DISASTER PLANNING IN A COASTAL COMMUNITY:
THE UNIVERSITY OF NORTH CAROLINA WILMINGTON’S
ALL HAZARDS EMERGENCY OPERATIONS PLAN

by
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Date: _______________________

Approved:

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Abstract

Over the last century, the concepts of emergency management and disaster planning have evolved and shifted from reactionary and event-based to precautionary and focused on all hazards. The existence of an emergency management program in jurisdictions such as cities and towns has become necessary for the protection of lives and property from natural and human-caused hazards. Recent disasters, such as the events of September 11, 2001, Hurricane Katrina, and the Virginia Tech shootings, have emphasized the need for disaster planning not only in cities and towns, but also at universities and colleges across the country. Implementing an emergency management and disaster planning structure and instilling a disaster resistant culture throughout a campus community has become important to maintaining the mission, vision, and essential functions of a university.

The University of North Carolina Wilmington (UNCW), located on the coast of Southeastern North Carolina, is vulnerable to a multitude of hazards including hurricanes and severe weather, technological disasters such as power outages and hazardous materials spills, and acts of violence. UNCW’s location and status as an institute of higher education create vulnerabilities for the university that could threaten its property and the members of its community. Therefore, UNCW is in need of a response plan that details university emergency operations for any major disaster that may affect the campus.

This project describes the process of writing and implementing the UNCW all hazards Emergency Operations Plan, including the emergency exercise program developed to accompany and test the plan. The project also explains challenges and issues associated with creating the plan, such as overcoming the “Disaster du Jour Syndrome,” and future steps for adopting and executing the plan. With a comprehensive and practiced all hazards Emergency Operations Plan, UNCW is now better prepared to respond to any disaster that may affect the campus. By continuing the development of its emergency management program and applying the plan when necessary, UNCW can continue its mission and vision even in times of crisis.
Acknowledgements

This project was made possible through funding from the University of North Carolina Wilmington (UNCW). I completed this project while working as UNCW’s Emergency Management Coordinator in the Environmental Health & Safety (EH&S) department and my salary and benefits were paid out of UNCW general funds.

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I would like to thank Drew Cayton, UNCW’s Emergency Management Intern, who worked under me in the EH&S department and provided me with much assistance during the past year.

I would also like to thank the following groups and individuals for providing invaluable input to the UNCW Emergency Operations Plan: the entire UNCW EH&S department, the UNCW Crisis Decision Team, the UNCW Emergency Operations Group, New Hanover County Emergency Management staff, and all of the UNCW departments and individuals who contributed to the UNCW Emergency Operations Plan in any way.

Thanks also to Mike Orbach of the Duke University Marine Lab and Orrin Pilkey of the Duke University Earth and Ocean Sciences Department for advising me on this project.

Finally, I would like to thank the following individuals for the love and support they provided me throughout my graduate school experience: Virginia Bostock, Elia Herman, Kimberley Lake, Walter Tenney, Nancy Blake, Billy Blake, Addie Blake, Jim Baraniuk, Adam Brundage, Keelan Loftin, my extended family on Cape Cod, my classmates in CEM ’08, and Hadley Roo.

Thank you all.
Dedication

I would like to dedicate this project to the victims of the Virginia Tech shootings, which took place on April 16, 2007. It is important to remember that they did not die in vain. Because of this event, schools across the country and all over the world are working to become more safe and secure.

Today We Are All Hokies
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Introduction

As an institute of higher education located in Southeastern North Carolina, the University of North Carolina Wilmington (UNCW) is vulnerable to many types of natural and human-caused hazards. Disasters such as hurricanes and other severe weather, technological disasters such as power outages and hazardous materials spills, and acts of violence such as terrorism and active shooters have the potential to affect UNCW. These hazards not only cause physical damage to buildings and contents, they also threaten the university’s mission as an educational institution. Most importantly, they can compromise the safety and health of students, faculty, staff, and visitors.

Planning for disasters and emergencies is an important tool for maintaining a university’s mission and vision. UNCW’s emergency management program, located within the Environmental Health & Safety (EH&S) department, is responsible for all aspects of preparedness, response, recovery, and mitigation for the campus. As such, the emergency management program has made disaster resistance a priority throughout the campus community and produced many effective disaster preparedness plans and programs. However, an all hazards emergency operations plan that details response actions the university must take in any major emergency or disaster did not exist prior to the completion of this project.

While working as UNCW’s Emergency Management Coordinator in EH&S, I developed and implemented an all hazards Emergency Operations Plan to address this dearth in UNCW’s emergency management program. This Emergency Operations Plan represents one part of a series of proactive steps taken by UNCW to reduce the impact of
disasters and avoid future losses. With a comprehensive, well-practiced, all hazards Emergency Operations Plan in place, combined with a successful and committed emergency management program, UNCW can continue its mission and vision even in times of crisis.
Objectives and Methods

This project encompassed three main objectives, described below.

*Objective #1:* Create and institutionalize an all hazards Emergency Operations Plan (EOP) for the University of North Carolina Wilmington (UNCW). Design this plan as a tool to respond to all hazards so that UNCW’s mission can continue after any major disaster or emergency.

Methods:

- Create an outline and format for the UNCW Emergency Operations Plan (EOP).
- Using knowledge previously obtained through work experience, as well as information gathered from specific UNCW departments and emergency responders, write the Base Plan and Emergency Support Functions of the EOP.
- Regularly provide the draft plan to UNCW emergency committees and groups for review and comment. Take comments provided by these groups into account when revising the plan.
- Add existing emergency plans, such as the Hurricane Operations Plan, as annexes to the UNCW EOP and ensure consistency between these plans.
• Create appendices to the plan, including a glossary and guide to abbreviations.
• Submit the plan for approval to the UNCW Chancellor’s Cabinet upon its completion and gain necessary signatories.
• Organize an official adoption of the EOP by UNCW.

Objective #2: Devise an emergency exercise program to test UNCW’s emergency response procedures in accordance with the all hazards Emergency Operations Plan.

Methods:
• Create an exercise program to test the EOP and train responders in EOP procedures.
• Conduct several exercises, focused on a variety of hazards, to test EOP procedures.
• Revise the plan based on lessons learned from these exercises.

Objective #3: Capture social and political issues associated with writing the UNCW all hazards Emergency Operations Plan in a state university environment in a post-Katrina and post-VA Tech shootings world.

Methods:
• Maintain a personal journal throughout the EOP development process and note any political and social issues that arise.
• Reflect on any social and political issues prompted by the planning process and influenced by world events. Note any challenges or changes caused by these issues in writing the EOP.
Discuss how these issues affected the writing and implementation of the EOP.

In addition to taking steps to achieve the three objectives of this project, several documents and policies were reviewed and utilized as background information and stimulus in writing the UNCW all hazards Emergency Operations Plan. These include, but are not limited to, the following:

- Disaster Mitigation Act of 2000
- National Flood Insurance Program
- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- National Response Plan and National Response Framework
- The Federal Response to Hurricane Katrina: Lessons Learned
- New Hanover County Emergency Operations Plan
- New Hanover County Multi-Jurisdictional Hazard Mitigation Plan
- UNCW Mitigation Plan
- UNCW Hazard Assessment
- UNCW Vulnerability Assessment
- UNCW Hurricane Operations Plan
- UNCW Pandemic Influenza Response Plan
Emergency Management

The process of writing and implementing the University of North Carolina Wilmington (UNCW) Emergency Operations Plan (EOP) encompasses the emergency management program at UNCW as a whole. To better understand the importance of emergency management at UNCW and in general, it is important to know the definition and history of emergency management in the U.S. and at universities. Awareness of emergency management is significant to comprehending the process and challenges encountered during the writing of the UNCW EOP.

Definition of Emergency Management

An emergency is a sudden, general unexpected occurrence or set of circumstances demanding immediate action. Management is a coordinated, organized effort to reach specific goals and objectives. As such, emergency management is defined as “the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual disasters” (DHS, 2008). Emergency management focuses on the protection of life and property from the effects of natural or human-caused disasters and is usually described using a cycle of a comprehensive program of mitigation, preparedness, response, and recovery (see Figure 1: The Emergency Management Cycle).
History of Emergency Management in the U.S.

Emergency management policy and governance in the U.S. has been mostly event-driven throughout the last century (Birkland, 2006). From 1900 to 1950, emergency management and disaster response remained largely an American Red Cross function. When disasters happened, the Red Cross, which was founded in 1881, came in and assisted disaster victims with food and housing needs (Birkland, 2006). Emergency management was response-driven, and disasters were seen as “acts of God” about which citizens could do very little in terms of preparedness (2006). In 1900, Congress chartered the Red Cross for the specific function of aiding disaster victims (Rubin, 2007). As more disasters occurred throughout the next 50 years, however, the Federal government saw the need for more policy than simply assigning the American Red Cross to assist in disasters.
In the first half of the last century, several major disasters occurred that instigated new policy relating to disaster response. In 1900, an estimated Category 4 hurricane hit Galveston, Texas and completely obliterated the area. The hurricane caused 6,000 deaths and destroyed 3,600 homes (Rubin, 2007). In 1906, fires destroyed 28,000 buildings in the city of San Francisco after a 7.8 earthquake hit the area (2007). The earthquake and subsequent fires cause 3,000 deaths (2007). The Spanish Flu pandemic in 1918 and 1919 caused more U.S. deaths than World War I and affected 2.5 to 5 percent of the world’s population (2007). The Great Mississippi Floods of 1927 flooded 175,000 acres of the Midwest and rendered 700,000 people homeless (2007). More flooding occurred in the Columbia and Red Rivers in 1948. During these major U.S. disasters, no over-arching Federal disaster policy existed to manage the aftermath and assist victims of the events. However, this variety of disaster types in different locations across the U.S. clearly showed the need for a stronger Federal-based disaster policy.

In 1950, Congress enacted the Disaster Relief Act (DRA) of 1950, which has been called the single most significant emergency management policy to date (Birkland, 2006). The DRA was enacted in direct response to the major damage and large number of victims associated with the disasters described above. The DRA gave authority to the Federal government to act as responders without deliberation following a disaster (2006). This allowed for more immediate and comprehensive assistance for disaster victims. The act also put Federal disaster response activities under the authority of the White House and committed the Federal government to providing disaster assistance after an event (2006). The DRA was amended several times in the following years; the most significant amendments occurred in 1974. The 1974 amendments expanded the Federal mission in
disasters and also tasked state and local governments with disaster planning (Farazmand, 2001).

The 1950 Civil Defense Act was another major emergency assistance policy enacted during the last century. This act was passed in direct response to the fear of nuclear attack during the Cold War. It established the Federal Civil Defense Administration, which was the first Federal agency tasked with emergency response capabilities (Rubin, 2007). This act also allowed the President to declare a “state of emergency,” which became a very important Federal function in disasters after this policy was created and up to recent times.

Hurricane Betsy, which occurred in 1965 and caused $1 billion in damage, spurred the creation of the Southeast Hurricane Disaster Relief Act (Rubin, 2007). This act gave the Federal government even more authority in disaster assistance and response, including providing temporary housing to disaster victims. Three years later, the National Flood Insurance Act of 1968, and hence the National Flood Insurance Program, was created to provide insurance to coastal property owners who followed several guidelines in building their coastal homes (Cicin-Bain and Knecht, 2000). This act was the first to combine land use regulation with disaster policy.

Finally, in 1979, President Jimmy Carter created the Federal Emergency Management Agency (FEMA) by executive order as a result of combining several other government programs including the Defense Civil Preparedness Agency, the National Fire Prevention and Control Administration, and the National Weather Service Community Preparedness Program (Comfort, 1988). Carter’s aim was to create an agency that would propagate a comprehensive emergency management program that used
an all hazards approach and included mitigation, preparedness, response, and recovery activities instead of focusing solely on response and recovery. James Lee Witt continued this focus on all four phases of emergency management when he took over the directorship of FEMA in 1993 under the Clinton Administration (Rubin, 2007). Witt developed Project Impact, a program that promoted disaster resistant communities. This program, along with the Robert T. Stafford Disaster Relief and Assistance Act of 1988, which added more amendments to the Disaster Relief Act, required communities to create disaster plans to ready themselves for major disasters.

Since the creation of FEMA, many major disasters have occurred in the U.S. that have influenced policy and sparked the creation of new policy to date (see Table 1: Significant natural and human-caused disasters, 1979-1999). All of these influenced the formation of the Disaster Mitigation Act of 2000, which Congress enacted because of the high cost associated with disaster recovery incurred by the Federal government from the many significant disasters that occurred in the 1980s and 1990s (Birkland, 2006). This law required states and local governments to create mitigation plans that detailed specific projects and tasks for their locale that would lessen possible damage from disasters.

<table>
<thead>
<tr>
<th>Year(s)</th>
<th>Disaster(s)</th>
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<tbody>
<tr>
<td>1979</td>
<td>Three Mile Island nuclear plant incident</td>
</tr>
<tr>
<td></td>
<td>Hurricane Hugo</td>
</tr>
<tr>
<td>1989</td>
<td>Exxon Valdez oil spill</td>
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<tr>
<td></td>
<td>Loma Prieta Earthquake</td>
</tr>
<tr>
<td>1992</td>
<td>Hurricane Andrew</td>
</tr>
<tr>
<td>1993</td>
<td>Great Midwest Floods</td>
</tr>
<tr>
<td></td>
<td>World Trade Center Bombing</td>
</tr>
<tr>
<td>1994</td>
<td>Northridge Earthquake</td>
</tr>
<tr>
<td>1995</td>
<td>Oklahoma City Bombing</td>
</tr>
<tr>
<td>1996-1999</td>
<td>North Carolina Hurricanes (Bonnie, Bertha, Dennis, Fran, Floyd)</td>
</tr>
</tbody>
</table>
The most influential event on disaster policy in recent years, however, was the terrorist attack on the World Trade Center and the Pentagon on September 11, 2001. This event changed disaster policy in the U.S. more than any event had in the last century. Following the attacks, President George W. Bush created Homeland Security Presidential Directive 5 (HSPD-5), which called for the formation of the Department of Homeland Security (Rubin, 2007). This new department absorbed several other existing departments, including FEMA. It even erased the familiar name of “FEMA” from the Federal government for a time, and renamed the agency the Emergency Preparedness and Response Directorate under the Department of Homeland Security. HSPD-5 also required the use of the National Incident Management System (NIMS) response structure for responding to disasters and called for the revision of the Federal Response Plan (Rubin, 2007), which then became the heavily terrorism-focused National Response Plan. While these new initiatives showed promise, the new heavy focus on terrorism boded poorly for future disaster management. According to William Waugh (2007), “the attention of the public and its elected representatives shifted rapidly from natural disasters to intentional man-made disasters – terrorism, in particular – and emergency managers were expected to shift their priorities accordingly.”

When Hurricane Katrina hit the coasts of Louisiana, Mississippi, and Alabama in 2005, it became clear to the Federal government, and to all of the U.S., that the rolling of FEMA underneath the Department of Homeland Security reduced FEMA’s recognition and authority in disasters. Therefore, as a direct response to Hurricane Katrina, Congress created the Post-Katrina Emergency Management Reform Act of 2006, which kept
FEMA under the Department of Homeland Security, but gave it more autonomy and authority as an emergency management agency (Rubin, 2007).

While much of the emergency management policy enacted in the last century has been effective, much more of it has been event-drive by low frequency, highly visible, high consequence events (Birkland, 2006) (see Table 2: The changing focus of emergency management: 1900-present). While this type of policy-making has solved several problems in emergency management, it has also created problems in that the policies address specific hazards and do not take an all hazards approach. This leads to problems when different types of disasters occur after the more hazard-specific, event-driven policy has been enacted. Undoubtedly, emergency management policy is only most successful when it is created prior to a disaster, and not afterwards (2006).

Table 2: The changing focus of emergency management: 1900-present

<table>
<thead>
<tr>
<th>Focus</th>
<th>Years</th>
<th>Driven By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Hazards (&quot;Acts of God&quot;)</td>
<td>1900-1950</td>
<td>Hurricanes, earthquakes, fires, floods</td>
</tr>
<tr>
<td>Civil Defense</td>
<td>1950-1970</td>
<td>The Cold War</td>
</tr>
<tr>
<td>Natural Hazards</td>
<td>1970-2001</td>
<td>Hurricanes, earthquakes, floods</td>
</tr>
<tr>
<td>Terrorism</td>
<td>2001-2005</td>
<td>Events of September 11, 2001</td>
</tr>
<tr>
<td>All Hazards?</td>
<td>2005-present</td>
<td>Acts of terrorism throughout the world, Hurricane Katrina, South Asian Tsunami, wildfires</td>
</tr>
</tbody>
</table>

The history of emergency management policy shows that while many emergency management policies have been successful, policies enacted strictly as a result of a specific event prove problematic when the next event occurs. This Disaster du Jour Syndrome\(^1\) results in policy that is largely reactive rather than proactive. The low frequency, high consequence events result in learning that decays over time and does not allow for real, lasting change in emergency management policy. This is due in large part

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\(^1\) This phrase has not received a citation because it is a phrase coined by the author herself.
to the fact that *rapid* policy change, while possible, is not very likely (Birkland, 2006). Further, the Disaster du Jour Syndrome perpetuates the predicament that very few problems that come out of a disaster are entirely new, and probably already occurred as lessons learned from a previous major disaster (Birkland, 2006). For example, the *Arlington County After-Action Report on the Response to the September 11 Terrorist Attacks on the Pentagon* declared that communication and interoperability between responding agencies was a major problem in the response (Titan Systems Corporation, 2002). *The Federal Response to Hurricane Katrina: Lessons Learned* report, written five years later, also names communication and interoperability between responding agencies as a major problem in the response (Katrina Lessons Learned Review Group, 2006). However, because of the decay of learning and lack of quick policy change, problems and mistakes such as this one repeat in subsequent future disasters. While the formation of FEMA, the Stafford Act Amendments to the Disaster Relief Act, and the Disaster Mitigation Act of 2000 all promote an all hazards focus to disaster planning, this focus has yet to resonate with all local, state, and Federal government bodies in their disaster planning and response endeavors.

As the second decade of the 21st century approaches, the Federal government and the public have begun to realize the importance of all hazards planning. While the events of September 11, 2001 brought terrorism into the limelight, Hurricane Katrina reminded everyone that natural hazards will continue to occur with possibly more frequency than human-caused disasters. The focus of emergency management in the U.S. has shifted greatly over the last century, and hopefully an all hazards approach will conquer the Disaster du Jour Syndrome as the focus of emergency management in the future.
Emergency Management at Universities

While the Stafford Act and the Disaster Mitigation Act of 2000 affect universities in that the states in which they reside adhere to these acts, policy in the U.S. does not require the existence of emergency management programs at universities and colleges. Institutes of higher education are at times lost in the governmental structure; sometimes, they are considered state entities if they are state universities, and sometimes they are treated as private entities. Therefore, emergency management policy does not directly affect universities.

