmental Health and Safety
- Institutional Advancement
- Human Resources
- Budget Office

#### Supporting Agencies

- All Departments with EOP responsibilities

#### Responsibility Breakdown by Activity

Table 5 is a breakdown of the ESF-7 responsibilities based on the activities associated with the ESF. Business units with primary responsibilities within an ESF are indicated by the letter “P,” and those with supporting responsibilities are indicated by the letter “S.”

Table 5: ESF-7 Breakdown by Activity

Business Unit	Purchases	Mutual Aid	Temporary Workforce	Donations Management	Volunteer Management
Purchasing	<b>P</b>				
Human Resources			<b>P</b>		<b>P</b>
Environmental Health & Safety		<b>P</b>			
Budget Office				<b>P</b>	
Institutional Advancement				<b>P</b>	

### Concept of Operations

#### Mitigation and Preparedness

ESF-7 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-7
- Maintain Annex 11: Resource Management Framework to ensure unified resource management processes
- Prepare budgets in consideration of possible disaster situations

- Establish a system to maintain records of expenditures and document resources utilized during response and recovery and train personnel on those systems and processes
- Maintain a process to manage solicited and unsolicited donated good, materials, services, money, and facilities
- Maintain a process to manage requested and spontaneous volunteers

### Response and Recovery

ESF-7 should conduct the following activities during the response phase of an emergency or disaster:

- Provide logistical support activities based on the priorities established by the IC or EOC and coordinate with other ESF-7 departments to provide available assets in order to meet operational requirements and restore key resources
- Alert resource support agencies and providers regarding a potential emergency or disaster
- Utilized Annex 11: Resources Management Framework to provide logistical support for the emergency or disaster response and recovery
- Facilitate emergency purchasing, rentals, and leases, as required
- Manage the donations and volunteer management process in adherence to Annex 11: Resource Management Framework
- Coordinate with ESF-13: Public Safety and Security for the protection of resources and personnel
- Implement resource inventory, record keeping, and control system to include storage, maintenance, and replacement of resources in adherence to Annex 11: Resource Management Framework

## ESF-8: Public Health and Medical Services

### **Purpose**

The purpose of ESF-8: Public Health and Medical Services is to coordinate and provide public health and medical care services to the University community.

### **Scope**

#### Medical Services

NCCU Student Health provides student-centered medical, counseling, and wellness services. Student Health Services is not an emergency department and their staff members are not field responders. Student Health Services can provide medical treatment for minor injuries as needed.

Durham County EMS is the agency having jurisdiction over medical related emergencies on campus. NCCU relies on Durham County EMS to provide emergency medical response, triage, treatment, and transportation of victims of an emergency or disaster. Durham County EMS adheres to the responsibilities identified in the Durham County EOP. During an emergency or disaster that results in numerous injuries, EHS will request a representative for Durham County EM or Durham County EMS to respond to the EOC to coordinate external ESF-8 activities.

The Durham Fire Department also responds to emergency medical calls on campus and provides on-scene medical treatment. Once Durham County EMS arrives, patient care is transferred to EMS for further treatment and transportation to the hospital if warranted.

The NCCU Police Department will respond to medical emergencies on campus in a first responder capacity; however, medical care is immediately transferred to the Durham Fire Department or Durham County EMS upon their arrival.

#### Public Health Services

NCCU maintains capabilities to address other public health services (outside of medical care) in coordination with external partners.

### **Assignment of Responsibility**

#### Primary Agencies

- Student Health Services
- Environmental Health and Safety
- Human Resources

#### Supporting Agencies

- Police Department

#### External Agencies

- The Durham Fire Department provides emergency medical response to the campus. Once Durham County EMS arrives, patient care is transferred to EMS
- Durham County EMS is the agency having jurisdiction for pre-hospital emergency medical care outside of the Student Health Services facility
- Durham County Public Health is the agency having jurisdiction for public health emergencies in Durham County

### Responsibility Breakdown by Activity

Table 6 is a breakdown of the ESF-8 responsibilities based on the activities associated with the ESF. Business units with primary responsibilities within an ESF are indicated by the letter “P,” and those with supporting responsibilities are indicated by the letter “S.”

Table 6: ESF-8 Breakdown by Activity

Business Unit	Medical	Public Health	Mental Health	Environmental Health
Student Health Services	<b>P</b>	<b>P</b>	<b>P</b>	
Environmental Health & Safety		<b>P</b>		<b>P</b>
Human Resources			<b>S</b>	
Police Department	<b>S</b>			

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-8 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-8
- Maintain processes to coordinate the provision of medical care, public health emergencies, and mental and environmental health
- Maintain the NCCU Communicable Disease Policy
- Maintain communication and coordination with Durham County Public Health and perform active surveillance of public health and disease outbreaks
- Plan for continuity of health and medical services
- Coordinate with external health and medical agencies

#### Response and Recovery

ESF-8 should conduct the following activities during the response phase of an emergency or disaster:

- Coordinate and provide health and medical activities based upon the priorities established by the IC or EOC and coordinate with other ESF-8 agencies to provide available assets in order to meet operational requirements
- Utilize and adhere to the NCCU Communicable Disease Policy
- Make proper notifications to internal and external partners and operate within a Unified Command, if necessary
- Support the Family Assistance Center, if activated
- Support ESF-6: Mass Care and Human Services with health and medical services during shelter operations and assist functional and medical needs individuals, as required
- Provide medical treatment for minor injuries if needed
- Maintain a record of injured individuals, their status, and to what hospital for other facility they are transported

- Support external ESF-8 agencies (identified in the Durham County EOP) with fatality management if necessary

## ESF-9: Search and Rescue

### **Purpose**

The purpose of ESF-9: Search and Rescue is to coordinate and provide search and rescue activities on campus as well as off-campus when a member of the University community is involved.

### **Scope**

The search and rescue function has been broken down into several categories:

- Law Enforcement Rescue – the rescue of individuals from harm as a result of criminal activity such as a hostage situation or kidnapping
- Missing Person – the investigation of a reported missing or endangered person
- Technical Rescue and Extrication – the activity of saving life that employs the use of tools and skills that exceed those normally reserved for firefighting and medical emergencies to free or remove someone from an entanglement or difficulty

### **Assignment of Responsibility**

#### Primary Agency

- University Police

#### External Agencies

- The Durham Fire Department and Durham County EMS are responsible for technical rescue and extrication activities. Both agencies adhere to the responsibilities outlined in the Durham County EOP
- The Durham Police Department is responsible for the deployment of tactical resources and special teams

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-9 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-9
- Train personnel in search and rescue to the level of service provided
- Coordinate medical needs and procedures with ESF-9: Public Health and Medical Services
- Coordinate uniform search practices among external ESF-9 agencies and organizations identified in the Durham County EOP and train on said practices

#### Response and Recovery

ESF-9 should conduct the following activities during the response phase of an emergency or disaster:

- Provide search and rescue activities based upon the priorities established by the IC or EOC and coordinate with external ESF-9 agencies to provide available assets in order to meet operational requirements
- Make proper notifications and operate within a Unified Command, if necessary

## ESF-10: Hazardous Materials

### **Purpose**

The purpose of ESF-10: Hazardous Materials is to coordinate and provide for the prevention, containment, cleanup, and disposal of chemical, biological, radiological, or other hazardous substances on campus and to coordinate with county, state, federal, and private hazardous materials emergency response operations during incidents that impact or threaten to impact the University.

### **Scope**

NCCU Environmental Health and Safety is responsible for day-to-day hazardous materials prevention, containment, cleanup, and disposal. If a hazardous materials emergency is outside the scope of Environmental Health and Safety the Durham Fire Department will be requested and will become the agency having jurisdiction over the hazardous materials emergency

### **Assignment of Responsibility**

#### Primary Agency

- Environmental Health and Safety

#### External Agencies

- The Durham Fire Department is the agency having jurisdiction for hazardous materials emergencies on campus. The Durham Fire Department adheres to the responsibilities identified in the Durham County EOP
- The Durham Police Department Bio-Chem Emergency Response Team is tasked with assisting or managing certain biological/chemical incidents

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-10 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-10
- Develop, maintain, and updated hazardous materials training programs and procedures in accordance with 29 CFR 1910.120 and train personnel to the level of service provided
- Train and prepare for recognition, detection, monitoring, and containment of hazardous materials
- Train with and plan for response to hazardous materials incidents in coordination with external ESF-10 agencies
- Create and maintain a comprehensive list of hazardous materials on campus as appropriate
- Maintain the appropriate policies and procedures for hazardous materials clean-up coordination
- Participate in the Durham County LEPC

#### Response and Recovery

ESF-9 should conduct the following activities during the response phase of an emergency or disaster:

- Provide hazardous materials activities based upon the priorities established by the IC or EOC and coordinate with other ESF-10 agencies to provide available assets in order to meet operational requirements
- Make proper notifications and operate within a Unified Command, if necessary
- Establish an Incident Command Post at a safe distance from the scene and request the EOC be activated if needed
- Utilize proper procedures for detection, monitoring, containment, and control of the hazardous materials incident to prevent additional dangers
- Utilize proper procedures to coordinate cleanup and remediation
- Contact technical assistance when an incident grows beyond the capabilities of the University or responding department(s)
- Provide guidance to ESF-13: Public Safety and Security on need and extent of scene control and/or evacuations
- Notify ESF-13: Public Safety and Security if the incident involves a suspicious package or substance
- Request emergency medical services if the situation warrants

## ESF-11: Agriculture & Natural Resources

### **Purpose**

The purpose of ESF-11: Agriculture & Natural Resources is to establish the scope, coordinate, and provide agriculture and natural resources planning and response activities.

### **Scope**

NCCU has a limited scope related to agriculture and natural resources. Because the university is not an agricultural or natural resource focused institution, the University does not have agriculture activity and the natural resource activities specifically pertain to protecting and maintaining natural spaces on campus.

