# RADFORD UNIVERSITY
## Board of Visitors

**BUSINESS AFFAIRS AND AUDIT COMMITTEE**
**2:00 P.M.**
**DECEMBER 3, 2020**
**DAVIS COLLEGE OF BUSINESS AND ECONOMICS, ROOM 340**

**<span style="color:red">DRAFT</span>**
**MINUTES**

**COMMITTEE MEMBERS PRESENT**
Mr. Mark S. Lawrence, Vice Chair, arrived at 2:15 p.m.
Dr. Jay A. Brown
Dr. Susan Whealler Johnston
Dr. Debra K. McMahon

Mr. Gregory A. Burton, chair, participated via electronic communication from his home. Mr. Burton contacted the Rector prior to the meeting to inform him of a health-related matter that would prevent him from attending the meeting in person.

**COMMITTEE MEMBERS ABSENT**
Ms. Nancy Angland Rice

**BOARD MEMBERS PRESENT**
Mr. Robert A. Archer, *Rector*
Dr. Thomas Brewster
Ms. Krisha Chachra
Dr. Rachel D. Fowlkes
Mr. David A. Smith
Ms. Georgia Anne Snyder-Falkinham
Ms. Lisa Throckmorton

**OTHERS PRESENT**
Dr. Brian O. Hemphill, President
Ms. Karen Casteele, Secretary to the Board of Visitors and Special Assistant to the President
Ms. Stephanie Jennelle, Associate Vice President for Finance and University Controller
Mr. Peter McCann, Director of Emergency Management
Ms. Margaret McManus, University Auditor
Mr. Chad A. Reed, Vice President for Finance and Administration and Chief Financial Officer
Ms. Ashley Schumaker, Chief of Staff and Vice President for Strategic Operations
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia

## CALL TO ORDER
Mr. Gregory A. Burton, Chair, formally called the meeting to order at 2:01 p.m. via electronic communication, with a quorum in the Davis College of Business and Economics, Room 340. Mr. Burton welcomed everyone to the December meeting of the Business Affairs and Audit Committee.

## APPROVAL OF AGENDA
Mr. Burton asked for a motion to approve the December 3, 2020 meeting agenda, as published. Dr. Jay A. Brown so moved, Dr. Debra K. McMahon seconded, and the motion carried unanimously.

## APPROVAL OF MINUTES
Mr. Burton asked for a motion to approve the minutes of the February 13, 2020 meeting of the Business Affairs and Audit Committee, as published. Dr. Brown so moved, Dr. Susan Whealler Johnson seconded, and the motion carried unanimously.

## REPORTS
### University Auditor's Report
University Auditor Margaret McManus presented an oral report on the review of University Discretionary Fund expenditures for the quarter ended September 30, 2020. One hundred percent of the fund expenditures were reviewed, and all were found in compliance with the Board of Visitors guidelines. She also presented a report on the audit of Sponsored Programs and Grants Management and a follow-up audit status report. A copy of the report is attached hereto as *Attachment A* and is made a part hereof.

Mr. Mark Lawrence, Vice Chair, led the meeting upon arrival, and asked Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed to provide the following reports.

### Capital Projects Update
Vice President for Finance and Administration and Chief Financial Officer Chad A. Reed provided an update on capital projects currently in progress. Vice President Reed addressed the status of the Center for Adaptive Innovation and Creativity, including an overview of the project budget approval and anticipated next steps, along with an update on property acquisition, the forthcoming hotel, Tyler/Norwood renovation, and river campus project. A copy of the report is attached hereto as *Attachment B* and is made a part hereof.

### Succession Planning Update
Vice President Reed provided an update of the University's Succession Plan submitted to the Virginia Department of Human Resource Management. The University's Succession Plan is composed of five key elements: identifying key positions, identifying job requirements, identifying and building competencies, identifying successor(s), and assessing progress. Vice President Reed shared that, as a result of COVID-19, substantial progress was unable to be made to fully implement the succession planning analysis during Fiscal Year 2020. However, this remains a focus and high priority for the current fiscal year, and the Board will continue to be updated annually on the progress made. A copy of the report is attached hereto as *Attachment C* and is made a part hereof.

### 2020-22 Biennial Budget Update
Vice President Reed provided an overview of the proposed 2020-22 Budget Amendments from the 2020 Special Session of the General Assembly. The overview included the impact of funding changes proposed

for the University's operating budget. This included compensation and benefits, reversion of unallotted funds, one-time operating support, financial flexibility language and COVID-19 relief.

Dr. Susan Whealler Johnston commended the efforts of the University and stated that this was a good story to tell and not the story that is often heard across the nation. Other Board members echoed her recognition.

## ACTION ITEM
**Recommendation to Adopt the Crisis and Emergency Management Plan**
Vice President Reed presented the recommendation to adopt Radford University's Crisis and Emergency Management Plan. This plan was originally approved by the Board in 2008 and provides all-hazard guidance intended to preserve life, protect property and contain an incident, emergency or event on campus in order to continue the University's mission. Vice President Reed outlined the critical elements of the plan, as well as changes made since the last approval in 2016. Mr. Lawrence asked for a motion to adopt the Crisis Emergency Management Plan as presented. Dr. Johnston so moved, Ms. Georgia Anne Snyder-Falkinham seconded, and the motion carried unanimously.

A copy of the report and resolution are attached hereto as *Attachment D* and is made a part hereof.


## ADJOURNMENT
With no further business to come before the committee, Mr. Lawrence adjourned the meeting at 2:58 p.m.

Respectfully submitted,


Pamela Fitchett
Administrative Assistant to the
Vice President for Finance and Administration
and Chief Financial Officer

# RADFORD UNIVERSITY – OFFICE OF AUDIT & ADVISORY SERVICES
## Sponsored Programs and Grants Management Audit
### November 6, 2020

| BACKGROUND |
|---|
| Sponsored Programs and Grants Management (SPGM) is the pre- and post-award administration office for all externally sponsored projects for Radford University.  SPGM provides assistance in proposal budget development and proposal submission.  All contracts with the University which involve sponsored projects are reviewed, negotiated, and executed by SPGM.  When awards are received, SPGM assists with such matters as institutional cost sharing, contractual terms, and budgeting.   Changes to accounts, communication with sponsors, and project closeout are coordinated through SPGM.  SPGM also advises the University community on rules, regulations, and federal and state laws affecting research administration.  For FY 2020, SPGM assisted with over $14.6 million in federal grant spending. |

| OBJECTIVES AND SCOPE |
|---|
| The objective of this audit was to determine whether the SPGM department has policies and procedures designed and implemented to properly manage federally funded grants.  The audit examined policies, procedures, and controls to determine if key controls in selected functional areas are adequate to comply with Federal grant requirements, outlined in the Uniform Guidance issued by the U.S. Office of Management and Budget.  The following are the direct and material attributes for which key controls were evaluated: Activities Allowed, Allowable Costs, Cash Management, Matching/Level of Effort, Reporting, and Subrecipient Monitoring.  Our scope was limited to determining whether the policies and procedures are effective to be materially compliant with direct and material attributes under the Uniform Guidance related to the Appalachian Support for Specialized Education Training (ASSET) grant (CFDA 84.423).  The audit examined internal controls in place and their operating effectiveness at the time of our review.  For transactional testing on the ASSET grant, our review period was grant year 2017 (10/1/2017-9/30/2018).<br><br>This review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing. |

| CONCLUSION |
|---|
| At the time of the audit and relative to the controls and processes reviewed, they appeared adequate to provide reasonable assurance that the objective noted above is being met.  However, improvements are needed to help ensure compliance with the Uniform Guidance and industry best practices. |

| BUSINESS ISSUES |
|---|
| The following issues were identified in this audit.  Pages 2-4 contain information on planned actions and action completion dates and, accordingly, those pages are an integral part of this report.<br><br>1. Improvements are needed in the policies and procedures related to compensation.<br>2. There is a lack of documentation regarding the evaluation and determination of subrecipient or contractor.<br>3. The subrecipient risk assessment process needs improvement.<br>4. Improvements are needed in the processing of non-personnel expenditures.<br>5. An incorrect space allocation rate was used for one month in the expenditures for the grant matching requirements.<br>6. The approval of the tuition/fee rate used in the expenditures for the grant matching requirement was not documented.<br>7. Published policies refer to outdated Federal guidance.<br>8. An overpayment to a vendor occurred. |

| BUSINESS ISSUE | PLANNED ACTION | COMPLETION DATE |
|---|---|---|
| 1. Improvements are needed in the policies and procedures related to compensation. Specifically, | | |
| 1. The University lacks a policy(ies) to define institutional base salary (IBS) and supplemental/extra-service pay. Such policy(ies) are required by the Uniform Guidance. Not having the required policy(ies) could result in unallowable compensation costs charged to Federal grants. | 1.1 Human Resources, after consultation 1.2 with SPGM and the Controller's Office, will develop a policy to define institutional base salary. The policy will also address any restrictions that apply, such as the one noted on supplemental pay, in accordance with 2 CFR § 200.430 - Compensation - personal services. The new policy will be communicated campus-wide. | October 31, 2021 |
| 2. One employee's supplemental pay amount was required to be revised after the original amount had been fully approved. The revision was required because the approved supplemental pay amount would violate a Federal requirement that the employee's total supplemental pay could not exceed the allowable percentage of the employee's normal salary. However, lack of University documentation outlining this requirement has led to confusion. | | |
| 3. One PR-40 form (the form that is used to authorize supplemental pay) documented a 50% allocation to the ASSET grant, but the payments were allocated 100% to the grant. After further inquiry, we determined that management completed the form incorrectly, and the charge to the grant was deemed to be in accordance with the original intent. However, because the form on file wasn't corrected, it gives the appearance of unallowable activity. Furthermore, the form contained numerous mark-outs, revisions, and hand-written notes, making it difficult to determine the intent of the personnel action. | 1.3.1 To address the specific PR-40 noted and to mitigate the appearance of unallowable activity, SPGM will issue a memo to attach to the PR-40 to document the intent and the correct payment allocation. | Complete |
| | 1.3.2 To improve upon existing PR-40 business practices, Human Resources will develop procedures/guidelines for proper completion of the PR-40 form. The new procedures/guidelines will be communicated campus-wide. | March 31, 2021 |
| 2. There is a lack of documentation to support the evaluation and determination of whether an entity is a subrecipient or a contractor. Although management asserted that meetings were held regarding that evaluation and determination for the ASSET grant, there was no documentation available. Lack of such documentation could result in non-compliance with Federal grant requirements. | 2. SPGM will create a checklist to document the justification used to make the determination of subrecipient or contractor. SPGM will also update its policies and procedures to require completion of the checklist. | Complete |

| BUSINESS ISSUE | PLANNED ACTION | COMPLETION DATE |
|---|---|---|
| 3. Improvements are needed in the subrecipient risk assessment process. Specifically, | | |
| 1. In the area of subrecipient monitoring, the Uniform Guidance requires the University to assess and to document the risk of grant non-compliance by the subrecipient. This assessment is necessary so the University can develop monitoring activities to mitigate the risk of subrecipient non-compliance. Management's conclusion for all three subrecipients was that the risk of non-compliance was "low"; however, there was no documentation of how that conclusion was reached. Not having a documented risk assessment results in non-compliance with Federal grant requirements. | 3.1 SPGM will update its policies and procedures on subrecipient risk to require documentation of the risk assessment and the criteria used to evaluate such risk prior to entering into a subaward agreement. | Complete |
| 2. For one of the three subrecipients, insufficient documentation was obtained to perform a risk assessment. Not obtaining sufficient documentation could result in an inaccurate risk assessment determination. | 3.2 SPGM will implement a subrecipient checklist to ensure that adequate steps are taken and adequate documentation is obtained to evaluate and determine the subrecipient risk prior to entering into a subaward agreement. The checklist will be maintained on file. | Complete |
| 4. Improvements are needed regarding the processing of non-personnel expenditures. Specifically, | | |
| 1. In our sample of 40 direct expenditures, 19 (48%) did not document that the expense was only for the ASSET grant. Not obtaining and maintaining documentation to substantiate that expenses are for the specific grant being charged increases the risk of non-compliance with Federal grant requirements. | 4.1 SPGM will ensure that adequate supporting documentation is maintained to substantiate expenses charged to grants. | Complete |
| 2. It appears that SPGM does not review/approve automatic postings (such as for copiers, telephone, fuel, etc. that are typically posted by journal entry). When charges are posted to a grant without such review/approval and corresponding substantiation, there is an increased risk of unallowable costs being posted to the grant. | 4.2 SPGM will document and implement procedures to verify that automatic charges are appropriate to be charged on the grant. | Complete |
| 3. The eVA approval queue is set up to require SPGM approval based on organization code. In our sample of 40 expenditures, three (8%) were not approved by SPGM. This appeared to be due | 4.3 The Department of Procurement & Contracts will work with the University's eVA Account Executive to change the eVA approval queue so that SPGM | Complete |

| BUSINESS ISSUE | PLANNED ACTION | COMPLETION DATE |
|---|---|---|
| to SPGM not being set up in the approval queue for an organization code used by the ASSET grant during its early phase. Not obtaining SPGM approval increases the risk of unallowable costs being posted to the grant. | approval is triggered by program code instead of organizational code. Because all federal grants have the same program code, this will ensure that changes in organization codes do not affect SPGM approvals. | |
| 5. The office space allocation rate used in the expenditures to meet the grant matching requirement for one month was in excess of the actual allocation rate for that month. Using an incorrect rate could result in unsupported expenditures being charged to the grant. | 5. SPGM will provide training to SPGM staff on the importance of documenting the methodology used to calculate charges for the matching requirement. This will help ensure that the project file for each Federal grant includes proper documentation on the determination and methodology for all matching requirements for that specific grant. | Complete |
| 6. The approval of the tuition/fee rate used in the expenditures to meet the grant matching requirement was not documented. The University's Fee Policy requires documentation of the approval. | 6. The tuition/fee rate approval will be documented, as required by the University Fee Policy. | Complete |
| 7. Four of the online SPGM department policies contained references to Federal guidance that had been superseded by the Uniform Guidance. Policies that follow outdated guidelines could result in non-compliance with Uniform Guidance. | 7. SPGM will review and update policies and procedures on its webpage to incorporate the Uniform Guidance. | Complete |
| 8. During our testing of direct expenditures charged to the ASSET grant, we noted an error that resulted in an overpayment of approximately $104,000 to a vendor. Although the error was corrected when the vendor contacted the University and returned the check, such errors could result in undetected overpayments and potentially unallowable costs posted to a grant. | 8. To determine if a control issue exists, the Controller's Office will perform control testing over invoice processing by reviewing transactions that could have potentially been paid improperly. | Complete |