However, emergency management is greatly needed at universities. Most universities have first responder agencies that either serve or work directly for the institution. Police and fire departments have proven their value at universities over time. However, in large-scale, high consequence events, an emergency management structure is needed for a streamlined disaster response. Just as law enforcement events and medical emergencies occur regularly at universities, major disasters can occur as well. Several of the more major and publicized disasters in recent times, such as the events of September 11, 2001 and Hurricane Katrina, had major effects on colleges and universities in the affected areas. Additionally, there have been many disasters that have almost solely affected college campuses, causing injuries and deaths, loss of financial stability, damage to infrastructure, and loss of valuable research (see Table 3: Examples of major disasters at universities). These have varied in type and scope, thus further emphasizing the need for all hazards planning at universities.
<table>
<thead>
<tr>
<th>Disaster</th>
<th>University</th>
<th>Year</th>
<th>Major effects</th>
</tr>
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<tbody>
<tr>
<td>Hurricane Andrew</td>
<td>University of Miami</td>
<td>1992</td>
<td>Approximately 4,000 people stranded on campus, start of the semester delayed, $18 million in structural damage to the Coral Gables campus</td>
</tr>
<tr>
<td>Earthquake</td>
<td>California State University Northridge</td>
<td>1994</td>
<td>$25 million in significant structural damage, research animals trapped for 12 days, classes held in modular structures for the remainder of the semester</td>
</tr>
<tr>
<td>Structural Collapse</td>
<td>Texas A&amp;M University</td>
<td>1999</td>
<td>12 students killed, 27 others injured</td>
</tr>
<tr>
<td>Dormitory Fire</td>
<td>Seton Hall University</td>
<td>2000</td>
<td>3 students killed, 58 others injured</td>
</tr>
<tr>
<td>Hurricane Allison</td>
<td>University of Texas Health Sciences Center</td>
<td>2001</td>
<td>10 million gallons of water flooded the Science Center and killed all research animals</td>
</tr>
<tr>
<td>Tornado</td>
<td>University of Maryland</td>
<td>2001</td>
<td>2 students killed, $15 million in structural damage</td>
</tr>
<tr>
<td>Flash Flood</td>
<td>University of Hawaii</td>
<td>2004</td>
<td>Over $100,000 in structural damage and 50 years of research lost</td>
</tr>
</tbody>
</table>

While emergency management is not mandated at universities, several initiatives have taken place in the past few decades that have increased awareness of the need for emergency management at institutes of higher education. In 2000, FEMA developed the Disaster Resistant Universities (DRU) program, which came out of FEMA’s Project Impact program (FEMA, 2003). The DRU program identified six pilot universities as DRUs and distributed funding to each one. FEMA chose the six universities based on hazard vulnerability and past experience with disasters. The initial program allowed each of the six universities to receive $100,000 in funding to become more disaster resistant. This program continued with an additional round of funding three years later. At this

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2 Major effects information retrieved from each school’s website: [www.miami.edu](http://www.miami.edu), [www.csun.edu](http://www.csun.edu), [www.tamu.edu](http://www.tamu.edu), [www.shu.edu](http://www.shu.edu), [www.uth.tmc.edu](http://www.uth.tmc.edu), [www.umd.edu](http://www.umd.edu), and [www.uhm.hawaii.edu](http://www.uhm.hawaii.edu).
time, the program was opened up to other universities in the country to apply for DRU grant funding. After this final round of funding, the DRU program was rolled under the Pre-Disaster Mitigation program within FEMA and lost its status as an independent program. Since the termination of the DRU program under FEMA, universities around the country have continued it informally through a grass-roots effort in order to continue the momentum of the DRU program by maintaining the practice and fostering the development of emergency management and disaster planning at universities.

This grass-roots effort has led to official university emergency management initiatives. In 2007, the International Association of Emergency Managers (IAEM) recognized the need for emergency management programs at colleges and universities and formed the University and Colleges Committee (UCC) as an official special interest sector committee under IAEM. University emergency managers who are also members of IAEM comprise the membership of this committee. According to its bylaws, the IAEM UCC strives to “represent the emergency management issues surrounding college and university campuses” and “provide emergency managers from higher education institutions a voice on a national and international scale to ensure their needs are also being addressed by government and industry officials” (IAEM, 2008).

Additionally, several publications and conferences have been developed in the past few years to specifically target emergency management at universities. The Building a Disaster Resistant University guide, written by Steven Meinhold of the University of North Carolina Wilmington (UNCW) and published by FEMA, provides step-by-step instructions on how universities can implement disaster mitigation and preparedness programs (FEMA, 2003). College and University Disaster Planning: New Guidelines
Based on Common Industry Principles and Practice, written by Steve Charvat of the University of Washington, describes five key guidelines to ensuring success in the disaster planning process at universities (Charvat, 2007). Additionally, both UNCW and the University of Washington have hosted conferences targeting disaster resistant universities. These conferences provided information on disaster planning, lessons learned from universities that had been affected by actual disasters, and workshops for university emergency management practitioners. These conferences and publications, along with the IAEM UCC and the DRU program, have improved emergency management efforts at universities and have enhanced visibility of the need for emergency management programs at institutes of higher education.

**UNC Wilmington**

**History and Characteristics**

The University of North Carolina Wilmington (UNCW) has evolved into a strong, diverse institution since its founding in 1947. First established as a two-year community college, UNCW became a four-year college in 1963 (UNC Wilmington, 2007). On July 1, 1969, UNCW joined the University of North Carolina System, which now comprises sixteen constituent universities (University of North Carolina, 2004). Now an accredited higher education institution, UNCW serves its faculty, staff, students, and visitors with a mission and vision of integrity and knowledge by adhering to seven strategic goals (see Table 4: UNCW’s Seven Strategic Goals). UNCW maintains its commitment to education and civic responsibility, regional engagement, and academics and research through this vision with the motivation to positively influence the region, the UNCW community, and the natural environment.
Table 4: UNCW's seven strategic goals

<table>
<thead>
<tr>
<th>UNCW’s Seven Strategic Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create the most powerful learning experience possible for our students.</td>
</tr>
<tr>
<td>2. Recruit, retain and develop quality faculty, administration and staff in appropriate numbers.</td>
</tr>
<tr>
<td>3. Embrace and enhance diversity throughout the university's constituencies, culture, curriculum and outreach activities.</td>
</tr>
<tr>
<td>4. Create an educational environment that prepares our students to be global citizens.</td>
</tr>
<tr>
<td>5. Strengthen the university’s regional engagement and outreach activities.</td>
</tr>
<tr>
<td>6. Enhance the quality of UNCW’s environment and provide a campus that is attractive, functional and, above all, safe.</td>
</tr>
<tr>
<td>7. Ensure adequate resources to achieve university goals by increasing public financial support and private giving.</td>
</tr>
</tbody>
</table>

(UNC Wilmington, 2005)

The total enrollment for UNCW in the fall of 2007 was 11,911 students (UNC Wilmington, 2007). Of that number, 10,711 were undergraduate students and 1,200 were graduate students. Approximately 3,600 students live on campus in eight residence halls and four apartment complexes. Additionally, the university employs 1,930 faculty and staff members. UNCW offers 73 Bachelor’s degrees and 30 master’s degrees in the arts and sciences, business, education, and nursing (2007). UNCW also offers two doctoral degrees in Marine Biology and Educational Leadership. Along with higher education degrees, UNCW offers a variety of pre-professional and post-baccalaureate certification programs, as well as workshops and classes for the general public. The 2008 U.S. News & World Report America’s Best Colleges guidebook ranked UNCW among the top 10 public regional undergraduate universities in the South, and for 10 consecutive years has ranked UNCW among the top 10 public master’s universities in the South (2007).

Students pursue their education on a 650-acre arboretum campus (see Appendix A: Campus Map) and at other off-campus buildings such as the Center for Marine Science, located on the Intracoastal Waterway; the UNCW Aquaculture Facility, located at Wrightsville Beach; an underwater ocean laboratory called Aquarius, located in the
Florida Keys National Marine Sanctuary; historic structures in downtown Wilmington; and undeveloped conservation areas. Moss-laden oaks, towering pines, and stately brick buildings make up UNCW’s picturesque campus. Most of the buildings are of modified Georgian architecture. UNCW is the only institution of its kind within 90 miles and specialized facilities at UNCW cannot be duplicated closer than 120 miles (UNC Wilmington, 2007). The over 125 structures on UNCW properties hold a monetary value of at least $225 million (2007). As educational and research facilities, UNCW properties are significantly important to the mission of the university. The continuity of education, research, and operations is therefore of utmost importance.

Most of UNCW’s properties are located in New Hanover County in the City of Wilmington, North Carolina, a historic port city in the southeastern region of the state. Regional engagement and a positive affect on the community are two core commitments of the university because of its significant regional influence. UNCW is the second-largest employer in the eight-county region of Bladen, Brunswick, Columbus, Duplin, New Hanover, Onslow, Pender, and Sampson counties. The UNCW community injects dollars into the economy of the region through direct spending by students, faculty, staff, visitors, temporary residents, and others attracted to the region by UNCW. In the fiscal year ending June 30, 2002, the UNCW community directly spent a total of $145.7 million in the region with $61 million spent by students, $35.5 million spent by faculty and staff, $48.2 million spent by UNCW itself, and $1 million spent by visitors (UNC Wilmington, 2007). Following a two-year self-assessment and study completed in 2002 as part of the decennial reaffirmation of accreditation, the Southern Association of Colleges and Schools (SACS) echoed these facts in sentiment when it noted that “We were…very
impressed by your emphasis on regional service and the efforts you are making to lift the
economic condition and improve the lives of people who live in the surrounding
counties” (2007). Overall, UNCW has a $500 million annual economic impact on
Southeastern North Carolina. This represents 5.5 percent of total economic activity and
supports approximately 7,700 jobs (2007). Therefore, continuity of UNCW operations is
critical to the economic health of its surrounding community.

The cycle of education and civic responsibility, regional engagement, and
academics and research as commitments of UNCW maintains the momentum of the
institution established over the years, thereby enhancing its image as a vibrant, growing
university. Incorporating disaster planning into UNCW daily operations will eradicate
any hindrance of these commitments and help propel the university forward in achieving
its goals and objectives. Ensuring effective preparedness, response, recovery, and
mitigation through a comprehensive emergency management program will keep its
mission and vision ongoing and progressive.

**UNCW’s Vulnerabilities**

UNCW is vulnerable to disaster strike for two main reasons: its location and its
status as an institute of higher education. First, UNCW’s coastal location in Southeastern
North Carolina provides it with a unique environment that evokes the dichotomy of the
benefit of pioneer education and research opportunities with the vulnerability to the
research and community of potential severe weather and natural disaster strike. UNCW’s
location in the State of North Carolina brings vulnerabilities in itself. According to the
National Oceanic and Atmospheric Administration (NOAA), North Carolina has one of
the highest incidents of natural disasters of any of the states in the U.S. (see Figure 2: Billion Dollar Climate and Weather Disasters: 1980-2007).

According to the New Hanover County Multi-Jurisdictional Hazard Mitigation Plan (New Hanover County, 2005), the City of Wilmington is vulnerable to floods; hurricanes, tropical cyclones, and nor’easters; severe thunderstorms and tornadoes;
wildfires; drought and extreme heat; winter storms and freezes; and geologic hazards such as earthquakes, sinkholes, and landslides. Southeastern North Carolina’s climate and weather patterns and subtropical location account for the severe weather vulnerability. The Giles County, Virginia seismic zone; the Charleston, South Carolina seismic zone; the Eastern Tennessee seismic zone; and the New Madrid seismic zone, all of which are located close to North Carolina, account for Southeastern North Carolina’s moderate risk for geologic hazards such as earthquakes (Wooten, 2007). Additionally, New Hanover County’s landscape consisting of 49,000 acres of forest lands accounts for the wildfire risk. Of the 49,000 acres of forest land in the County, over 200 acres sit on UNCW’s main campus, and UNCW also maintains a 108-acre coastal forest research and teaching station in Brunswick County, which lies south of New Hanover County (UNC Wilmington, 2007).

UNCW’s location four miles inland of the Atlantic Ocean bring about its most prevalent natural hazard. Every year, especially between the months of June and November, Southeastern North Carolina becomes vulnerable to the effects of tropical cyclones. Over 30 storms have traveled within 120 nautical miles of Wilmington since UNCW’s founding in 1947, and 23 of those made landfall within 100 miles of Wilmington (See Appendix B: Tropical storm and hurricane tracks within a 360-mile radius of Wilmington, NC: 1947-2008). Many of these storms directly affected UNCW, including Hurricane Fran, which made landfall near Wilmington as a Category 3 hurricane in 1996, and Hurricane Floyd, which made landfall near Wilmington as a Category 3 hurricane in 1999. More recently, UNCW was affected by Hurricane Isabel

UNCW also faces hazard vulnerability simply because of its status as an institute of higher education. According to Steven J. Healy, President of the International Association of Campus Law Enforcement Administrators (IACLEA), universities contain many elements that increase their vulnerability to terrorism and acts of violence including “international communities, sensitive research materials, controversial research projects, sporting venues that accommodate tens of thousands of spectators, and visits by high-profile dignitaries” (Healy, 2007). Indeed, parents from all over the U.S., and some from around the world, send their children to UNCW to obtain a college education. In turn, they expect that their children will remain safe and protected while attending school. Because so many young people are located on UNCW’s campus at any given time, UNCW is a possible target for acts of violence and terrorism.

UNCW is also a Research 1 University, which means it receives a large amount of Federal funding for research each year. UNCW is currently engaged in active Federally-funded grants in the amount of $15,517,173 (UNC Wilmington, 2007). The UNC System now ranks third among all public university systems in Federal support of research and development to academic institutions. Federally-funded sponsored programs account for two thirds of the UNC System’s awards (University of North Carolina, 2004). At UNCW, the majority of this research is conducted in the Biological Sciences and Marine Biology departments within the Center for Marine Science, the Chemistry department, the Mathematics and Statistics department, the Computer Science department, and the Psychology department. With this much research on campus,
including research involving animals and other controversial research, UNCW is vulnerable to terrorist attacks and violent protests. Additionally, much of the research on campus requires chemicals and sometimes hazardous materials for experiments. UNCW research laboratories are stocked with many containers of chemicals, ranging from non-hazardous sugars and salts to particularly hazardous poisons and highly flammable and/or potentially explosive substances. Over 2,500 different types of chemicals are stored on campus in laboratories. Scientific research buildings on campus potentially contain thousands of individual containers of hazardous materials. Because of this, UNCW is vulnerable to hazardous materials incidents such as spills and releases.

Finally, as an institute of higher education, UNCW is a “community within a community.” David Ward, President of the American Council on Education, describes campuses as “self-contained, small- to medium-sized cities – with all the activity, vibrancy, and sadly, vulnerability associated with cities” (Ward, 2007). Campuses contain variety of facilities including dining halls, classrooms and offices, power plants, laboratories, and stadiums (2007) and they are active 24 hours a day, seven days a week. That is, while UNCW is supported by the City of Wilmington and the surrounding community, it still must be self sufficient in a number of ways because of its status as an independent community. For example, the City of Wilmington and private utility companies such as Progress Energy provide UNCW with utilities, but UNCW must maintain its own utilities within the main campus, including gas lines, power lines, and the sewer and water system. Because of this, UNCW must remain ready to repair any utilities that become damaged or cease function in order to continue university operations. Utilities can easily become compromised by severe weather or infrastructure
problems so UNCW is also vulnerable to utility emergencies such as power outages and gas leaks.

Emergency Management at UNCW

As described above, UNCW’s location and status as an institute of higher education make it vulnerable to a number of different hazards (see Figure 3: Examples of hazards that may affect UNCW). It is therefore important for UNCW to instill a disaster resistance culture that focuses on all hazards preparedness throughout all aspects of campus life. In 2000, UNCW was designated one of the six pilot universities under the Federal Emergency Management Agency’s (FEMA’s) Disaster Resistant University (DRU) Initiative (see page 15). Chosen because of its increased hazard vulnerability due to its hurricane-prone location and history with hurricanes, FEMA granted UNCW funding to become more disaster resistant. Since receiving the DRU pilot grant in 2000, UNCW has made a conscious effort to incorporate disaster resistance into university planning, policy, and procedures. With the initial round of funding, UNCW completed a major flood control project in the main area of campus and completed a Hazard Assessment. In 2003, UNCW created an emergency management program and in 2005, UNCW received more grant funding under the DRU program to complete additional projects to increase disaster resistance on campus. The goal of a DRU is to strive to prevent damage from disasters and protect people, the mission of education, and research at the university. Therefore, as a DRU, UNCW continues to promote disaster resilience across campus by pursuing disaster resistant projects and programs, and also provides
outreach to other UNC schools and universities across the country to promote disaster resistance and resilience.

<table>
<thead>
<tr>
<th>Hazard Type</th>
<th>Icon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tropical Cyclones</td>
<td>🌀</td>
</tr>
<tr>
<td>Earthquakes</td>
<td>🌞</td>
</tr>
<tr>
<td>Wildfires</td>
<td>🌡</td>
</tr>
<tr>
<td>Tornadoes</td>
<td>🦵</td>
</tr>
<tr>
<td>Winter Storms</td>
<td>🎈</td>
</tr>
<tr>
<td>Hazardous materials incidents</td>
<td>🧤</td>
</tr>
<tr>
<td>Bombings/Terrorist attacks</td>
<td>🕯️</td>
</tr>
<tr>
<td>Public Health and Medical Emergencies</td>
<td>🍼</td>
</tr>
<tr>
<td>Utility Emergencies (i.e. power outages)</td>
<td>🕵️</td>
</tr>
<tr>
<td>Severe Weather</td>
<td>⚡️</td>
</tr>
<tr>
<td>Drought/Heat Wave</td>
<td>☀️</td>
</tr>
<tr>
<td>Acts of Violence</td>
<td>💥</td>
</tr>
</tbody>
</table>

Figure 3: Examples of hazards that may affect UNCW
UNCW’s emergency management program exists within its Environmental Health & Safety (EH&S) department. Currently, there is one full-time staff position dedicated to emergency management at UNCW. This position works within the EH&S department under the title of Emergency Management Coordinator. Responsibilities of this position include coordinating all disaster preparedness, response, recovery, and mitigation activities at UNCW such as writing emergency plans and procedures, developing and implementing emergency preparedness training, coordinating mitigation projects, and responding to actual events.

Along with the full-time emergency management staff position within the EH&S department, UNCW has several emergency management groups that consist of a variety of staff members across campus. The Crisis Decision Team (CDT) consists of members of UNCW senior management who are responsible for communicating during disaster situations to make administrative decisions regarding canceling classes, evacuations, closing the campus, notifications to the campus community, and other decisions as dictated by the situation. The CDT will conduct emergency meetings to determine a course of action based on group discussion and information provided by support personnel. The CDT will also approve any major policy changes to emergency plans as suggested by the Emergency Operations Group. The Emergency Operations Group (EOG) is a planning and operational body that ensures continuity of basic university services and operations during protracted incidents that require a campus-wide response. The EOG sets the official UNCW response to disasters and major emergencies and comprises university officials who make operational decisions necessary to support a
disaster response. The CDT seeks out the support, guidance, and advice of the EOG members in planning for and responding to disaster situations.

UNCW also works extensively with external supporting entities to prepare for and respond to disasters and emergencies. These include New Hanover County Emergency Management, the National Weather Service, North Carolina Emergency Management, the Cape Fear Chapter of the American Red Cross, the New Hanover County Local Emergency Planning Committee (LEPC), local media outlets, local emergency responders such as the City of Wilmington Fire Department, and FEMA.

UNCW does have several existing disaster plans and procedures, all of which have been developed within the EH&S department. These including the Hazard Assessment, the Hurricane Operations Plan, the Hazard Vulnerability Assessment, the Multi-Hazard Mitigation Plan, and the Pandemic Influenza Response Plan (see Table 5: UNCW’s existing emergency management plans). Additionally, UNCW has developed a Strategic Plan, which describes UNCW’s mission, vision, core values, and main goals and objectives, and a Campus Master Plan, which “provides both a long-term vision to enhance the quality of the campus physical environment and a short-term implementation

<table>
<thead>
<tr>
<th>Plan</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazard Assessment</td>
<td>Describes the potential hazards that could affect UNCW.</td>
</tr>
<tr>
<td>Hurricane Operations Plan</td>
<td>Details specific response and recovery actions the university must take in a hurricane situation.</td>
</tr>
<tr>
<td>Hazard Vulnerability Assessment</td>
<td>Identifies specific vulnerabilities of the campus through engineering assessments of critical buildings and facilities.</td>
</tr>
<tr>
<td>Multi-Hazard Mitigation Plan</td>
<td>Discusses specific measures that can be taken at UNCW to mitigate damage from disasters.</td>
</tr>
<tr>
<td>Pandemic Influenza Response Plan</td>
<td>Details specific response and recovery actions the university must take in a pandemic flu situation.</td>
</tr>
</tbody>
</table>
strategy to guide development to the year 2010” (UNC Wilmington, 2005). Neither the Strategic Plan nor the Campus Master Plan address emergency planning or disaster resilience, but the Strategic Plan does identify providing for “a campus that is attractive, functional and, above all, safe” (UNC Wilmington, 2004) as one of the university’s main goals.