### **Assignment of Responsibility**

#### Primary Agencies

- Facilities Operations (Grounds)
- Environmental Health and Safety

#### External Agencies

- The Durham County Department of Public Health is the primary agency responsible for zoonotic diseases in Durham County
- The Durham County Sheriff's Office Animal Services Division is the primary agency responsible for animal related matters in Durham County

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-11 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-11

#### Response and Recovery

ESF-9 should conduct the following activities during the response phase of an emergency or disaster:

- Provide natural resource response activities based upon the priorities established by the IC or EOC
- Coordinate and facilitate the disposal of deceased animals on campus

## ESF-12: Energy

### **Purpose**

The purpose of ESF-12: Energy is to coordinate and provide energy services for University operations.

### **Assignment of Responsibility**

#### Primary Agency

- Facilities Operations operates and maintains the internal electrical system and utilities and coordinates with service providers

#### External Agencies

- Duke Energy provides electrical service to campus
- Dominion Energy provides natural gas service to campus

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-12 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-12
- Train personnel to conduct damage assessment activities as outlined in Annex 10: Damage Assessment
- Maintain a priority-based system to restore energy services, to include identifying critical facilities
- Maintain an adequate supply of fuel and plan for fuel shortages
- Coordinate with University Purchasing Department to utilize State Contract 405E to procure emergency source fuels if needed

#### Response and Recovery

ESF-9 should conduct the following activities during the response phase of an emergency or disaster:

- Provide logistical support activities based upon the priorities established by the IC or EOC and coordinate with other ESF-12 departments to provide available assets in order to meet operational requirements
- Coordinate restoration efforts between energy service restoration crews and the inspections department having jurisdiction to ensure an efficient and timely restoration of services
- Gather, assess, and share information on energy system damage with the EOC
- Restore energy services based on priority, to include pre-identified critical facilities
- Recommend actions to conserve energy and provide conservation guidance
- Conduct repair and maintenance operations and coordinate with private sector energy providers until the restoration of all services

## ESF-13: Public Safety and Security

### **Purpose**

The purpose of ESF-13: Public Safety and Security is to coordinate and provide law enforcement and security services on campus and to liaise with off-campus law enforcement agencies.

### **Scope**

The NCCU Police Department is recognized as the primary law enforcement agency for the University; however, it is recognized that outside assistance from other law enforcement agencies may be required depending on the type and size of an incident.

In the event an incident impacts University properties that are outside the main campus, primary law enforcement functions for those locations will fall to the local law enforcement agency having jurisdiction for the area. The NCCU Police Department will coordinate with and support the law enforcement agency having jurisdiction.

### **Assignment of Responsibility**

#### Primary Agency

- University Police

#### External Agencies

- The Durham Police Department is the primary law enforcement agency for the City of Durham and provides support with tactical response, crime scene investigation, and patrol personnel
- The Durham County Sheriff's Office is the primary law enforcement agency for the unincorporated areas of the county and is able to provide support with hazardous devices, explosives detection canines, and tactical response

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-13 should conduct the following preparedness activities:

- Based on the HIRA and anticipated needs during an emergency or disaster, create and maintain a current inventory of resources to be utilized to fulfill the mission of ESF-13
- Maintain awareness of laws and authorities contained in issued State of Emergency declarations at all levels of government
- Participate in information sharing with applicable departments and external agencies to support prevention activities, to include communicating and sharing homeland security information
- Maintain law enforcement specific mutual aid agreements as necessary and train with external ESF-13 agencies
- Develop capabilities or establish memorandums of agreement to respond to and remediate hazardous devices
- Determine and plan for facilities and/or locations that may require special security during an emergency or disaster
- Develop processes for managing and processing crime scenes

- Take the lead in detection and intelligence gathering activities and monitoring for human-caused threats

### Response and Recovery

ESF-13 should conduct the following activities during the response phase of an emergency or disaster:

- Provide public safety and security activities based upon the priorities established by the IC or EOC and coordinate with other ESF-13 agencies to provide available assets in order to meet operational requirements
- Make appropriate notifications and operated within a Unified Command when appropriate
- Develop IAPs for incidents and events, including mass gatherings and protests, when necessary
- Establish area security and prohibit all unauthorized personnel from entering hazardous areas
- Assist with evacuation, traffic control, and security in restricted areas
- Control exit and entry into the emergency or disaster area
- Report transportation blockages to the EOC
- Assist with the coordination of security at critical facilities
- Activate mutual aid to remediate hazardous devices
- Provide enforcement of prohibitions during a declared state of emergency
- Make or coordinate death notification if the death occurred on campus or as a result of university business, if tasked to do so
- Provide security services and shelter(s) and the family assistance center in coordination with ESF-6: Mass Care and Human Services

## ESF-14: Cross-Sector Business and Infrastructure

### **Purpose**

The purpose of ESF-14: Cross-Sector Business and Infrastructure is to support the coordination of cross-sector operations, including the stabilization of key supply chains and community lifelines, among infrastructure owners and operators and businesses

### **Assignment of Responsibility**

#### Primary Agency

- All EOP departments and business units

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-14 should conduct the following preparedness activities:

- Support deliberate planning by identifying critical nodes among the business and infrastructure sectors, assessing potential single points of failure in critical functions and supply chains, and providing other analysis to support integrated cross-sector response planning

#### Response and Recovery

ESF-14 should conduct the following activities during the response phase of an emergency or disaster:

- Serve as the interface with businesses, industries, and critical infrastructure sectors not aligned to other ESFs
- In collaboration with other ESFs, aggregate information, assess cross-sector challenges, and identify potential cascading impacts to inform the identification of requirements for sequencing and coordination of response and restoration activities
- Channel offers of material goods or technical assistance and capabilities from private sector organizations and recommend how the offers may be accepted and integrated to supplement other response efforts through the EOC

## ESF-15: Public Information

### **Purpose**

The purpose of ESF-15: Public Information is to coordinate and provide communications to inform internal and external stakeholders of emergency and disaster-related information, including emergency notification messages.

### **Scope**

The University Police Department Communications Center is the primary warning point for NCCU. Any warnings or emergency communications to the NCCU community will be disseminated through this point to the appropriate individuals until responsibility transfers to the EOC or JIC.

### **Assignment of Responsibility**

#### Primary Agencies

- Communications and Marketing
- University Police
- Environmental Health and Safety (Emergency Management)

#### Supporting Agencies

- All EOP departments and business units

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-15 should conduct the following preparedness activities:

- Maintain the NCCU Crisis Communications Plan to establish a framework to ensure a coordinated, unified, and systematic approach is taken in gathering, analyzing, and disseminating information before, during, and after an emergency or disasters
- Establish methods of communications, notification, and alert/warning for probable situations, including the type of emergency, projected time, area to be affected, anticipated severity, forthcoming warnings, and actions necessary
- Educate the campus community on the various notification and alert/warning systems and the steps to take after receiving an emergency notification system message
- Participate in the Durham County Joint Information System

#### Response and Recovery

ESF-15 should conduct the following activities during the response phase of an emergency or disaster:

- Issue emergency notification messages as appropriate for the scope of the emergency or disaster
- Coordinate the release of information to internal and external stakeholders in accordance with the NCCU Crisis Communications Plan
- Disseminate information and warning information received from the Durham Emergency Communications Center to appropriate stakeholders
- Activate the Durham County Joint Information System, as needed
- Activate the JIC to support the emergency public information activities, as needed

- Activate the NCCU CIC as needed. Refer to Annex 8; Crisis Information Center for more information

## ESF-16: Research and Laboratory Support

### **Purpose**

The purpose of ESF-16: Research and Laboratory Support is to coordinate and provide resources to stabilize research and laboratory operations during an emergency.

### **Assignment of Responsibility**

#### Primary Agencies

- Research
- Environmental Health and Safety

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-16 should conduct the following preparedness activities:

- Establish plans, policies, and procedures, as well as facilities management plans, for providing necessary response and care to funded research and animal care facilities
- Coordinate the planning among necessary departments to support critical activities at research and animal care facilities during an emergency or disaster
- Establish response priorities for research and animal care facilities

#### Response and Recovery

ESF-16 should conduct the following activities during the response phase of an emergency or disaster:

- Coordinate operations with the IC and EOC
- Provide information on the impacts (or potential impacts) to research and animal care facilities
- In coordination with other ESFs, evaluate the situation for life safety hazards prior to access to research locations and animal care
- Implement response procedures and follow response priorities to preserve research and animal care facilities
- Provide information to EHS (EM) or the EOC on areas and/or facilities that need to be secured by ESF-13: Public Safety and Security

## ESF-17: Academic Continuity and Support

### **Purpose**

The purpose of ESF-17: Academic Continuity and Support is to coordinate and provide resources to support and ensure the continuity of academic operations during an emergency.

### **Assignment of Responsibility**

#### Primary Agency

- Academic Affairs

### **Concept of Operations**

#### Mitigation and Preparedness

ESF-17 should conduct the following preparedness activities:

- Establish plans, policies, and procedures for ensuring continuity of academic operations
- Coordinate the planning among necessary departments to support critical academic continuity and support needs during an emergency or disaster

#### Response and Recovery

ESF-17 should conduct the following activities during the response phase of an emergency or disaster:

- Coordinate operations with the IC and EOC
- Provide information on the impacts (or potential impacts) to academic operations and activities of an emergency or disaster
- In collaboration with other ESFs, ensure academic continuity and support needs are met to facilitate the continued operation of academic activities

## Annex 1: Incident Management System

### Purpose

The purpose of the Incident Management System Annex is to establish an incident management system to be used by NCCU to provide for clear and effective response and recovery operations and seamless integration with external response partners.

### Assignment of Responsibility

Environmental Health and Safety (Emergency Management) is designated as the single point of contact to serve as the coordinator for incident management system implementation and training.

It is the responsibility of each EOP business unit to ensure the appropriate personnel completes all recommended NIMS training and that all training records are retained.

It is the responsibility of all scene responders and EOC representatives to activate and use the incident management system to the extent deemed appropriate for the size and scope of the incident.