| | Audit: **IT – Contingency Planning Program – Backup and Recovery** | | | |
|---|---|---|---|---|
| | Business Issue | Planned Action | Completion Date | Status |
| 1.1 | For every IT system that is identified as sensitive relative to availability, the Standard requires implementation of backup and recovery plans. Improvements are needed in the University's current strategy. Specifically, <br><br> 1.1 The University has not documented the strategy for testing that IT system and data backups are functioning as expected and that the data is present in a usable form. Documentation of the strategy is required by the Standard. | 1.1 DoIT will document the strategy for testing backups. | July 1, 2020 Revised to October 1, 2020 Revised to April 1, 2021 | In Process |
| 2.2 2.3 | The University has identified systems that are necessary to recover essential business functions. Accordingly, the Standard requires that a Recovery Time Objective (RTO) and a Recovery Point Objective (RPO) must be assigned to each of these systems. Improvements are needed in the IT backup strategies for some of these business essential systems, specifically, for the physical server environment. <br><br> 2.2 The RPO for a system has not been defined, as required by the Standard. Because the RPO establishes the maximum amount of data that is tolerable to lose, defining the metric is necessary to help ensure business continuity after an unexpected IT incident. <br><br> 2.3 This issue was communicated to management in a separate document marked Freedom of Information Act exempt under § 2.2-3705.2 of the Code of Virginia due to its sensitivity and description of security mechanisms. | 2.2. DoIT will coordinate with the System Owner and Data Owner to review the risk and data requirements and develop and RPO. <br><br> 2.3. Management provided a planned action under the same public disclosure exemption as noted in the business issue. | July 1, 2020 Revised to October 1, 2020 <br><br><br><br> July 1, 2020 Revised to October 1, 2020 Revised to April 1, 2021 | Complete <br><br><br><br> In Process |

| | Audit: **IT – Contingency Planning Program – Backup and Recovery** | | | |
|---|---|---|---|---|
| | Business Issue | Planned Action | Completion Date | Status |
| 3.1 | Improvements are needed related to infrastructure and network services operations:<br><br>1. This issue was communicated to management in a separate document marked Freedom of Information Act exempt under § 2.2-3705.2 of the Code of Virginia due to its sensitivity and description of security mechanisms. | Management provided a planned action under the same public disclosure exemption as noted in the business issue. | July 1, 2020 Revised to November 4, 2020 | Follow-up is in Process |
| 4.1 | Improvements are needed in certain agreements. The University has a contract with a vendor to provide two separate dedicated fiber connections to the University's alternate data storage site. However, the contract lacks measurable guarantees for network uptime. In the event of a service interruption, not having a minimum guaranteed uptime could hinder the University's ability to meet backup and recovery availability requirements for business essential systems. | DoIT will review the contract, discuss updated terms with the vendor, and, for changes that are mutually agreeable, modify the contract accordingly. | July 1, 2020 Revised to October 1, 2020 | Complete |

| | Audit: **IT – Contingency Planning Program – Backup and Recovery** | | | |
|---|---|---|---|---|
| | Business Issue | Planned Action | Completion Date | Status |
| 4.2.2 | Improvements are needed in certain agreements. The University has two memorandums of understanding (MOUs) with an entity for the alternate data storage site. One MOU addresses providing space, access, power, and environmental controls, and the other addresses providing network connection services for the University-owned server rack within the entity's data center. Improvements are needed in these MOUs. Specifically, <br><br> a. Neither MOU guarantees an expected level of infrastructure uptime, which could hinder the University's ability to meet its availability requirements. <br><br> b. The MOUs do not require a minimum lead time for the entity to notify DoIT staff before scheduled maintenance is performed. This could increase the risk of a service interruption resulting from scheduled maintenance. <br><br> c. In each MOU, the entity's contact list appears to have last been updated over three years ago. Similarly, in each MOU, the list of staff contacts provided by DoIT is outdated. Having outdated contact lists could result in delays during service interruption events. <br><br> d. The terms of each MOU allow for either party to terminate the MOU within 180 days after written notice to the other party. If the entity was to terminate the MOU, this would create an inadequate window of time for DoIT to find an alternate solution for off-site data storage. | Where such updates are mutually agreeable by both parties, the MOUs will be modified accordingly. Where MOU updates are not feasible, DoIT will document alternate strategies or controls. Contact lists for each MOU will be updated as appropriate. | June 1, 2020 <br> Revised to <br> October 1, 2020 | Complete |

**RADFORD UNIVERSITY**
**OFFICE OF AUDIT AND ADVISORY SERVICES**
**FOLLOW-UP AUDIT STATUS REPORT**
**BUSINESS AFFAIRS AND AUDIT COMMITTEE**
**DECEMBER 2020**

| | Audit: **E-Verify** | | | |
|---|---|---|---|---|
| | Business Issue | Planned Action | Completion Date | Status |
| 3.1.2 3.2.2 | Improvements are needed to ensure the timely entry of cases into E-Verify. As required by the E-Verify MOU, the University must create an E-Verify case for new employees within three employer business days after each employee has started working for pay. Cases created after that timeframe are considered late and require an explanation.<br><br>Out of all 781 E-Verify cases entered during our review period, we noted 100 cases (13%) that were entered late with explanations that E-Verify does not deem as acceptable. Most significantly, | 3.1.2 HR will ensure new hires are entered into E-Verify within 3 business days of the employee beginning work for pay. | October 31, 2020 | Complete |
| | • The explanation for 59 (59%) of those cases attributed the lateness to Human Resources not entering the cases timely. The majority of those noted "work overload" by Human Resources. Additionally, we noted that all of these 59 cases were for hire dates in August - September 2018, the beginning of a semester, which we identified as a peak hiring period for the University.<br>• The explanation for 32 (32%) of those cases attributed the lateness to the new hire or the new hire's department not submitting required documents to Human Resources timely.<br><br>Timely entry of cases into E-Verify is essential to ensure compliance with E-Verify rules and regulations. Noncompliance could result in penalties for the University or further investigation by USCIS, Immigration and Customs Enforcement, the Department of Justice, or other agencies. | 3.2.2 HR will work with the Vice President for Finance & Administration to document the University's position on whether or not to terminate employees who do not provide employment verification documentation in the required timeframe. | March 31, 2020<br>Revised to<br>September 30, 2020<br>Revised to<br>December 31, 2020 | In Process |

**RADFORD UNIVERSITY BOARD OF VISITORS**
**Business Affairs and Audit Committee**
**December 3, 2020**

**Information Item**
**Capital Projects Update**

**Item:** Facilities Planning and Construction update on capital projects.

1. <u>**Center for Adaptive Innovation and Creativity**</u>

    Project Budget ---------------------------------------------------------------------------------------- $101,000,000

    Architect/Engineer Firm---------------------------------------------------------------- Hord Coplan and Macht

    Construction Manager------------------------------------------------------------------------------------ Skanska

    The Center for Adaptive Innovation and Creativity (Center) project was approved for Detailed Planning in July 2018, as described in the Radford University's (University) six-year capital plan submission to the state in December of 2017.

    The Center will address an array of significant existing programmatic and building deficiencies across a number of academic colleges. The approximately 178,000-square-foot multi-story building will include state-of-the-art instruction, laboratory, maker, studio, computer, and collaborative spaces that integrate the arts and health sciences, along with office and other academic support functions. Specialty spaces will include an instructional auditorium and support spaces, health science clinical lab spaces, painting and drawing studio spaces, and music and dance studio spaces. The project will be located in a prominent area of campus directly adjacent to East Main Street, and will respond aesthetically to the existing buildings along this important campus corridor.

    The project scope will generally provide for demolition of the existing Porterfield East and West Halls and McGuffey Hall and construction of the new building and building systems and components including HVAC, plumbing, electrical, fire alarm and detection, fire suppression, lightning protection, and elevators. The project will replace existing facilities and building systems nearly 50 years old that are inadequate for today's learning environment and technologies. Significant utility impacts will be accommodated, along with erosion/sediment control and stormwater management requirements. The impact of required swing spaces is being investigated during the preliminary design phases of the project.

    The solicitation for design services was advertised on May 1, 2018, and the firm of Hord, Coplan and Macht was selected and the design began in July 2018. The initial Programming effort has been completed, and early building schemes were developed and approved by the University. Geotechnical investigations and site/utility surveying are complete. The Virginia Department of Historic Resources has approved the proposed demolition, and the Environmental Impact Report has been approved by the Virginia Department of Environmental Quality (DEQ). The demolition package has been approved by the Art and Architectural Review Board (AARB), along with final approval of the new building design package by AARB as well. The Schematic Design Package was submitted to Virginia Department of Engineering and Buildings (DEB) in November, with subsequent approval in December. The Preliminary Design Package and Estimate was submitted to DEB in May 2019, with subsequent approval in July 2019.
    The University's request to utilize the Construction Management-at-Risk delivery method was

approved by DEB, and the solicitation for Construction Management-at-Risk services was advertised on July 22, 2018. Qualifications packages were received on August 21, with RFP proposals and interviews in mid-September. The contract for pre-construction services was awarded to Skanska on October 8, 2018, and their team is providing pre-construction services for the project.

The Capital Budget Request for the project was submitted in June 2019, was included in the approved 2020-22 biennial budget bond package and is awaiting final execution. Final design began in October in order to be ready for full project funding by the end of 2020. This allows the design to be sufficiently complete for required permitting for the demolition to get underway in Summer 2021. This schedule will facilitate project completion and move-in for classes in Fall 2024.

2. **Property Acquisition**

The expansion of student residential housing has been in the University's master plans and capital outlay initiatives for the last decade. The acquisition of properties in 2018 by the Radford University Foundation (RUF) provided an opportunity for the University to expand its residential housing along with strategic land acquisition. Upon acquisition of the properties by RUF, the University entered a long term capital lease with the intent to acquire the majority of the properties within two years.

The University strategically defined approximately $22.5 million worth of properties for acquisition. Of the $22.5 million, $17.5 million is financed through the issuance of 9(c) debt, while the remaining $5.0 million will utilize auxiliary reserves. This transfer will allow Radford University to leverage the Commonwealth's favorable financing options to acquire the property.

The University is currently acquiring nineteen properties comprised of multi-family and single family units with an estimated property value of $17 million. The Real Estate Purchase Agreement (REPA) is currently with RUF; updated surveys have been received; Phase I Environmental surveys, including hazardous material sampling and analysis, have been completed; Phase I Environmental Site Assessment was submitted and approval received from the DEQ; and Phase II Environmental surveys and new appraisal waivers from BRES have been received.

As part of the acquisition and terms of the REPA, there are ten (10) single family homes RUF will have demolished prior to closing. RUF is currently soliciting bids for the demolition and site stabilization of the identified properties. Bids are anticipated to be received mid-November with work complete by December 31, 2020. Once the REPA is executed, the houses have been demolished, any exceptions between the survey and title reports are cleared or noted, a closing date will be established. It is anticipated closing will occur in January 2021.

Following the completion of the first acquisition, efforts to remaining desired properties will begin with an anticipated closing date of June 2021.

3. **Hotel and Conference Center**

The RUF and the City of Radford have identified the property location at the corner of Tyler Avenue and Lawrence/Calhoun Streets for a hotel/conference center. The RUF and the City of Radford are working with Jones Lang LaSalle, a commercial real estate firm, for this development opportunity. The hotel is planned to have approximately 125 rooms; street level restaurant, coffee shop, and business center; rooftop lounge and exercise center; conference center with meeting spaces; and adjacent parking.
The RUF and the University jointly applied for rezoning to the City of Radford of Radford Planning Committee, met on site with the Committee, and presented to the Radford City Council on August 10.

The request for rezoning was approved in October, and the design is moving forward this fall and winter. Ground-breaking for the site should occur sometime early in 2021. With a construction schedule of approximately 18 months, the project would be open sometime potentially in late 2022.

4. **Tyler-Norwood Renovation**

The Master Plan identifies Norwood Hall and Tyler Hall as the next on-campus residence halls to be renovated. The renovation scope will provide for the replacement of plumbing piping, fixtures, HVAC systems, fire alarm systems, electrical upgrades, accessibility improvements, and asbestos abatement, similar to the renovation scopes recently completed for the Moffett Quad residence halls in 2016. In addition to the above project scopes, the buildings will incorporate living-learning community components, possibly for the Honors College. These transforming features will give vibrant new life to these buildings built in the 1930's.

A request for proposal (RFP) has been solicited for the architect and engineering (AE) design firm and the Building Committee has been selected. Proposals were received in February, but the project solicitation has been placed on hold. The target date for the start of construction has not been established, and the total project budget is $17.0 million.

5. **River Campus**

The Master Plan identified development of the River Campus on University and City of Radford properties adjacent to the New River. Stakeholder meetings have taken place, including academic and student affairs, and an initial visioning document has been compiled. The visioning document will serve to identify initial projects for execution, and planning and prioritization of further River Campus development projects.

The overall River Campus development includes zones for higher density public activities such as an amphitheater, event space, food and beverage areas, and associated support spaces; for quieter academic and passive recreation spaces; and for highly active recreation and student engagement areas.

Initial projects will likely include greenway extension and trails, outdoor seating and gazebos, riverside boardwalks, and event areas. Further development projects include more significant public projects such as the amphitheater and food services, along with more recreation-based projects such as access to the river for people and boats, climbing walls and bouldering, and zip lines and ropes courses.

The City of Radford has developed construction documents to rehabilitate the University Drive bridge across the Norfolk Southern tracks adjacent to East Main Street. As part of this project, the University has agreed to fund the replacement of the fencing, the addition of street lighting along the bridge, and the widening of the existing sidewalks. This project will serve as a significant improvement to the main entry to this portion on campus, and help highlight future River Campus development projects. The City of Radford plans to complete this project by the summer of 2021.

The development of the River Campus will need to be carefully executed with the cooperation of the City of Radford, and will also need to be coordinated with all regulatory and permit requirements.

**RADFORD UNIVERSITY BOARD OF VISITORS**
**Business Affairs and Audit Committee**
**December 3, 2020**

**Information Item**
**Succession Planning Update**

**Item:**
An update of Radford University's succession planning efforts.

**Background:**
In 2017, § 2.2-1209.C of the Code of Virginia was amended to require that all Executive Branch Agencies develop succession plans for key personnel, executive positions, and employees nearing retirement.

The purpose of the succession plan is to ensure the University is able to fulfill its mission when a key staff separate from the University. The succession plan is a "living document" that will be ever evolving and responsive to the changing realities of the workplace. Realities, such as retirements of aging workforce, lack of an emerging group to replace baby boomers, increasing demand for senior management expertise, must be taken into consideration to ensure continuity of operations. Identifying, mentoring, and providing professional development opportunities to the 'next generation' of managers is critical to the success of the succession plan.

The University's succession plan was derived into five key elements: identifying key positions, identifying job requirements, identifying and building competencies, identifying successor(s), and assessing progress. Creating a plan around these five elements is the responsibility of the Department of Human Resources in conjunction with senior staff. While Human Resources is able to provide guidance on how to create and enact a succession plan, senior staff play a vital role in ensuring the proper positions, responsibilities, and accomplishments are achieved.