While the existing emergency plans address specific aspects of disaster preparedness, and the Strategic Plan mentions safety as a top priority, an all hazards emergency operations plan that details response actions the university must take in any major emergency or disaster does not yet exist. Based on UNCW’s demographics and vulnerabilities, it most certainly needs one.
OVERVIEW OF THE UNCW EMERGENCY OPERATIONS PLAN

Writing the Plan

The Federal Format

To write the University of North Carolina Wilmington (UNCW) Emergency Operations Plan (EOP), I used an all hazards approach and developed the plan based on the Federal format for response planning. The Federal format utilized for the UNCW EOP has been in existence in some form since 1992 when the Federal Response Plan was developed (DHS, 2008). Since then, it has evolved as needs have changed and lessons have been learned from actual disasters that have affected the U.S. In 2004, spurred mostly by the events of September 11, 2001, the Federal Response Plan was replaced by the newly created National Response Plan. The goal of the National Response Plan was to combine several emergency operations plans in existence within the Federal government to streamline response actions. It integrated all levels of government in a common incident management format (2008). The National Response Plan focused heavily on terrorism, but also addressed other hazards. In September of 2007, however, the National Response Framework replaced the National Response Plan. This new Framework addressed several issues that emergency management practitioners had pointed out about the National Response Plan, and incorporated lessons learned from recent major disasters such as Hurricane Katrina.

The National Response Framework establishes a comprehensive, national, all hazards approach to domestic incident response (DHS, 2008). The Framework provides guidance to integrate local, tribal, state, and Federal response efforts. It is based on five
key principles (see Table 6: National Response Framework Response Doctrine: Key Principles) and details how the Nation conducts all hazards response to all emergencies from the smallest incident to the largest catastrophe. It also places a high value on preparedness activities and key response principles, roles, and structures and is built upon scalable, flexible, and adaptable coordinating structures (2008). The National Response Framework is composed of a base document, Emergency Support Functions (ESFs) and Support and Incident Annexes. The base document describes the basics of response actions, roles and responsibilities, response organizations, and planning requirements necessary for addressing any major emergency or disaster situation in the U.S. The ESFs group Federal resources and capabilities into functional areas of a response such as communications, firefighting, and logistics management and resource support. The Support and Incident Annexes describe unique aspects of response for specific support functions, such as volunteer and donations management, or specific hazards, such as a

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged Partnership</td>
<td>Leaders at all levels must communicate, share goals, and align capabilities.</td>
</tr>
<tr>
<td>Tiered Response</td>
<td>Incidents must be managed at the lowest jurisdictional level possible and supported by additional capabilities when needed.</td>
</tr>
<tr>
<td>Scalable, Flexible, and Adaptable Operational Capabilities</td>
<td>When incidents change in size, scope, and complexity, the response must adapt to fit the incident.</td>
</tr>
<tr>
<td>Unity of Effort Through Unified Command</td>
<td>Each participating response entity will work together in a response and have a clear understanding of the roles and responsibilities of each responding organization.</td>
</tr>
<tr>
<td>Readiness to Act</td>
<td>All levels of a community, from individual citizens to local, state, and Federal government, must understand risk and have the ability to act.</td>
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</tbody>
</table>

(Adapted from DHS, 2008)
nuclear/radiological incident or a food and agriculture incident. The plan stresses the management of emergencies at the lowest possible jurisdictional level, but also discusses the unity of effort of all layers of government.

The National Response Framework is also based on the National Incident Management System (NIMS), which is a systematic approach used to respond to and plan for both natural and human-caused disasters. The NIMS is based on flexibility and standardization and comprises a unified approach to incident management, standard command and management structures, and an emphasis on preparedness, mutual aid, and resource management (DHS, 2008). It provides essential principles for a common operating procedure during response to an emergency and interoperability of communications and information management. It is also scalable and can be used during all types and sizes of emergencies, from day-to-day incidents to major disasters. The NIMS encompasses the Incident Command System (ICS), which is a standardized, on-scene, all hazard incident management concept and emergency response framework that allows “sufficient flexibility to respond to unique circumstances” (McEntire and Dawson, 2007). Utilizing the NIMS and ICS provides for a more streamlined, coordinated response among all responding entities.

The National Response Framework encourages streamlined response between all levels of government and responding agencies. Alignment of response plans throughout all levels of government will allow for more coordination and cooperation among responding entities. Because of this, I chose to utilize the National Respond Framework format as the format for the UNCW EOP. New Hanover County’s Emergency
Operations Plan also follows this format, which will allow for better coordination between UNCW and the County during times of disaster.

**UNCW EOP Format**

Similar to the National Response Framework, the UNCW EOP is sectioned into a Base Plan, Emergency Support Functions, Hazard Specific Annexes, and Situational Annexes (see Figure 4: UNCW Emergency Operations Plan format). While it follows the Federal format, it is tailored to UNCW’s needs, capabilities, and special characteristics. The Base Plan serves as the main backbone to the entire plan. It describes the basics of any response including emergency groups and teams, policies, coordination strategies, and emergency management structure (see Table 7: Sections of the UNCW EOP Base Plan and ESFs). The ESFs describe functional areas of UNCW’s response. There are 15 ESFs in the UNCW EOP. For example, ESF #7 – Financial Resource Management describes procedures for handling finances during a disaster or emergency, including providing extra funding for emergency needs. ESF #11 – Food and Water describes how food and water is stockpiled prior to a disaster and how it is distributed to emergency responders and victims once a disaster occurs (see Appendix C: Summary and Overview of the Emergency Support Functions). The hazard specific and situational annexes provide more detail about response actions that need to take place in more specific emergencies that UNCW has a higher probability of facing. These annexes provide additional response actions than what are already described in the Base Plan and ESFs. Examples of the Hazard Specific annexes include the Tornado Annex, the Power Outage Annex, and the Active Shooter Annex. Additionally, existing plans such as the Hurricane
### Emergency Support Functions

- ESF #1 – Transportation and Roadways
- ESF #2 – Communications
- ESF #3 – Public Works and Utilities
- ESF #4 – Emergency Support Services
- ESF #5 – Emergency Management
- ESF #6 – Mass Care and Shelter
- ESF #7 – Financial Resource Management
- ESF #8 – Health, Mental Health and Medical Services
- ESF #9 – Research and Animal Care
- ESF #10 – Hazardous Materials
- ESF #11 – Food and Water
- ESF #12 – Technology Systems
- ESF #13 – Law Enforcement
- ESF #14 – Media Relations and Community Outreach
- ESF #15 – Damage Assessment and Recovery

### Hazard Specific Annexes

- Hurricane Operations Plan Annex
- Power Outage Annex
- Pandemic Influenza Response Plan Annex
- Active Shooter Annex
- Fire Annex
- Severe Winter Weather Annex
- Public Health Emergency Annex
- Tornado Annex
- Terrorism Annex
- Nuclear Power Plant Incident Annex
- Flood Annex
- Earthquake Annex

### Situational Annexes

- Evacuation Annex
- Special Events Annex

### Highlights

- Follows the Federal format
- Applicable to and flexible enough for all hazards response
- National Incident Management System (NIMS) compliant, uses Incident Command System (ICS)

- A living document: easily changed and adapted to fit evolving needs
- Involves a broad spectrum of UNCW divisions and departments

Figure 4: UNCW Emergency Operations Plan Format
Operations Plan and the Pandemic Influenza Response Plan will now become Hazard Specific Annexes to the EOP. Examples of Situational Annexes include the Evacuation Annex and the Special Events Annex.

The UNCW EOP also uses the NIMS as a structure for response operations. A section of the Base Plan is dedicated to describing how UNCW will utilize the NIMS concept for response and always strive for NIMS compliance in emergency management activities. Additionally, the UNCW EOP incorporates the five key principles of engaged partnership; a tired response; scalable, flexible, and adaptable response capabilities; unity of effort through unified command; and readiness to act, as described in the National Response Framework.

Table 7: Sections of the UNCW EOP Base Plan and ESFs

<table>
<thead>
<tr>
<th>Sections of the Base Plan</th>
<th>Sections of the ESFs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Introduction</td>
<td>• Primary Department</td>
</tr>
<tr>
<td>• Situation and Assumptions</td>
<td>• Supporting Departments</td>
</tr>
<tr>
<td>• Concept of Operations</td>
<td>• External Supporting Entities</td>
</tr>
<tr>
<td>o General</td>
<td>• Purpose</td>
</tr>
<tr>
<td>o Organizational Structure</td>
<td>• Scope</td>
</tr>
<tr>
<td>o NIMS Compliance</td>
<td>• Situation and Assumptions</td>
</tr>
<tr>
<td>• Roles and Responsibilities</td>
<td>• Policies</td>
</tr>
<tr>
<td>• Incident Management Actions</td>
<td>• Concept of Operations</td>
</tr>
<tr>
<td>o Notification and Assessment</td>
<td>o General</td>
</tr>
<tr>
<td>o Activation</td>
<td>o Organization</td>
</tr>
<tr>
<td>o Preparedness Actions</td>
<td>o Communication and Notification</td>
</tr>
<tr>
<td>o Response Actions</td>
<td>o Incident Related Actions</td>
</tr>
<tr>
<td>o Recovery Actions</td>
<td>o Responsibilities</td>
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<tr>
<td>o Mitigation Actions</td>
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</table>

A “Living Document”

Along with deciding on a format for the plan, I also ensured that the plan could become a “living document.” As the university grows and changes, response actions necessary in a disaster may also change. Therefore, the UNCW EOP needs to be easily
revised and altered if needed. The UNCW EOP should be checked on a yearly basis for necessary modifications. For this reason, I set the plan in a three-ring binder where sections can be easily removed as they are revised and changed based on UNCW’s evolving needs and capabilities. Each member of the Emergency Operations Group and Crisis Decision Team will receive their own EOP binder once the plan is officially adopted. The Emergency Management Coordinator in the EH&S department will then become responsible for revising the EOP on a regular basis and providing copies of revised sections to responders when necessary.

EOP Development Process

Keeping an all hazards approach, the Federal format, and the “living document” concept in mind, I set out to write the plan. All of the information I needed to write the different sections of the plan existed at UNCW with key stakeholders. To identify these stakeholders, I assigned a lead department and supporting departments to each ESF based on the ESF’s topic and characteristics (see Table 8: ESF lead departments). Then, I set up meetings with an individual within each lead department. At these one-on-one meetings, I introduced the concept of the UNCW EOP as well as the idea of ESFs. Then, I asked questions about the specific ESF and the individual from the lead department would answer my questions to the best of his/her ability (see Appendix D: Sample meeting notes from an ESF meeting). Following each meeting, I took the information I had gleaned from each individual and developed a draft ESF, using a common format for each ESF. Once I completed the draft ESF, I sent it back to the representative from the lead department for comments. Upon receiving comments, I incorporated them into the
Table 8: ESF lead departments

<table>
<thead>
<tr>
<th>ESF</th>
<th>Lead Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF #1 – Transportation and Roadways</td>
<td>Auxiliary Services</td>
</tr>
<tr>
<td>ESF #2 – Communications</td>
<td>Information Technology Systems Division – Telecommunications</td>
</tr>
<tr>
<td>ESF #3 – Public Works and Utilities</td>
<td>Physical Plant</td>
</tr>
<tr>
<td>ESF #4 – Emergency Support Services</td>
<td>UNCW Police</td>
</tr>
<tr>
<td>ESF #5 – Emergency Management</td>
<td>Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>ESF #6 – Mass Care and Shelter</td>
<td>Housing and Residence Life</td>
</tr>
<tr>
<td>ESF #7 – Financial Resource Management</td>
<td>Business Affairs</td>
</tr>
<tr>
<td>ESF #8 – Health, Mental Health, and Medical Services</td>
<td>Student Development Services</td>
</tr>
<tr>
<td>ESF #9 – Research and Animal Care</td>
<td>Office of Research and Sponsored Programs</td>
</tr>
<tr>
<td>ESF #10 – Hazardous Materials</td>
<td>Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>ESF #11 – Food and Water</td>
<td>Auxiliary Services</td>
</tr>
<tr>
<td>ESF #12 – Technology Systems</td>
<td>Information Technology Systems Division</td>
</tr>
<tr>
<td>ESF #13 – Law Enforcement</td>
<td>UNCW Police</td>
</tr>
<tr>
<td>ESF #14 – Media Relations and Community Outreach</td>
<td>Marketing and Communications</td>
</tr>
<tr>
<td>ESF #15 – Damage Assessment and Recovery</td>
<td>Office of Facilities</td>
</tr>
</tbody>
</table>

ESF and sent a final document to the representative from the lead department for his/her approval. Once I received approval, I sent the ESF to supporting departments for comments and approval. If needed, I incorporated any additional comments and finalized the ESF. Finally, I input the completed ESF into the EOP.

For development of the Base Plan I used a similar strategy. I used my knowledge of UNCW’s existing emergency response structure and my previous experience to write a draft Base Plan. I also set up meetings with the Crisis Decision Team and Emergency Operations Group to discuss common response actions and present scenarios that may garner additional response actions. The individuals in these groups greatly aided in the development of the Base Plan. Their knowledge of response operations at UNCW and past events became invaluable for structuring the Base Plan. I also applied additional information I found from researching past events that UNCW had experienced. I gathered information from past hurricanes that UNCW had responded to, as well as other
incidents that were on record. The lessons learned from each of the incidents provided me with information that I needed to incorporate into the Base Plan.

To develop the Hazard Specific and Situational Annexes, I first formatted existing hazard specific plans, such as the Hurricane Operations Plan and the Pandemic Influenza Response Plan, for inclusion into the EOP. These became Hazard Specific Annexes. For the development of the remaining Hazard Specific Annexes, I gathered information about response steps necessary for specific disasters, in addition to response steps already detailed in the Base Plan and ESFs. I only pursued writing a few of the Hazard Specific and Situational annexes because of time constraints and the challenges I faced during the process (see Challenges, page 42). The remainder of the Hazard Specific and Situational Annexes will be written and implemented at a later date on a priority basis and as time allows.

Implementing the Plan

After meeting with lead departments and obtaining final approval on the Base Plan and Emergency Support Functions (ESFs), I needed to implement the plan. However, a pre-implementation of the Emergency Operations Plan (EOP) occurred before I finalized and finished it. Ideally, implementation should consist of finishing the plan, sharing the plan, and then testing the plan through emergency exercises. During the summer of 2007, when the Base Plan was complete but all of the ESFs had not yet been completed, I received a mandate from the Chancellor to hold several emergency exercises. These needed to be conducted right away, even though the plan had not yet been completed. This mandate resulted from the shootings that occurred at Virginia Tech
on April 16, 2007. The shootings caused concern and stress at universities nation-wide, and the UNCW administration decided that practicing emergency response, even though a complete plan for response did not yet exist in its entirety, was the best way to prepare for a disaster like the situation that occurred at Virginia Tech (see Challenges, page 42).

Because of the mandate from UNCW administration, I stopped work on the EOP and began work on an emergency exercise program. I developed four exercises that took place between the time period of May and October of 2007. These exercises varied in type and scope (see Table 9: UNCW 2007 Emergency Exercise Program) and presented scenarios to emergency responders to practice response actions. Three of the exercises were conducted in a tabletop format, where participants receive a scenario and talk out response actions and issues. One of the exercises was conducted in a functional exercise format, where emergency responders actually acted out some of the response steps to the scenario. My role in these emergency exercises consisted of scenario development, planning all aspects of the exercise, preparing responders for the exercise, conducting and facilitating the exercise, and writing After Action Reports for each exercise upon its completion (see Appendix E: UNCW 2007 Emergency Exercise Program Executive Summary).

<table>
<thead>
<tr>
<th>Name of Exercise</th>
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</tr>
</tbody>
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While the entire EOP was not yet complete, exercise participants did utilize the Base Plan to practice response and this did aid in their participation. Ideally, participants
would have been able to use the ESFs for the exercise as well if they had been completed. Even though the exercise situation was not ideal, the exercises helped to bring up issues and problems with the existing portions of the plan that I needed to change or revise. In the end, the exercises were helpful in creating a more effective plan, even though they occurred earlier than expected.

Now that the 2007 Emergency Exercise Program has concluded and the remainder of the plan is complete, official implementation of the EOP can take place. For the official implementation of the plan, I developed an Emergency Management Calendar for 2008 (see Appendix F: 2008 Emergency Management Calendar). This calendar consists of regular meetings with emergency groups such as the Emergency Operations Group and Crisis Decision Team. The teams must meet on a regular basis to discuss the EOP and emergency management issues in general. The calendar also consists of more emergency exercises to practice the response actions detailed in the plan. The calendar allows for five exercises in the year 2008, including two exercises that will focus on law enforcement emergencies and be conducted by UNCW Police, in coordination with UNCW Environmental Health & Safety (EH&S). Finally, the calendar comprises the scheduled distribution of an Emergency Management Newsletter, which will publicize the EOP and other UNCW emergency management activities to faculty, staff, and students. On the Emergency Management Calendar for 2008, at least one activity is scheduled for each month of the year. I did this purposely to ensure the continued development of a comprehensive emergency management program at UNCW that lasts all year round.
With these implementation steps for the newly completed EOP, UNCW emergency responders will become more familiar with the plan and in turn, emergency response at UNCW will continue to improve and progress and remain practiced and streamlined in any disaster or emergency UNCW may face.
CHALLENGES AND NEXT STEPS

Challenges

During the process of developing and implementing the University of North Carolina Wilmington (UNCW) Emergency Operations Plan (EOP), I encountered several challenges and issues. While these challenges created difficulties at times, they allowed for an incredible learning experience during the writing and implementation of the plan. In the end, the challenges I faced became the most interesting part of the process.

By far, the number one challenge I faced while writing the EOP came about as a result of the shootings that took place at Virginia Tech (VA Tech) on April 16, 2007. Understandably, this incident caused concern and anxiety at all colleges and universities across the country. Additionally, the emotions that came out of this event from students, faculty, and staff at UNCW and other universities created trauma and stress in our personal and professional lives. However, from an emergency planning standpoint, the reactions to this event became a major hindrance. After promoting all hazards planning for quite some time and having successfully convinced most university officials of this concept, the VA Tech shootings caused a major shift in priorities. The Disaster du Jour Syndrome fully infected UNCW. UNCW administration began a reactionary process of mandating active shooter exercises, active shooter plans, and active shooter committees. The all hazards viewpoint, and therefore the all hazards EOP, was quickly forgotten.

The Disaster du Jour Syndrome that resulted from the VA Tech shootings halted the writing of the EOP. My superiors quickly tasked me with “more immediate” action items, such as creating and conducting emergency exercises. The exercises that took place from May to October of 2007 came about as a direct result of the VA Tech
shootings. And while there were positives to conducting the exercises, the “backwards timeline” of conducting exercises before the plan was completed created complications. The plan writing process became delayed, and as a result, I was forced to adjust my project timeline to make time for matters that UNCW administrators felt were more important and needed immediate attention. During this time, the EOP suffered from a lack of attention and a delay in completion.