### Concept of Operations

#### National Incident Management System

The University has adopted the National Incident Management System<sup>1</sup> (NIMS) to serve as the designated incident management system for all incidents at the University. NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector non-governmental organizations to work together effectively and efficiently to respond to domestic incidents regardless of cause, size, or complexity. The use of NIMS at NCCU facilitates the University's ability to communicate and coordinate response actions with other jurisdictions and external emergency response partners.

The following characteristics are the foundation of incident command and coordination under NIMS and contribute to the strength and efficiency of the overall system:

- Common terminology
- Modular organization
- Management by objectives
- Incident action planning
- Manageable span of control
- Incident facilities and locations
- Comprehensive resource management
- Integrated communications
- Establishment and transfer of command
- Unified command
- Chain of command and unity of command
- Accountability
- Dispatch/deployment
- Information and intelligence management

#### Incident Command System (ICS)

Under NIMS compliance, NCCU will respond to emergencies using the Incident Command System (ICS). ICS is the model tool for command, control, coordination, and communication of incident response and provides a means to coordinate the efforts of individual business units and external agencies as they work towards the common goal of

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<sup>1</sup>The National Incident Management System is explained in more detail at [https://www.fema.gov/sites/default/files/2020-07/fema\\_nims\\_doctrine-2017.pdf](https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf)

stabilizing an incident and protecting life, property and the environment. For NCCU emergencies, an Incident Command Post may be established at the scene of the emergency or disaster, which will be run by the IC. The most qualified individual from the primary responding agency or department (either internal or external) on the scene will act as the IC. For particularly large incidents affecting the entire campus, the Incident Command Post may be set up within, or near the EOC.

The IC will directly manage the incident scene and will coordinate with the EOC. Within the EOC, representatives from NCCU business units will provide support and coordination, identify resource shortages and issues, gather and provide information, and implement multi-departmental coordination decisions. The NCCU EOC will coordinate with the Durham County EOC, which coordinates with the State of North Carolina EOC.

## **Activation and Operations**

### Scene Operations

When an incident takes place at the University that requires an emergency response, scene responders should activate the incident management system to the level that matches the scope of the incident.

Field responders will use the Incident Command System to manage the field response operations. IC or Unified Command will build the ICS structure as they deem necessary to accomplish the objectives of the incident response. Procedures for the ICS positions, as described in the NIMS Incident Command System Field Guide<sup>2</sup> or other applicable reference material should be followed as appropriate in responding to an incident on campus.

#### *External Coordination*

External response partners that respond to incidents at NCCU, and the jurisdictions that neighbor the University, have adopted and use the NIMS. This provides for the coordination of activities among NCCU and external partners. This includes the use of Unified Command for incidents on campus that involve external response partners.

### EOC Operations

If an incident grows in complexity to the point the activation of the EOC is required, EOC representatives should follow the procedures for their designated position as outlined in their respective ESF.

#### *External Coordination*

The NCCU EOC is organized in the same manner as the Durham County EOC using management positions and ESF representatives to conduct EOC operations. The NCCU Emergency Operations Center Guidebook lists procedures for coordinating with the Durham County EOC and other external partners.

### Emergency Management Group

If an incident grows in complexity to the point the activation of the EMG is required, EMG officials should follow the procedures for their designated role found in the *NCCU Emergency Management Group Guidebook*.

#### *External Coordination*

The NCCU Emergency Management Group Guidebook lists procedures for coordinating with neighboring jurisdictions and external partners.

**Training**

FEMA provides guidance and recommendations for agency training standards related to NIMS. Environmental Health and Safety (EM) maintains a list of training requirements and provides this information to the appropriate personnel based on their incident response roles and responsibilities

## Annex 2: Incident Command Responsibilities

### Purpose

The purpose of the Incident Command Responsibilities Annex is to pre-designate a lead agency or organization to assume the role of Incident Command (IC) based on the specific response characteristics associated with the incident or event. In addition, this annex recognizes some additional responsibilities of the IC.

### Concept of Operations

The individual responsible for the overall management or the response to an incident is the Incident Commander. The IC is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

The IC is responsible for all aspects of the response, including developing incident objectives and managing all incident operations. The IC sets priorities and defines the ICS organization for a particular response. Even if other ICS positions are not assigned, the IC will always be designated.

Additional responsibilities of the IC include:

- Develop priorities for life safety, incident stabilization, and property conservation
- Institute procedures to allow qualified individuals access to emergency scenes
- Provide information to internal and external stakeholders
- Establish and maintain liaison with other agencies participating in the incident
- Maintain situational awareness and conduct ongoing incident and needs assessments. Many factors must be considered when performing these assessments, but the most important and all-encompassing factors are “situational awareness” and “incident complexity”

When resources needs are identified, at the request of the IC, Emergency Management or the EOC, if operational, can obtain items on behalf of the IC.

### Command Responsibilities

Table 7 depicts the agency or organization that should assume or delegate the role of the IC in relation to the incident/event type. The incidents and events identified in the chart are those that are most common at NCCU and in which a department or business unit has a scope of authority – this list is not intended to be all-inclusive or represent every type of event/incident that could occur at NCCU.

### Unified Command

If the incident involves multiple agencies, or the scope of the incident grows to include external response agencies, a Unified Command approach may be utilized. Establishing a Unified Command will allow all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction.

Table 7: Role of Incident Command Based on Incident Type

<b>Business Unit</b>	<b>Incident Type</b>
<b>Police Department</b>	Warning/Security
	Population Protection
	Search/Missing Person
	Law Enforcement Incident
	Rescue/Criminal Act
<b>Environmental Health and Safety</b>	Fire
	Hazardous Materials Incident
<b>Student Health Services</b>	Public Health Incident
<b>Information Technology Services</b>	Cyber Threat/Attack
	Information Technology Failure
<b>Facilities Operations</b>	Utility Failure

### Weather Events

Weather events (i.e. hurricanes, tornadoes, wind events, floods, winter weather, etc.) will be coordinated by Environmental Health and Safety (Emergency Management) or from the EOC if it is activated. The EOC will coordinate University-wide priorities for response and recovery. Field operations will be coordinated by the lead agencies as listed above for initial responses to each incident caused by a weather event.

### Other Incidents

It is recognized that there are times when incidents may occur that are not listed in the above matrix. For those events, the agency or business unit having primary jurisdiction should assume the role of IC. If multiple agencies (to include those internal and external to NCCU) have primary responsibility, then a Unified Command should be established.

### External Agencies

External agencies that respond to emergencies on campus will operate under the direction of the Durham County EOP.

## Annex 3: Emergency Operations Center

### Purpose

The purpose of the Emergency Operations Center (EOC) Annex is to delineate the roles and responsibilities of the EOC and establish a concept of operations that provide a coordinated and standardized response to incidents and events.

### Concept of Operations

#### Emergency Operations Center

The EOC is the central location where NCCU business units coordinate resources and make decisions when managing and emergency or disaster impacting the campus. The EOC acts as a resource clearinghouse for emergencies and disasters at NCCU, and representatives from affected business units may work (when requested or warranted) from this centralized location to coordinate and support an effective response and recovery effort. Environmental Health and Safety (Emergency Management) will designate, outfit, and exercise a primary and alternate facility to be used as the EOC – the EOC may also be operated in a virtual fashion, utilizing the VEOCI platform.

Activation of the EOC can be requested by ERT business units or can be activated at the discretion of Environmental Health and Safety (Emergency Management). Environmental Health and Safety (Emergency Management) will determine the applicable activation level as described in this document and coordinate appropriate notifications.

#### Organizational Structure

The EOC will be organized under the NIMS Emergency Operations Center Framework. Each activated ESF should coordinate with other ESF partner agencies to ensure an effective and efficient response.

Environmental Health and Safety (Emergency Management) will assign a staff member to function as the EOC Manager to coordinate the efforts and actions of the EOC. The EOC Manager is responsible for overall EOC management and for providing strategic direction to EOC business unit representatives to fulfill missions outlined in the EOP. The EOC will be staffed largely by representatives from various NCU business units. EOC representatives should have decision making authority for their business unit and be trained on their unit's policies, procedures, and responsibilities as outlined in the EOP.

When needed, the EOC Manager or their designee will coordinate with the EMG, if activated. The EMG is tasked with creating policies and providing guidance to the overall emergency/disaster response at the University.

There are times when external agencies will be represented in the EOC. These agencies are referred to as "community partners," e.g. Durham City/County Emergency Management and the Durham Police Department. When community partners staff a liaison in the EOC, they should have decision making authority for their agency and/or jurisdiction and be trained on their agency's policies, procedures, and responsibilities as outlined in the Durham County EOP.

Environmental Health and Safety (Emergency Management) maintains the primary EOC and is responsible for sustainment planning. This includes processes for power generation, feeding, and other supporting logistics. If the EOC is not available or cannot sustain operations, the Alternate EOC should be activated.

### Activation

Environmental Health and Safety (Emergency Management) is responsible for monitoring daily situation awareness and identifying when the EOC should be activated to support incident/event operations. EHS (EM) will determine the corresponding EOC activation level and make an assignment of the initial EOC Manager. The initially assigned EOC Manager is responsible for the initial activation of the EOC. EHS (EM) will send an activation message to the

appropriate business unit(s) based on the level of EOC activation.

EOC Activation Levels

Table 8 depicts the activation levels of the NCCU EOC.

Table 8: EOC Activation Levels

Activation Level	Activation Description
<b>Level 3 – Monitoring</b>	Events or situations exist that may contribute to an EOC activation or to support business units, e.g., severe weather watch, winter storm watch/warnings, and large-scale events.
<b>Level 2 – Limited/Partial Activation</b>	Events or situations exist that require EOC activation but only include specific business units, e.g., winter storm and localized special events.
<b>Level 1 – Full Activation</b>	Events or situations exist that require EOC activation with all EOC business units, e.g., active shooter/assailant incident, tornado, and long-term power outage.

**Operations**

Procedures

To facilitate EOC operations, EHS (EM) has created the *NCCU Emergency Operations Center Guidebook*. This document has been provided to all business units with EOC responsibilities and digital copies will be maintained on a shared drive with access given to all EOC representatives and staff.