The Commonwealth's Division of Human Resource Management (DHRM) has provided a succession plan tool that is being employed in the University's ongoing process and additional data on positions is being gathered from each senior officer's area. To assist in identifying job requirements, information questionnaires will be completed on all identified positions. Once the positions and critical job requirements are identified, core competencies will be defined to assist with creating necessary training and development programs. Identifying successors within existing institutional staff that have necessary credentials and performance evaluations in accordance with Affirmative Action Equal Opportunity Guidelines would be the next step in the process. Human Resources will utilize the University's personnel system, PeopleAdmin, to measure (over a three year period) "down time" and "gaps" between incumbent departure and appointment of successors versus new hires from searches. As a result of COVID-19, substantial progress was unable to be made to fully implement the succession planning analysis. Human Resources will continue to monitor and assess the progress made under the succession plan and modify as necessary to ensure the plan is effectively addressing the need of ensuring continuity of operations during periods of employee turnover.

Radford University's Succession Plan was submitted to the Department of Human Resource Management in Fall 2020.

**Action:**
None. Informational only.

# Succession Planning Update

**RADFORD UNIVERSITY**
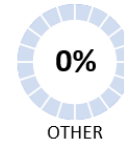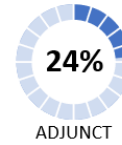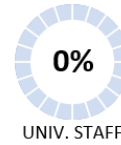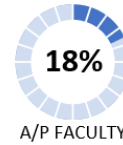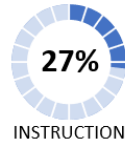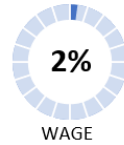
# Succession Planning

In 2017, § 2.2-1209.C of the Code of Virginia was amended to require that all Executive Branch Agencies develop succession plans for key personnel, executive positions and employees nearing retirement.
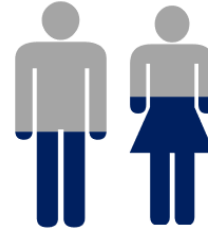
- Ensures responsiveness to the changing realities of the workplace.
- Provides the University with long-term stability in fulfilling its mission.
- Increases the availability of experienced and capable employees that are prepared to assume key positions as they become available.

RADFORD UNIVERSITY

# Fiscal Year 2020 – Workforce Demographics

**1,960** TOTAL EMPLOYEES

| 30% CLASSIFIED | 2% WAGE | 27% INSTRUCTION | 0% RESEARCH | 18% A/P FACULTY | 0% UNIV. STAFF | 24% ADJUNCT | 0% OTHER |

**42%** OF AGENCY WORKFORCE ARE MALE

**58%** OF AGENCY WORKFORCE ARE FEMALE

**8.1%** OF EMPLOYEES ELIGIBLE FOR SERVICE RETIREMENT WITHIN FIVE (5) YEARS

**8%** RESIGNATION RATE (RESIGNATIONS / NUMBER OF EMPLOYEES FOR FISCAL YEAR)

# Succession Planning Steps

1) Identify Key Positions
2) Identify Job Requirements
3) Identify and Build Competencies
4) Identify Successors
5) Assess Progress

**RADFORD UNIVERSITY BOARD OF VISITORS**
**Business Affairs and Audit Committee**
**December 3, 2020**

**Information Item**
**2020-22 Biennial Budget Update**

**Item:**

Overview of the proposed 2020-22 Budget Amendments from the 2020 Special Session I of the General Assembly.

**Background:**

On Tuesday, August 18, 2020, Governor Ralph Northam presented proposed amendments to the 2020-22 Biennial Budget to the General Assembly Joint Money Committee to address the economic issues related to the COVID-19 pandemic and the resulting $2.7 billion shortfall. The General Assembly considerations of the special session budget amendments were completed on October 16, 2020 after the Senate of Virginia and the House of Delegates were able to finalize negotiations. The Governor's response was expected by November 3, 2020. Meeting the deadline, the Governor has returned the budget proposing ten additional amendments for consideration by the General Assembly. The General Assembly took up the amendments on November 9, 2020 and returned the budget to the Governor, who now has until December 9, 2020 to take action.

The following is an overview of the funding changes proposed for Radford University's (University) operating budget.

**Compensation and Benefits:**

Employee Compensation:
Additional compensation adjustments are included in the amended budget as follows, all of which are dependent upon actual revenues except for bonuses to sworn officers.

1) A bonus to the sworn officers of $500 on December 1, 2020, who were employed as of November 24, 2020, is proposed in the amended budget.

2) A bonus to all classified employees who are employed on April 1, 2021, and remain employed until at least August 24, 2021. The one-time bonus payment will be equal to one and a half percent of their base salary on September 1, 2021. The employees must also have an equivalent rating of at least "Contributor" on their performance evaluation and have no active written notices under the Standards of Conduct within the preceding twelve-month period. Faculty may receive a bonus on performance or other related factors as long as the total bonuses do not exceed the average of what would have been given based on the classified methodology.

3) Adjunct faculty are to receive a $750 one-time bonus on September 1, 2021. All bonus adjustments will be supported from the general fund.

Benefits - Health Care Adjustment:
Due to the success of the health care holiday in November 2019, the amended budget includes another health care premium holiday. The holiday will recognize savings for members in the state employee health benefits program and state agencies for two pay periods in December 2020. The projected University one-time savings from the holiday is expected to be $800,000.

## Reversion of Unallotted Funds:

Within the 2020-22 Biennial Budget were several funding initiatives that were originally allocated pre-COVID-19 that were subsequently unallotted pending final execution of the budget. The following items all are proposed to be eliminated from the amended budget:

- Undergraduate Student Financial Assistance - $2.5 million

- Tuition Moderation - $2.1 million

- RUC Operating Support - $4.0 million

## One-Time Operating Support:

Affordable Access:
The amendments included from the Special Session provide general fund one-time operating support of $80 million to maintain affordable access to public colleges and universities for fiscal year 2020-21. The funding may be used to support operations, enhance financial aid, or for other purposes to address the impacts of COVID-19. The University's allocation is proposed to be $4.9 million, of which, $2.0 million is designated for RUC Operations.

Funding was allocated based on in-state undergraduates and addressing estimated revenue shortfalls reflective of either a minimum of 5% of in-state undergrad revenues or 40% of the average in-state revenue shortfall.

## COVID-19 Relief:

Coronavirus Relief Funds (CFR):
Higher education institutions have been allocated $116.0 million in COVID-19 relief funding of which the University will receive $3.6 million to support telework and distance learning infrastructure, personal protective equipment, sanitization and cleaning, and testing for students, staff, and faculty. This is a direct reimbursement of expenses that have or will occur from July 1, 2020 – December 31, 2020.

## Financial Flexibility Language:

Auxiliary Enterprise Investment Yields:
Higher education institutions will have the option to use available fund balances from other fund sources, including E&G, to support operations, increased costs or revenue reductions for auxiliary enterprise programs for the 2020-2022 biennium. The exception being supporting Athletics programs other than transfer payments from E&G.

## Action:

None.  Information item only.

# 2020-22
# Biennial Budget Update

RADFORD UNIVERSITY

# 2020 Special Session I

On August 18, 2020, Governor Northam presented proposed amendments to the 2020-22 Biennial Budget to the General Assembly Joint Money Committee addressing the economic issues related to COVID-19 and the resulting $2.7 billion shortfall.

- The General Assembly considerations on the amendments were finalized on October 16, 2020 and submitted for Executive review.

- The Governor returned the budget to the General Assembly requesting the adoption of additional amendments on November 5, 2020.

- The General Assembly took up the amendments on November 9, 2020 and returned the budget to the Governor, who now has until December 9, 2020 to take action.

Notable University Items Include:
- ❖ Reversion of Unallotted Funds
- ❖ Compensation & Benefits
- ❖ One-time Operating Support
- ❖ COVID-19 Relief
- ❖ Financial Flexibility Language

# Reversion of Unallotted Funds

Within the 2020-22 Biennial Budget, there were several funding initiatives that were originally allocated pre-COVID-19 that were subsequently unallotted pending final execution of the budget. The following items all are proposed to be eliminated from the amended budget:

- Undergraduate Student Financial Assistance
- Tuition Moderation
- RUC Operating Support

# Compensation and Benefits

## Employee Bonuses:

- Effective December 1, 2020
  - Police Officers - $500 each
- Effective September 1, 2021 – dependent on actual revenues
  - Faculty and Staff – 1.5% of base pay
  - Adjunct Faculty - $750 each

## Benefits:

- Health Holiday – Utilizes one-time savings to fund a health care premium holiday for members in the state employee health benefits program for two pay periods in December 2020.
  - Provides institutional and employee savings

# One-time Operating Support

General fund one-time support of $80 million to maintain affordable access to public colleges and universities for fiscal year 2021 is proposed. The funding may be used to support operations, enhance financial aid or for other purposes to address the impacts of COVID-19.

- The University's proposed allocation is $4.9 million, of which, $2.0 million is designated for RUC.

# COVID-19 Relief

Coronavirus Relief Funds (CFR):  Higher education institutions have been allocated $116 million in COVID-19 relief funding to support telework and distance learning infrastructure, personal protective equipment, sanitization and cleaning, and testing for students, staff, and faculty.

- The University's proposed allocation is $3.6 million.

# Financial Flexibility Language

Auxiliary Enterprise Investment Yields:  Higher education institutions will have the option to use available fund balances from other fund sources, including E&G, to support operations, *increased* costs or revenue reductions for auxiliary enterprise programs for the 2020-2022 biennium.

– The exception being supporting Athletics programs other than transfer payments from E&G.

**RADFORD UNIVERSITY BOARD OF VISITORS**
**Business Affairs and Audit Committee**
**December 3, 2020**

**Crisis and Emergency Management Plan (CEMP)**
**Background Information**

**Public Safety**
Radford University Public Safety is charged with creating a safe and secure University environment. Public Safety encompasses the Police Department, Emergency Management, and Parking Enforcement.

Public Safety is committed to providing the highest level of professional services to foster a safe learning and working environment for the entire campus community including: students, faculty, staff, alumni, and visitors.

**Office of Emergency Management**
Through an all-hazards approach, the Office of Emergency Management strives to provide a safe, secure, and resilient environment by fostering the emergency management mission of mitigating against, preparing for, responding to, and recovering from emergencies to support the University's mission of academics, institutional research, and service to the community.

The Office of Emergency Management is responsible for instilling a culture of preparedness by enhancing and improving individual preparedness, departmental readiness, and institutional resiliency.

Office of Emergency Management Responsibilities
- Develop and manage University-level emergency planning including:
  – Crisis and Emergency Management Plan (CEMP);
  – Continuity of Operations Plan (COOP); and
  – Hazard Mitigation Plan.
- Provide a training and exercise program at the University, departmental, and individual levels.
- Promote preparedness initiatives through presentations and other various outreach methods.
- Serve as the Universities Emergency Management Coordinator as required by Virginia's Executive Order 41 (2019).
- Serve as the coordinator for incident management system implementation, to include collaboration with University departments, and external agencies, that have key roles in incident or emergency preparedness, response, and/or recovery activities.

**Phases of Emergency Management**
The emergency management process is broken out into five phases with each phase overlapping the next.
    Mitigation - Makes structural and non-structural changes to limit impact of disasters.
    Prevention – Preventative measures, such as evacuation plans, environmental planning, and design standards.

<u>Preparedness</u> – Planning, organizing, equipping, exercising, evaluating and corrective actions.

<u>Response</u> – Coordination and management of resources, responding to a disaster
- Public information and warning
- Requests for assistance/resource management

<u>Recovery</u> – Restore critical functions, Manage Stabilization, Return to normalcy
- Debris Management
- Damage Assessment
- Continuity

# **C**risis and **E**mergency **M**anagement **P**lan

**October 2020**

Radford University
Office of Emergency Management
P.O. Box 6909
Armstrong Complex 187
Radford, Virginia 24142
(540) 831-6696 (Office)
www.radford.edu/emergency-management

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# TABLE OF CONTENTS

# Annexes

A. Emergency Support Functions
B. Active Threat Incident
C. Emergency Notification System Protocols
D. Infectious Disease Outbreak Plan
E. Severe Weather Incident
F. Functional Needs
G. Earthquake Plan
H. Emergency Operations Center

# Appendix

A. Victim Assistance Contact Information
B. ICS Forms
C. NIMAA Agreement
D. Maps

# PLAN DOCUMENTATION

## PROMULGATION

By virtue of the authority vested in me by the Board of Visitors as President of Radford University, and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the Radford University Crisis & Emergency Management Plan (CEMP, formerly Emergency Operations Plan).  The Plan provides for Radford University's response to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

The Plan is consistent with Code of Virginia § 23.1-804 and Title 44, Chapter 3.2, and the National Incident Management System as implemented in the National Response Framework (NRF) adopted October 2019.

Companion documents to the CEMP include, but are not limited to, the Radford University Hazard Mitigation Plan (HMP) and the Radford University Continuity of Operations Plans (COOP) which are distinct, complementary plans that together provide a sound decision-making foundation with regard to Radford University's approach to emergency management.

In concert with companion plans, exercises, training, and outreach, the CEMP substantially enhances Radford's capabilities to prepare for, respond to, recover from, prevent and mitigate against all hazards. A component of Radford's emergency management program, the CEMP assists in continuing to build a culture of preparedness and resiliency throughout the Radford University community.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation.


Signed,


_____                          _____
Dr. Brian O. Hemphill, President                        Date
Radford University

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**LEGAL**

**Disclaimer**

The information contained in the Radford University Crisis and Emergency Management Plan (CEMP) has been prepared for use by Radford University. The information is guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an important consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the University of the sufficiency of the information contained herein and the University assumes no responsibility in connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may be required.

**Confidentiality**

Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, Radford University is withholding elements of the CEMP from public disclosure.

**FOREWARD**

Radford University (hereafter University) is vulnerable to a variety of hazards such as flash flooding, river flooding, hurricanes, winter storms, tornadoes, hazardous materials transportation incident (rail and vehicular), resource shortages, infectious disease, and terrorism. The University is also vulnerable to technological incidents such as power outages and human-caused hazards such as a cyber-attack. To respond effectively to any emergency of a size or complexity beyond routine response systems, it is critical that all Radford University faculty, staff, and students; City of Radford public officials; regional, city; and state departments and agencies; and non-governmental emergency organizations understand their roles and responsibilities.  These non-routine responsibilities begin as the incident is recognized and response ensues.  These responsibilities become particularly important as command organizes beyond the initial reactive phase of first responders.

To address these hazards, Radford University developed this Crisis and Emergency Management Plan (CEMP).  The CEMP provides the University with flexible, scalable, "all-hazards" guidance, which is applicable to all phases of emergency management. The CEMP is compatible with the National Response Framework and provides the structure for coordinating with local jurisdictions and external emergency response agencies.

Companion documents to the CEMP include, but are not limited to, departmental/university-wide Continuity of Operations Plans (COOPs) and the Radford University Hazard Mitigation Plan (HMP).  Each of these documents are distinct, complementary plans that together provide a foundation for Radford University's approach to emergency management.

In concert with companion plans, exercises, training, and outreach, the CEMP substantially enhances Radford University's capabilities to prepare for, respond to, recover from, prevent, and mitigate against all hazards.  A component of the Radford University's emergency management program, the CEMP also assists in continuing to build a culture of preparedness and resiliency throughout the University community.