Following the immediate, reactionary response to the VA Tech shootings by UNCW administrators, I continued to promote the all hazards viewpoint even when met with opposition. Fortunately, individuals from across the country studying the VA Tech incident in its aftermath also strived to promote all hazards planning and remind everyone of its importance. The Report to the Homeland Security and Governmental Affairs Committee: Security on America’s College Campuses, which was presented to the Senate Committee on Homeland Security and Governmental Affairs on April 23, 2007, reminds the Federal government of the importance all hazards planning when it states:

The concerns about campus security and safety…range widely from the very rare mass murder committed by a highly deranged individual to campus fires and natural events such as hurricanes, earthquakes, and tornados. Institutions need to have broad plans in place to respond to a variety of scenarios, under a preparedness doctrine we know as ‘all hazard.’ Perhaps our best service to our colleges and universities would be to make sure they are integrated into emergency preparedness and response planning for all hazards. If schools are prepared for natural disasters and terrorist attacks, then they will be better prepared to deal with the random and senseless acts of violence like the one that visited such awful sorrow on the families and friends of the Virginia Tech victims. (U.S. Senate, 2007)

This report reiterates the importance of avoiding the Disaster du Jour Syndrome. At the same meeting, David Ward, President of the American Council on Education, presented a testimony to the Committee and stated “In the end, it all comes down to planning. It is essential that every campus have an emergency plan in place that identifies….a variety of
scenarios” (Ward, 2007). At UNCW, my colleagues and I brought these documents and to the attention of UNCW administrators and promoted the all hazards viewpoint as much as possible to ensure the continuation of our all hazards planning mission.

The heavy focus on safety and security concerning acts of violence on campus has continued at UNCW since the VA Tech shootings. Committees addressing specific issues regarding campus violence have been instituted and meet on a regular basis. Additionally, committees have been convened at the UNC System level to ensure that issues gleaned from the VA Tech shootings continue to be addressed on all UNC campuses. Fortunately, in the University of North Carolina Campus Safety Task Force Report to the President, released in November of 2007, one recommendation states that “All campuses should engage in all hazards emergency planning” (UNC Campus Safety Task Force, 2007). While remnants of the Disaster du Jour Syndrome still remain, all hazards planning has been mostly revitalized at UNCW. The process for developing the UNCW EOP has continued, with the promise of an eventual Active Shooter Annex added to the Hazard Specific Annex portion of the EOP.

Along with the challenges that resulted from the VA Tech shootings, other challenges and issues surfaced during the planning process. Engagement in the planning process by UNCW staff became a challenge at times. Most of the stakeholders involved in EOP meetings concerning the ESFs do not primarily function as emergency personnel for the campus. While emergency management exists as a function at UNCW, it is not one that receives a high priority at UNCW as a whole. Therefore, obtaining responses and comments from key UNCW stakeholders was sometimes a challenge. Delayed responses from ESF lead department representatives caused a delay in the development
of many of the ESFs and I found it extremely difficult to bring attention to the plan to some people whose input I needed. Fortunately, a few key individuals were exceedingly willing to help, such as the Director of the Environmental Health & Safety (EH&S) department and the Associate Vice Chancellor for Business Affairs. These individuals could provide me with an incredible amount of information for the plan based on their intimate knowledge of UNCW and their past experiences with disasters that have affected the campus.

Another issue I faced in writing the plan was the change in Federal guidelines that occurred in September of 2007, after much of the EOP had already been written. Because the UNCW EOP must follow the Federal format to ensure streamlined response and coordination with county, state, and Federal agencies, new guidelines could have drastically changed the EOP. The Federal format morphed from the National Response Plan to the National Response Framework. While several differences existed between the two, none greatly changed the UNCW EOP. The new National Response Framework still used the format of a base document, Emergency Support Functions, and Annexes upon which UNCW’s EOP had been modeled. Fortunately, several items that became more prevalent in the new Federal plan, such as the use of the National Incident Management System (NIMS) for response and an increased emphasis on preparedness activities, had already been accentuated UNCW’s plan.

The final challenge I faced during the plan writing process came from the other phases of the Emergency Management Cycle (see Figure 1: The Emergency Management Cycle, page 7). Writing and implementing the EOP encompassed the preparedness phase. However, as part of my responsibilities as the Emergency Management
Coordinator for UNCW, I needed to handle the response, recovery, and mitigation phases as well. The response, recovery, and mitigation phases tend to be more immediate in nature than the preparedness phase, so any tasks regarding these phases usually required immediate attention. While thankfully no major emergency or disasters affected UNCW during this time, day-to-day activities in the other phases did take time away from writing the EOP and caused a delay in its completion.

The challenges described above caused problems and delay during the process of writing the plan. However, they brought about learning experiences as well. In the end, many of them helped to create a better plan and also forced me to become a better and more effective Emergency Manager.

**Next Steps**

Several next steps are required for official completion and implementation of the University of North Carolina Wilmington (UNCW) Emergency Operations Plan (EOP). First, the UNCW Chancellor’s Cabinet and Board of Trustees must officially adopt the EOP. Both of these governing bodies have scheduled meetings for the summer of 2008. Prior to the meetings, I hope to propose an agenda item for each one to present the plan and gain approval from each group. Once the Chancellor’s Cabinet and Board of Trustees have approved and adopted the EOP, it will become the official emergency response and operations plan for UNCW.

Next, for continued implementation of the EOP, events on the 2008 Emergency Management Calendar must occur as scheduled. The emergency exercises will especially
allow UNCW emergency responders to become familiar with the EOP. The other items on the calendar will help educate the UNCW community about the EOP.

Additionally, training must be conducted for emergency responders. Exercises will help train emergency responders in procedures outlined in the EOP, but more specific training is needed as well. For example, all staff who may act in an emergency must be trained in the National Incident Management System (NIMS) and the Incident Command System (ICS) per Federal guidelines.

Once responders are comfortable with the Base Plan and ESFs, additional annexes that have not yet been completed must be prepared and implemented. Many of the Hazard Specific Annexes, including the Active Shooter Annex, need to be developed and this will require additional meetings and research.

Finally, the UNCW Environmental Health & Safety (EH&S) department and UNCW emergency personnel must ensure that the EOP becomes a “living document.” The EOP must be updated regularly as UNCW grows and changes. Hopefully, the UNCW EOP will be practiced and revised on a regular basis and not remain a binder that permanently sits on a shelf.

With these next steps, UNCW will have a successful, comprehensive emergency operations plan. The all hazards focus of the plan, as well as regular practice of the plan, will ensure that UNCW will be able to face any disaster that may affect it now and into the future.
REFERENCES


Appendix A:

UNCW Campus Map
Appendix B:

Tropical storm and hurricane tracks within a 360-mile radius of Wilmington, NC, 1947-2008
Tropical Storm tracks within a 360-mile radius of Wilmington, NC: 1947-2008*

*All maps in Appendix B were created using Hurrevac2000 software, 2007 version. This software was created by John Townsend in partnership with the Federal Emergency Management Agency, U.S. Army Corps of Engineers, and the National Oceanic and Atmospheric Administration.
Category 1 and 2 hurricane tracks within a 360-mile radius of Wilmington, NC: 1967-2008
Category 3, 4, and 5 hurricane tracks within a 360-mile radius of Wilmington, NC: 1967-2008
Appendix C:

Summary and overview of the Emergency Support Functions (ESFs)
Emergency Support Functions

The Emergency Support Functions (ESFs) organize the university’s response actions according to the functional areas disaster operations may require. Each ESF has one lead department, which will lead the specific type of response, and one or more supporting departments, which will coordinate with the lead department to respond to the portion of the response operations the ESF specifies.

ESF #1: Transportation and Roadways
This ESF explains what transportation actions may take place in an emergency, when these actions will take place, and who is responsible for these actions. This ESF includes tasks such as directing traffic, closing entrances, and blocking roadways, parking lots, or intersections during an emergency or disaster. This ESF also contains pertinent transportation and roadways information concerning the I-40 lane reversal plan.

Lead Department: Auxiliary Services
Supporting Departments: Physical Plant
UNCW Police
External Supporting Departments: North Carolina Department of Transportation
Wilmington Police Department
Wilmington Transit Authority
New Hanover County Transportation Services

ESF #2: Communications
This ESF describes all telecommunications activities required during an emergency or disaster, such as setting up and dismantling the Emergency Operations Center (EOC), ensuring communications during an emergency or disaster (such as setting up radios and Nextel phones), and providing telecommunications support during the emergency or disaster. This ESF also describes any technologies that will be utilized for communications during a disaster, such as cell phones and radios.

Lead Department: Information Technology Systems Division – Telecommunications
Supporting Departments: Marketing and Communications
Information Technology Systems Division – Computing and Network Services
Office of Facilities
UNCW Police
Environmental Health & Safety
External Supporting Departments: New Hanover County Emergency Management
New Hanover County 911 Dispatch Center
Nextel/Sprint
Alltel
Bell South
Avaya
ESF #3: Public Works and Utilities
This ESF explains emergency duties associated with the Physical Plant and its tasks during emergencies and disasters that support UNCW’s utilities during an emergency and repair them following an emergency if necessary. This ESF encompasses water, sewer, natural gas, and electrical functions of the university, as well as preparations and repairs for individual buildings on campus.

Lead Department: Physical Plant
Supporting Departments: Office of Facilities
Environmental Health & Safety
Information Technology Systems Division – Telecommunications
ITSD
UNCW Police

External Supporting Departments: Progress Energy Carolinas Electric
Progress Energy Carolinas Gas
City of Wilmington Public Works
City of Wilmington Storm Water Services
Private Contractors

ESF #4: Emergency Support Services
This ESF explains UNCW’s interaction with and need for emergency services support, such as firefighting, EMS services, search and rescue services, etc, during a major emergency or disaster.

Lead Department: UNCW Police
Supporting Departments: Environmental Health & Safety
Information Technology Systems Division – Telecommunications
Office of Facilities

External Supporting Departments: Wilmington Fire Department
Wilmington Police Department
New Hanover County Fire Services
New Hanover Health Network
New Hanover County Emergency Management
New Hanover County Sheriff’s Department

ESF #5: Emergency Management
This ESF explains information flow and management during an emergency or disaster, specifically how and when the Emergency Operations Center (EOC) is activated and activities that go on in the EOC. This ESF also explains the organization and role of emergency management at UNCW in general.

Lead Department: Environmental Health & Safety
Supporting Departments:  UNCW Police
   Information Technology Systems Division –
      Telecommunications
   Student Affairs
   Office of Facilities
   Human Resources
   Marketing and Communications
   Information Technology Systems Division –
      Computing Services
External Supporting Departments:  New Hanover County Emergency Management
   National Weather Service
   UNC Office of the President
   North Carolina Emergency Management

**ESF #6: Mass Care and Shelter**
This ESF describes processes and procedures needed for mass care of the UNCW community and emergency personnel if there is a need for them to stay on campus for an extended period of time. This ESF addresses shelter-in-place procedures and emergency personnel care and placement during an emergency.

Lead Department:  Housing and Residence Life
Supporting Departments:  Environmental Health & Safety
   Dean of Students
   Student Health
   Counseling Services
   Disability Services
   Campus Recreation
   Campus Life
   Auxiliary Services
   UNCW Police
   Purchasing
   Human Resources
   Athletics
External Supporting Departments:  American Red Cross
   New Hanover County Department of Social Services

**ESF #7: Financial Resource Management**
This ESF explains how resources are obtained and distributed, both within the university and outside the university through New Hanover County Emergency Management and North Carolina Emergency Management. This ESF also describes how finances are managed during and following an emergency or disaster, including how to handle FEMA reimbursement.

Lead Department:  Business Affairs
Supporting Departments:  Human Resources
ESF #8: Health, Mental Health, and Medical Services
This ESF describes the actions taken by student health services, including mental health services, in a disaster or emergency. It also describes actions taken on campus for a major medical emergency and information regarding Critical Incident Stress Debriefings for emergency personnel and the UNCW community.

Lead Department: Student Development Services
Supporting Departments: Dean of Students
Housing and Residence Life
Campus Recreation
Psychology
Randall Library
Nursing
Human Resources

External Supporting Departments: New Hanover County Health Department
New Hanover Health Network
New Hanover County Emergency Management
American Red Cross

ESF #9: Research and Animal Care
This ESF describes what actions need to be taken to support all research animals on campus during an emergency or disaster and steps to protect research on campus during a disaster or emergency.

Lead Department: Office of Research and Sponsored Programs
Supporting Departments: Institutional Animal Care and Use Committee
Physical Plant
Biological Sciences
Psychology
Center for Marine Science
Environmental Health & Safety
UNCW Police

External Supporting Departments: Local veterinarians

ESF #10: Hazardous Materials
This ESF describes how to handle hazardous materials on campus during a disaster or emergency and also how the campus will respond to hazardous materials incidents.

Lead Department: Environmental Health & Safety
Supporting Departments: UNCW Police  
Physical Plant  
Academic Departments  
Student Health  
Purchasing Services  

External Supporting Departments: New Hanover County Emergency Management  
City of Wilmington Fire Department Regional Response Team  
NC Region 4 Public Health Regional Surveillance Team (PHRST)  
NC Radiation Protection Section  
CHEMTREC  
Private Contractors  

ESF #11: Food and Water  
This ESF describes how food services and water distribution are handled during a disaster or emergency for both students and emergency personnel and the UNCW community if necessary.  

Lead Department: Auxiliary Services  
Supporting Departments: Environmental Health & Safety  
Office of Facilities  

External Supporting Departments: Aramark  
New Hanover County Emergency Management  
American Red Cross  

ESF #12: Technology Systems  
This ESF describes how computer systems are cared for during an emergency or disaster and how they are restored once the disaster is over. This ESF also details technology systems used in a disaster, such as the siren, e-mail, and the internet, and how these technologies are continued or replaced in the event of a disaster.  

Lead Department: Information Technology Systems Division  
Supporting Departments: Office of Facilities  
Auxiliary Services  
Business Applications  
Marketing and Communications  

External Supporting Departments: UNC Office of the President  

ESF #13: Law Enforcement  
This ESF describes how law enforcement is handled during a disaster or emergency, especially if the emergency deals with an event requiring immediate law enforcement.  

Lead Department: UNCW Police  
Supporting Departments: Dean of Students  
Marketing and Communications
ESF #14: Media Relations and Community Outreach
This ESF describes how media relations are handled during a disaster or emergency and also how the UNCW community is notified of events and kept up to date of developments during the disaster or emergency. This ESF also describes how disaster preparedness information is distributed throughout the year.

Lead Department: Marketing and Communications
Supporting Departments: Business Affairs, Environmental Health & Safety, Information Technology Systems Division, Dean of Students, Human Resources, Campus Life, UNCW TV

External Supporting Departments: New Hanover County Public Information Officer, Local Radio and TV stations, Daily and weekly newspapers, Cable and Government Cable Access, UNC Office of the President

ESF #15: Damage Assessment and Recovery
This ESF describes damage assessment and recovery procedures that will take place following a major event.

Lead Department: Office of Facilities
Supporting Departments: Environmental Health & Safety, Center for Marine Science, UNCW Police, Human Resources, Housing and Residence Life, Athletics, Risk Management

External Supporting Departments: Private Contractors, New Hanover County Building Inspections
Support Annexes

**Situation Specific:**

Emergency Evacuation Annex
This support annex will describe campus evacuation procedures for both sudden events and those that can be planned for.

Special Events Annex
This incident annex will detail how UNCW will respond to an emergency or disaster dealing with a special event taking place on campus.

**Incident/Hazard Specific:**
*(in order of priority)*

Hurricane Operations Plan Annex
This incident annex details how UNCW will respond to a hurricane event.

Pandemic Flu Annex
This incident annex details how UNCW will respond to a pandemic flu outbreak.

Active Shooter Annex
This incident annex will detail how UNCW will respond to an active shooter on campus.

Power Outage Annex
This incident annex will detail how UNCW will respond to a major power outage on campus.

Severe Winter Weather Annex
This incident annex will detail how UNCW will respond to a severe winter weather event.

Nuclear Power Plant Incident Annex
This incident annex will detail how UNCW will respond to an event that occurs at the Brunswick Nuclear Power Plant.

Flood Annex
This incident annex will detail how UNCW will respond to a flood event.

Terrorism Annex
This incident annex will detail how UNCW will respond to a terrorism event.
**Public Health Emergency Annex**
This incident annex will detail how UNCW will respond to a disease outbreak on campus that is not related to terrorism.

**Tornado Annex**
This incident annex will detail how UNCW will respond to a tornado event.

**Fire Annex**
This incident annex will detail how UNCW will respond to a wild fire or building fire event.

**Earthquake Annex**
This incident annex will detail how UNCW will respond to an earthquake event.
Appendix D:

Sample meeting notes from an ESF meeting
04/05/02
Meeting w/ larry Wray -> housing + residence life
ESF #6 - Mass Care

destroyed residence halls
purchase orders in place for hotels
in place to move students
depends on availability.
campus rec also - short term if big disaster
or triple people in other dorms
if needed - done before could work
long term stay hotels to rally
Brad has list of hotels they'd
call (also Jim)
ex) Murder - put 15 students in hotel
rooms w/ RA.

Need to finalize w/ Jim.

agreement w/ UNC Charlotte of
mass evacuations.
verbal agreement now
depot - 1-2 day stay for parents
to pick up
international students - may be more
long term
also verbal agreement w/ App State +
Greensboro
use trash if needed - last resort

emergency workers
shelter in common areas
problem w/ utilities but could
we dedicate space easily

HTRL will buy air mattresses for their staff

Special needs pop
identify students for mass evac
but no ideas for shelter
not a lot who live on campus.
taken care of if shelter in place
facilities taken care of w/ ADA
requirements
staff would pay more attention to
these students
aware of these students - good grasp
of where they are

add info about host families for evac.

shelter in place - utility shut down
will cause problems
Main command

Brad -> Jim + Larry -> their staff
RCs -> RAs -> meetings w/students
  Floor meetings
  posting into throughout halls

notification
  pagers - basic link to RCs
  2-way radio or cell - possible in future
  cell #s - # tree

RCs have all contact info for RAs
duty RAs also have pagers.

Fire watch procedure

pre incident
  Floor meetings
  rules + what is going on
  curfew + etc. not safe
  arrangements w/Dick + JP to
  provide food
  deliver food to halls + refrigerate
  in halls
  or come to way + take to go
  continental breakfast in lobbies
bring pizzas for dinner
Supply of food?

so once shelter in place, make arrangements w/ Dick

if more freedom to move - set up feeding areas outside halls

incident period:
if option to leave or stay, staff dwindles
if less staff - pick critical hrs

to staff desk - prof. staff will take care of.
if all stay - staff already there
continue to have floor meetings + updates - get info to them

notifications to home page.
sometimes on housing web page

if incident - mass calls in housing office - may need call center.

post incident -
recap efforts
inspect every room (RECs)
If facilities staff on campus will do it w/ REs

also use design + construction people for damage ass.

repairs:
  purchase orders - carpet cleaners
glass companies

residence halls could be partially opened - smoke damage, etc.

delactuation -
  normal routines

- email larry the exercise scenarios.
Appendix E:

UNCW 2007 Emergency Exercise Program Executive Summary
On April 16, 2007, a young man at Virginia Tech took the lives of 32 students and faculty, wounded many others, and killed himself. This incident became a stark reminder of the importance of planning for emergencies at universities. With the lessons learned from the Virginia Tech shootings in mind, and in a continuing effort to improve emergency management and disaster planning at UNCW, the UNCW Environmental Health & Safety department (EH&S) held four emergency exercises between June and October of 2007 (see Table 1). These exercises enabled UNCW responders to practice a variety of scenarios in order to improve emergency plans and procedures. Each exercise brought forth a number of successes and challenges.

### Table 1: UNCW emergency exercises held in 2007

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The four exercises highlighted several successes in UNCW emergency response. Throughout all of the exercises, UNCW departments coordinated and cooperated effectively. Coordination between UNCW departments and external entities, such as New Hanover County Emergency Management, also worked well. Seamless coordination allowed for rapid activation of the Crisis Decision Team (CDT), Emergency Operations Group (EOG), and Emergency Operations Center (EOC) when needed. CDT members made good decisions at appropriate times and held productive discussions throughout each of the exercises. This streamlined response operations in all of the scenarios. Participants in all four of the exercises expressed the value of working together and offered feedback for improving and enhancing exercises in the future.