Primary functions of EOC staff, whether virtual or physical, include:

- Collecting, analyzing, and sharing information
- Supporting resource needs and requests, including allocation and tracking
- Coordinating plans and determining current and future needs

Reporting Relationship

The EOC is responsible for coordinating and supporting emergencies and disasters on campus. If the University exhausts its resources and requires outside resources, the EOC will coordinate with external agencies to meet the needs of the incident.

## Annex 4: Campus State of Emergency Declaration

### Purpose

In response to a disaster, the Chancellor may declare a Campus State of Emergency that allows for the activation of processes that protect public health, provide safety, preserve property, and continue essential functions at the University. The purpose of this annex is to outline the process for issuing and terminating a Campus State of Emergency.

### Concept of Operations

#### Campus State of Emergency

When a Campus State of Emergency is declared:

- A formal, written proclamation of the Campus State of Emergency will be issued. The University shall take reasonable steps to give notice of the terms of the proclamation to those affected by it, including utilizing digital and social media tools to disseminate the proclamation and physical posting the proclamation in public places throughout campus, where feasible
- The Chancellor may use all available campus resources to respond to the disaster and temporarily suspend University procedures where following such procedures would hinder or delay actions necessary to save lives, stabilize the incident, and/or conserve property and the environment
- The Chancellor can implement limitations to individuals authorized to be on campus (e.g., anyone currently off-campus may be restricted from returning). Based on the situation, the Chancellor may issue authority to law enforcement to require any individual on campus to provide proper identification providing their relationship to the University or be directed to leave. Notwithstanding the foregoing, should an environment/situation arise that is immediately dangerous to life and health, the IC may restrict access to campus prior to the declaration of a Campus State of Emergency
- The Chancellor may call for evacuation of all or part of the population of the campus. Notwithstanding the foregoing, should an environment/situation arise that is immediately dangerous to life and health and requires such an evacuation, the IC may call for an evacuation prior to the declaration of a Campus State of Emergency
- A campus evacuation will be performed in concert with appropriate local and state authorities and in coordination with city and county emergency management officials
- The Chancellor may issue a campus curfew pursuant to NC General Statute 116-212

#### Delegation of Authority

Should the Chancellor be unable to exercise their roles and responsibilities relative to emergency management at any point, the responsibility will be delegated to the Chancellor's designee as outlined in the applicable continuity plan.

#### Municipal and County State of Emergency

Pursuant to NC General Statute 166A019.22, the City of Durham and/or Durham County may declare a local state of emergency within their jurisdiction prior to or during an emergency. Should either jurisdiction enact a local state of emergency, NCCU will adhere to all directions, prohibitions, and restrictions authorized within their declaration. The University may declare a Campus State of Emergency concurrently with a local state of emergency; however, the Campus State of Emergency shall not contradict the local declaration.

Termination of a Campus State of Emergency

The Chancellor will, by proclamation, terminate the entire declaration of a Campus State of Emergency or remove any of the related restrictions when they are no longer required by the emergency.

## Annex 5: Emergency Alerts and Warning

### Purpose

NCCU is required to immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation occurring on campus that involves and immediately threat to the health or safety of students or employees. Examples of significant emergencies or dangerous situations include an approaching tornado, hurricane, gas leaks, explosions, chemical spills, armed intruder(s), terrorist attacks, rioting, or bomb threats. The purpose of the Emergency Alerts and Warning Annex is to provide a framework for when and how an emergency alert should be sent to the campus community.

### Assignment of Responsibility

The University has identified Responsible Authorities who are individuals capable of activating the emergency notification system based on their roles and knowledge or University affiliation. Responsible Authorities for NCCU include authorized individuals within the NCCU Police Department and Department of Environmental Health and Safety.

### Concept of Operations

When an emergency alert needs to be sent, the Responsible Authority will, without delay and taking into account the safety of the community, determine the content of the emergency alert and activate the Eagle Alert notification system. However, if in the professional judgement of the Responsible Authority, using an emergency alert would compromise efforts to assist a victim or contain, respond to, or otherwise mitigate the emergency, the alert may be delayed. In those cases, the NCCU Chief of Police or their designee will be notified and the emergency alert will be issued immediately once the potentially compromising situation has been addressed.

All emergency alert messages will include the best information available regarding the following:

1. A brief description of the incident
2. The location of the incident
3. Guidance regarding protective or other actions to take to while the incident is occurring (for example, whether to shelter-in-place or evacuate)

### Confirming the Existence of a Significant Emergency or Dangerous Situation

The Responsible Authority and/or other campus first responders may become aware of a critical incident or other emergency situation that potentially affects the health and/or safety of the campus community. Generally, campus first responders become aware of these situations when they are reported to the NCCU Police or upon discovery during patrols and other assignments. Before an emergency alert is disseminated, the Responsible Authority will confirm there is an ongoing threat to the campus community.

### Determining the Appropriate Segment to Receive the Emergency Alert

The Responsible Authority and/or local first responders on the scene of a critical incident or dangerous situation will assist those preparing the emergency alerts with determining what segment or segments of the campus community should receive the alert. Generally, an alert will be sent out in accordance with the applicable NCCU Police Department General Order.

### Determining the Contents and Initiating the Emergency Alert

The Responsible Authority will, in concert with first responders, determine the contents of the alert and craft the message appropriate to the ongoing situation. The goal of the alert is to ensure individuals are aware of the situation

and that they know the steps to take to safeguard their personal and community safety. Once the content of the alert has been determined, the Responsible Authority will initiate the Eagle Alert.

## Annex 6: Population Protection

### Purpose

Based on the NCCU HIRA, it has been identified that there are several emergencies and disasters that may occur that could require the campus community to take protective actions, which are actions the public should take to seek safety from a threat. The purpose of the Population Protection Annex is to establish responsibilities and processes to facilitate protective actions.

### Assignment of Responsibility

The activity of population protection is primarily the responsibility of the Police Department and Environmental Health and Safety (Emergency Management). The Police Department and EHS (EM) will consult other response agencies such as the Durham Police Department and Durham Fire Department, if time permits, to determine the best protective action for the threat(s). Population protection activities may be supported by all ESFs identified in the EOP, as needed.

The decision to suspend campus operations is the responsibility of the EMG. The Police Department and/or EHS (EM) will consult the EMG when suspending campus operations will reduce the risk of a threat.

### Emergency Operations Center

The EOC is the central location where NCCU business units coordinate resources and make decisions when managing and emergency or disaster impacting the campus. The EOC acts as a resource clearinghouse for emergencies and disasters at NCCU, and representatives from affected business units may work (when requested or warranted) from this centralized location to coordinate and support an effective response and recovery effort. Environmental Health and Safety (Emergency Management) will designate, outfit, and exercise a primary and alternate facility to be used as the EOC – the EOC may also be operated in a virtual fashion, utilizing the VEOCI platform.

Activation of the EOC can be requested by ERT business units or can be activated at the discretion of Environmental Health and Safety (Emergency Management). Environmental Health and Safety (Emergency Management) will determine the applicable activation level as described in this document and coordinate appropriate notifications.

### Concept of Operations

#### Protective Actions

There are six (6) primary protective actions to distance individuals from a threat.

#### *Shelter-In-Place*

Shelter-in-place refers to protecting students, faculty, staff, and visitors to the campus. This option can be used in two types of situations: 1) when the safest location for all persons is within a sound structure, such as during a tornado warning, and 2) the threat is such that any attempt to move persons would expose them to more danger than they would face by staying put. For example, this option could be used during a hazardous materials incident, such as when escaping gases or vapor could cause harm to those who inhale them. It might also be used if releasing persons could interfere with law enforcement or firefighting activity in the area.

#### *Secure-in-Place*

Secure-in-place is used when an active violence threat is outside of a particular area and the best protective action for those in the area is to secure/lock themselves inside, away from the threat.

#### *Evacuation*

Evacuation of buildings may be a result of fires, gas leaks, or other hazards, where evacuation of an individual building is necessary. Evacuation of the entire campus may be required in instances of hurricanes, major winter storms, utility failures, and other campus-wide emergencies where the University cannot adequately provide for the life safety or basic needs of the residential community.

#### *Campus-Wide Evacuation*

In the event of a campus-wide evacuation, everyone will be required to leave campus immediately, and individuals will be directed to a designated location off-campus until further information can be obtained or the campus is determined to be safe for re-entry. Only essential emergency personnel will remain on the campus to maintain campus security. The NCCU Police Department will have the overall responsibility of conducting campus-wide evacuations. Evacuation activities shall be coordinated with the ERT and EMG to ensure support facilities, business units, external agencies, and resources are readily available and informed.

#### *Relocation*

Relocation is used in conjunction with evacuation for vacating an NCCU facility or service area. Instead of dismissing the campus population, they are directed to a safe facility for shelter

##### *On-Campus Relocation Sites*

The following locations have been identified as on-campus relocation sites.

- LT Walker PE Complex
- McDougald-McLendon Arena
- New Student Center
- Alfonso Elder Student Union

#### *Social Distancing*

Social distancing is where persons remain apart from one another due to circumstances where being held in close proximity may create harm to the larger community. The most likely scenario for this response is a situation involving a communicable disease. The use of social distancing should be initiated by the Director of Environmental Health and Safety, AVC for Student Health and Wellness, or their designee.

#### *Suspended Operations*

In addition to the five (5) protective actions that can be initiated by first responders, the EMG can suspend non-mandatory campus operations, limiting the campus population to only mandatory staff and residential students. This option is most often used in response to adverse winter weather and is available whenever conditions allow adequate time for notification.

## Annex 7: Sheltering

### Purpose

Based on the NCCU HIRA, it has been identified that there are several emergencies and disasters that may require a shelter to be opened to temporarily provide University residents with food, water, and shelter. This annex defines the organization, responsibilities, and processes to identify and activate a shelter at NCCU.