**PLAN FORMAT**

The **Basic Plan**, using an all-hazards approach, illustrates the overall methodology for how incidents are managed by the institution.

The **Annexes** outline the incident management process regarding the Emergency Notification System (ENS), functional needs, and Emergency Support Functions (ESFs), as well as procedures for managing an infectious disease outbreak, active threat incident, severe weather incident, and earthquakes.

The **Appendices** contain supplemental information relevant to all CEMP elements.
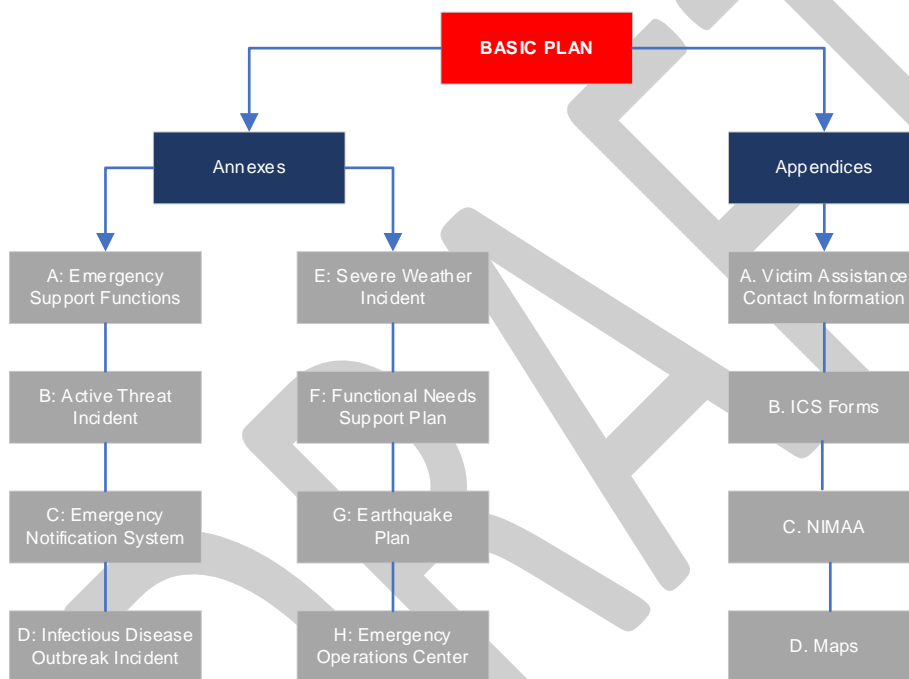
Figure 1 CEMP Graphic Layout

**RECORD OF CHANGES**

Submit recommended changes to this document to the Director of Emergency Management.

Table 1 Record of Changes

| Contacts | Date of Change | Revision Number | Page or Section Changed | Summary of Change |
|---|---|---|---|---|
| Peter McCann | October 2020 | 1.0 | Basic Plan<br>All Annexes<br>All Appendices | Comprehensive Review and Update of the entire CEMP, formerly EOP. |
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## RECORD OF DISTRIBUTION

It is the intent, based on the sensitivity of information contained within this document, that distribution is limited.  The following list is not all inclusive.  Additional copies may be distributed at the discretion of the Director of Emergency Management or designee. Distribution beyond the recipients listed below may not be made without authorization from the Director of Emergency Management or designee.   Requests for additional distribution must be submitted to the Director of Emergency Management.

Table 2 Record of Distribution

| Agency | Department | Recipient Title/Department |
|---|---|---|
| Radford University | Incident Management Team | President<br>Vice President for Finance and Administration and Chief Financial Officer<br>Chief of Staff and Vice President for Strategic Operations<br>Provost and Vice President for Academic Affairs<br>Vice President for University Advancement & University Relations<br>Vice President for Student Affairs<br>Special Advisor to the President for Partnerships and Chief Innovation Officer<br>Vice President for Enrollment Management<br>Executive Director of Administration<br>Athletics Director<br>Chief of Police<br>Director of Emergency Management<br>Assistant Vice President for Facilities Management<br>Associate Vice President for Information Technology and Chief Information Officer<br>Legal Counsel |
| Radford University | Division of Finance and Administration | Associate Vice President for Finance and University Controller<br>University Budget Director<br>Assistant Vice President for Human Resources<br>Executive Director of Strategic Sourcing and Chief Procurement Officer<br>Director of University Services<br>Assistant Director of Environmental Health and Safety<br>Director of Facilities Management Operations |
| Radford University | Division of Student Affairs | Associate Vice President for Student Affairs and Dean of Students<br>Associate Vice President for Student Life<br>Assistant Vice President for Student Success and Retention<br>Student Health Medical Director<br>Director of Housing and Residential Life<br>Director of Student Counseling Services |
| Radford University | Division of Academic Affairs | Associate Provost for Academic Program<br>Assistant Provost, Center for Global Education and Engagement |
| City of Radford | City Administration | City Manager<br>Emergency Management Coordinator |
| Montgomery County | Emergency Management | Emergency Services Coordinator |
| VDEM | Preparedness Division | All Hazards Planner |

# AUTHORITIES AND STANDARDS

## POLICES AND REGULATIONS

Radford University's Crisis and Emergency Management Plan (CEMP) is guided by provisions in the following authorities:

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

### State:
- Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
- The Code of Virginia, 23.1-804, Institutional Crisis and Emergency Management Plan (CEMP).
- The Commonwealth of Virginia Emergency Operations Plan (COVEOP)

### Local:
- City of Radford Emergency Operations Plan

## REFERENCES

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

- FEMA Comprehensive Preparedness Guide 101 Version 2
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs

# INTRODUCTION

## MISSION

### Radford University

As a mid-sized, comprehensive public institution dedicated to the creation and dissemination of knowledge, Radford University empowers students from diverse backgrounds by providing transformative educational experiences, from the undergraduate to the doctoral level, within and beyond the classroom. As an inclusive University community, we specialize in cultivating relationships among students, faculty, staff, alumni and other partners, and in providing a culture of service, support, and engagement. We embrace innovation and tradition and instill students with purpose and the ability to think creatively and critically. We provide an educational environment and the tools to address the social, economic, and environmental issues confronting our region, nation, and the world.

### Radford University Emergency Management

Through an all-hazards approach, the Office of Emergency Management strives to provide a safe, secure, and resilient environment by fostering the emergency management mission of mitigating against, preparing for, responding to, and recovering from emergencies to support the University's mission of academics, institutional research, and service to the community.

The office is responsible for instilling a culture of preparedness by enhancing and improving individual preparedness, departmental readiness, and institutional resiliency.

## PURPOSE

Radford University Crisis and Emergency Management Plan (CEMP) provides all-hazard guidance intended to preserve life, protect property, and contain an incident, emergency, or event on campus in order to continue the University's mission. The CEMP establishes incident organization to direct and control operations by assigning broad responsibilities to specific entities for disaster mitigation, prevention, preparedness, response, and recovery. These responsibilities are generally extensions of normal, day-to-day functions involving the same resources. The CEMP also provides the framework within which more detailed emergency plans and procedures can be developed and maintained.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place. Rather, it supplements those procedures with an organizational structure that provides for the immediate focus of management on response operations and the early transition to recovery operations.

The CEMP is based on the situation, risk assessment, capability assessment, mitigation overview, and planning assumptions presented in this section.

## SCOPE

The CEMP and its contents apply to all Radford University faculty, staff, students, and visitors. The CEMP applies to the primary campus located in the City of Radford. Facilities located outside of this primary campus such as Radford University Carilion facilities in the City of Roanoke fall under the guidance of Carilion's facility's emergency plans.

The University modeled the CEMP in accordance with prevailing practices in the field of emergency management, including incorporation of the National Incident Management System (NIMS), to facilitate coordination and communication between all responding entities.  Radford University cooperates and collaborates with local, state, and federal emergency management agencies and other stakeholders in the development, implementation, and execution of emergency response plans.

## SITUATION OVERVIEW

The institution now known as Radford University was founded by the Virginia General Assembly in the spring of 1910. The State Normal and Industrial School for Women at Radford grew out of a late nineteenth-century effort to expand Virginia's public-school system and prepare a sufficient number of teachers.

Radford University is a comprehensive public university of over 10,000 students that has received national recognition for many of its undergraduate and graduate academic programs, as well as its sustainability initiatives. Radford University serves the Commonwealth of Virginia and the nation through a wide range of academic, cultural, human service, and research programs.  The main campus is located in Radford, Virginia on a beautiful 204-acre American classical campus.  Radford University also offers a clinical-based educational experience for more than 1,000 students living and learning in Roanoke, Virginia, as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach, and service.

Radford University has embraced its historical mission of teaching and learning while, at the same time, looking to the future with a focus on innovation.

**PLANNING ASSUMPTIONS**

- An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
- The succession of events in an emergency or disaster is not predictable; therefore, published plans, such as this one, only serve as a guide and may require modifications to meet the requirements of the emergency.
- The University may be impacted by an event that occurs in the neighborhoods or community adjacent to the campus or offsite facilities.
- Disasters affecting the University may affect the surrounding community. Therefore, it is necessary for the University to prepare for and carry out disaster response and short-term recovery operations in conjunction with local resources.
- Based on the event, outside resources may not be readily available to assist the University.
- Departments maintain plans relevant to their areas and operations, ensure that all personnel are trained and familiar with the CEMP, and are capable of implementing emergency procedures in a timely and effective manner.
- Incidents including major emergencies or catastrophic events will require full coordination of operations and resources, and might:
  - result in numerous casualties, fatalities, displaced people, property loss, significant damage to the environment, and disruption of economic and normal life support systems, essential public services, and basic infrastructure;
  - overwhelm capabilities of the University;
  - require extremely short-notice asset coordination and response timelines; and/or
  - require prolonged, sustained incident management operations and support activities requisite to long-term recovery and mitigation.
- Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System (NIMS).
- The top priorities for incident management are protecting life safety, securing critical infrastructure and facilities, and resuming teaching and research.
- Faculty, staff, students, and visitors will fully cooperate with instructions given by first responders and University leadership.

**PHASES OF EMERGENCY MANAGEMENT**

The current model of emergency management describes the emergency management process in five phases: mitigation, prevention, preparedness, response, and recovery with each phase overlapping the next.
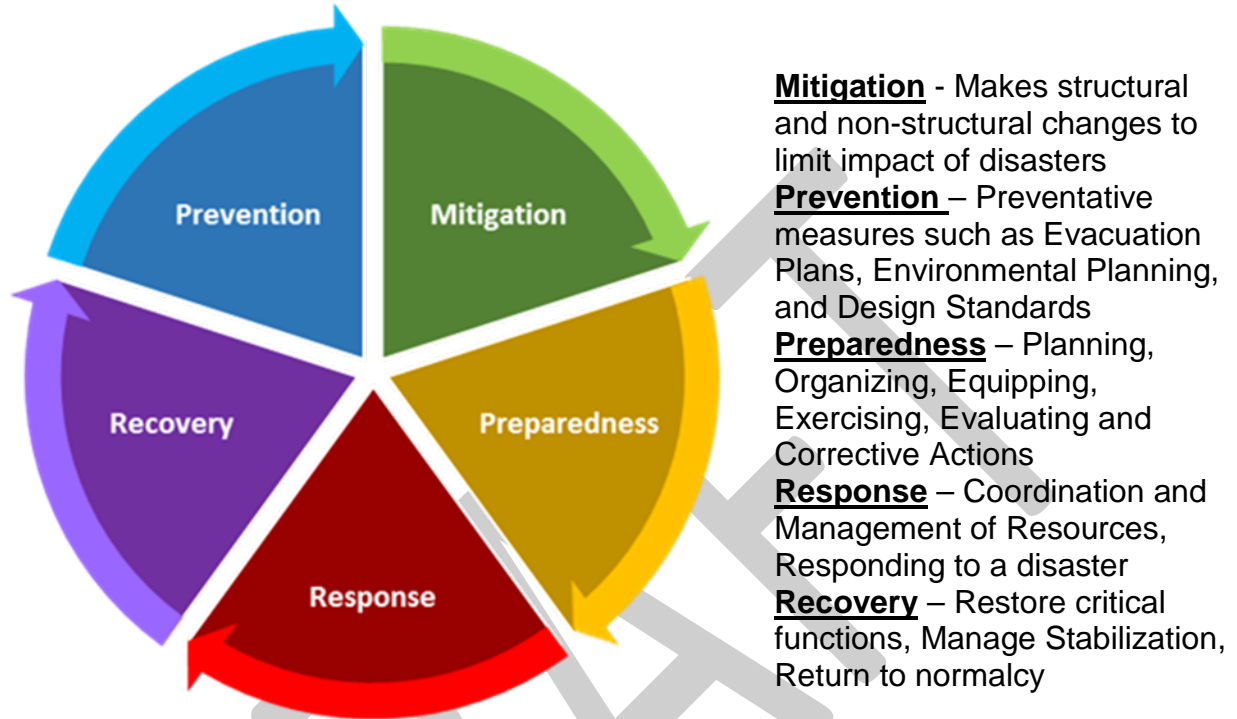


Figure 2 Phases of Emergency Management

**Mitigation** - Makes structural and non-structural changes to limit impact of disasters
**Prevention** – Preventative measures such as Evacuation Plans, Environmental Planning, and Design Standards
**Preparedness** – Planning, Organizing, Equipping, Exercising, Evaluating and Corrective Actions
**Response** – Coordination and Management of Resources, Responding to a disaster
**Recovery** – Restore critical functions, Manage Stabilization, Return to normalcy

# CONCEPT OF OPERATIONS

**GENERAL**

This section describes coordinating structures, processes, and protocols employed for incident management by Radford University. These coordinating structures and processes are designed to enable execution of the responsibilities of the President through the appropriate departments and to integrate local, state, federal, non-governmental agencies and organizations, and private-sector efforts into a comprehensive approach to emergency management.

The CEMP is founded upon the concept that incident response begins with the University and that outside assistance will be requested when an emergency or disaster exceeds institutional capabilities.  It establishes the concepts and policies under which all elements of the University will operate during emergencies.  Additionally, the CEMP provides a basis for the preparation of more detailed plans and procedures and for emergency management training programs. Departments with primary emergency duties and responsibilities are also expected to develop and maintain separately published and more detailed standard operating procedures (SOPs) as needed.

In the event an incident exceeds the University's emergency response capabilities, outside assistance is available, either through mutual support agreements with nearby jurisdictions or volunteer organizations. University resources must be fully committed before assistance is requested from the adjacent jurisdictions.

The following general principles apply to all parts of the CEMP:
- On-scene coordination of emergency response will be accomplished within the Incident Command System (ICS) framework allowing for the incorporation of local, state, federal agencies and other responsible parties into one organizational framework called Unified Command.
- The EOC is the central location from which off-scene activities are coordinated.
- The EOC may be virtually, partially, or fully activated.
- All appropriate available resources will be fully committed before requesting outside assistance.