Several challenges and issues also surfaced as a result of the exercises. First, initial notification of the CDT was sometimes delayed. The exercises showed that during an actual event, notification may be postponed because first responders are busy handling the emergency. During the exercises, necessary attention to critical tasks on scene hindered communication between the responders and the CDT. This delayed decision-making on several occasions, including during the Active Shooter Exercise and the Gas Leak Exercise. While responders should make every attempt to notify the CDT as soon and as often as possible, the emergency situation may not allow for timely information flow.

Lack of a pre-designated emergency meeting place for the CDT also deterred efficient notification procedures in all of the scenarios and should be established for use in future emergencies. This meeting location should be outfitted with the appropriate technology and equipment needed in an emergency situation. Additionally, in a major event such as
a Category 5 hurricane or pandemic flu emergency, the CDT may have to meet at a location away from the main campus. UNCW should plan for an “away team” and location in the event of a prolonged incident.

In preparation for prolonged events, UNCW also needs to develop a plan for continuing essential functions on campus. Each essential function must have at least three individuals assigned to it to ensure continuity of operations at UNCW. Furthermore, UNCW needs a succession plan for senior officers. This became especially evident during the Pandemic Flu Exercise.

Along with CDT procedures, on-scene response procedures brought forth several challenges. For example, while the Incident Command System (ICS) was used in most of the exercises, it did not persist throughout all phases of each scenario. Use of the ICS would have streamlined response operations and kept all emergency responders, both internal and external to UNCW, on the same page. Therefore, the exercises indicated the need for ICS training for UNCW responders at all levels. Additionally, communication on scene between responders was sometimes a challenge, especially during the Gas Leak Exercise. However, recent enhancements in communication capabilities at UNCW have improved these communication difficulties.

Along with communicating with one another, UNCW officials needed to keep the campus community informed during all of the scenarios. While notification to the campus community within each of the exercises was successful in most instances, notification procedures need to be improved and streamlined. Students, faculty, and staff must receive pertinent information in a timely manner as soon as possible after an emergency. The exercises also highlighted the need for a concrete plan that details the procedures for notifying parents and family members about student and employee deaths resulting from a major emergency. Participants were not familiar with these procedures and the issue came up several times throughout the exercises.

Despite these challenges, each of the four exercises held this year proved a valuable experience for facilitators, participants, and UNCW as a whole. Many of the challenges that came up in the exercises can be resolved by changing or enhancing existing UNCW emergency plans. However, UNCW may have to develop new plans to address some of these issues as well as increase opportunities to practice emergency procedures. Additionally, some of the issues brought forth by the exercises may need dedicated resources to solve the problem. Therefore, it is imperative to improve plans and procedures based on lessons learned and by dedicating resources or developing new emergency response tactics. Likewise, continuation of the all hazards exercise program at UNCW will perpetuate these valuable exercise experiences for the UNCW community and continue to improve all hazards emergency response into the future.
Appendix F:

2008 Emergency Management Calendar
2008 Emergency Management Calendar

Emergency Operations Group meetings
- January
- April
- July
- October

Crisis Decision Team meetings
- February
- November
- And as needed

Emergency Exercises*
- March (Spring Break ~ Tabletop)
- May (Hurricane Exercise ~ Tabletop or Functional)
- June (Summer break: UNCW Police Exercise ~ Functional or Full Scale)
- October (Fall Break ~ Tabletop or Functional)
- December (Winter Break: UNCW Police Exercise ~ Functional or Full Scale)

*This exercise schedule was based on the pre-determined need by UNCW Police to hold two law enforcement focused exercises per year and the need to have one hurricane exercise per year as dictated by the UNCW Hurricane Operations Plan. The March and October exercises are reserved for other scenarios such as health, utilities, severe weather (other than hurricanes), and/or human caused emergencies, or scenarios requested by outside agencies (e.g. Wilmington Fire sometimes requests to conduct exercises on our campus to practice certain skills). Exercises for 2008 will include a variety of types of exercises including tabletop, functional, and full scale. Exercises occurring after July 1, 2008 may be facilitated and/or evaluated by outside parties, depending on fund availability.

Emergency Management Newsletter distributed
January
June
September
Monthly Calendar:

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
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<tbody>
<tr>
<td>January</td>
<td>EOG Meeting, EM Newsletter distributed</td>
</tr>
<tr>
<td>February</td>
<td>CDT Meeting</td>
</tr>
<tr>
<td>March</td>
<td>Exercise (Spring Break ~ Tabletop)</td>
</tr>
<tr>
<td>April</td>
<td>EOG Meeting</td>
</tr>
<tr>
<td>May</td>
<td>Exercise (Hurricane Exercise ~ Tabletop or Functional)</td>
</tr>
<tr>
<td>June</td>
<td>Exercise (Summer break: UNCW Police Exercise ~ Functional or Full Scale), EM Newsletter distributed</td>
</tr>
<tr>
<td>July</td>
<td>EOG Meeting</td>
</tr>
<tr>
<td>August</td>
<td>Peak of Hurricane Season</td>
</tr>
<tr>
<td></td>
<td>Due to the increased risk of an actual event occurring in August, no emergency management events will be planned during this month.</td>
</tr>
<tr>
<td>September</td>
<td>EM Newsletter distributed, Peak of Hurricane Season</td>
</tr>
<tr>
<td></td>
<td>Due to the increased risk of an actual event occurring in September, no emergency management events will be planned during this month.</td>
</tr>
<tr>
<td>October</td>
<td>Exercise (Fall Break ~ Tabletop or Functional)</td>
</tr>
<tr>
<td>November</td>
<td>CDT Meeting</td>
</tr>
<tr>
<td>December</td>
<td>Exercise (Winter Break: UNCW Police exercise ~ Functional or Full Scale)</td>
</tr>
</tbody>
</table>
Appendix G:

UNCW Emergency Operations Plan

Base Plan
I. Introduction

The University of North Carolina Wilmington (UNCW) Hazard Assessment evaluates the various risks and impacts of a variety of disasters and emergency situations at UNCW. These hazards pose a threat to UNCW in potentially disrupting its mission, vision, and goals. As a Disaster Resistant University, UNCW strives to make every attempt to prevent and mitigate the effects of disaster. Thus, this Emergency Operations Plan details preparedness, response, recovery, and mitigation actions to be taken by UNCW in the event of a disaster or emergency of any type.

A. Purpose

The purpose of the UNCW Emergency Operations Plan is to establish a comprehensive, all hazards approach to managing disasters and emergencies at UNCW across a spectrum of activities including mitigation, preparedness, response, and recovery.

This Emergency Operations Plan establishes policies, procedures, and organizational structure for response to emergencies or disasters that may cause a significant disruption of the functions of all or portions of the university. This plan describes the roles and responsibilities of university departments and individuals in a disaster or emergency. These procedures are designed to protect the lives of students, faculty, staff, and visitors and to protect university property through the effective use of university and community resources and personnel.

Because an emergency may occur with little or no warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes. Activation of this plan will reduce the vulnerability of people and property to disaster, and establish a means to respond effectively to actual disasters or threats of disaster.

B. Scope

This plan is designed to address natural and manmade hazards that could adversely affect the university. It covers the full range of complex and constantly changing requirements in anticipation of or in response to threats of or actual disasters and emergencies. The UNCW EOP also provides the basis to initiate long-term recovery and mitigation activities.

This plan is applicable to all UNCW departments and individuals that may be requested to provide assistance or conduct operations in the context of actual or potential emergencies or disasters at UNCW. It describes the fundamental
policies, strategies, and general concept of operations to be used to control the emergency or disaster from its onset through the recovery phase.

This plan is modeled after the National Response Framework (NRF) and incorporates the National Incident Management System (NIMS) to facilitate coordination between responding departments and agencies. The university will cooperate with federal, state, and local emergency management agencies and other responders in the development, implementation, and execution of emergency response plans.

C. Authorities

The UNCW EOP uses the foundation provided by the Homeland Security Act, HSPD-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to provide a comprehensive, all hazards approach to emergency management at UNCW.

The UNCW EOP may be used in conjunction with other emergency operation plans including local, state, and federal plans developed under these authorities as well as memorandums of understanding (MOUs) among various external public and private entities.

II. Situation and Assumptions

A. Situation

1. The University of North Carolina Wilmington is located in New Hanover County in the southeastern section of the state of North Carolina.

2. An emergency or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.

3. The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this one, should only serve as a guide and a checklist, and may require modifications in order to meet the requirements of the emergency.

4. UNCW is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. These hazards, as described in the UNCW Hazard Assessment, include:
   a. Hurricanes and other tropical cyclones (wind, rain induced flooding, and storm surge)
   b. Earthquakes
   c. Tornadoes
d. Wildfire
e. Severe winter weather
f. Technological disasters (terrorism, hazardous materials spills, nuclear disaster)
g. Civil disorders
h. Acts of violence
i. Structure fires
j. Power failures and other utility emergencies
k. Public health emergencies

5. Any of the above incidents will require UNCW to coordinate operations and resources and may:

a. Occur at any time with little or no warning in the context of a general or specific threat or hazard.
b. Span the spectrum of emergency management to include mitigation, preparedness, response, and recovery;
c. Result in numerous casualties; fatalities; displaced people; property loss; disruption of normal life-support systems, essential public services, and basic infrastructure; and significant damage to the environment;
d. Impact critical infrastructure at UNCW; and/or
e. Require prolonged, sustained emergency management operations and support activities.

6. Top priorities for emergency management are:

a. Save lives and protect the health and safety of the UNCW community, responders, and recovery workers;
b. Protect and restore critical infrastructure and key resources;
c. Protect property and mitigate damages and impacts to individuals, the campus, and the environment; and
d. Facilitate recovery of individuals, the campus, and the environment.

7. Resource management, including mission assignment, deployment, and demobilization will be coordinated from the UNCW Emergency Operations Center during emergency/disaster situations.

8. Disasters affecting UNCW 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.

B. Assumptions

1. UNCW will maintain a current, widely disseminated emergency operations plan, train personnel to evaluate and respond to emergencies and disasters,
and maintain emergency response personnel to make such responses in an immediate and effective manner.

2. All university departments, units, and operations will be familiar with and support the EOP and will be prepared to identify and assist in response to an emergency by developing plans within their units and operations that support the EOP.

3. All departments will maintain specific emergency response plans relevant to their areas and operations, ensure that all personnel are trained and familiar with the EOP and the departmental plans and procedures, and ensure staff is capable of implementing them in a timely and effective manner.

4. University and local officials will attempt to ensure public safety and protect property. They will also implement all four phases (preparedness, response, recovery, and mitigation) of the emergency management cycle to ensure the efficiency and effectiveness of emergency operations.

5. Assistance from city, county, state, and federal agencies and from volunteer and private organizations may be available to supplement university resources. Through memorandums of understanding, government agencies and semi-public entities can agree to lend their resources and personnel to one another during an emergency. The response times of these organizations will vary depending on the severity of the disaster. UNCW may also be available to assist city, county, and federal agencies as requested.

6. UNCW will follow the advice and guidance of New Hanover County when making evacuation and other emergency management decisions, but reserves the right to make independent decisions beyond New Hanover County decisions. UNCW may not make these decisions to a lesser extent than New Hanover County.

III. Concept of Operations

A. General

1. This UNCW EOP will be activated upon noticeable threat of an impending emergency or disaster on the UNCW locality or surrounding areas. It will be used as a decision making tool and a guide for information collection and dissemination during an emergency.

2. Upon notification of an actual or impending disaster, the Emergency Operations Coordinator or his/her designee will activate the EOP and operationalize the specific emergency response phase of operations. He/she
may also activate the Emergency Operations Center (EOC) and take other appropriate actions.

3. All departments and offices will contribute to the emergency response and will assist each other in creating a seamless preparatory period and response to an emergency under the authority of the Incident Commander and Emergency Operations Coordinator.

4. University emergency operations will be conducted according to the National Incident Management System (NIMS) and the Incident Command System (ICS) and use the emergency management cycle of mitigation, preparedness, response, and recovery.

5. The UNCW EOC will be staffed and operated as the situation dictates. When activated, operations will be supported by representatives from UNCW departments who will provide information, data, resources, and recommendations regarding actions needed to cope with emergency and disaster situations.

6. The Emergency Operations Coordinator or his/her designee will coordinate and control UNCW response and recovery resources through the UNCW EOC.

7. The Public Information Officer, located in the UNCW EOC, will disseminate emergency public information through any and all available media outlets during a disaster or emergency according to the UNCW Crisis Communications Plan.

8. All legal documents of either a public or private nature recorded by designated officials must be protected and preserved in accordance with existing law, statutes, and ordinances. During a threat of a disaster or actual disaster, or an evacuation, all departments that are assigned primary and supporting responsibilities will maintain on-going communication and coordinate media releases with the Public Information Officer in the UNCW EOC.

9. UNCW will coordinate with the National Weather Service and the New Hanover County Department of Emergency Management to maintain up-to-date information concerning weather conditions. Appropriately, such information will be provided to the UNCW community.

10. When response to a disaster or emergency exceeds university resources, assistance may be requested from New Hanover County, other public and private institutions and vendors, and state and federal agencies. County, state, and federal assistance must be requested through the New Hanover County Emergency Management Director in the New Hanover County EOC.
11. Warning, communications, direction and control, and public information functions associated with all emergency operations are detailed in the functional annexes of this EOP. Responses to specific potential hazards are delineated in the hazard specific annexes of this EOP.

12. Under this plan, departments having various authorities and resources have been assigned primary and support responsibilities for various emergency support functions (ESFs). The ESFs will work in conjunction with the New Hanover County and North Carolina ESFs to provide needed resources for response and recovery. The 15 UNCW ESFs and their responsibilities are described in Figure 2.

B. Organizational Structure

The organizational structure at UNCW consists of several elements including the Crisis Decision Team (CDT), the Emergency Operations Group (EOG), the Emergency Operations Center (EOC), the Disaster Resistant University (DRU) Council, and external entities (Figure 3).

1. Crisis Decision Team

The Crisis Decision Team consists of members of UNCW senior management who are responsible for communicating during disaster situations to make administrative decisions regarding canceling classes, evacuations, closing the campus, notifications to the campus community and other decisions as dictated by the situation. The CDT will conduct emergency meetings, initiated by the EO Coordinator, to determine a course of action based on group discussion and information provided by support personnel. The CDT will also approve any major policy changes to emergency plans as suggested by the EOG. CDT members and their alternates must remain on call at all times. The following university personnel comprise the CDT*:

- Chancellor
- Associate Vice Chancellor for Business Affairs - Business Services (EO Coordinator)
- University Provost
- Vice Chancellor for Student Affairs
- Vice Chancellor for Business Affairs
- Vice Chancellor for Information Technology
- Special Assistant to the Chancellor
- Assistant to the Chancellor for Marketing and Communications

*For incidents that are criminal in nature, the CDT may be reduced to account for the sensitivity involved in such an incident. CDT members involved in the decision making for a major criminal incident will be determined by the Chancellor, EO Coordinator and/or Chief of Police.
Support personnel will provide technical information and recommendations to the CDT. The following university personnel comprise the support personnel for the CDT on an as needed/requested basis:

- Director of the Environmental Health & Safety Department
- Emergency Management Coordinator
- Chief of Police
- Dean of Students
- Director of the Physical Plant
- Associate Vice Chancellor for Business Affairs – Facilities
- General Counsel
- Director of Human Resources
- SGA President
- Other members of the EOG as needed

In the event of a major emergency or disaster at UNCW, the Crisis Decision Team will conduct the following procedures:

- Upon notification of an emergency, the EO Coordinator or Chancellor will immediately initiate a meeting of the CDT. The CDT shall then report to Alderman 215, the pre-determined meeting place for the CDT in emergencies. If this room is unavailable, the CDT members will meet in the Seahawk Village Clubhouse or Chancellor’s Conference Room. CDT members will not initially report to the scene of an incident unless requested to do so by the Incident Commander or designee.
- Once convened, the CDT will discuss immediate decisions necessary as a result of the emergency including, but not limited to, notification of the campus community, cancellation of classes, evacuation of the campus, and/or closing the campus or portions thereof.
- If needed, the CDT will contact support personnel to offer advice and expertise to add to the decision making. Support personnel may therefore join the CDT meetings as requested.
- Throughout the emergency, the CDT will retain contact with on-scene responders through communication between the EO Coordinator and the Liaison Officer.
- The CDT will remain convened until all necessary high-level decisions are made about the emergency. The CDT may hold several meetings throughout an emergency situation.

2. Emergency Operations Group

The Emergency Operations Group (EOG) is a planning and operational body that was developed to ensure a consistency in acquisition and dissemination of information and resources, and to set the official UNCW response to emergencies. This group ensures continuity of basic university services and operations during protracted incidents that require a campus-wide response.
The EO Coordinator seeks out the support, guidance, and advice of the EOG members in planning for and responding to disaster situations. The EOG is composed of university officials who will make operational decisions necessary to support a disaster response. Some EOG members will staff the EOC for the duration of the disaster and will route communications through the EOC and make critical operation decisions as the situation warrants. The following university personnel comprise the EOG:

- Associate Vice Chancellor for Business Affairs - Business Services (EO Coordinator)
- Marketing and Communications Representative
- Director of Environmental Health & Safety
- Emergency Management Coordinator
- Dean of Students
- Chief of Police
- Director of the Physical Plant
- CMS Representative
- Computing Security Representative
- Director of Telecommunications
- Human Resources Representative
- Director of Housing and Residence Life
- Director of Purchasing
- Counseling Services Representative
- Director of Student Health
- Other university personnel as needed

In the event of a major emergency or disaster at UNCW, the Emergency Operations Group will conduct the following procedures:

- Upon notification of an emergency or disaster on campus, the EO Coordinator may call an EOG meeting. All EOG members are expected to attend this meeting.
- EOG members should initiate plan checklists within their areas.
- The EOG will meet throughout the emergency or disaster until the EO Coordinator deems the activation of the EOC necessary.
- EOG members should prepare their offices and homes as needed in accordance with the type of emergency situation occurring (i.e., secure homes and families in the event of a hurricane and prepare for prolonged stay at UNCW if requested).
- Upon activation of the EOC, EOG members are expected to assist with EOC setup as needed and, if assigned, report to the EOC for the duration of the emergency or disaster.
- EOG members must remain on call for the duration of the emergency or disaster.
<table>
<thead>
<tr>
<th>ESF</th>
<th>Scope</th>
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| ESF #1 – Transportation and  | ● Explains what transportation actions may take place in an emergency, when these actions will take place, and who is responsible for these actions.  
| Roadways                     | ● Includes tasks such as directing traffic, closing entrances, and blocking roadways, parking lots, or intersections during an emergency or disaster.  
|                              | ● Describes pertinent transportation and roadways information concerning the I-40 lane reversal plan.                                                                                                   |
| ESF #2 – Communications      | ● Describes all telecommunications activities during an emergency or disaster, such as setting up and dismantling the EOC, ensuring communications during an emergency or disaster (such as setting up Nextel phones), and providing telecommunications support during the emergency or disaster. |
| ESF #3 – Public Works and    | ● Explains emergency duties associated with the Office of Facilities, and its tasks during emergencies and disasters that support UNCW’s utilities during an emergency and repair them following an emergency if necessary.  
| Utilities                    | ● Encompasses water, sewer, natural gas, and electrical functions of the university, as well as preparations and repairs for individual buildings on campus.                                                 |
| ESF #4 – Emergency Support   | ● Explains UNCW’s interaction with and need for emergency services support, such as Fire Fighting, EMS services, Search and Rescue services, etc, during a major emergency or disaster.  
| Services                     |                                                                                                                                                                                                      |
| ESF #5 – Emergency Management| ● Explains information flow and management during an emergency or disaster, specifically how and when the EOC is activated and activities that go on in the EOC.                                                                 |
|                              | ● Explains the organization and role of emergency management at UNCW in general.                                                                                                                                                                                  |
| ESF #6 – Mass Care and Shelter| ● Explains processes and procedures needed for mass care of the UNCW community and emergency personnel, if there is a need for them to stay on campus for an extended period of time.                                                                 |
|                              | ● Addresses shelter-in-place procedures and emergency personnel care and placement during an emergency.                                                                                                                                                               |
| ESF #7 – Financial Resource  | ● Explains how resources are obtained and distributed, both within the university and outside the university through New Hanover County Emergency Management and the North Carolina Emergency Management.  
| Management                   | ● Describes how finances are managed during and following an emergency or disaster, including how to handle FEMA reimbursement.                                                                                                                                  |
| ESF #8 – Health, Mental      | ● Describes the actions taken by student health services, including mental health services, in a disaster or emergency.                                                                                                                                             |
| Health and Medical Services  | ● Describes actions taken on campus for a major medical emergency and information regarding Critical Incident Stress Debriefings for emergency personnel and the UNCW community.                                                                 |
| ESF #9 – Research and Animal | ● Explains actions that must be taken to protect research during a major disaster or emergency and describes what actions need to be taken to support research animals on campus during an emergency or disaster.                                                  |
| Care                         |                                                                                                                                                                                                      |
| ESF #10 – Hazardous Materials| ● Describes how to handle hazardous materials on campus during a disaster or emergency and also how the campus will respond to a hazardous materials incident.                                                                                                           |
| ESF #11 – Food and Water     | ● Describes how food services and water distribution are handled during a disaster or emergency and also how the campus will respond to a hazardous materials incident.                                                                                                           |
| ESF #12 – Technology Systems | ● Describes how computer systems are cared for during an emergency or disaster and how they are restored once the disaster is over, as well as which computing technologies are used in a disaster.                                                                       |
| ESF #13 – Law Enforcement    | ● Describes how law enforcement is utilized during a disaster or emergency, especially if the emergency deals with an event requiring immediate and ongoing law enforcement response.                                                                               |
| ESF #14 – Media Relations and| ● Describes how media relations are handled during a disaster or emergency and also how the UNCW community is notified of events and kept up to date of developments during the disaster or emergency.                                                             |
| Community Outreach           | ● Describes how information about disaster preparedness is distributed throughout the year.                                                                                                                                                                          |
| ESF #15 – Damage Assessment  | Describes damage assessment and recovery procedures that will take place following a major disaster or emergency.                                                                                                                                                |
| and Recovery                 |                                                                                                                                                                                                      |
3. Emergency Operations Center

The Emergency Operations Center (EOC) is a location where all resources and information will be routed during a disaster situation. The EOC will be activated by the EO Coordinator. Individuals in the EOC coordinate the communications necessary to deal with a disaster situation and the EOC is the location where the dissemination and collection of information will take place. The EOC will be set up at the discretion of the EO Coordinator and EOG based on the disaster situation.