### Concept of Operations

#### General

NCCU may opt to open an emergency shelter on campus for one of the following reasons:

1. **A significant emergency or disaster impacts NCCU.** In this scenario, considerations for opening a shelter would include the type of emergency or disaster, the safety of the campus, the number of residential students displaced from a residence hall, damage sustained by the campus, and the potential length of operation, among others. This may also include a significant emergency requiring essential personnel and their families to be sheltered on campus.
2. **A significant emergency or disaster impacts off-campus NCCU students.** In this scenario, an event may impact NCCU students living in the surrounding area. During these situations, community partners typically assist those impacted. In some situations, however, the University may opt to open a temporary shelter for off-campus students, taking into account impacts to the community and campus, availability of services and space, the safety of the campus, and other considerations as appropriate.
3. **A significant emergency or disaster impacts another college or university.** In this scenario, NCCU may assist another college or university by providing mass care services (on NCCU campus) to students who have been displaced due to an emergency or disaster at the other campus.

For the purposes of this annex, sheltering can be divided into two categories:

1. **Reception Center** – A reception center is a location where individuals can seek temporary shelter. Reception centers are designed to provide safe shelter and sustenance for a period of fewer than 12 hours. No sleeping arrangements are provided at reception centers.
2. **Shelter** - Shelters provide individuals in the community a location to seek shelter, food, and water for a period of more than 12 hours. Sleeping and feeding arrangements are provided at shelters.

#### Shelter Activation

A reception center or shelter will be opened to provide mass care services for evacuees from a disaster area or potential disaster site if the situation warrants. When determining the need for a shelter, the duration of the needed shelter will be taken into consideration based on the following:

- If the anticipated duration for mass care is less than 12 hours, a reception center may be opened to provide safe shelter and sustenance to evacuees
- If the anticipated duration for mass care is 12 hours or longer, a shelter may be opened. Meals, cots, blankets, and pillows may be provided to evacuees during shelter operations.

It is at the discretion of ESF-6 to determine the need for either a reception center or shelter based on the specifics of the incident or event. If the decision is made to open a reception center, the reception center may transition to a shelter based on the updated situation and anticipated duration of the incident or event.

### Notification and Mobilization

Initial notification of the need for mass care operations will be routed to EHS (EM) from either emergency services personnel on the scene of an incident or from another university or college emergency management representative. Once EHS (EM) is notified, the EMG will be advised of the need/request and will make a determination as to whether a mass care operation needs to be established.

If it is determined that a mass care operation is needed, EHS (EM) will contact the appropriate EOC representatives (including ESF-6) to begin mobilizing personnel and resources. It is the responsibility of individual business units to activate appropriate support personnel.

## Annex 8: Crisis Information Center

### Purpose

Access to information during and after any disaster is critical. To help provide information to University stakeholders and the general public, NCCU may activate a Crisis Information Center (CIC). This will allow University stakeholders an avenue to access available information and speak with a University representative to answer any questions or concerns. The purpose of the Crisis Information Center Annex is to establish a framework to activate the CIC.

### Assignment of Responsibility

The CIC is operated by the Office of Communications and Marketing. ESF-15: Public Information is responsible for establishing, organizing, and identifying staffing resources for the CIC. Activation of the CIC will be coordinated with EHS (EM).

### Concept of Operations

#### Activation Decision

Should a significant emergency or disaster occur, the Office of Communications and Marketing, in consultation with EOC representatives and the EMG, will decide whether a CIC should be activated. Situations that may call for the activation of a CIC include, but are not limited to:

1. A significant emergency or disaster has impacted the campus, such as a tornado or an active shooter/active assailant
2. A mass casualty event has occurred on campus
3. A significant public health incident has occurred or may occur
4. An unmanageable volume of incoming phone calls to University departments occurs in response to (or in advance of) an emergency
5. Any situation deemed necessary to aid in providing information to the community as related to an emergency or disaster situation

#### Notification and Activation of Plan

If it is determined that a CIC is needed, EHS (EM) will contact the appropriate Communications and Marketing representative and they will follow the *Crisis Information Center Plan* (under development). All EOC and EMG representatives will be notified that the CIC is being activated and again when the CIC is operational.

## Annex 9: Family Assistance Center

### Purpose

The Family Assistance Center (FAC) model is a framework for providing family assistance following a mass fatality incident or similar critical incident. The FAC is focused on the immediate aftermath of a mass fatality or like incident to give survivors and families of victims a safe, central gathering place in proximity to the disaster site.

The purpose of the Family Assistance Center Annex is to establish a framework to activate an FAC and the *Family Assistance Center Plan* (under development).

### Assignment of Responsibility

Many business units have responsibility for FAC operations. For the purpose of FAC activation, EHS (EM) is responsible for coordinating with EOC representatives and the EMG to determine if an FAC is needed, and if so, the activation process

### Concept of Operations

#### Activation Decision

Should a significant emergency or disaster occur, EHS (EM), in consultation with EOC representatives and the EMG, will decide whether an FAC should be activated. Situations that may call for the activation of an FAC include:

1. A mass fatality incident on campus
2. A mass fatality incident off campus that impacts numerous NCCU students, faculty, and/or staff

#### Notification and Activation of Plan

If it is determined that an FAC is needed, EHS (EM), in coordination with EOC representatives, will activate and follow the *Family Assistance Center Plan*.

## Annex 10: Damage Assessment

### Purpose

The purpose of the Damage Assessment Annex is to provide general guidance for the processes used to appraise or determine the severity of damage to University property and the status of key facilities. During the response, damage assessment is used to triage damage for the purposes of searching for victims and identifying hazards. Recovery damage assessment is completed immediately following the disaster and helps determine the extent of damage to facilities and other infrastructure.

### Concept of Operations

#### Damage Assessment Management

If an emergency or disaster produces significant damage to a University property, a damage assessment process will be initiated to track and manage the nature and extent of damage throughout campus and off-campus NCCU properties. A Damage Assessment Coordinator (DAC) will be assigned by ESF 3: Public Works and Engineering to manage the damage assessment process. The DAC is responsible for coordinating damage assessment teams and compiling an aggregate of damages within the jurisdiction of NCCU.

Once approved by the EOC Manager, the NCCU damage assessment report will be forwarded to Durham City/County Emergency Management for review and, from there, possibly forwarded to NCEM or the Federal Emergency Management Agency (FEMA).

#### Damage Assessment Process

The information the DAC receives may come from various sources; however, the damage assessment process is likely to be conducted through the four types of assessments listed below:

##### *Public Safety Damage Assessment*

During the response phase, a damage assessment will be conducted by emergency service staff (both internal and external). This damage assessment will be relayed to the IC to triage areas for determining the presence of victims and threats to property and the environment. Assistance will be provided by various ESFs through the EOC as needed/requested by IC.

The information gained through these assessments will be utilized to create a baseline for future damage assessment activities. The process for conducting this type of assessment will likely be a “windshield survey” as responders travel through the affected areas.

##### *Initial Damage Assessment*

The Initial Damage Assessment will be conducted by NCCU damage assessment teams to being a building-by-building inspection of the damaged property. These teams may be augmented by City of Durham and Durham County personnel or contractors depending on the extent of the damage and availability of campus resources/personnel. Using data from the public safety damage assessment, teams will assess the extent of damage (major, minor, destroyed) to buildings and other infrastructure.

##### *Preliminary Damage Assessment*

The Preliminary Damage Assessment will be completed with the assistance of the joint local, state, and federal damage assessment teams (as applicable) to determine if a State or Federal declaration should be requested.

##### *Detailed Damage Assessment*

The Detailed Damage Assessment will occur once a University, Local, State, or Federal declaration has been established to determine a detailed cost report of damages to the affected area.

### **State and Federal Assistance**

During the recovery phase, when a disaster occurs of such magnitude that results in a State or Federal declaration, damage assessment of the public and private property is required to determine the extent of the damage. This information will provide a basis for the identification of needed actions, the determination of priorities, and the allocation of local government resources in the disaster area during the early stages of the recovery effort and what, if any, outside assistance will be required.

The information collected in the damage assessment process will be utilized to calculate the University's eligibility for State and Federal disaster recovery assistance. The damage assessment data will be separated by type of structure and placed in the appropriate category, Individual Assistance (IA) or Public Assistance (PA), for computation.

Based on the damage assessment findings for IA and PA, the Governor and/or President will decide if the damage necessitates a declaration and subsequent recovery funding sources.

### **UNC System Damage Inquiries**

Following a disaster, the UNC System Office may request damage assessment information from each institution affected. Information from the damage assessment process will be used to provide the System Office with damage estimates. Various business units may receive damage assessment inquiries. These inquiries should be forwarded to the DAC (or EHS (EM) if no DAC identified) for a response to ensure consistent information is provided to all requesting entities.

## Annex 11: Resource Management Framework

### Purpose

The purpose of the Resource Management Framework is to provide a coordinated approach to resource management throughout NCCU. This annex provides a structured process for ensuring that business units are managing resource needs based on the hazards that could impact the University.

### Concept of Operations

The following organizational elements have specific roles and responsibilities relating to resource management with respect to the overall NCCU Emergency Management Program.

#### Business Units

Business units listed within the EOP have the responsibility to:

1. Identify and determine the needed resources (monetary, equipment, personnel, etc.) to meet the responsibilities delegated to the through the EOP and all hazards identified in the HIRA
2. Plan for the provision of needed resources to meet daily emergency operational roles and responsibilities to include dispatching and recalling of business unit resources
3. Provide a process to ensure resources are identified, located, stored, maintained, tested, distributed/dispatched, and documented appropriately
4. Enter into specific mutual aid agreements or contracts as needed to supplement any identified resource shortfalls to meet their emergency management responsibilities
5. Budget and plan for small scale disaster operations within their regular operating budget
6. Inform their organizational leadership and University administration of any resource shortfalls through regular budget processes or other methods
7. Participate in emergency and disaster exercises and after-action-reviews to identify any potential resource shortfalls

#### Environmental Health and Safety (Emergency Management)

Environmental Health and Safety (Emergency Management) has the responsibility to:

1. Manage a program-wide resource management gap-analysis on a regular basis to determine any potential resource shortfalls that would negatively impact the ability for the EOP to be successfully implemented
2. Maintain an inventory of special response resources that support the University during disasters to include identification, location, and responsible business unit for the asset

#### University Administration

University administration has the responsibility to:

1. Provide annual guidance through the budgeting process for emergency and disaster resources
2. Ensure a process exists to allow business units to request additional funding or resources when an emergency or disaster occurs

## **Resource Management Program**

The resource management program is a partnership between all business units listing within the EOP. Each business unit is responsible for providing the required resources to meet the responsibilities identified within the plan and the hazards identified in the HIRA.