**CRISIS AND EMERGENCY MANAGEMENT PLAN UTILIZATION**

The CEMP may be utilized, in whole or in part, whenever incident conditions exist where immediate action is required to:
- Save and protect lives.
- Prevent and/or mitigate damage to property, systems, and the environment.
- Initiate the Incident Command System (ICS) and develop an appropriate organization structure to manage the incident.
- Coordinate communications.
- Provide essential services.
- Temporarily assign University staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Radford University Emergency Operations Center (EOC).

The CEMP may be utilized, in whole or in part, in conjunction with local, regional, state, or federal response plans as necessary to effectively manage an incident requiring the incorporation of external response capabilities into the University's response. Critical University departments having a role in response will be associated with Emergency Support Functions (ESFs) to facilitate integration into emergency operations.

The Radford University President, Vice President for Finance and Administration, Chief of Police, and the Director of Emergency Management, or their designees, may implement the CEMP.

**OVERALL INCIDENT MANAGEMENT STRUCTURE**

Radford University applies the nationally recognized Incident Command System (ICS) to incident, emergency, and major event management. A standardized, all-hazards management tool, ICS enables the University to utilize the following characteristics to more efficiently respond to and recover from an incident on campus:

- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are utilized (and demobilized) in an effort to maximize productivity and minimize cost and duplication of effort.
- **Common Terminology:** Use of common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.
- Incident Action Planning: A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operation picture during response and recovery objectives.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.
- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.
- **Unified Command:** Representatives from multiple affected departments/ agencies/ jurisdictions collaborate together to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Multi-Agency Coordination:** Provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization. Resources include personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Pre-designated Facilities:** Operational locations and support facilities designated before an incident to support response and recovery.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and documentation all contribute to effective accountability throughout the incident management process.

## TYPES OF INCIDENTS

An incident is defined as "an occurrence or event, natural or human-caused, which requires a response to protect life or property."[1] An incident may evolve into an emergency when that event overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage it, while causing a significant disruption of normal business in all or a portion of the campus.

Incidents and emergencies can range from a small utility failure or criminal act that can be handled internally to a major winter storm that may exceed internal capabilities and requires external response support. To assist with conveying the complexity or severity of a situation, the University developed various levels of incidents shown in Table 3. The incident types align with the National Incident Management System, with Type 1 being the most complex or severe and Type 5 being the lease complex or severe.

Table 3 Types of Incidents

| Type | Description |
|------|-------------|
| 5 | A minor department or building incident that can be resolved by the responding service unit (Custodial, Physical, Police, Telecommunications, etc.). This may result in calling in personnel and notifying the department where the problem occurred. For example, Facilities responds to a report of no heat in a building. |
| 4 | A department or building incident that can be resolved with existing University resources or limited outside help. A Type 4 incident is usually a one-dimensional event that has a limited duration and little impact to the campus community beyond those using the space/building in which it occurred. For example, a broken pipe with some flooding or a minor fire confined to a room. |
| 3 | Type 3 incidents may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis. Examples could include a large fire contained to a single building or complex. The incident may stretch University resources, but the impact across campus would be limited. |

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[1] As defined in the Federal Emergency Management Agency's National Response Framework

| Type | Description |
|------|-------------|
| 2 | A major emergency that impacts a sizable portion of the campus and/or outside community. Type 2 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the University. Type 2 incidents also include imminent events on campus or in the general community that may develop into a major crisis or full disaster affecting the University.  For example, an active shooter, bomb threat, heating failure, extended power outage, severe storm, or domestic water contamination. |
| 1 | A catastrophic event involving the entire campus and surrounding community. Immediate resolution of the disaster, which is usually multi-hazard, is beyond internal emergency response capabilities. |

## MONITORING AND DETECTION

The Radford University Police Department Dispatch Center serves as the institution's continuously operating warning point and also monitors local and regional information-sharing networks and weather alerts.  The functions provided by the Dispatch Center include:

- Receiving emergency and non-emergency calls from Radford University community.
- Monitoring campus alarm systems for detection of fire, building system failure, physical security breach, or other abnormal conditions.
- Communicating with first responders and local and state public safety agencies;
- Monitoring weather and hazard warning messages.
- Making notifications, as appropriate, to University officials and outside agencies; and
- Issuing warnings in accordance with the Emergency Notification System (ENS) Protocols.

## PLAN IMPLEMENTATION

Incidents or emergencies affecting safety, health, property, the environment, or critical operations should be reported to the Radford University Police Dispatch Center.  The Dispatch Center will dispatch first responders to the scene and make appropriate notifications as directed by the Incident Commander.

Depending on the incident type, the Incident Commander will initiate the notification of the Director of Emergency Management, or designee, to coordinate incident response and recovery.  Once notified, if necessary the Director of Emergency Management, or designee, notifies the Incident Management Team and determines what level of EOC activation is necessary.  Notification may occur by telephone, text message, or email. Once notification is received by the recipients, they should respond as directed.

**INCIDENT PRIORITIES**

In all emergency response and recovery operations Radford University should prioritize incident response based on the following considerations;

- Protect Life Safety
- Secure critical infrastructure and facilities including
    - Buildings used by the Radford University community
    - Buildings critical to health and safety
    - Facilities that sustain the response
    - Classroom and research buildings
    - Administrative buildings
- Resume teaching and research programs

An additional priority, coordination among appropriate stakeholders, extends across all priorities and phases of the incident.

**EMERGENCY OPERATIONS CENTER**

In the event of an incident that may cause significant impact to University operations or last for a prolonged period, the Radford University Emergency Operations Center (EOC) may be activated to centralize the command, control, and coordination necessary to manage the incident. Personnel will work collaboratively to define emergency priorities, establish policies, assign resources, and coordinate requests for assistance. Upon activation of the CEMP, the EOC may be partially or fully activated (physically or virtually) depending on the type and scope of the incident, emergency, or event.

**EOC Levels of Activation**

The EOC has three levels of activation: monitoring, partial, and full.

- **Monitoring:** EOC operations are decentralized. Normal emergency response, communication, and resource management protocols are in place.
- **Partial Activation:** Through physical or virtual activation, certain key designated departments and agencies report to the EOC. Partial EOC activations normally take place within regular business hours but may include after-hours or weekend operations. Examples of events necessitating a partial EOC activation include planned events, emergencies of limited scope involving multiple departments, or ramp-up operations ahead of a large-scale anticipated or forecasted emergency (e.g., severe weather event or demonstration on campus).
- **Full Activation:** All designated EOC personnel and Emergency Support Functions, as needed, are staffed on up to a 24-hour rotational basis. Examples of events warranting a full EOC activation include major disasters affecting the entire University, regional emergencies, terrorist events, etc.

**EMERGENCY NOTIFICATION SYSTEM**

Radford University's Emergency Notification System (ENS), commonly referred to as Radford Alert, is a multi-channel, redundant communication platform that disseminates critical information to the campus community in case of an incident. During an incident

or emergency when the ENS would be used, all subscribers are considered part of the population vulnerable to the threat or hazard. The Outdoor Warning System, classroom phones, email, landline and cellular phones, SMS messaging, desktop alerts, digital signs, and website banners may provide, at a minimum the following information:

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

Annex C of the CEMP, the ENS Protocols provides operational guidelines for issuing emergency messages via Radford Alert. The Protocols contain system background information, a list of responsible University authorities, how and when the Protocols are to be used, and descriptions of the various channels employed for notification distribution. Also included are staff roles and responsibilities, checklists, and approved notification templates for rapid execution during an incident.

## CAMPUS STATE OF EMERGENCY

In responding to major emergencies and disasters, the President may declare a Campus State of Emergency to allow for activation of the University's emergency plans that protect public health, provide safety, preserve property, and continue critical functions for the University campus community. When a State of Emergency has been declared:

a) The President may use all available campus resources to respond to the disaster and temporarily suspend rules where compliance to the rules would hinder or delay actions necessary to save lives, stabilize the incident, and conserve property and the environment.

b) Only authorized students, faculty, staff, and emergency personnel are to be on campus. Those who are not authorized to be on campus will be directed to leave.

c) The proclamation shall be in writing. The President shall take reasonable steps to give notice of the terms of the proclamation to those affected by it and shall post a copy of it on the University website and in public places throughout campus.

If the President is unavailable to declare a state of emergency, the responsibility will automatically be delegated to the president's designee as outlined in the Continuity of Operations Plan.

### Imposing Restrictions

The President, by proclamation, may impose restrictions to provide for the protection of life, property, and the environment. The President may impose as many restrictions as reasonably necessary to maintain an acceptable level of public order and services and to protect lives, safety, and property. The President should detail in writing his or her reasons for imposing restrictions in the proclamation.

The following restrictions may be imposed through the declaration of Campus State of Emergency:

- **Evacuation:** The President may direct and compel the voluntary or mandatory evacuation of all or part of the population of the campus; to prescribe routes, modes of transportation and destination in connection with evacuation; and to control ingress and egress of a disaster area, the movement of persons within the area, and the occupancy of premises therein. Details of the evacuation may be included or amended in a subsequent proclamation.
- **Restricted Access:** In the best interest of the University community's safety, access to campus may be limited to residential students and essential personnel.
- **Curfew:** The proclamation may impose a curfew prohibiting in certain areas and during certain periods the appearance in public of anyone who is not performing protective actions sanctioned by the University.
- **Restricting Activities:** The following activities or conditions may be restricted: 1) movement of people in public places; 2) the operations of offices on campus; and 3) other activities or conditions the control of which may be reasonably necessary to maintain order and protect lives and property during the state of emergency within the area designated in the proclamation.

## Termination of Campus State of Emergency
The President will, by proclamation, terminate the entire declaration of emergency or remove any of the restrictions when the emergency no longer requires them.

## DEMOBILIZATION

The Incident Commander (IC) or Unified Command (UC) in coordination with the EOC and the Incident Management Team will determine when the incident is under control and response operations can be demobilized. Demobilization requires the deactivation of the active General Staff sections and EOC (if applicable) and compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible. Section Chiefs will be responsible for the demobilization of their respective sections.

## CAMPUS RECOVERY

Aligning with the University's incident response priorities, the first recovery step for any incident is to establish a safe and secure campus. Property protection, including research materials and intellectual property, is followed by environmental protection and restoration of essential program functions, including necessary dependencies such as critical utilities. An additional priority, coordination among appropriate stakeholders, extends across all priorities and phases of the incident. The Continuity of Operations Plan, provides applicable, all-hazard, tiered guidance in support of restoring normal operations on campus.

# ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

**BOARD OF VISITORS**

- Provides governance-level oversight to ensure that the University implements an effective emergency management program.
- Consistent with the obligations imposed on public institutions of higher education under Virginia Code §23.1-804, ensures that Radford University develops, adopts, and keeps current a written crisis and emergency management plan.

**PRESIDENT**

The President is responsible for the public safety and welfare of the students, faculty, staff, and visitors at the University. The President has the ability to, but not limited to:

- Directs and works with the Cabinet, Emergency Management, RUPD, and other key faculty and staff to coordinate University resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incident involving all hazards impacting the University.
- Authorizes temporary suspension of classes, or a campus closure or evacuation, when necessary.
- As the key public official, provides leadership and plays a key role in communicating to the public, and in helping faculty, staff, students, and visitors cope with the consequences of any type of incident affecting the University.
- Supports the University's emergency management program.
- Ensures that the University maintains and annually reviews the CEMP.

**VICE PRESIDENT FOR FINANCE AND ADMINISTRATION**

The Vice President for Finance and Administration duties during an emergency or incident include, but are not limited to:

- Works directly with the President, RUPD, Emergency Management, and other key faculty and staff in addressing campus emergencies and incidents.
- Communicates with the cabinet to coordinate response activities.
- Authorizes emergency expenditures and maintaining accurate records of expenses related to the emergency.
- Maintains authority, in consultation with the President and other key stakeholders, to close the University or cancel classes, as appropriate.
- Serves as the Chief Executive Officer due to the unavailability of the President with all authorities granted

**DIRECTOR OF EMERGENCY MANAGEMENT**

- Develops and updates the CEMP consistent with Virginia Code §23.1 -804.
- Coordinates resources to address the full spectrum of actions to prevent, prepare for, respond to, and recovery from, and mitigate against incidents involving all hazards.
- Requests assistance when University capabilities have been exceeded or exhausted.

- Coordinates with local, state, and federal officials after a disaster to implement recovery strategies and programs.
- Develops and implements a training, testing, and exercise plan to assure all parties involved in incident response and recovery are fully prepared to fulfill their tasks.
- Serves as the coordinator for incident management system implementation.

## ON-SCENE INCIDENT COMMANDER(S)

The front-line staff in departments such as Police, Facilities, Environmental Health and Safety, Emergency Management and others, handle most incidents with response activities primarily conducted at the field level. Once an incident occurs or is imminent, the Radford University Police Department establishes an on-scene incident command, including the designation of an Incident Commander (IC). If the incident requires the response of external partners, the IC will set up a Unified Command (UC) structure. The IC/UC provides command and control, which includes planning, accountability, and executing a plan to resolve the situation. The IC/UC allocates resources assigned to the incident.  Depending on the scope of the incident, resource needs, and necessary coordination efforts, the Director of Emergency Management may be contacted and the Incident Management Team may be activated to provide support.

## UNIFIED COMMAND

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

## INCIDENT MANAGEMENT TEAM

The Incident Management Team (IMT) provides leadership support to emergency operations, addresses the safety and welfare of students, faculty, staff, and visitors, and assures, to the extent possible, the continuity and timely resumption of University operations.  Additionally, the IMT:

- Provides overall incident management and coordination while maintaining situational awareness and a common operating picture throughout the incident
- Determines the scope and impact of the incident
- Approves overall priorities and strategies for incident response and recovery and when necessary, negotiates resolutions to conflicting priorities
- Approves any temporary policies, as recommended, to include coordinating policy issues specific to the preparation, implementation and execution of the CEMP

- Approves temporarily suspending classes and events or closing the University
- Identifies and approves financial resource allocations for emergency protective measures or recovery efforts
- Coordinates and issues press releases and external communications
- Re-assigns/deploys individuals and resources in support of response and recovery operations
- Executes contracts for restoration services
- Coordinates with local, state, and federal government agencies, as needed
- Implements University continuity of operations plan
- Approves returning to normal operations at the conclusion of the emergency

The IMT consists of the following key members:

- President
- Vice President for Finance and Administration and Chief Financial Officer
- Chief of Staff and Vice President for Strategic Operations
- Provost and Vice President of Academic Affairs
- Vice President for University Advancement and University Relations
- Vice President for Student Affairs
- Vice President for Enrollment Management

- Executive Director of Administration
- Special Advisor to the President for Partnerships and Chief Innovation Officer
- Chief of Police
- Assistant Vice President for Facilities Management
- Director of Emergency Management
- Director of Athletics
- Associate Vice President for Information Technology and Chief Information Officer
- Attorney General's Office

The President generally serves as the IMT Chair. In the absence of the President, the Vice President for Finance and Administration and Chief Financial Officer will serve as Chair. Depending on the type/scale/nature of the incident, not all members of the IMT may be present or activated. For incident subject matter expertise, support, and/or resources, additional ad hoc members/liaisons may be appointed/activated at the request of the President, or designee.