Location
The EOC will be set up in the Technology Assistance Center in Hoggard Hall. This room has been prepared for emergency operations. The only equipment presently stored in the room is computers, telephone lines, tables, and chairs. University personnel from Telecommunications and other departments will be responsible for setting up additional equipment in the EOC.

Personnel
The following positions and their assigned alternates are required to work in the EOC once it is activated:

- EO Coordinator
- Chief of Police
- Emergency Operations Coordinator (if New Hanover County EOC is not activated)
- Director of Environmental Health & Safety
- Director of the Physical Plant
- Director of Telecommunications
- Facilities Representative
- Housing and Residence Life Representative
- Other university personnel as needed

Other university personnel may be required to stay on campus in Hoggard during prolonged disaster situations but will not be required to work in the EOC. These personnel will assist with other duties during the emergency as needed and as directed by EOC personnel. These personnel include:

- Student Affairs Representative
- Human Resources Representative
- CMS Representative
- UNCW Police Officers
- Resident Coordinators and other Housing and Residence Life staff
- Director of Food Services and Staff
- Facilities personnel
- Purchasing Department representative
Other university personnel as needed

Alternates for all EOC personnel will work in the EOC if the primary individual is not available or if the primary individual contacts the alternate and requests assistance.

The EOC may be partially activated under the discretion of the EO Coordinator. During partial activation, not all emergency personnel will be required to stay. The Emergency Operations Coordinator will direct those personnel who must remain in the EOC.

Setup
Preliminary preparations may begin at anytime, but the EO Coordinator must order the opening of the EOC. All personnel who arrive at the EOC must sign in on the designated Check In/Out Log and sign out when alternates arrive. Police personnel will be tracked through normal police recording mechanisms. The EOC will be set up according to ICS specifications as show in Figure 4.

Direction and Control
The EO Coordinator or his/her alternate must remain in or near the immediate vicinity of the EOC at all times during the disaster situation. Decisions of the EO Coordinator are considered final for the duration of the emergency and interdepartmental and interdivisional cooperation is expected.

Actions
All actions taken and coordinated in the EOC for disaster operations will be recorded using an Action Form and placed in the EOC log. Each log entry must include the date, time, situation, and action required.

Information Sharing
The EO Coordinator will gather information for Situation Reports every few hours during the emergency. The Situation Reports will be sent to the UNCW representative stationed at the New Hanover County EOC, if it has been activated. If UNCW requires additional resources, these will be recorded in the Situation Reports. Pertinent information will be posted in the EOC on status boards displaying disaster information, local weather information, advisories, and damages and the status boards will be updated by a designated representative as needed throughout the disaster situation. Pertinent technologies, such as software, will be utilized in the EOC when appropriate and available.

Command Center
A separate room adjacent to the EOC will be reserved for the Police Command Center if UNCW Police operations cannot take place from Police Headquarters. The Chief of Police will remain in the EOC. Police will
conduct all normal law enforcement and emergency response duties from the Command Center as well as assist in disaster operations.

**Shut down**
The EOC will be shut down after all disaster operations are completed, including damage assessment and resource request for repairs. The EO Coordinator is the authority on closing the EOC. Representatives from Telecommunications and other university departments will assist in dismantling the EOC and returning any equipment to appropriate locations. If necessary, EOC operations will shift to another location if repairs take longer than expected.

**Backup EOC**
If the primary location for the EOC is unsuitable or unusable, the backup EOC on campus will be located in the EH&S Conference Room. If these EOCs are inaccessible, the backup EOC off campus will be located at Market Place Mall within the New Hanover County EOC. If an alternate EOC is needed outside of Wilmington, NC, UNCW will communicate with other universities in the UNC system to identify space at another UNC school for use as the UNCW EOC.

**New Hanover County EOC**
If the New Hanover County EOC is activated, UNCW will send a representative to coordinate information and resource sharing between UNCW and the County. The Emergency Management Coordinator, or his/her alternate, will report to the New Hanover County EOC when requested by the County.

4. **Disaster Resistant University (DRU) Council**

The DRU Council ensures the pursuit of the DRU mission and visions by UNCW and to foster the development of a disaster resistance culture as a core value of the UNCW community. Membership of the DRU Council includes key UNCW emergency management staff as well as representatives from external entities and community stakeholders. The DRU Council meets several times a year to review and consider disaster resistant projects at UNCW.

5. **External Entities**

UNCW relies on coordination and communication with numerous external entities for disaster preparedness, response, recovery, and mitigation activities including, but not limited to:
Figure 3. Organizational Structure

**DRU Council**
- Chaired by Emergency Management Coordinator
- Organizes and coordinates projects under the FEMA DRU Grant
- Maintains UNCW’s commitment to multi-hazard mitigation

**Emergency Management/Planning Coordinator** (also DRU Coordinator)

**Preparedness**
- Maintains emergency plans and procedures such as the Hurricane Operations Plan and the All Hazards Emergency Operations Plan.
- Manages preparation for major events such as winter weather and hurricanes.
- Organizes training and exercises for UNCW emergency personnel and attends county and state level training and exercises

**Response**
- Provides technical expertise to decision makers during disaster response
- Conducts dissemination of information about emergency preparedness for public information
- Works with county and state government to coordinate resources and response.

**Recovery**
- Coordinates resource allocation through county and state emergency management
- Provides technical expertise to decision makers.
- Writes detailed lessons learned documents following each disaster to improve future response

**Mitigation**
- Submits grant proposals to receive funding for mitigation projects on campus.
- Acts as the Disaster Resistant University Coordinator and helps to instill a Disaster Resistant culture on campus. Monitors and manages all UNCW DRU projects and endeavors.

**Diagram Key**

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<th>Color</th>
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<td>Green</td>
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<td>Yellow</td>
<td>Coordination and Planning</td>
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<tr>
<td>Red</td>
<td>Operations</td>
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**Crisis Decision Team**
- Policy and decision making group.
- Approves all major emergency policies and plans.
- Membership at Vice Chancellor level.

**Emergency Operations Coordinator**
- Maintains coordination of emergency operations and planning including coordination of the CDT and EOG.
- Associate VC for Business Affairs – Business Services

**Emergency Operations Group**
- Coordination group- implements CDT decisions.
- Provides input to Emergency Management/Planning Coordinator for planning and preparedness measures.
- Membership at Director level.

**Responders**
- Carry out actions according to guidance from the EOG.
- Assists with preparedness, recovery, and response activities as needed.
- Membership includes UPD, Facilities, ITSD, Telecom, EH&S, etc.
C. NIMS Compliance

The UNCW EOP complies with the National Incident Management System (NIMS), as required by FEMA. The NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size or complexity. Use of NIMS at UNCW facilitates the university’s ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies. The key principles of NIMS are as follows:

- Modular response model based on activating only those organizational elements required to meet current objectives.
- Common terminology applied to organizational elements, position titles, facility designations, and resources.
• Unified command structure so that organizational elements are linked to form a single overall structure with appropriate span-of-control limits.

• Comprehensive resource management for coordinating and inventorying resources for field responses.

• Integrated communication so that information systems operate smoothly among all response agencies involved.

• Generic positions whereby individuals are trained for each emergency response role and follow prepared action checklists.

• Consolidated action plans that contain strategies to meet objectives at both the field response and EOC levels.

Under NIMS compliance, UNCW will respond to emergencies using the Incident Command System (ICS). ICS is the model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual departments and agencies as they work towards the common goal of stabilizing an incident and protecting life, property, and the environment. For UNCW emergencies, an Incident Command Post will be set up at the scene of the emergency or disaster, which will be run by the Incident Commander. The highest ranking official from the primary responding agency or department (either internal or external) on scene will act as the Incident Commander. For particularly large incidents affecting the entire campus, the Incident Command Post may be set up within the EOC.

The Incident Commander will direct emergency management on scene and will report directly to the UNCW EOC. Within the EOC, representatives from UNCW departments will provide support and coordination, identify resource shortages and issues, gather and provide information, and implement multi-departmental coordination entity decisions. The UNCW EOC will in turn report to the New Hanover County EOC, which will report to the North Carolina EOC (Figure 5).
III. Roles and Responsibilities

A. Individuals

1. Chancellor

The Chancellor, or official delegate, will lead and assist key university officials in making critical decisions such as the closing and opening of UNCW and is the only individual with the authority to close the university. The Chancellor or his/her official designee must serve on the Crisis Decision Team and attend all necessary meetings called by the EO Coordinator. The EO Coordinator will maintain contact with the Chancellor throughout disaster and emergency operations.

2. Associate Vice Chancellor for Business Affairs – Business Services

The Associate Vice Chancellor for Business Affairs – Business Services will serve as the EO Coordinator during disasters and emergencies. The EO Coordinator will call and conduct meetings of the CDT and the EOG throughout disaster and emergency operations and is a member of both groups. During the disaster or emergency, the EO Coordinator will maintain operations in the EOC and following the disaster or emergency will coordinate recovery operations. During non-emergency operations, the Associate Vice Chancellor for Business Affairs – Business Services
will ensure proper maintenance of emergency plans, standard operating procedures, guidelines, and memorandums of understanding and will also maintain funding for disaster preparedness endeavors.

3. University Provost

The UNCW Provost will provide input for critical decision making during a disaster or emergency, specifically decisions concerning the closing and opening of UNCW. The UNCW Provost is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

4. Special Assistant to the Chancellor

The Special Assistant to the Chancellor will provide input for critical decision making during disasters and emergencies, and will be in contact with the Chancellor throughout decision making processes. The Special Assistant to the Chancellor will act as the liaison to the Chancellor in certain emergency situations when designated by the Chancellor. The Special Assistant to the Chancellor is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

5. Vice Chancellor for Student Affairs

The Vice Chancellor for Student Affairs will provide input for critical decision making during disaster and emergency operations, specifically decisions concerning the closing and opening of UNCW. The Vice Chancellor for Student Affairs is part of the CDT and will attend all necessary meetings called by the EO Coordinator. The Vice Chancellor for Student Affairs will maintain contact with the Dean of Students during disaster and emergency operations to pass along any critical decisions made and to begin coordination when and if student evacuation is necessary.

6. Vice Chancellor for Business Affairs

The Vice Chancellor for Business Affairs will provide input for critical decision making during disaster and emergency operations, specifically decisions concerning the closing and opening of UNCW. The Vice Chancellor for Business Affairs is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

7. Vice Chancellor for Information Technology

The Vice Chancellor for Information Technology will provide input for critical decision making during disaster and emergency operations, specifically decisions concerning the operation of the campus computing
The Vice Chancellor for Information Technology is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

8. Assistant to the Chancellor for Marketing and Communications

The Assistant to the Chancellor for Marketing and Communications will provide input for critical decision making during disaster and emergency operations, specifically regarding public communications and outreach during a disaster or emergency. The Assistant to the Chancellor for Marketing and Communications is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

9. Associate Vice Chancellor for Business Affairs – Facilities

The Associate Vice Chancellor for Business Affairs – Facilities will provide input for critical decision making during disaster and emergency operations, specifically decisions concerning the closing and opening of UNCW in regards to facilities issues. The Associate Vice Chancellor for Business Affairs – Facilities is part of the CDT and will attend all necessary meetings called by the EO Coordinator.

10. Chief of Police

The Chief of Police will maintain all UNCW law enforcement functions during disaster and emergency operations and will ensure appropriate police staff is available for law enforcement functions. The Chief of Police will provide technical information and advice to the CDT to aid in decision making and will assist the EO Coordinator in critical decision making regarding the disaster or emergency in the EOC. The Chief of Police will ensure proper evacuation of the university and ensure the response to other transportation related issues as well. The Chief of Police will also coordinate security for the EOC, campus entrances, vital facilities, and essential equipment locations if necessary. The Chief of Police will develop and maintain standard operating procedures to direct and control law enforcement operations during disasters and emergencies.

11. Director of Environmental Health & Safety

The Director of Environmental Health & Safety will ensure proper preparation of the university for hazardous materials and other environmental concerns. The Director of Environmental Health & Safety will provide technical information and advice to the CDT to aid in decision making and will assist the EO Coordinator in the EOC with critical decision making regarding the disaster or emergency. In the EOC, the Director of Environmental Health & Safety will assist with EO Coordinator duties and will maintain current information regarding the
disaster or emergency within the EOC. The Director of Environmental Health & Safety will also ensure communications are in tact with the UNCW representative stationed at the New Hanover County EOC. During non-emergency operations, the Director of Environmental Health & Safety will assist the EO Coordinator with disaster preparedness, both in planning and construction endeavors, and mitigation projects.

12. Emergency Management Coordinator

The Emergency Management Coordinator will provide technical information and advice to the CDT to aid in decision making and will assist the EO Coordinator with other critical decision making as needed in the event of a disaster or emergency. The Emergency Management Coordinator will constantly provide advisories and recommended actions throughout the disaster or emergency to the EO Coordinator and the CDT. The Emergency Management Coordinator will be stationed at the New Hanover County EOC during disaster operations that require a County response and will ensure proper communications with the UNCW EOC. In this position, the Emergency Management Coordinator will assist with UNCW resource needs from New Hanover County and any other emergency needs as necessary. During non-emergency operations, the Emergency Management Coordinator will maintain and update all emergency plans and will provide training and conduct exercises for UNCW personnel as needed. The Emergency Management Coordinator will also maintain contact with New Hanover County personnel and National Weather Service, Wilmington personnel as necessary and attend local, state, and federal exercises when scheduled to gather planning data for improvement in UNCW emergency procedures.

13. Dean of Students

The Dean of Students will oversee all Housing and Residence Life procedures during a disaster or emergency in coordination with the Director of Housing and Residence Life. The Dean of Students will also coordinate outreach to students regarding disasters or emergencies and the distribution of informational material. The Dean of students will also provide pertinent information to the Vice Chancellor for Student Affairs for decision making within the CDT.

14. Director of the Physical Plant

The Director of the Physical Plant will coordinate and oversee all Physical Plant activities during a disaster or emergency including preparations for the campus before impending disasters and recovery activities after disasters. The Director of the Physical Plant will also advise the CDT by communicating pertinent information about the disaster or emergency.
The Director of the Physical Plant will remain on campus in the EOC during a disaster or emergency and direct Physical Plant activities as needed.

15. Public Information Officer

The Public Information Officer will coordinate and oversee all media and public relations activities during a disaster or emergency including disseminating information about UNCW to the media and updating UNCW media outlets for notification of UNCW status to students, faculty, staff, parents and other university stakeholders. The Public Information Officer will also provide pertinent information to the CDT for decision making.

16. SGA President

The SGA President will serve as a student liaison to the CDT and provide input based on a student perspective to the CDT for decision making. The SGA will be called to attend CDT meetings as a support member as necessary.

B. Departments

1. UNCW Police

UNCW Police is responsible for all law enforcement issues on campus during disasters and emergencies. UNCW Police is also responsible for on-scene security of responders and may serve in the incident command position at the scene of a disaster or emergency. UNCW Police is also responsible for assisting in evacuation procedures and directing traffic during disaster response operations. UNCW Police serves as the lead department for ESF #4 – Emergency Support Services, and ESF #13 – Law Enforcement and will therefore reside as main coordinator of these functions during a disaster or emergency.

2. Information Technology Systems Division

The Information Technology Systems Division (ITSD) is responsible for all technological areas of campus during disaster or emergency operations including computing systems, telecommunications systems, and A/V media services. ITSD is responsible for setting up and dismantling the EOC under the direction of the EO Coordinator. During technological emergencies, ITSD will take incident command and coordinate the response. ITSD serves as the lead department for ESF #2 – Communications and ESF #12 – Technology Systems and will therefore
reside as the main coordinator of these functions during a disaster or emergency.

3. Office of Facilities

The Office of Facilities is responsible for all utilities on campus including electrical, water, sewer, and natural gas and serves as the main coordinator for maintaining and repairing these functions if they are disrupted in a disaster or emergency. Further, the Office of Facilities serves as the point of contact between UNCW and private utility companies. During utility emergencies, the Office of Facilities will take incident command and coordinate the response. The Office of Facilities serves as the lead department for ESF #3 – Public Works and Utilities and ESF #15 – Damage Assessment and Recovery and will therefore reside as the main coordinator of these functions during a disaster or emergency.

4. Environmental Health & Safety

Environmental Health & Safety (EH&S) is responsible for all health and safety endeavors on campus including, but not limited to fire safety, emergency management, indoor air quality, radiation safety, and hazardous materials safety. During a disaster or emergency, EH&S will serve as the main responder for health and safety incidents in the above categories. During hazardous materials incidents, EH&S will work closely with the Wilmington Fire Department in incident command. EH&S serves as the lead department for ESF #5 – Emergency Management and ESF #10 – Hazardous Materials and will therefore reside as the main coordinator of these functions during a disaster or emergency.

5. Housing and Residence Life

Housing and Residence Life is responsible for all actions taken involving resident students during a disaster or emergency including, but not limited to, campus evacuation, the re-opening of campus, sheltering in place, and the distribution of information materials related to the disaster or emergency to on-campus students. Housing and Residence Life serves as the lead department for ESF #6 – Mass Care and Shelter and will therefore reside as the main coordinator of this function during a disaster or emergency.