### Periodic Needs Analysis

Business units should regularly evaluate any resource shortfalls that exist within their scope of responsibility within the EOP. EHS (EM) will coordinate a comprehensive assessment on a regular basis to determine any needs and shortfalls in the current resource management program for NCCU.

#### *Resource Management Report*

From the periodic gap analysis, EHS (EM) will publish a resource management report listing the resource management objectives which outline the overarching resource priorities of the emergency management program. These objectives will help prioritize resource shortfalls throughout the program and identify potential methods for resolution. Resource shortfalls can be addressed through the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

The results of the periodic needs assessment and subsequent objectives and shortfalls will be maintained within EHS (EM) and shared with the appropriate University officials, external partners, and other individuals on a need-to-know basis. As some of the information will identify systemic vulnerabilities in the Emergency Management Program, the document will be considered a protected document under NC General Statute 132-1.7.

## **Resource Management System**

### Storing, Maintaining, and Testing Resources

Business units maintain their own internal systems to maintain inventories within their purview (computer-aided dispatch systems, capital databases, records management systems, etc.) and are responsible for ensuring ready access to working resources. This includes maintaining listings of resources, to include the identification of resources, documenting storage locations, and maintenance and testing procedures.

### Resource Management During an Incident

The resource management process during an incident includes standard methods to identify, order, mobilize, and track resources. In some cases, the identification and ordering process is compressed, such as when the IC identifies the specific resources necessary for a given task and orders those resources directly. However, in larger, more complex incidents the IC relies on the EOC to identify and meet resource needs.

#### *Activating the Resource Management Process*

Daily processes for resource management are ongoing and do not require formal activation. The formal resource management process, as defined below, is activated anytime the EOC is activated. EOC activation procedures are outlined in Annex 3: Emergency Operations Center and support job aids in the *EOC Guidebook*.

### Identifying Resources

During an incident, personnel continually identify, validate, and refine resource needs. This process involves identifying the type and quantity of resources needed, the location where resources should be sent, and who will receive and use the resources. There are three methods in which the EOC and ESFs may identify the need for a

resource:

1. A resource request from the IC is made to the EOC or directly to an ESF business unit
2. An anticipated or actual lack of resources is discovered
3. An anticipated or actual lack of resources to accomplish ESF responsibilities is discovered

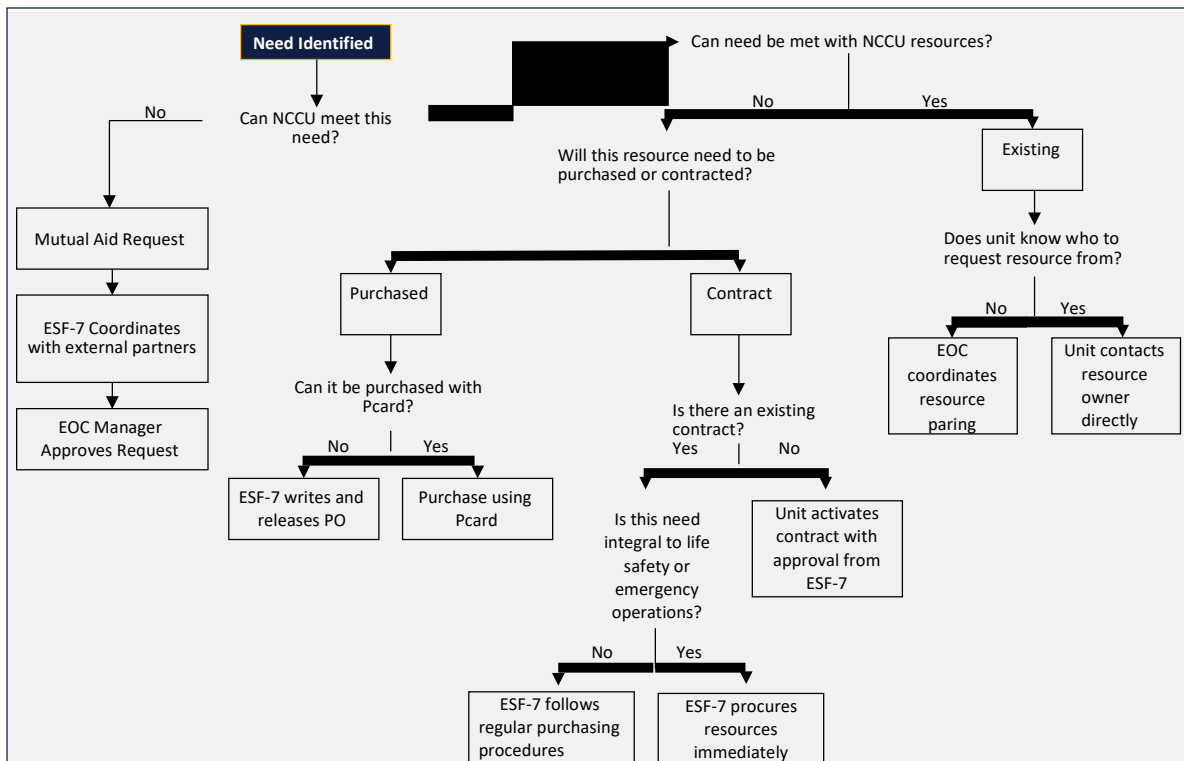
Once the EOC of an ESF has identified a need for a resource, the resource acquisition process outlined in the next section should be followed.

### Locating and Acquiring Resources

Both incident and EOC staff should make initial and ongoing assessments of resource requirements and either activate or request those resources. Incident personnel may order additional resources by making purchases, executing contracts, or implementing mutual aid agreements. Incident and/or EOC personnel should request resources based on incident priorities and objectives.

When a resource need is identified, it is the responsibility of the requestor to adhere to the locating and acquisition procedures identified in Figure 6. The requestor is encouraged to engage EOC management staff, or EHS (EM) if the EOC is not activated, to help locate and acquire needed resources. Once the resource is matched with a resource provider, the resource dispatching and mobilization processes will take place.

Figure 6: Resource Location and Acquisition Procedures



### *Requesting Resources*

All resource requests made by EOC business units should be documented in VEOCI, as described in the EOC Guidebook.

### Dispatching and Mobilizing Resources

NCCU Resources are dispatched when a formal resource request has been accepted in VEOCI by the business unit providing the resource. This can occur before or during an incident. The VEOCI record should include the location and local contact for the requesting entity. The business unit accepting the resource request is responsible for notifying the resource requester of the dispatch status. Within the EOC, the EOC Manager will maintain situational awareness on all resource requests to ensure a coordinated process.

If the resource is being provided by an external agency (city, county, or state, for example) the EOC Manager will enter the request into the Durham County WebEOC system to be filled by the appropriate agency and dispatched when the request is approved by the resource provider.

Once a resource provider has dispatched the appropriate resource(s) for the request made, the business unit accepting the resource request should ensure that a complete inventory of their resource is prepared prior to departing to complete the assigned mission. The business unit accepting the mission is responsible for maintaining communications with the resource throughout the mission. When the resource arrives at the requested location, the resource should report to the IC or other assigned supervisor for the mission, as noted in VEOCI.

### Resource/Commodity Distribution

If the resource requested is a resource identified through the unmet needs process, ESF-6 should work with other ESFs to acquire the appropriate commodity to meet the need. Once located, the commodity will be provided to the requestor. If there are numerous requests for similar commodities, ESF-6 should consider establishing a plan to provide mass commodity distribution, i.e. food, water, etc.

### Demobilizing Resources

Once a mission is complete or if the resource is no longer needed for the mission, the resource should be notified to return to their home location. At the conclusion of the mission and once they have returned to their home location, an inventory of equipment should be taken and incident reports completed (if required).

### Accounting for Resources

All transactions within the resource request process should be documented in VEOCI. If the resource belongs to an NCCU business unit, the business unit providing the resource should track all costs associated with fulfilling the request through the fiscal documentation processes utilized by the business unit.

### Resource Management Functions

Based on the hazards present at NCCU, the following areas have been identified as potential resource management functions during significant emergencies or disasters. These functions are coordinated and activated through the EOC and directed by the EOC Manager or designee. The following sections identify the responsibilities and concept of operations for each function.

Table 11: Resource Management Functions

Business Unit	Purchases, Contracts, and Agreements	Mutual Aid	Monetary Donations	Donated Items	Volunteer Management
Purchasing	P				
Purchasing (Central Receiving)				P	
Human Resources					P
Emergency Management		P			
Institutional Advancement			P	S	

### Emergency Purchases, Contracts, and Agreements

#### *Assignment of Responsibility*

All business units with responsibilities in the EOP should understand the responsibilities assigned to them in the EOP and consider pre-disaster contracts and agreements as necessary. These contracts and agreements should align with all applicable purchasing policies and procedures.

The Purchasing Department is responsible for ensuring all emergency purchases, contracts, and agreements are enacted in accordance with NCCU emergency purchasing policies and other applicable policies and guidelines.

#### *Concept of Operations*

Business units may choose to either procure or contract for resources during a disaster to supplement University resources. If a business unit chooses to procure or contract for services, normal purchasing procedures should be utilized where possible to remain eligible for potential disaster reimbursement.

Policy dictates that purchasing thresholds and bid requirements are followed and the issuance of an official University Purchase Order will precede the procurement and receipt of commodities and services. It is recognized, however, that instances do occur where pre-planning is not possible due to the circumstances surrounding the requirement. Such situations are defined as where there is a “pressing need” or “emergency.” In these instances, exception may be made to this policy with the prior approval of the Purchasing Department. Where conditions may substantiate and when approved by the Purchasing Department, or the State as required, expedited purchases may be executed. Business units affected by such circumstances will contact the Purchasing Department prior to acting or committing the University. Where time is available, the circumstance will be reviewed and prior approval of the Purchasing Department sought by the business unit. When conditions are such that immediate action is warranted, the Purchasing Department will be advised as rapidly of the circumstances as possible.