In the event of an actual or threatened large-scale incident, the other departments assigned emergency duties augment the incident management structure through their appropriate ESF.

## INCIDENT MANAGEMENT ORGANIZATIONAL STRUCTURE

The EOC is organized using ICS principles and consists of Command Staff (Liaison, Safety, and Public Information Officers) and General Staff (Operations, Planning, Logistics, and Finance/Administration Section Chiefs).

Command Staff positions perform the following essential duties:
- **Liaison Officer(s):** Coordinates with external groups. The University EOC may also invite external partners to assign a liaison.
- **Safety Officer:** Monitors, evaluates, and recommends procedures for all incident operations for hazardous and unsafe conditions, including the health and safety of emergency response personnel.
- **Public Information Officer(s):** Relay incident information to internal and external stakeholders. When necessary, establish and coordinate Joint Information Center operations. This is usually lead by a representative of University Relations.

General Staff positions perform the following essential duties:
- **Operations Section:** Directs and coordinates all operations, receives and implements Incident Action Plans from the Planning Section.
- **Planning Section:** Maintains situational awareness; initiates, collects, and verifies field reports; assesses reconnaissance and other data; prioritizes situation reports and plans; develops Incident Action Plans.
- **Logistics Section:** Obtains and stages resources in support of incident operations.
- **Finance/Administration Section:** Tracks all incident costs and manages the University's claims and reimbursement process.

The only required position of the Incident Command System is the Incident Commander (IC).   As the incident continues and becomes more complex, the IC may need to delegate duties to others, accomplished by activating additional functions that comprise the Incident Management Team. The functions that are activated, and when these functions are activated, will depend on the nature of the incident. Activation of these functions ensure appropriate span of control is maintained.  All functions without a designated section chief or officer remain the responsibility of the IC.

## EMERGENCY SUPPORT FUNCTIONS

Radford University organized its response and recovery capabilities into Emergency Support Functions (ESFs).  ESFs is a grouping of capabilities into an organizational structure to provide support, resources, program implementation, and emergency services that are most likely needed during incidents.

Each ESF is led by a primary department(s), which is designated because of its authorities, resources, and capabilities in the particular functional area.  Other departments are designated as support departments for one or more of the ESFs based on their resources and capabilities to support the functional area(s).  Departments designated within each ESF are expected to support one another in carrying out their respective missions. In addition, External Support Agencies & Organizations are listed in the plan.

Note that not all incidents result in the activation of the ESFs. It is possible an incident may be addressed without activating the ESFs. Departments with an ESF role are responsible for:

- Developing and maintaining detailed plans and standard operating procedures (SOPs) or standard operating guidelines (SOGs) to support their role as outline in this plan
- Identifying sources of emergency supplies, equipment, and transportation necessary to maintain their daily operations
- Review mutual aid agreements or other emergency contracts.
- Maintaining records of disaster related expenditures and appropriate documentation, when appropriate
- Protecting and preserving records essential for continuity of the institution, and establish and maintain a list of succession of key personnel
- Maintain contact with external support agencies and organizations
- Participate in training, drills and exercises in support of the CEMP

Detailed information for each Emergency Support Function is provided in Annex A: Emergency Support Functions. Table 4 on the following page list the ESFs with examples of critical responsibilities and associated departments with primary (lead) authority and departments or external entities that could provide additional support. To provide for greatest scalability during an incident, ESFs or elements thereof may be used wholly or in part as necessitated by the incident management structure.

Table 4: Summary of ESF Roles and Responsibilities

| Emergency Support Functions: | Academic Advising | Academic Affairs | Academic Colleges & Departments | Accounting Services | Budget & Planning | Center for Accessibility Services | Controller's Office | Dean of Students | Emergency Management | Environmental Health & Safety | Facilities Management | Finance & Administration | Housing & Residential Life | Human Resources | Information Technology | Procurement & Contracts | Provost Office | Radford University Police | Risk Management | RUEMS | Student Affairs | Student Counseling Services | Student Health Center | University Relations | University Services |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ESF #1 Transportation | | | | | | | | | S | | L | | | | | | | S | | | | | | | |
| ESF #2 Information Technology & Communications | | | | | | | | | S | | | | | | L | | | S | | | | | | | S |
| ESF #3 Facilities Management | | | | | | | | | S | S | L | | | | | S | | S | | | | | | | |
| ESF #4 Fire Prevention and Firefighting | | | | | | | | | S | L | S | S | | | | | | S | | | | | | | |
| ESF #5 Emergency Management | | | | | | | | | L | S | S | | | | S | | | S | | | | | | S | |
| ESF # 6 Mass Care Housing & Mental Health Services | | | | S | | | | L | S | | S | | S | | | | | S | | | | S | S | S | S |
| ESF #7 Finance & Resource Management | | | | S | S | | S | | S | | S | | | S | | L | | | | | | | | | |
| ESF #8 Public Health & Medical Services | | | | | | | | S | S | | | | | | S | | | L | | S | | S | S | | |
| ESF #9 Urban Search & Rescue | | | | | | | | | L | S | S | | | | | | | L | | S | | | | | |
| ESF #10 Hazardous Materials Response | | | | | | | | | S | L | S | | | | | | | S | | | | | | | |
| ESF #11 Academics | S | L | S | | | | | | S | | | | | | S | | S | | | | S | | | | |
| ESF #12 Energy | | | | | | | | | S | L | | | | | | | | | | | | | | | |
| ESF #13 Public Safety & Security | | | | | | | | | S | | | | | | | | | L | | | | | | | |
| ESF #14 Long-Term Recovery | | S | | | | | | | L | | S | S | | S | | | | S | S | | S | | S | | S |
| ESF #15 Media Relation | | | | | | | | | S | | | | | | S | | | S | | | | | | L | |
| ESF # 16 Volunteer & Donations Management | | | | | | | | | L | S | S | | | | | | | | | | S | | | S | S |

**L** = Lead Department (Multiple departments may share lead roles)
**S** = Support Role (Multiple departments may share support roles)

The following basic incident management structure (Figure 3) illustrates the lines of direction, communication, and authority present when the CEMP is utilized.
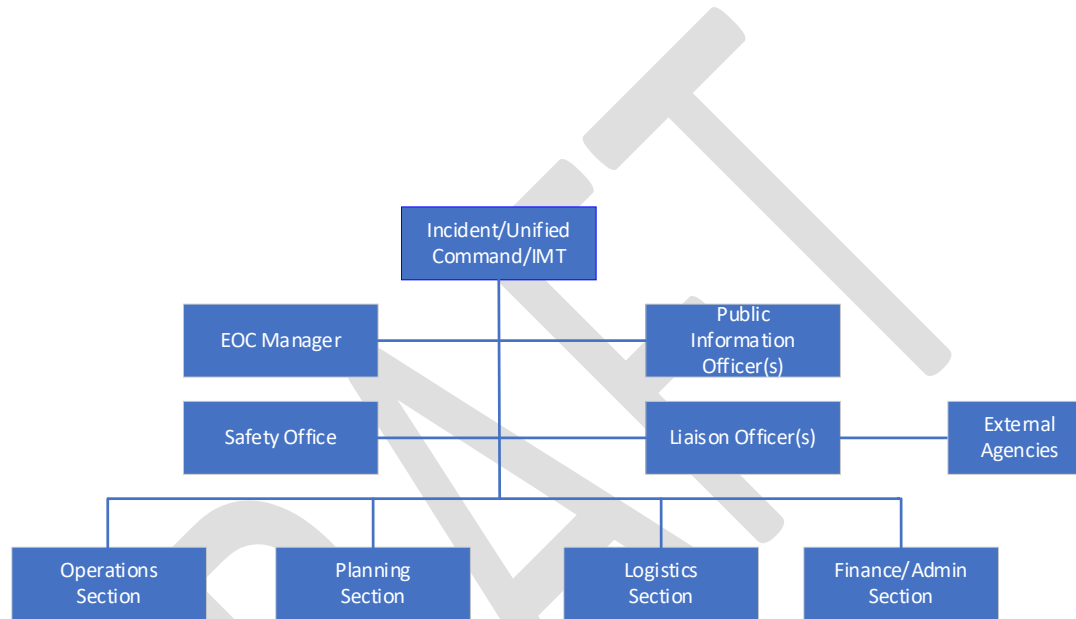


Figure 3: CEMP Incident Management Structure

## STUDENTS

### General Responsibilities

Students should be aware of their surroundings and familiar with building evacuation routes, exits, and assembly points. Students should also be enrolled in Radford Alert and have a personal emergency kit. Additional information on emergency procedures is posted throughout campus in residence halls, classrooms, and laboratories and is available on the emergency management website ([www.radford.edu/em](www.radford.edu/em)).

### Role During an Incident

Students involved in an incident should assess the situation quickly and thoroughly and employ common sense when determining how to respond. If directly involved in an emergency, students should call Radford University Police Department by calling 540-831-5500, or dial 911 for the City of Radford Police Department as soon as possible, direct responders to where the incident occurred if possible, and cooperate with first responders.

Strong partnerships with student groups and organizations enhance preparedness, response, recovery, and mitigation efforts within the University. Additionally, student groups can provide capabilities and expand available resources to augment the University's response and recovery activities. Organizations such as RUEMS represent volunteers interested in helping to make their University safer and/or offer volunteer service opportunities to support first responders, disaster relief activities, and overall safety efforts.

## FACULTY AND STAFF

### General Responsibilities

University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should be familiar with building evacuation procedures in areas where they work and teach. Faculty and staff may likely be the first person to arrive at an incident scene and are responsible for following standard operating procedures and contacting appropriate individuals. They should be familiar with the basic concepts of individual preparedness and incident response as outlined in the CEMP distributed by the Office of Emergency Management.

### Role During an Incident

Faculty and staff involved in an incident should assess the situation as quickly and thoroughly as possible and employ common sense when determining how to respond. When responding, faculty and staff should follow University emergency procedures. Emergencies on campus should be reported to Radford University Police Department by calling 540-831-5500. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately and report to the designated assembly point(s).

## NONGOVERNMENTAL AND VOLUNTEER ORGANIZATIONS

Nongovernmental and voluntary organizations (NGOs) collaborate with first responders, government at all levels, and other agencies and organizations providing relief services to sustain life, reduce physical and emotional distress, and promote recovery of disaster victims. Nongovernment organizations, such as the American Red Cross, in cooperation with University departments, may provide specific disaster relief services during response and recovery efforts.

The Virginia Voluntary Organizations Active in Disaster (VAVOAD) is a statewide consortium of faith-based and non-profit organizations that are active in disaster relief. The VAVOAD communicates with the many voluntary organizations that provide significant capabilities to incident management and response and recovery efforts at all levels. The Office of Emergency Management, as necessary, will coordinate VAVOAD activities to address unmet needs during an incident on campus.

## EXTERNAL SUPPORT

Major incidents, emergencies, or events may impact the surrounding community in addition to the campus. If this occurs, Radford University will make every effort to coordinate and work with local, state, and federal officials in their delivery of emergency services.  When an emergency or disaster is beyond the management capability and resources are inadequate of the University, the Director of Emergency Management may request assistance from neighboring jurisdictions through the City of Radford or the Commonwealth of Virginia. The Director of Emergency Management will serve as the point of contact for Radford University when resource requests are necessary.

Radford University is also a signatory of the Southwest Virginia Incident Management Team (SWVAIMT) and National Intercollegiate Mutual Aid Agreement (NIMAA). Radford University may request assistance from the SWVAIMT to support EOC operations to include, but not limited to; planning, logistics, operations, and finance.  In addition to aid from local and state governmental entities, the NIMAA provides a framework for the University to request (and provide) assistance from peer institutions who are also signatories to the NIMAA.  NIMAA procedures for requesting resources are available in Appendix 4.

## MEDIA RELATIONS

Public Information Officers (PIOs) coordinate press releases with the Incident Commander/Unified Command and/or the Incident Management Team. For information, the media can contact University Relations.  In large-scale incidents, information may be more readily accessible on Radford University website, www.radford.edu, as it becomes available.

**EMERGENCY MANAGEMENT PROGRAM ADVISORY COMMITTEE**

The Emergency Management Program Advisory Committee (EMPAC) provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the University's emergency management program.  The committee continually evaluates the needs of the University, developing appropriate planning, programmatic response, and mitigation strategies designed to reduce risks and to improve the disaster resiliency of Radford University.

EMPAC membership is comprised of internal stakeholders and local or regional emergency preparedness partners.  When appropriate, additional stakeholders may be invited to participate by the Director of Emergency Management.

- Chief of Police
- Assistant Vice President for Facilities Management
- Associate Vice President and Dean of Students
- Assistant Director for Environmental Health and Safety
- Director of University Services
- Assistant Vice President for Human Resources
- Associate Vice President for Information Technology and Chief Information Officer
- Director of Risk Management
- Associate Vice President for University Relations
- Director of Housing and Residential Life
- Director of New Student and Family Programs
- Associate Vice President for Student Life
- City of Radford Emergency Management Coordinator
- VDEM Region IV Representative

**SUCCESSION OF AUTHORITY**

Succession of decision-making authority, as related to critical incident management, is outlined in the Continuity of Operations Plan.

# PLAN DEVELOPMENT AND MAINTENANCE

The Director of Emergency Management maintains the Radford University Crisis and CEMP to include the Basic Plan and associated Annexes and Appendices. Changes to the CEMP are made and submitted to the President of the University for certification annually. The annual review and updated CEMP is then certified in writing to the Virginia Department of Emergency Management.

Every four years, Radford University Office of Emergency Management shall conduct a comprehensive review and revision of its CEMP to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board. Such review shall also be certified in writing by the President of Radford University to the Virginia Department of Emergency Management. The institution shall coordinate with the local emergency management organization, as defined in § 44-146.16, to ensure integration into the local emergency operations plan.

# PLAN TRAINING AND EXERCISES

## TRAINING

Trained and knowledgeable personnel are essential for the prompt and proper execution of the Radford University's CEMP. Personnel with emergency management responsibilities will be provided training opportunities to better understand their roles and responsibilities during an incident. Additionally, awareness information and training will be periodically provided to the University community.

## EXERCISES

Radford University applies the U.S. Department of Homeland Security, Homeland Security Exercise and Evaluation Program's (HSEEP) building-block approach to exercise design, planning, and execution (see Figure 4).