6. Student Development Services

Student Development Services is responsible for student health, disability services, and counseling services on campus, all of which may be needed in the capacity of a disaster or emergency. Student Development Services serves as the lead department for ESF #8 – Health, Mental Health, and
Medical Services and will therefore reside as the main coordinator of this function during a disaster or emergency.

7. Office of Sponsored Programs

The Office of Sponsored Programs is responsible for monitoring the use and care of research animals on campus and ensuring research endeavors as appropriately pursued. As such, it will serve in this capacity in a disaster or emergency situation. The Office of Sponsored Programs serves as the lead department for ESF #9 – Research and Animal Care and will therefore reside as the main coordinator of this function during a disaster or emergency.

8. Auxiliary Services

Auxiliary Services is responsible for parking and transportation, campus dining, leased property management, and the UNSea card. As such, it will coordinate these duties during a disaster or emergency situation. Auxiliary Services serves as the lead department for ESF #1 – Transportation and Roadways and ESF #11 – Food and Water and will therefore reside as the main coordinator of these functions during a disaster or emergency.

9. Marketing and Communications

Marketing and Communications is responsible for disseminating information to the public during a disaster or emergency using all media and communication outlets available. A representative from Marketing and Communications will serve as the Public Information Officer in the EOC during disasters and emergencies. Marketing and Communications serves as the lead department for ESF #14 – Media Relations and Community Outreach.

IV. Incident Management Actions

This section describes incident management actions ranging from initial threat notification to early coordination efforts to assess and mitigate the hazard, to preparatory activation of the ESF structure, to deployment of resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.
A. Notification and Assessment

Notification and assessment encompasses initial warning of the incident to emergency personnel and the public and early actions taken to determine the magnitude and severity of the emergency or disaster.

1. Initial notification of a disaster or emergency will take place via landline, phone/pagers/blackberries, and/or email. The notification will travel through the appropriate channels and emergency responders as the incident occurs. Emergency personnel receiving notification of a major emergency or disaster should contact other emergency personnel as appropriate. Emergency responders on scene of a disaster or emergency should contact appropriate personnel depending on the type and severity of the disaster.

2. For weather emergencies, the National Weather Service will issue watches and warnings over weather radio, local media, and online. The Emergency Management Coordinator will monitor for such watches and warnings and will notify additional emergency personnel if necessary.

3. New Hanover County Emergency Management will utilize the Emergency Alert System to notify the public about major disasters or emergencies affecting the county.

4. Once an incident has been identified, UNCW emergency personnel will notify the UNCW public of the incident through the Emergency Information Hotline, broadcast email, broadcast voicemail, Breaking News messages on the UNCW homepage, messages on the emergency website (www.uncw-campus.info), and emergency status information on the EH&S Emergency Management webpage. For shelter-in-place emergencies, the UNCW community will be notified about the emergency via the Seahawk Warning Siren System. These notification sources will be utilized and updated regularly and as needed throughout a disaster situation.

   a. Emergency Information Hotline

      The UNCW Emergency Information Hotline will be activated as soon as possible after the initial onset of a major disaster or emergency. Recorded information on this hotline will include disaster status information, university opening and closing information, evacuation information, and any emergency instructions as needed. Pre-scripted messages will be used when possible and time and date information will be recorded with each message. The Emergency Information Hotline numbers are as follows:
Students, parents, faculty, and staff will be educated throughout the year about the Emergency Information Hotline and its functions.

b. Breaking News Headline

The Breaking News Headline on the UNCW homepage will be activated as soon as possible after the onset of a major disaster or emergency. A link from this headline will contain the most updated public information about the disaster or emergency including disaster status information, university opening and closing information, evacuation information, and any emergency instructions as needed. Multiple emergency personnel will have access to the Breaking News Headline activation capabilities to ensure that it is updated in a timely manner.

c. UNCW Emergency Webpage

The UNCW Emergency Website is www.uncw-campus.info. This site will be updated as soon as possible after an emergency. Messages will contain information about the emergency as well as steps to take to ensure safety. This site is housed off campus, so if UNCW infrastructure has been damaged, this site will stay updated throughout the emergency. This site will be updated regularly during a disaster situation at UNCW.

d. Broadcast e-mail and voicemail messages

Broadcast e-mail and voicemail messages can be sent to UNCW faculty, staff, and students by UNCW Police and Marketing and Communications. These messages will contain information about the disaster or emergency including disaster status information, university opening and closing information, evacuation information, and any emergency instructions as needed.

e. EH&S Emergency Management webpage

This webpage is updated regularly depending on the emergency status of the university. A link to this page exists on the UNCW homepage entitled “Emergency Information.” The Emergency Operations Coordinator within EH&S, or an official designee with access to the webpage, will be responsible for updating this site with appropriate emergency information.
f. Local Media

The Public Information Officer (PIO) will issue press releases to local media with the most updated information about the disaster or emergency as necessary. If appropriate, the PIO will issue these messages through the New Hanover County Emergency Public Information Center (EPIC).

g. Seahawk Warning Siren System

The Seahawk Warning Siren System is an outdoor warning system that consists of two strategically placed sirens that warn the university community to take shelter in a major emergency, such as a severe weather event. The siren will be sounded only during major emergencies when the majority of the UNCW community will need to shelter-in-place in order to stay safe. UNCW Police has the authority to sound the siren and may sound it in events such as a hazardous materials incident, a tornado warning for New Hanover County, or an active shooter event. When a UNCW community member hears the siren, he/she should take shelter indoors immediately, seek information from a variety of sources (information will be posted as soon as it is available), and wait for an "all clear" siren or message.

5. UNCW emergency personnel will communicate information about the incident to external emergency response agencies, such as police, fire, EMS, and emergency management, as soon as possible and where appropriate.

6. During a disaster situation, emergency personnel will rely on land lines and Nextel phones/pagers/blackberries for as long as possible for communication. Emergency personnel may also use the 400 megahertz radios maintained by EH&S. If these are disrupted for any reason, emergency personnel will communicate using police radios.

7. On the scene of an incident, UNCW emergency personnel will communicate with other responders via radio, when available, and with senior officers via cell phone or radio.

B. Activation

This section discusses the early-stage efforts to activate and deploy UNCW organizational elements and resources including emergency management groups, response groups, and response resources.

1. Upon notification of an incident, the Emergency Operations Coordinator and Emergency Management Coordinator will activate
departments that will or may become involved in the incident response. Some of these departments will go to the scene of the incident and some will meet in groups to discuss further actions.

2. The Emergency Operations Coordinator will call meetings of the CDT and EOG as necessary throughout the incident.

3. The EOC will be activated upon discretion of the Emergency Operations Coordinator. Once it is activated, all further activation of resources will take place through the EOC. Public information dissemination will also take place through the EOC.

C. Preparedness Actions

Preparedness encompasses actions taken regularly throughout the year to prepare for and prevent the effects of disasters. These include actions taken to protect lives and property.

1. The EOG and CDT will meet periodically throughout the year to participate in emergency exercises, including university exercises, local exercises, and state exercises, to improve preparedness measures. The EOG will also participate in writing and updating plans and procedures, including this EOP, for emergencies on campus.

2. Departments will educate staff about emergency procedures and provide staff members with written plans and checklists for reference. Departments will keep all needed disaster supplies on hand and keep emergency contact information up to date.

3. Emergency management personnel will ensure that proper disaster preparedness funding is received by the university and will track how this money is spent. As a Disaster Resistant University, UNCW will follow policies and procedures for this initiative and keep in contact with federal and state liaisons as necessary.

4. Design and construction of UNCW buildings and infrastructure will incorporate disaster preparedness measures when possible, such as building out of flood-prone areas and using substantial materials for building. Projects will also be developed to improve the infrastructure of the university, such as drainage and pipelines in relation to disaster preparedness.

5. Relationships with New Hanover County Emergency Management personnel and North Carolina Emergency Management personnel will be maintained through meetings, participation in exercises, and regular
contact. Relationships will also be fostered with the National Weather Service, Wilmington, and local media.

6. Preparedness actions will focus on actions promoting the protection of public health and safety, responder health and safety, and property and the environment.

D. Response Actions

Response actions encompass activities that address the short-term, direct effects of an incident. These activities include immediate actions to preserve life; property, and the environment; meet basic human needs; and maintain the social, economic, and political structure of the university.

1. Initial response actions include immediate law enforcement, fire, EMS actions; evacuations; transportation system detours; emergency public information; actions taken to minimize damage; search and rescue; the establishment of mass care facilities; the provision of public health and medical services, food, water, ice, and other emergency essentials; the emergency restoration of critical infrastructure; and protection of responder health and safety.

2. Upon receiving information about the specifics of the incident, the Emergency Operations Coordinator will activate the appropriate ESFs, as needed, to mobilize assets and the deployment of resources to support the incident.

3. The Emergency Operations Center will be set up and staffed appropriately. All emergency personnel required to work in the EOC will report to Hoggard Hall. Once the EOC is activated, all response actions will be coordinated through the EOC.

4. The CDT will meet at a specified time to make critical decisions concerning university opening and closing information and student evacuation. The EOG will meet as necessary.

5. Contact will be maintained with New Hanover County Emergency Management and the National Weather Service, Wilmington, to obtain critical information on weather conditions, county actions, and evacuation possibilities.

6. The Emergency Management Coordinator will attend New Hanover County meetings as necessary and relay important UNCW decisions. The Emergency Management Coordinator will report to the New Hanover County EOC if it is activated to serve as the UNCW Representative.
7. Appropriate procedures will be followed if mandatory or voluntary evacuations are issued, campus is closed, or classes are canceled.

8. Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation.

E. Recovery Actions

Recovery actions encompass the development, coordination, and execution of service- and site-restoration plans and the reconstruction of university operations and services through individual, private-sector, governmental, non-governmental, and public assistance programs.

1. Recovery actions may include cleanup and restoration of university facilities and residences; damage assessment; debris removal; re-establishment of business operations; and re-opening of the university.

2. Damage Assessment

   a. Facilities and Housing and Residence Life personnel will assess all parts of the university for damage. This initial assessment will focus on life threatening damage and major destruction to the exterior of buildings. UNCW Police will also assist with the initial assessment if possible. Priority for assessments will be given to residence halls, utilities, buildings housing technology equipment, and research buildings such as S&BS and Dobo. Facilities personnel will report any damage back to the EOC, as well as the need for extra resources for repairs if necessary. Certain buildings, including Dobo and CMS, must additionally be assessed by an Environmental Health & Safety representative.

   b. EOC personnel will notify the owner or main occupant of each building that has suffered severe damage and give him/her a report of the damage.

3. All resources needed for repairs to damage caused by the hurricane will be routed through the EOC. Emergency personnel in the EOC will request additional resources as needed from contractors, local vendors, and New Hanover County. Emergency personnel in the EOC will also track financial transactions.

4. The CDT and EOG will meet as necessary to discuss re-openings, continued closings, and recovery operations as necessary and appropriate.
F. Mitigation Actions

Mitigation actions encompass activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences or an incident. Mitigation measures may be implemented prior to, during, or after an incident.

1. Potential mitigation measures at UNCW include the following:
   - Pursuit of grant programs for loss reductions measures.
   - Delivery of loss reduction building science expertise.
   - Conducting mapping of the campus to identify flood zones and other vulnerable areas.
   - Predictive modeling to protect critical assets.
   - Documentation of losses in actual incidents and of losses avoided due to previous hazard mitigation measures.
   - Community education and outreach necessary to foster loss reduction.

2. UNCW will pursue mitigation measure as much as possible in accordance with its mission as a Disaster Resistant University and according to the vulnerabilities identified in the UNCW Vulnerability Assessment and the goals and strategies identified in the UNCW Hazard Mitigation Plan.

G. Remedial Actions

1. UNCW will formally convene EOG meetings called “hotwashes” following major incidents to identify critical issues requiring attention, lessons learned, and best practices associated with the UNCW response.

2. Identified issues are validated and promptly assigned to appropriate departments for remediation. The Emergency Management Coordinator coordinates, monitors, and reports the status of remediation actions for issues arising from disasters or emergencies at UNCW.

H. After Action Reports

Following a major disaster or emergency, an After Action Report will be written to identify operational successes, problems, and key issues affecting the management of the incident. The report includes appropriate feedback from UNCW departments involved in the incident management. This After Action Report will be used to improve plans and procedures for future response
Appendix H:

UNCW Emergency Operations Plan

Sample Emergency Support Functions
I. Purpose

Emergency Support Function (ESF) #9 – Research and Animal Care describes UNCW’s policies and procedures for maintaining research and animal care before, during, and after an actual or potential disaster and steps for responding to an incident involving research or animals on campus.

This ESF is to be implemented immediately when an emergency or disaster of any type affects UNCW. Although disasters may vary in size, scope, and type and are certain to vary depending on the situation, the procedures, command structure, and responsibilities outlined in this ESF are applicable to all scenarios.

II. Scope

ESF #9 coordinates actions for caring for and maintaining research and animals on campus according to county, state, and federal statutes in a disaster situation. ESF #9 supports all UNCW departments that maintain research and animals at UNCW that may be affected by a disaster or emergency. This ESF will coordinate the preparation of research and animals on campus prior to an expected disaster and the response actions that must be taken following an unexpected or sudden disaster to protect research and animals.

This ESF applies to all UNCW departments who maintain sensitive research or utilize animals in research and must take steps to protect that research in a disaster situation.
III. Situation and Assumptions

A. Situation

1. UNCW is an active research university, investing large amounts of time, effort, and money into research activities.

2. Sensitive research and research animals exist at a variety of locations on the UNCW main campus, as well as at some off-campus locations. Each of these sites faces different hazard vulnerabilities.

3. There are numerous hazards that have the potential to occur and disrupt research activities at UNCW. Some of the more probable hazards are power failures, hurricanes, wind and water damage from severe weather, vandalism by animal rights activists, bomb threats, and fires.

4. Many of the hazards to research could occur at any time with little or no warning.

5. Top priorities for preparing for these hazards are backing up research data, training animal care staff on emergency preparedness, and keeping the researchers informed about preparing for potential hazards.

6. Top priorities for responding to hazards will be to ensure health and safety of animals and restore access to data.

B. Assumptions

1. The Office of Research Services and Sponsored Programs (ORSSP) will keep researchers informed about potential hazards and provide guidance on protecting their research.

2. The Regulatory Compliance Officer will identify key animal care contacts and will check with them to ensure animals are protected to the extent possible prior to a forecasted hazard.

3. Academic departments supporting critical research and/or animal facilities will create, maintain, and implement emergency procedures specific to their area and department.

4. Academic departments supporting critical research and/or animal facilities will coordinate with other departments on campus to prepare for and respond to disasters.
IV. Policies

A. Research funded by external sources may require adherence to certain rules, depending on the sponsor. Researchers need to stay informed on sponsor requirements that may apply if research is disrupted for an extended period of time. Reporting requirements will vary depending on sponsor.

B. Research involving animals is regulated by the Animal Welfare Act Regulations, the Guide for the Care and Use of Laboratory Animals, and the Public Health Service Policy on Humane Care and Use of Laboratory Animals. Researchers are required to uphold animal care at all times, including during emergencies, and should report any deficiency in care to the UNCW Regulatory Compliance Officer.

V. Concept of Operations

A. General

This ESF will be activated upon the occurrence of an emergency or disaster at UNCW requiring preparation and response activities, or emergency care for research animals at UNCW. The UNCW Office of Research Services and Sponsored Programs will serve as the point of contact for all animal and research issues that occur during a disaster or emergency at UNCW. All actions taken regarding animals and research will be coordinated through ORSSP and other UNCW departments or external entities as appropriate.

B. Organization

ESF #9 will selectively activate specific support activities based on the nature and scope of the events, the types of service disruption, and the resources required to support response efforts.

The organization of ESF #9 consists of the Office of Research Services and Sponsored Programs, key individuals and contacts for animal use facilities, and support personnel as needed such as Environmental Health & Safety, Physical Plant, and UNCW Police.

All response actions regarding research and animal facilities will be conducted in accordance with the Incident Command System (ICS) and the National Incident Management System (NIMS), as explained in the Base Plan.

C. Communication and Notification

1. The Regulatory Compliance Officer will serve as the main contact for animals and research on campus. Emergency personnel will contact the
Regulatory Compliance Officer if damage has occurred to research or animal facilities. The Regulatory Compliance Officer will contact researchers if the researchers have not already become involved.

2. Animal Activities

The Regulatory Compliance Officer in ORSSP will coordinate mitigation, preparedness, response, and recovery efforts in cooperation with key contacts for each facility involved in animal research. Each facility will have its own plan for mitigating, preparing, responding and recovering based on the needs and peculiarities of the facility, the type of activity being conducted, and the type of disaster that has occurred.

The Regulatory Compliance Officer will communicate with the key contact persons for each facility to ensure animals have been protected to the extent possible prior to a forecasted hazard. The Regulatory Compliance Officer will determine if the facility contact plans to evacuate from the area and will obtain updated emergency contact information from the facility contact. Following an event, the Regulatory Compliance Officer will notify appropriate researchers if there is damage or an imminent threat to animals, such as generator malfunction. Any deficiency in animal care will be reported as required to the appropriate agency.

Key Contacts for animal use facilities are kept in ORSSP with the Regulatory Compliance Officer.

3. Research Activities

The regulatory compliance officer will send department chairs general information about emergency preparedness to pass along to researchers in their departments. ORSSP will maintain tips for protecting research from hazards on its website. Departments conducting research are expected to conduct emergency preparedness actions based on the suggestions by ORSSP and individual emergency plans.

D. Incident Related Actions

- ORSSP will keep researchers informed of best practices to protect their research in the case of a disaster or emergency. The Office of Research Service and Sponsored Programs will also keep an up-to-date contact list of emergency contacts for every facility at UNCW involved in animal research.

- Incidents with warning (such as hurricanes)

Upon notification of campus evacuation orders, the Regulatory Compliance Officer will contact the key animal facility contacts and document that they
have completed all necessary steps in their individual emergency plans to secure animal research areas.

During an incident with warning, such as a hurricane, emergency staff will assess generator function and facilities holding animals regularly throughout the emergency.

- Sudden Events

After a sudden event, emergency personnel will work with individuals engaged in animal research to assess damage to buildings holding animals. All buildings will undergo an inspection for damage. Any damage will be reported to the person responsible for the facility as well as to the Regulatory Compliance Officer. The Regulatory Compliance Officer may also contact EH&S to determine if any animal research facilities were affected. The Regulatory Compliance Officer will document any damage to animal facilities and will report any deficiencies in animal care that occurred during the incident to regulatory agencies and, if applicable, to sponsors.

Research buildings and animal facilities will be repaired according to ESF #15 – Damage Assessment and Recovery. Animals in affected building may need to be relocated to another area of campus or to a location off campus if facilities have sustained major damage.

E. Responsibilities

1. Primary Department:

   Office of Research Services and Sponsored Programs
   The ORSSP is responsible for maintaining information in ESF #9 – Research and Animal Care and providing reminders and updates to researchers about how to protect their research animals, data, and equipment. The ORSSP is also responsible for notifying researchers and/or sponsors of damage to research facilities following a disaster.

   Individual Researchers
   Researchers are responsible for developing, maintaining, and implementing any departmental or individual emergency plans.

2. Supporting Departments:

   Institutional Animal Care and Use Committee
   The IACUC is responsible for ensuring the protection and humane treatment of research animals. The IACUC is responsible for reporting any deficiencies in animal care that may occur during or following an event to the Office of Laboratory Animal Welfare.
**Physical Plant**
Physical Plant personnel, in coordination with EH&S personnel, will assess animal facilities for damage following a disaster. Physical Plant will assess generator function during a disaster and refuel generators if necessary. Following a disaster, Physical Plant personnel may assist in repairing damages or providing contractors trained to repair specific damages.