### Emergency Mutual Aid

#### *Assignment of Responsibility*

EHS (EM) has the responsibility of maintaining awareness of existing emergency and disaster specific mutual aid agreements. Individual departments and business units may enter into such agreements, as need, but shall inform EHS (EM) of such agreements, provide copies of agreements, and advise EHS (EM) when such agreements will be activated.

### *Concept of Operations*

NCCU is a participant in the UNC System Emergency Management Mutual Aid and Assistance Agreement and UNC System EHS Mutual Aid Agreement. These agreements are managed and activated by EHS (EM).

Other departments and business units at the University (for example, the Police Department) have existing mutual aid agreements with complementary or supporting external agencies. These departments are responsible for managing and activating such agreements as needed.

NCCU is a partner in the Durham County emergency management program and a participant in the Durham County EOP. This provides the University the ability to request emergency and disaster response and recovery resources to augment the University's capabilities during an emergency or disaster. Durham County also has the ability to request state-level resources from NCEM on the University's behalf. EHS (EM) is responsible for making such requests to Durham City/County Emergency Management and will follow applicable Durham County processes to do so.

### Monetary Donations

#### *Assignment of Responsibility*

Institutional Advancement is responsible for collecting monetary donations following a disaster. The EMG is responsible for determining how to best use the donations.

#### *Concept of Operations*

Institutional Advancement will utilize existing monetary donations procedures to collect emergency or disaster specific monetary donations on behalf of the University. Institutional Advancement will place these donations in an account separate from other non-disaster donations. The EMG will determine how donated funds will best be utilized in accordance with applicable fiscal policies and procedures.

### Donated Goods

#### *Assignment of Responsibility*

Purchasing (Central Receiving) has the primary responsibility of managing donated goods and materials, whether solicited or unsolicited. Purchasing (Central Receiving) may be supported by other business units depending on the scope of the disaster and the type(s) of donations received.

#### *Concept of Operations*

Business & Auxiliary Services, and other business units as necessary, will inventory and store the donated items and distribute them to those in need, as identified by the unmet needs process.

### Volunteer Management

#### *Assignment of Responsibility*

Human Resources is primarily responsible for managing volunteers during a disaster that affects the University.

#### *Concept of Operations*

Human Resources will use existing processes to manage volunteers. Placement of volunteers in the field will be coordinated by the EOC and ESFs to ensure safe and efficient volunteer work is performed.

## Annex 12: Prevention Framework

### Purpose

The purpose of Annex 12: Prevention Framework is to provide a process to prevent incidents from occurring at NCCU. This framework includes processes for obtaining and sharing intelligence information, threat assessments, information from internal and external networks, and State/Federal surveillance programs to prevent human-caused incidents from occurring at NCCU.

### Scope

This framework is intended to address the structures and procedures for the prevention of incidents at NCCU. The processes and procedures within this framework and supporting policies are based on information from the HIRA, intelligence activities, threat assessments, alert networks, and other supporting programs intended to provide actionable information for the prevention of major incidents.

The emergency management program has defined the scope of the University's prevention program by the hazards it can prevent, or the hazards that prevention activities can be applied to. NCCU has identified that the following hazards are within the scope of the University's hazard prevention program.

- Active Assailant
- Civil Disturbance
- Cyber Attack/Terrorism
- Fire
- Hazardous Materials Incident
- Public Health/Emerging Disease
- Terrorism
- Traffic Incidents

### Situation and Assumption

#### Situation

This section serves to provide a general outline of the steps taken to share information and take actions designed to prevent incidents at NCCU. The following situations exist within the program:

- NCCU is exposed to many threats that can potentially be prevented through the act of information sharing, collaboration, and increasing prevention activities based on actionable intelligence
- NCCU is exposed to incidents of national interest, which increase the risk of human-caused incidents

#### Assumption

The following assumptions are those that the NCCU Emergency Management Program considers to be a fact for planning purposed and to execute this framework. These assumptions indicate areas where adjustments to the framework must be made ad hoc, as an emergency or disaster evolves.

- Interagency communications and information sharing will increase the probability of preventing a large-scale

incident or disaster

- Not all prevention information may be able to be shared with all emergency partners due to security concerns
- NCCU does not maintain systems to hold or disseminate information that is designated as “classified.”
- Notification of a threatening situation may come from multiple sources

### **Roles and Responsibilities**

The following roles and responsibilities have been delegated to business units who have a role in the prevention of significant emergencies and disasters at NCCU.

#### Universal Responsibilities

The following responsibilities apply to all agencies that have a responsibility within the prevention process:

- Monitor potential threats and hazards within their scope of practice
- Communicate and share information with potentially impacted agencies and ESFs to coordinate prevention activities
- Adjust the level of prevention activities based on the elevated risk

#### ESF-2: Communications

Prevention activities for cyber-attack/terrorism are led by ESF-2. The following responsibilities apply to ESF-2 agencies:

- Maintain situational awareness of cyber-attack trends and deploy prevention technologies as appropriate
- Develop and provide IT security training

#### ESF-4: Firefighting/Fire and Life Safety

Prevention activities for fire and life safety are led by ESF-4. The following responsibilities apply to ESF-4 agencies:

- Monitoring local and state fire and building codes, to include the NC Fire and Building codes and NFPA codes and standards, for changes

#### ESF-5: Information and Planning

The following responsibilities apply to ESF-5 agencies:

- Maintain situational awareness on potential weather and other natural hazards and communicate potential hazards to other ESFs
- Relay situational awareness information to partner agencies as required for the prevention of incidents at NCCU
- Coordinate interagency meetings, teleconferences, and potential EOC activations to coordinate and adjust the level of community prevention and preparedness for potential threats

#### ESF-8: Public Health and Medical Services

Prevention activities for public health / emerging disease are led by ESF-8. The following responsibilities apply to ESF-8 agencies:

- Receive and relay health alerts that may potentially impact NCCU
- Monitor trends with patient care and communicate potential threat information to partner agencies

#### ESF-10: Hazardous Materials

Prevention activities for hazardous materials incidents are led by ESF-10. The following responsibilities apply to ESF-10 agencies:

- Maintain situational awareness of hazardous materials stored and used on campus
- Develop hazardous materials policies, plans, and procedures and provide training to those who use or are exposed to hazardous materials on campus

#### ESF-13: Public Safety and Security

Prevention activities for active assailant, civil disturbance, terrorism, and traffic incidents are led by ESF-13. The following responsibilities apply to ESF-13 agencies:

- Maintain membership in the NC ISAAC Field Liaison Officer (FLO) program and disseminate intelligence information as needed
- Monitor social media activity pertaining to possible threats or threatening activity
- Lead the campus Behavior Assessment Team and the threat assessment process
- Participate in incident action planning with EHS (EM) and risk assessments for major planned events at NCCU and coordinate with other ESFs as needed

### **Concept of Operations**

The prevention process at NCCU is a multifaceted process that involves numerous stakeholders, to include external partners. To address the wide range of hazards identified in the University HIRA, an ESF has been assigned to lead prevention activities based on the hazard or the threat. At that time, the appropriate ESF will be assigned to lead those prevention activities.

The prevention process at NCCU has been broken down into several steps. The procedures to prevent incidents from occurring are outlined in this section of the framework. The prevention process is in flowchart form and can be found in Figure 7.

#### Intelligence Activities

The first step in the prevention process is gathering intelligence through various mechanisms to include personal interactions, alert networks, surveillance programs, and many other sources. Each ESF is responsible for monitoring activities within their area of responsibility for intelligence information that may lead to the need for prevention activities to be established.

##### *Alert Networks and Surveillance Programs*

Several of the threats and hazards identified in the HIRA have an associated alert network or surveillance program that provides real-time critical information regarding possible hazard threats. Each ESF is responsible for maintaining access to their respective intelligence sources and serves as the emergency management program liaison for those respective information sources. Examples of such networks and programs include the Homeland Security Information Network (HSIN), Health Alert Network (HAN), and membership in the NC Information Sharing and Analysis Center (NC ISAAC).

### Engaging Internal and External Stakeholders

When an ESF discovers a possible threat or potential hazard that could impact NCCU, the ESF agency should evaluate if other agencies should be informed of the situation and included in the prevention planning process. These agencies can be internal to the University or could be local, state, or federal partners. When determining the appropriate stakeholder to involve, the lead ESF should:

1. Determine who has the legal authority to lead the prevention activities
2. Consider including agencies that fall into the same ESF at the County, State, or Federal level
3. Consider what agencies would be involved to deploy prevention activities effectively
4. Consider including other agencies that may have additional and/or different intelligence regarding the situation

The lead ESF agency should use the most effective method to contact internal and external stakeholders regarding a possible threat. This communication can take place via email, telephone, or face-to-face conversation, based on the timeliness of the situation.

### Threat Assessments

When an ESF identifies a possible threat or potential hazard that could impact NCCU, and the ESF has engaged relevant internal and external stakeholders, the lead ESF agency should lead a threat assessment to determine the level of threat presented to the campus. This assessment should be used to determine the level of prevention activities to be deployed.

In some circumstances, the threat assessment may be conducted by the ESF prior to involving other internal and external stakeholders. This could include law enforcement sensitive situations or during times when additional information is needed to determine if a threat is credible.