Figure 4: Building-block approach to exercises

- **Seminar:** A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research assess interagency capabilities, and construct a common framework.
- **Workshop:** A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- **Tabletop Exercise:** A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower-paced problem-solving process.
- **Game:** A game features a realistic scenario in a tabletop exercise to test existing and potential strategies, and prepare for more complex exercises.
- **Drill:** A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- **Functional Exercise:** A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- **Full-Scale Exercise:** A full-scale exercise is a high-stress, multi-agency, multijurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

Radford University Office of Emergency Management works with departments across campus to design, plan, and conduct these various exercise formats in the appropriate scale, to allow players to test their knowledge of their roles and responsibilities given

incident scenarios unique to their working environment. External support agencies and organization may be added to the exercise, as needed. Radford University shall annually conduct a test or exercise in accordance with the protocols established by the institution's crisis and emergency management plan and certify in writing to the Department of Emergency Management that such a test or exercise was conducted. (As per Code of Virginia, Title 23.1-804)

The activation of its crisis and emergency management plan and completion of an after-action report by a public institution of higher education in response to an actual event or incident satisfies the requirement to conduct such a test or exercise.

## AFTER ACTION REVIEW

Post-incident and exercise evaluation often lead to ways to improve response and recovery practices.  One of the most effective ways of summarizing an incident and capturing lessons learned is the After-Action Report (AAR) process.  During an AAR, participants, observers, and evaluators appraise prior incident/exercise actions.  The comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated in Radford University's emergency management program and associated plans or procedures.  Radford University may conduct an AAR, following the activation of the EOC. This AAR will be used to strengthen our emergency plans, polices, and procedures.

# GLOSSARY AND ACRONYMS

**GLOSSARY**

| | |
|---|---|
| **Campus State of Emergency** | With any crisis situation it is understood that a state of emergency may need to be declared. The authority to declare a campus state of emergency rests with the president or designee. These allows immediate decisions to be made by the president to take actions to assure the safety of students, faculty, staff, and the preservation and protection of University property. |
| **Continuity of Operations Plan** | A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing. |
| **Crisis and Emergency Management Plan** | An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the University's mission. |
| **Critical Incident Stress Debriefing** | Critical incident stress management (CISM) is an adaptive, short-term psychological helping-process that focuses solely on an immediate and identifiable problem. It can include pre-incident preparedness to acute crisis management to post-crisis follow-up. Its purpose is to enable people to return to their daily routine more quickly and with less likelihood of experiencing post-traumatic stress disorder (PTSD). |
| **Damage Assessment** | The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services resulting from a human-caused or natural disaster, |
| **Drills (Exercise)** | An exercise to validate a single operation or function |
| **Emergency** | An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus. |
| **Emergency Management** | The process of coordinating available resources to effectively manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves five phases: prevention, mitigation, preparedness, response, and recovery. |
| **Emergency Notification System** | The technology, polices, and procedures that define the University's emergency notification capabilities. |
| **Emergency Operations Center** | The Emergency Operations Center is responsible for oversight during an incident. The physical location at which the coordination of information and resources to support incident management activities normally takes place. |

| Emergency Support Function | The primary mechanism at the operational level to organize and provide assistance. ESFs use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. |
|---|---|
| EOC Manager | The person that coordinates activities of the IMT/ EOC representatives. This individual will be the Emergency Manager or designee. |
| Exercise | A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full-scale exercises. |
| Finance & Administration Section (EOC) | Tracks all incident costs and manages the University's claims and reimbursements. This includes keeping time and handling workman's compensation claims. |
| Full-Scale Exercise | An exercise that is typically the most complex and resource-intensive of the exercise types and often involves multiple departments/agencies and organizations and real-time movement of resources. |
| Functional Exercise | An exercise designed to assess and evaluate capabilities and functions while in a realistic environment, movement of resources is usually simulated. |
| Games (Exercise) | An exercise that a structured form of play designed for individuals or teams in a competitive or noncompetitive environment. It is an event experienced by the players and guided by clear rules, data, and procedures for its execution. Games are designed to depict an actual or hypothetical situation to ensure that the participants make decisions and take actions that would be plausible. Games can be used to reinforce training, stimulate team building, or enhance operational and tactical capabilities. |
| Hazard | Any source of danger or element of risk to people or property. |
| Hazard Mitigation Plan | A risk management tool used to identify natural and human-caused hazards facing the Radford University campus. |
| HAZMAT | An incident involving a substance or material that, when released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins and corrosive materials. |
| Improvement Plan | A document that includes a consolidated list of corrective action, responsible parties, and a timeline for completion. |

| Incident | An occurrence or event, natural, technological, or human caused, that requires a response to protect life, property, or the environment. |
|---|---|
| Incident Action Plan | The statement of objectives and priorities for supporting activities during a designated period. |
| Incident Command System | A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small, as well as large and complex, incidents. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations |
| Incident Commander | The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response. |
| Incident Management Team | A team composed of personnel from multiple departments and agencies, which provide incident management support during a major incident. At Radford University, they are personnel that staff the University EOC. |
| Joint Information Center | A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. |
| Jurisdiction | A range or sphere of authority. Radford University has jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical boundary lines, or functional (e.g., law enforcement, public health). The University has responsibility for ensuring public safety, health, and welfare within the University's legal authority and geographic boundaries. |
| Liaison Officer | The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event. |
| Logistics Section (EOC) | Obtains and stages resources in support of incident operations. |

| Mass Care | Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support. |
|---|---|
| **Memorandum of Agreement** | A Memorandum of Agreement (MOA) is a written document describing a cooperative relationship between two parties wishing to work together on a project or to meet an agreed upon objective. A MOA serves as a legal document and describes the terms and details of the partnership agreement. |
| **Memorandum of Understanding** | A memorandum of understanding is a document that describes the broad outlines of an agreement that two or more parties have reached. MOUs communicate the mutually accepted expectations of all of the parties involved in a negotiation. However, MOUs need not contain legally enforceable promises. |
| **Mitigation** | Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. |
| **National Incident Management System** | The group of principles that are legislated for all entities to assist in coordination national emergency response functions. |
| **National Intercollegiate Mutual Aid Agreement** | The National Intercollegiate Mutual Aid Agreement (NIMAA) is a source for providing and/or receiving assistance. Participating in multiple agreements provides institutes of higher education with flexibility when evaluating the most effective and efficient means of obtaining resources during an emergency. NIMAA membership can include both public and private institutions. The NIMAA is a mutual aid agreement that is complementary to other mutual aid agreements / programs, and works in cooperation with other plans. By adopting the NIMAA approach to mutual aid and assistance, colleges and universities are able to sign a single agreement covering issues such as indemnification, workers' compensation, and reimbursement. The agreement allows institutes of higher education to share equipment, personnel and other resources. Institutions participating in the NIMAA may be eligible for FEMA assistance / reimbursement and are not precluded from participation in, nor does NIMAA supersede, other mutual aid agreements / programs. |

| Operations Section (EOC) | Directs and coordinates all operations, reviews and implements Incident Action Plans from the Planning section. |
|---|---|
| Planning Section (EOC) | Maintains situational awareness, initiates, collects, and verifies field reports and plans. Develops the Incident Action Plan. |
| Preparedness | Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction specific plans for delivering capabilities when needed for an incident. |
| Prevention | Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. |
| Protection | Actions to reduce or eliminate a threat to people, property, and the environment. Primarily focused on adversarial incidents, the protection of critical infrastructure and key resources is vital to the University, campus security, public health and safety, and economic vitality. Protective actions may occur before, during, or after an incident and prevent, minimize, or contain the impact of an incident. |
| Public Information Officer | The Emergency Operations Center position responsible for information management during an event. |
| Recovery | The development, coordination, and execution of service and site restoration plans; the reconstitution of University operations and services; individual, University programs; and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. |
| Response | Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery |

| Radford Alert | The name given to the University's emergency alert system used to deliver warnings to the campus community and public. The system has several methods of delivering these notifications. |
|---|---|
| Safety and Security Policy Committee | An operational committee appointed by the President to serve as a coordinating and policy body, with responsibilities for establishing the framework for an overarching safety, emergency management, and security program for all Radford University facilities (on- and off-campus, owned and leased) and ensuring that it is implemented through the appropriate offices; evaluating the overall safety and security infrastructure; and providing oversight to the work of University operational committees responsible for environmental health and safety, violence prevention, emergency management, and other safety and security related efforts. |
| Seminar (Exercise) | An exercise that orients participants to provide an overview of authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. |
| Situation Report | The Situation Report (sitrep) serves as a status update for the University and external agencies involved in the response to an incident. Sitreps are prepared by the Planning Section in coordination with the Operations Section and approved by the EOC Manager. Sitreps are to be prepared and disseminated regularly throughout the life of an incident at intervals to be determined by the EOC Manager. At a minimum, one sitrep should be prepared at the beginning of the operational period. |
| Situational Awareness | Situational awareness is a foundational part of knowing how to establish a course of action and then assess those actions in light of outputs and outcomes. Being aware of what is happening around you and understanding what that information means to you now and in the future to make informed decisions. |
| Span of Control | Refers to the number of individuals or resources that one supervisor can manage effectively during an incident. The optimal span of control is one supervisor to five subordinates (1:5). This ratio is a guideline, if too much responsibility is given to the supervisor, the span of control may become unmanageable. A manageable span of control on incidents may actually vary depending upon the type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources. Maintaining a manageable span of control is particularly important at incidents where safety and accountability are a top priority. |

| Standard Operating Procedure/Guideline | A reference document or operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner |
| --- | --- |
| Tabletop Exercise | An exercise in response to a scenario intended to generate a dialogue of various issues to facilitate a conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions about plans, policies or procedures. |
| Terrorism | Activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping. |
| Unified Command | An incident management method employing collaborative decision-making between multiple responsible internal and/or external departments/agencies to resolve an incident in a more efficient manner. |
| Virginia Association of State College & University Purchasing Professionals (VASCUPP) | The VASCUPP contracts were established with the intent to allow for cooperative procurement. Accordingly, any public body, cooperative purchasing organizations, public or private health or educational institutions or any University related foundation and affiliated corporations may access these contracts if authorized by the Contractor and the purchasing entity is permitted to utilize cooperative contracts (subject to applicable law). |
| Virginia Criminal Injury Compensation Fund | Any incident meeting the definition of an emergency in accordance with the Radford University CEMP and where there are victims as defined by §19.2-11.01 of the Code of Virginia, it is required that the Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) shall be contacted immediately to deploy assistance. (See Appendix 1 for more detail) |
| Workshop (Exercise) | AN exercise often employed to develop policy, plans or procedures. |

**ACRONYMS**

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|---|---|
| **AAR** | After-Action Report |
| **AED** | Automatic Electronic Defibrillator |
| **ARC** | American Red Cross |
| **ATF** | Alcohol, Tobacco and Firearms |
| **CDC** | Center for Disease Control |
| **CEMP** | Crisis and Emergency Management Plan |
| **CISD** | Critical Incident Stress Debriefing |
| **COOP** | Continuity of Operations Plan |
| **EHS** | Environmental Health and Safety |
| **EMS** | Emergency Medical Services |
| **ENS** | Emergency Notification System |
| **EOC** | Emergency Operations Center |
| **ESF** | Emergency Support Function |
| **eVA** | Virginia eProcurement Portal |
| **FBI** | Federal Bureau of Investigation |
| **FEMA** | Federal Emergency Management Agency |
| **FOIA** | Freedom of Information Act |
| **HMP** | Hazard Mitigation Plan |
| **HR** | Human Resources |
| **IAP** | Incident Action Plan |
| **IC** | Incident Commander |
| **ICS** | Incident Command System |
| **IMT** | Incident Management Team |
| **IT** | Information Technology |
| **JIC** | Joint Information Center |
| **LEPC** | Local Emergency Planning Committee |
| **MOA** | Memorandum of Agreement |
| **MOU** | Memorandum of Understanding |
| **MSDS** | Material Safety Data Sheets |
| **NFPA** | National Fire Protection Association |
| **NIMAA** | National Intercollegiate Mutual Aid Agreement |
| **NIMS** | National Incident Management System |
| **OCME** | Office of the Chief Medical Examiner |
| **OEM** | Office of Emergency Management |
| **PIO** | Public Information Officer |
| **PPE** | Personal Protection Equipment |
| **RUEMS** | Radford University's Emergency Medical Services (Non-transporting) |
| **SACSCOC** | Southern Association of Colleges and Schools Commission on Colleges |
| **SAR** | Search and Rescue |
| **SHC** | Student Health Services |

| | |
|---|---|
| **SitRep** | Situation Report |
| **SOP** | Standard Operating Procedures |
| **SPCC** | Small Purchasing Charge Card |
| **UC** | Unified Command |
| **VASCUPP** | Virginia Association of State College & University Purchasing Professionals |
| **VDEM** | Virginia Department of Emergency Management |
| **VDEM EOC** | Virginia Department of Emergency Management Emergency Operations Center |
| **VDH** | Virginia Department of Health |
| **VFDA** | Virginia Funeral Directors Association |
| **VVOAD** | Virginia Voluntary Organizations Active in Disasters |

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**RADFORD UNIVERSITY BOARD OF VISITORS**
**Business Affairs and Audit Committee**
**December 3, 2020**

**Action Item**
**Adoption of the Crisis and Emergency Management Plan**

**Item:**
Adoption of the Crisis and Emergency Management Plan in accordance with Virginia Governor's Executive Order 41 and § 23.1-804 of the Code of Virginia.

**Background:**
The first Radford University Emergency Operations Plan (EOP) was adopted by the Radford University Board of Visitors on September 4, 2008. The EOP, now referred to as the Crisis Management Emergency Plan, as been reviewed and adopted by the Board of Visitors every four years thereafter.

In 2019 Virginia's Governor signed Executive Order 41which describes the overarching strategic preparedness initiatives for State Agencies.  Emergency preparedness is a core responsibility of all executive branch agencies and public institutions of higher education.  Executive Order 41 directs *"that all State Agencies implement the emergency management initiatives prescribed in this Order to enhance emergency preparedness in our Commonwealth, focusing on continuity of government, continuity of operations, and the operational capability to fulfill their roles in the event of a disaster."*
As part of this order, each State Agency shall appoint an Emergency Management Coordinator with responsibility for duties that requires in part the: *"development, adoption, and maintenance of a written Crisis and Emergency Management Plan with respect to public institutions of higher education, and compliance with all related requirements in § 23.1-804 of the Code of Virginia."*

Code of Virginia § 23.1-804, Institutional crisis and emergency management plan, requires in part, that: *"Every four years, each public institution of higher education shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current, and the revised plan shall be adopted formally by the governing board. Such review shall also be certified in writing to the Department of Emergency Management."*

The Radford University Crisis and Emergency Management Plan (CEMP) provides all-hazard guidance intended to preserve life, protect property, and contain an incident, emergency, or event on campus in order to continue the University's mission.  The CEMP establishes incident organization to direct and control operations by assigning broad responsibilities to specific entities for disaster mitigation, prevention, preparedness, response, and recovery. The CEMP also provides the framework within which more detailed emergency plans and procedures can be developed and maintained.

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place. Rather, it supplements those procedures with an organizational structure that provides for the immediate focus of management on response operations and the early transition to recovery operations.

The Plan includes; the Basic Plan, which provides high-level strategic guidance and a conceptual management framework; Annexes which provide operational guidance relative to University

functional areas, foreseeable hazards, and other key information; and Appendices which contain supplement information relevant to all CEMP elements.

The CEMP may be utilized, in whole or in part, whenever incident conditions exist where immediate action is required. Incident response should be prioritized based on several considerations of; protect life safety, secure critical infrastructure and facilities, or to resume teaching and research programs.

Should an incident, emergency, or event require University response, members of the University Incident Management Team (IMT) may be activated. The IMT provides leadership support to emergency operations, addresses the safety and welfare of students, faculty, staff, and visitors, and assures, to the extent possible, the continuity and timely resumption of University operations.

Additionally, the IMT provides overall incident management and coordination, determines the scope and impact of the incident, approves over all priorities and strategies for incident response and recover, approves any temporary polices, identifies and approves financial resource allocations, coordinates and issues communications, re-assign or deploy individuals or resources in sport of response and recovery operations, executes contracts for restoration services, coordinates with external agencies, implements University continuity of operations, and approves returning to normal operations.

In the event of an incident that may cause significant impact to University operations or last for a prolonged period, the Radford University Emergency Operations Center (EOC) may be activated to centralize the command, control, and coordination necessary to manage the incident. Members of the IMT would convene at the University EOC, as needed. Upon activation of the CEMP, the EOC may be partially or fully activated (physically or virtually) depending on the type and scope of the incident, emergency, or event.

Throughout 2020, the Office of Emergency Management led efforts with University stakeholders, in conducting a comprehensive review and update to ensure the plan remains current and operable as deemed necessary. Modifications to the previously adopted plan include: format and wording changes to adopt best practices; modification to Roles and Responsibilities section; creation of "Campus State of Emergency"; explanation of the National Incident Management System; outline of the roles, responsibilities, and personnel associated with the Executive Policy Group and the Incident Management Team; creation of the Emergency Management Program Advisory Committee; inclusion of details based upon the building block approach to exercising the University's CEMP; update of Emergency Support Functions and Annexes; and the creation of Appendices.

**Action:**
Radford University Board of Visitors adoption of the Crisis and Emergency Management Plan, as presented.

# RADFORD UNIVERSITY BOARD OF VISITORS
## RESOLUTION
### *Adoption of the Crisis and Emergency Management Plan*
### December 4, 2020

Adoption of the Radford University Crisis and Emergency Management Plan, formerly the Emergency Operation Plan;

**WHEREAS**, the Board of Visitors of Radford University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS,** the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS***, the *Code of Virginia § 23.1-804* states that all public institutions of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and

**WHEREAS**, every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors; and

**WHEREAS,** such review shall be certified in writing to the Virginia Department of Emergency Management; and

**WHEREAS,** such a plan has been developed by University staff in compliance with Virginia Department of Emergency Management planning standards and in cooperation with the City of Radford Emergency Management Coordinator;

**NOW THEREFORE, BE IT RESOLVED** that the Radford University Board of Visitors does hereby officially adopt the Radford University Crisis and Emergency Management Plan.


Adopted: December 4, 2020



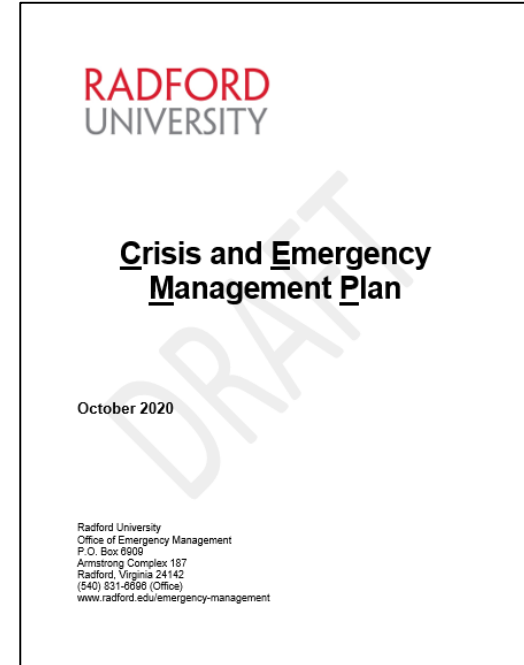| | |
|---|---|
| Robert A. Archer | Karen Casteele |
| Rector | Secretary to the Board of Visitors |
| Radford University Board of Visitors | Radford University |

# Crisis and Emergency Management Plan

Establishes a flexible organizational framework for the University community and external partners to work together to implement the emergency management cycle to manage all-hazards incident, emergency and event situations in a coordinated manner to provide for the health, safety, security and mission continuity of the institution.



RADFORD UNIVERSITY

**Crisis and Emergency Management Plan**

October 2020

Radford University
Office of Emergency Management
P.O. Box 6909
Armstrong Complex 187
Radford, Virginia 24142
(540) 831-6696 (Office)
www.radford.edu/emergency-management

# Requirements

- **Virginia Executive Order 41 (2019):**
  - Emergency Management Coordinator shall be responsible for development, adoption, and maintenance of a written Crisis and Emergency Management Plan with respect to public institutions of higher education, and compliance with all related requirements in § 23.1-804 of the *Code of Virginia.*

- **Code of Virginia § 23.1-804. Institutional crisis and emergency management plan:**
  - Develop, adopt and keep current a written crisis and emergency management plan;
  - Review and exercise annually; and
  - Review and approve every four years by Board of Visitors.

Commonwealth of Virginia
Office of the Governor

RADFORD UNIVERSITY

# CEMP Structure

- **Basic Plan:**
  - Illustrates the overall methodology for how incidents are managed by the institution
  - Includes critical information pertaining to organizational structures, roles, responsibilities and other strategic-level operational concerns

- **Annexes:**
  - Provides operational guidance relative to University functional areas
  - Outlines the incident management process regarding Emergency Support Functions

- **Appendices:**
  - Contains supplemental information relevant to all CEMP elements

RADFORD UNIVERSITY
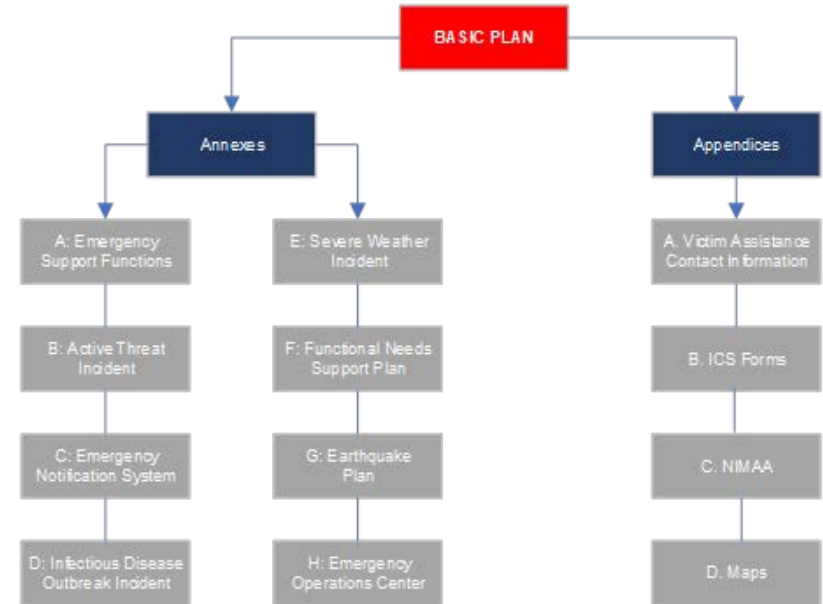
# CEMP Basic Plan - Key Elements

# CEMP Utilization and Activation

The CEMP may be utilized, in whole or in part, whenever incident conditions exist where immediate action is required to:

- Save and protect lives;
- Prevent and/or mitigate damage;
- Initiate the Incident Command System;
- Coordinate communications;
- Provide essential services;
- Temporarily assign University staff to perform emergency work;
- Invoke emergency authorization to procure and allocate resources; and
- Activate and staff the Radford University Emergency Operations Center.

The CEMP may be implemented by Radford University President, Vice President for Finance and Administration, Chief of Police and the Director of Emergency Management, or their designees.

# Incident Priorities

In all emergency response and recovery operations, incident response is prioritized based on the following considerations.

- Protect Life Safety.

- Secure critical infrastructure and facilities including:

    - Buildings used by the Radford University community;

    - Buildings critical to health and safety;

    - Facilities that sustain the response;

    - Classroom and research buildings; and

    - Administrative buildings.

- Resume teaching and research programs.

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# Executive Roles and Responsibilities

## President

Responsible for the public safety and welfare of the students, faculty, staff and visitors at the University. The President directs and works with the Cabinet, Emergency Management, RUPD and other key faculty and staff to coordinate University resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incident involving all hazards impacting the University.

## Vice President for Finance and Administration (VPFA)

Day-to-day span-of-control encompasses the primary operational areas of the University required to moderate and recover from most emergencies. The VPFA works directly with the President, RUPD, Emergency Management and other key faculty and staff in addressing campus emergencies and incidents and authorizes emergency expenditures and maintaining accurate records of expenses related to the emergency.

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# Additional Roles and Responsibilities

## Director of Emergency Management
Coordinates resources to address the full spectrum of actions to prevent, prepare for, respond to, and recovery from, and mitigate against incidents involving all hazards and serves as the coordinator for incident management system implementation.

## Incident Commander(s)
Provides command and control, which includes planning, accountability and executing a plan to resolve the situation.

## Unified Command
The traditional single Incident Commander model may transition to Unified Command (UC) as collaborative decision-making between multiple responsible internal and/or external departments/agencies becomes necessary to resolve the incident in a more efficient manner.

# Incident Management Team

The Incident Management Team (IMT) provides leadership support to emergency operations, addresses the safety and welfare of students, faculty, staff and visitors, and assures, to the extent possible, the continuity and timely resumption of University operations.  Additionally, IMT:

- Provides overall incident management and coordination;
- Determines the scope and impact of the incident;
- Approves overall priorities and strategies;
- Approves any temporary policies;
- Approves temporarily suspending classes and events or closing the University;
- Identifies and approves financial resource allocations;
- Coordinates and issues press releases and external communications;
- Re-assigns/deploys individuals and resources in support of response and recovery operations;
- Executes contracts for restoration services;
- Coordinates with local, state and federal government agencies;
- Implements University continuity of operations plan; and
- Approves returning to normal operations at the conclusion of the emergency.

# Incident Management Team Members

- President (Chair)
- Vice President for Finance and Administration and Chief Financial Officer
- Chief of Staff and Vice President for Strategic Operations
- Provost and Vice President of Academic Affairs
- Vice President for Advancement and University Relations
- Vice President for Student Affairs
- Vice President for Enrollment Management
- Executive Director of Administration
- Special Advisor to the President for Partnerships and Chief Innovation Officer
- Chief of Police
- Assistant Vice President for Facilities Management
- Director of Emergency Management
- Director of Athletics
- Associate Vice President for Information Technology and Chief Information Officer
- Attorney General's Office

# Emergency Operations Center

The Radford University Emergency Operations Center (EOC) may be activated to centralize the command, control and coordination necessary to manage an incident.

Three Levels of Activation

1) Monitoring: EOC operations are decentralized. Normal emergency response, communication and resource management protocols are in place.

2) Partial Activation: Through physical or virtual activation, certain key designated departments and agencies report to the EOC.

3) Full Activation: All designated EOC personnel and emergency support functions, as needed, are staffed on up to a 24-hour rotational basis.

# CEMP Incident Management Structure

The following basic incident management structure illustrates the lines of direction, communication and authority present when the CEMP is utilized.
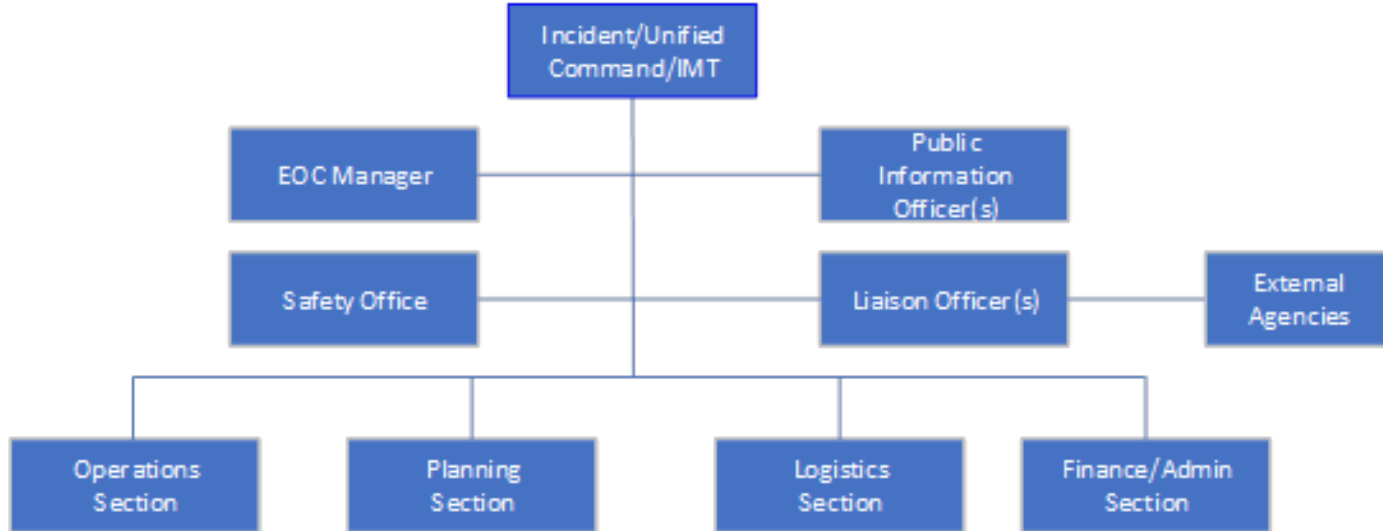
# Annexes and Appendices

Annexes: As an all-hazards plan, provides guidance for the following known and/or likely hazards.

| Annex | Title |
| --- | --- |
| A | Emergency Support Functions |
| B | Active Threat Incident |
| C | Emergency Notification System Protocols |
| D | Infectious Disease Outbreak Plan |
| E | Severe Weather Incident |
| F | Functions Needs |
| G | Earthquake Plan |
| H | Emergency Operations Center |

Appendices: Contain supplemental information relevant to all CEMP elements

| Appendix | Title |
| --- | --- |
| A | Victim Assistance Contact Information |
| B | Incident Command System (ICS) Forms |
| C | National Intercollegiate Mutual Aid Agreement (NIMAA) |
| D | Maps |
| | |
| | |
| | |
| | |

RADFORD UNIVERSITY

# Key Plan Updates

The following changes are being proposed from the 2016 plan:

- Format and wording changes to adopt best practices;
- Modify Roles and Responsibilities section;
- Create of "Campus State of Emergency";
- Explain the National Incident Management System;
- Outline roles, responsibilities and personnel associated with the Executive Policy Group and the Incident Management Team;
- Create the Emergency Management Program Advisory Committee;
- Include details based upon the building block approach to exercising the University's CEMP;
- Update Emergency Support Functions and Annexes; and
- Create Appendices.

# Discussion