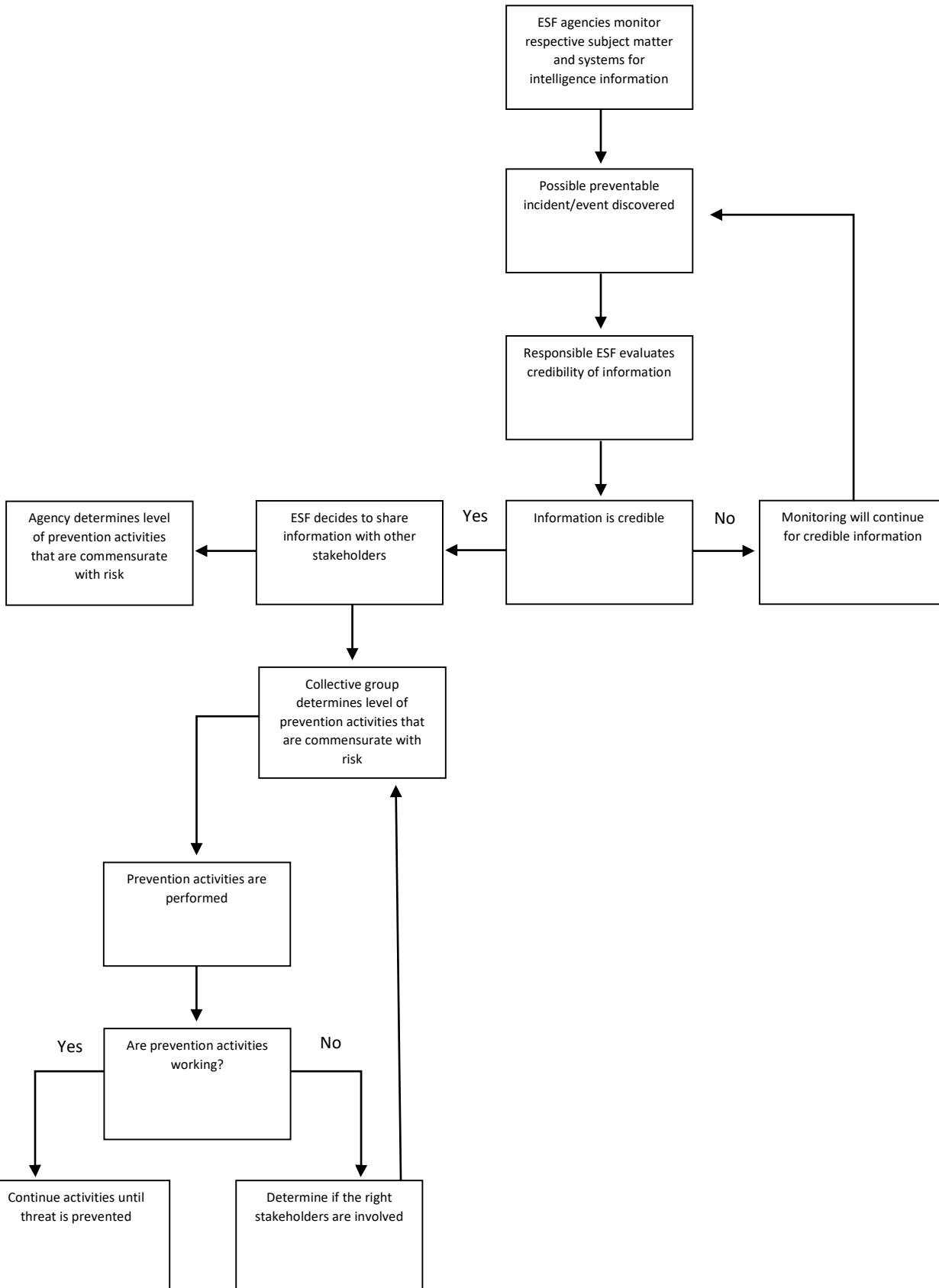
### Prevention Activities

Once the level of prevention activities has been determined, the lead ESF agency, along with all engaged partner agencies, should deploy prevention activities. It is the responsibility of the lead ESF agency to determine if the prevention activities are effective in preventing the incident or event. If the prevention activities are not effective, the lead ESF and engaged partners should re-evaluate the threat and adjust the prevention activities accordingly.

### Prevention Procedures

Figure 7 on the following page depicts the prevention procedures ESFs should follow to coordinate the incident prevention process at NCCU.

Figure 7: Prevention Procedures



## Annex 13: Protection Framework

### Purpose

The purpose of Annex 13: Protection Framework is to describe the capabilities necessary to secure the University against acts of terrorism and man-made or natural disasters.

### Scope

The Protection mission includes actions to deter threats, reduce vulnerabilities, or minimize the consequences associated with an incident. Effective protection relies upon the close coordination and alignment of practices across the University as well as with external partners and organizations.

The Protection Framework focuses on protection activities that are applicable during both steady-state conditions and the escalated decision making and enhances protection operations before or during an incident and in response to an elevated threat. Steady-state conditions call for routine, normal, day-to-day operations. Enhanced conditions call for augmented operations that take place during temporary period of elevated threat, heightened alert, or during periods of incident response in support of planned special events for which additional or enhanced protection activities are needed.

The Protection and Prevention frameworks share activities and, therefore, these areas are expected to operate together seamlessly when needed. For this reason, the two frameworks are closely aligned.

### Assignment of Responsibility

#### ESF-2: Communications

ESF-2 is responsible for the protection activities associated with cybersecurity. This includes securing the cyber environment and infrastructure from unauthorized or malicious access, use, or exploitation while protecting privacy, civil rights, and other civil liberties.

#### ESF-8: Public Health and Medical Services

ESF-8 is responsible for the protection activities associated with health security. This includes ensuring the University is prepared for, protected from, and resilient in the face of health threats or incidents with potentially negative health consequences.

#### ESF-13: Public Safety and Security

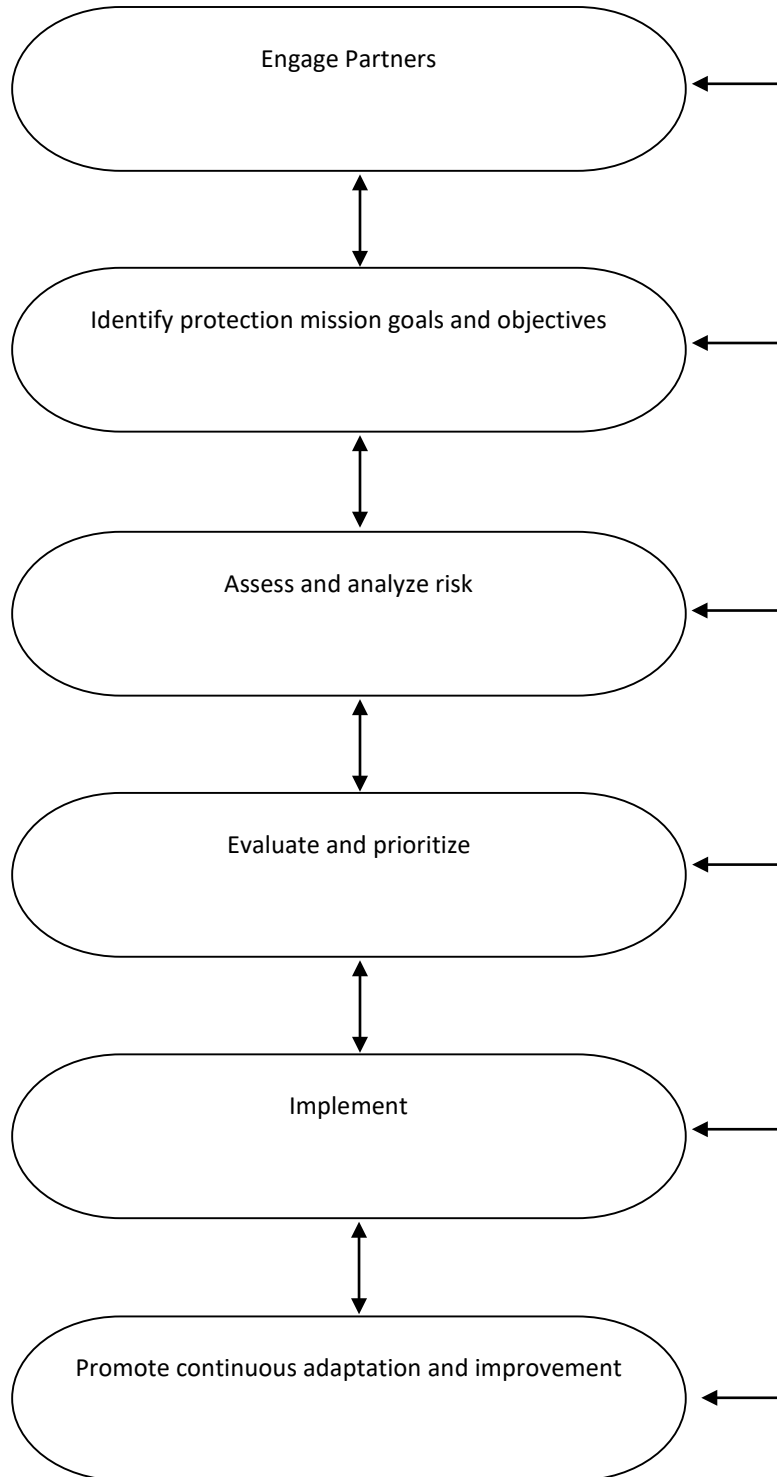
ESF-13 is responsible for the protection activities associated with the protection of persons and property, critical infrastructure, key leadership, and special events at the University. This includes protecting against hostile acts and ensuring security on campus.

### Concept of Operations

#### Steady-State Protection

During steady-state operations, protection activities are conducted independently by the responsible department(s). The decision-making process outlined in Figure 8 below serves as a model for assessing and responding to risk and protection activities.

Figure 8: Steady-State Protection Decision-Making



### Escalated Operations

Protection activities may escalate in response to elevated threats or increased risks and often requires coordination across multiple business units and external agencies. Figure 9 provides decision-making procedures for escalation and coordination and includes transitioning support to other mission area activities (particularly response and prevention mission areas). Protection partners may increase their posture based on internal requirements and legal authorities. Coordination and the incorporation of other protection capabilities occur through existing arrangements and deliberate plans but may also require coordination across protection activities. The decision to escalate protection activities can originate with any business unit or within any of the protection coordination mechanisms but follows a common decision-making process.

Figure 9: Decision Making for Enhanced Protection Activity