**Biological Sciences**
Biological Sciences are located in Friday Hall and Dobo Hall. Researchers in these two areas are responsible for preparing emergency plans for all research, as well as providing emergency contact information for each lab to the Regulatory Compliance Officer.

**Psychology**
The Department of Psychology is responsible for securing all psychology research prior to a disaster. When the disaster has prior warning, such as in a hurricane situation, a generator is set up to provide power to the animal labs in the Sociology and Behavioral Sciences (S&BS) building as well as to the Psychopharmacology (PPH) Lab if research is currently being conducted in this lab. This assures that appropriate ventilation and temperature can be maintained for an extended period of time. Animals are provided with excessive amounts of food and water just before campus is evacuated.

The animals are estimated to survive on the rations left for them for at least 7-10 days. However, if the generator were to go out, temperature extremes could be a problem. It is safest to leave the animals where they are, as opposed to attempting to evacuate the animals, because most scenarios would permit a staff member to gain access to campus in time to provide food and water to the animals and gasoline for the generator.

Several individuals associated with Social and Behavioral Sciences will be granted emergency access to the campus following a disaster to gain access to buildings supporting animal laboratories. These individuals will be allowed to check on the animals and research within the buildings as long as the buildings have been deemed safe to enter by EH&S. These individuals may also be called upon to help with the inspections of the buildings. In a sudden event, all faculty who use research animals will be asked to assist with damage assessment of their respective buildings. If the sudden event results in a power outage, the generators must be set up as described above.

**Environmental Health & Safety**
EH&S is responsible for checking on research animals in buildings during a prolonged event, in coordination with Physical Plant personnel. EH&S will also assist with damages assessment of buildings following a disaster.
Center for Marine Science

Myrtle Grove

The highest probability event for CMS is the loss of electrical power caused by severe weather. Without electricity, CMS would lose filtering and aeration of fish tanks. CMS has taken several measures to mitigate the consequences of this event to the animals housed in the facility:

- CMS has installed an emergency generator, with circuits available throughout the building. The aquarium room, where the largest concentration of animals is located, is on the emergency generator circuits, as are the lobby aquaria.
- For approaching hurricanes, researchers are encouraged to ensure critical systems are plugged into outlets on the emergency circuits.
- The CMS seawater pumping system is on the emergency generator, so for short-term electrical outages, flow-through seawater tanks remain in service.
- In preparation for a known event (such as an approaching hurricane), CMS preemptively removes the seawater pumps from the pier. This temporarily reduces the availability of running seawater for flow-through systems to that available in the storage tanks, so researchers must either reduce the flow to the minimum necessary to sustain their animals, or temporarily change to recirculating systems.
- CMS culture rooms containing marine microorganisms have supplemental cooling units on the generator to help reduce temperature increases when the building HVAC system is inoperable.
- Immediately after the danger of a hurricane or other natural disaster has passed, the CMS Emergency Response Team meets on site with representatives of EH&S, UNCW Police, and Physical Plant to evaluate any damage and assess the structural integrity of the building. This allows researchers to get into the building as soon as possible to care for their animals. This procedure is described in detail in the CMS Emergency Management Guide.

Wrightsville Beach

The CMS Wrightsville Beach facility is primarily dependent on the use of pure oxygen to sustain fish in the event of an emergency and administration of pure oxygen does not require electrical power. Animals can be maintained in this way for at least a week without electrical power. The Wrightsville facility needs an emergency backup generator which would power all systems to run as normal. There are personnel assigned to care for fish during emergencies, but only as the staff are allowed back on the island following an evacuation. Due to numbers of animals and logistics, it is not practical to transport all fish to another facility. However, if a very strong storm were approaching, selected specimens may be moved to a safer location.
**UNCW Police**
UNCW Police is responsible for securing perimeters of hazardous areas and assisting EH&S and Physical Plant with damage assessments of buildings when available. UNCW Police will also handle all incidents involving criminal acts to animal facilities.

3. **External Supporting Entities**

**Local Veterinarians**
Local veterinarians are sometimes called upon to treat research animals at UNCW and at least one veterinarian serves on the IACUC.
II. Purpose

Emergency Support Function (ESF) #10 – Hazardous Materials provides information for a response to a hazardous materials event at UNCW and outlines the procedures that will be taken in an emergency resulting from an unplanned release of hazardous materials on the UNCW campus. This section of the UNCW Emergency Operations Plan provides for a coordinated response to discharges and releases of hazardous materials by placing human, financial, and material resources into action to protect life, property, and the environment.

This ESF is to be implemented immediately when an emergency involving hazardous materials occurs. Although the types, quantities, characteristics, and circumstances surrounding unplanned releases are certain to vary depending on the situation, the procedures, command structure, and responsibilities outlined in this ESF are applicable to all scenarios.

IV. Scope

ESF #10 provides for a coordinated response to actual or potential hazardous materials incidents. ESF #10 includes the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential hazardous materials incidents including
incidents involving chemical, biological, and radiological substances, whether accidentally or intentionally released.

ESF #10 describes the roles and responsibilities of UNCW departments and external entities during a hazardous materials emergency and resources that may be used to support response actions. Appropriate response and recovery actions can include detection, identification, containment, remediation, and/or disposal.

V. Situation and Assumptions

B. Situation

1. Hazardous materials incidents could occur from any of several sources including laboratory spills, sewage spills, various leaking tanks, vehicle spills and transportation incidents, pesticides, biological or blood spills, or unknown or suspected hazardous materials incidents such as gas or vapor releases.

2. Interstate 40 terminates into Highway 132 (College Road) and runs across the front portion of campus. This road is used by hazardous materials carriers. A hazardous materials incident that occurs on this corridor or other public highways could possibly impact UNCW.

3. A hazardous materials incident could result in the spread of hazardous materials in varying degree throughout the campus or in the destruction of campus property from fire or explosion. Any scenario might necessitate the evacuation or sheltering of large segments of UNCW’s population.

4. EH&S is the primary responder for hazardous materials incidents that occur on the UNCW campus and will serve as the incident commander in hazardous materials incidents that remain within the scope of its response capabilities. EH&S may provide personnel, expertise, and/or equipment to the response operations. EH&S operates the EH&S Emergency Response Trailer that may be deployed to support response to hazardous materials incidents at UNCW.

5. The City of Wilmington Fire Department operates a HazMat team that is available to assist UNCW response if the incident exceeds UNCW capabilities. This team also serves as the NC Regional Response HazMat Team. The NC Division of Emergency Management provides sponsorship of the team.

C. Assumptions
1. Hazardous materials incidents may occur without warning requiring immediate response actions and may result in short/long term health, environmental, and economic effects.

2. Hazardous materials incidents may result from a natural disaster. They also may occur as the result of accidental or intentional releases and terrorist acts.

3. The hazardous material involved in an incident can be identified within a reasonable period of time using information on the scene and from the occupants of the affected building and Environmental Health & Safety staff who will use detection tools and other methods to characterize the substance.

4. The North American Emergency Response Guidebook (ERG) or an equivalent document, either alone or in combination with other information sources, can be used as a guide for initial action to be taken to protect the responders and the general public when responding to incidents involving hazardous materials.

5. Resources for a response will be available from county and state partners if the incident is too large in scope to handle using UNCW capabilities.

V. Policies

A. UNCW’s non-research use of hazardous materials at UNCW is subject to the emergency planning requirements of Section 302 of the Superfund Amendments and Reauthorization Act of 1986 (SARA, Title III) and UNCW is required to file reports with the Local Emergency Planning Committee (LEPC) under this legislation.

B. Specific regulatory requirements for hazardous materials are contained in 29 CFR 1910, 40 CFR, 49 CFR, and 10 CFR.

C. OSHA Standard 29 CFR 1910.1200 applies to hazardous materials in non-laboratory environments. OSHA Standard 29 CFR 1910.1450 applies to hazardous materials in laboratory environments and describes requirements for publicizing information concerning hazards associated with chemicals in the workplace and includes guidelines for:

- A written program
- Labeling
- Signage
- Information Sources
Training

D. The New Hanover County Emergency Operations Plan or other state or federal plans may supersede ESF #10 in the event the incident exceeds the capabilities or scope of the university plan. However, UNCW personnel will still be required to assist in response operations where appropriate if this occurs.

E. UNCW EH&S is the primary responder for hazardous materials incidents on campus when they exceed the capabilities of the principle investigators or handlers or are of unknown scope or origin.

F. UNCW EH&S may require external aid through public or private resources for a hazardous materials incident. This will occur if the substance is above volume, toxicity, detection, or technical expertise capabilities of EH&S due to staffing or equipment availability.

G. If the substance released is a reportable quantity, EH&S must report the release to the appropriate state and federal agencies.

H. The EH&S Spill Prevention Control and Countermeasures Plan will be followed where applicable.

I. In case of a hazardous materials incident, consideration of limited or mass evacuation depends on the nature and extent of the emergency and weather conditions.

J. A floor plan directory is available at the EH&S office and can be utilized by all appropriate response teams.

K. UNCW Operational procedures for hazardous materials can be found in the EH&S Spill Prevention Control and Countermeasures Plan, the EH&S Chemical Hygiene Plan, EH&S Internal Standard Operating Guidelines (SOGs), and UNCW Police SOGs.

VI. Concept of Operations

A. General

This ESF will be activated upon the occurrence of a hazardous materials incident at UNCW. It will be used as a tool for the management and coordination of a hazardous materials incident including control, containment, mitigation, and response activities. These activities will be accomplished by mobilizing hazardous materials resources in support of rescue operations and hazardous material containment.
C. Organization

1. Hazardous materials incidents at UNCW will be managed using the Incident Command System (ICS) and the National Incident Management System (NIMS), as exemplified in the procedures and policies outlined in the Base Plan and this ESF.

2. Hazardous materials response is organized as follows:
   - Upon notification of a hazardous materials incident by either the UNCW Police desk or by a UNCW employee, EH&S will report to the scene for analysis and assessment of the incident. EH&S will take over command of the scene unless the incident is beyond the span of control of UNCW resources. Command will then switch to the responding fire department.
   - EH&S personnel will determine the scope of the response and will request additional university, county, or state resources as required.
   - EH&S personnel will aid in determining and detecting hazardous materials involved in the incident and will report this information to other responders.
   - EH&S will provide personnel, expertise, and/or equipment to response operations, including deployment of the EH&S Emergency Response Trailer.
   - Other UNCW resources may be utilized, especially if the incident is large enough in scope to activate the UNCW Emergency Operations Center (EOC). If this occurs, the EOC and all responders will operate under ICS and NIMS for the response as outlined in the Base Plan.

D. Communication and Notification

1. Hazardous materials incidents at UNCW are reported either to EH&S or UNCW Police. Persons on campus who work with hazardous materials are trained to notify EH&S in the event of a hazardous materials release. However, in other cases, UNCW Police may be notified directly.

2. Upon notification through either of these means, UNCW Police and EH&S will notify each other if necessary. Outside resources will be notified by UNCW Police or EH&S as appropriate.

3. During hazardous materials emergencies, communications will be handled by radio and cell phone. If these communication devices become overwhelmed
because of the scope of the incident, communications will be handled according to ESF #2 – Communications.

4. EH&S personnel carry a 24/7 pager for notification of hazardous material and other incidents.

5. Communications among EH&S personnel is conducted through the use of hand-held radios. Each EH&S staff member carries a hand-held radio to conduct daily operations. Additional radios on this frequency are maintained by EH&S and may be distributed and used for on scene response.

6. EH&S personnel maintain one 800 Mhz radio that is compatible with UNCW Police radios and external emergency responder channels. This radio may be used to communicate with emergency responders at the scene of an incident.

E. Incident Related Actions

1. General response to hazardous materials incidents at UNCW will follow these response steps:

   - Notification
   - Assessment
   - Medical response
   - Containment
   - Clean up and remediation
   - Decontamination
   - Reporting (if applicable)

2. Upon notification of a hazardous materials incident, responding agencies will arrive on scene and initial resource requirements will be determined. The level of response to a hazardous materials incident will be determined by:

   - The quantity and hazardous potential of the material involved in the incident or the release.
   - The population, property, or environment threatened, and the level of protective equipment required for response.
   - The probable consequences if no immediate actions are taken.

3. As soon as possible, EH&S and/or City of Wilmington Fire personnel will assess the situation including the nature, amount, and location of actual or potential releases of hazardous materials; pathways to human and environmental exposure; probable direction and time of travel of the materials; potential impact of human health, welfare, safety, and the environment; types, availability, and location of response resources, technical support, decontamination and cleanup services; and priorities for protecting
human health and welfare and the environment through appropriate prevention and/or response actions.

4. Assessment will be conducted by a team of trained personnel, one member of which must be an EH&S staff person. The team’s assessment will focus on the identification of the hazardous materials and monitoring for the specific hazard. This may include monitoring for biological, chemical, or radiological hazards. EH&S maintains an inventory of assessment equipment and associated supplies which will be made available to the response operations through the EH&S Emergency Response Trailer and EH&S personnel.

5. In hazardous atmospheres that are immediately dangerous to life and health (IDLH) or explosive, the City of Wilmington Fire Department will take over the response. If this is the case, EH&S personnel will continue to serve in an advisory capacity and conduct emergency management tasks as outlined in ESF #5 – Emergency Management. If these conditions do not exist, EH&S will proceed with clean up.

6. Following the initial assessment, emergency responders will determine if an evacuation of the area is necessary. If an evacuation is required, the Evacuation Annex to this plan will be utilized.

7. If during assessment it is determined that the hazardous materials incident was a possible intentional or criminal act, the scene and incident command will be turned over to the UNCW Police. Procedures for incidents involving criminal acts are described in ESF #13 – Law Enforcement.

8. Once the fire department stabilizes the situation below IDLH conditions, the scene may be turned over to EH&S for further response.

9. For radiological and biological incidents, EH&S must be notified and will then determine if outside resources are necessary.

10. For biological incidents, EH&S is responsible for clean up if the incident occurs outdoors or in a laboratory. UNCW or contracted housekeeping is responsible for clean up if the incident occurs indoors. Clean up personnel must have received Bloodbourne Pathogens training per 29 CFR 1910.1050.

11. If the hazardous materials incident involves an unknown substance, samples of the substance should be collected and tested to determine its identity. Based on field testing, EH&S personnel will determine the unknown substance’s danger to human health and recommend evacuations or other precautions as necessary.
13. EH&S will coordinate with Purchasing Services to establish emergency purchase orders and/or a list of vendors who can provide emergency response services and equipment as needed.

14. Oversight of the decontamination of equipment, the incident scene, and UNCW responders is handled by EH&S. Disposal is also the responsibility of EH&S.

15. Public information to the UNCW community about hazardous materials incidents will be handled by ESF #14 – Media Relations and Community Outreach.

F. Responsibilities

3. Primary Department

**Environmental Health & Safety**

UNCW EH&S is the primary responder for hazardous materials incidents that occur on UNCW’s campus. EH&S personnel will serve as incident command if the incident is within the scope of UNCW’s response capabilities. As the primary response organization, EH&S is responsible for detection, identification, containment, remediation, and/or disposal of hazardous materials. If the incident exceeds UNCW response capabilities, EH&S personnel will support the commanding response organization as needed and conduct emergency management tasks.

4. Supporting Departments

**UNCW Police**

UNCW Police is responsible for the initial notification of EH&S personnel if a hazardous materials incident has occurred on campus and for notification for additional responders if needed. UNCW Police is also responsible for securing the scene of a hazardous materials incident and coordinating with external responders as necessary.

**Physical Plant**

Physical Plant personnel are responsible for assisting EH&S personnel as needed in a hazardous materials incident. For gas leak emergencies, the plumbers within Physical Plant are responsible for shutting off natural gas supply.

**Academic Departments**

Academic departments such as Chemistry, Biology, and Psychology and Sociology may be called to assist EH&S personnel and/or external responders. Personnel from academic departments are familiar with hazardous materials that are used and stored in laboratories and therefore may
be called upon to give information to responders in a hazardous materials incident.

**Student Health**
Student Health personnel may be called upon to treat any students who have been exposed to hazardous materials. The Student Health clinic may become overwhelmed in a hazardous materials event with students who think they have been exposed to chemicals. Student Health may also be called upon to give medical advice to faculty and staff who have been exposed to hazardous materials.

**Purchasing Services**
Purchasing Services will work with EH&S to identify and maintain purchase orders for hazardous materials cleanup and supply vendors who may assist in hazardous materials cleanup on the UNCW campus.

5. Supporting External Departments

**New Hanover County Emergency Management**
New Hanover County Emergency Management may be called upon to assist in response to a hazardous materials event if the incident exceeds UNCW’s response capabilities. New Hanover County Emergency Management may provide resources in the form of personnel, expertise, and/or equipment, including the use of the New Hanover County EOC if necessary. EH&S personnel will notify New Hanover County Emergency Management if the incident is large enough in scope to require many external response organizations or if the incident will affect areas outside the area of the campus.

**City of Wilmington Fire Department and Hazardous Materials Regional Response Team**
The City of Wilmington Fire Department will take command of a hazardous materials incident that exceeds UNCW’s response capabilities. The City of Wilmington Fire Department may call upon its Hazardous Materials Regional Response Team (RRT) to assist in hazardous materials response depending on the scope of the incident. The RRT is one of seven hazardous materials response teams located in NC and is available to respond whenever an incident exceed local capabilities. The RRT can provide technical support, manpower, specialized equipment and/or supplies. The RRT may also be contacted for technical questions regarding hazardous materials. For hazardous materials response at UNCW, the City of Wilmington Fire Department will contact the RRT if needed.

**Public Health Regional Surveillance Team (PHRST)**
The Public Health Regional Surveillance Team (PHRST) works with counties to strengthen public health infrastructure to detect, identify, investigate, and
control illness due to biological, chemical, or nuclear attacks. PHRST-2 is located in Wilmington, NC and is available to assist in biological, chemical, or nuclear incidents and serves as a liaison to the State public health laboratories. If such an incident occurs at UNCW, responders can call upon PHRST for advice and assistance in response if necessary.

**NC Department of Environment and Natural Resources – Radiation Protection Section**
The Radiation Protection Section may provide support and/or technical expertise in a radiological incident at UNCW. Radiation incidents must also be reported to the Radiation Protection Section.

**CHEMTREC**
CHEMTREC may be called upon to assist in response or to providing emergency response technical information for hazardous goods in transport.

**Private Contractors**
Private contractors may be needed to provide extra services and equipment in a hazardous materials event at UNCW.
I. Purpose

This ESF describes how law enforcement is handled during a disaster or emergency, especially if the emergency deals with an event requiring law enforcement.

All law enforcement activities will be prioritized to achieve the following: life safety, incident stabilization, and property security.

This ESF is to be implemented immediately when an emergency or disaster of any type occurs that affects UNCW. Although disasters may vary in size, scope, and type and are certain to vary depending on the situation, the procedures, command structure, and responsibilities outlined in this ESF are applicable to all scenarios.

II. Scope

ESF #13 coordinates actions for providing law enforcement and security services (law enforcement functions) to UNCW prior to, during, and following an emergency or disaster of any type that affects UNCW.

ESF #13 supports all assets - people, property, and functions - on property owned or leased by UNCW.
III. Situation and Assumptions

A. Situation

1. The UNCW Police Department (UNCW PD) is a fully functional law enforcement agency, responsible for providing law enforcement and security services on property owned or leased by UNCW. The primary purpose of the UNCW Police Department is law enforcement.

2. UNCW Police Telecommunicators are assigned to the New Hanover County 911 Center. This facility operates on a 24-hour basis.

3. The front desk of the UNCW PD is staffed with a desk receptionist on a 24-hour basis. The primary purpose of the Front Desk is to monitor alarms, emergency callboxes, non-emergency telephone lines, and assist walk-in traffic seeking the services of the UNCW PD. This location can serve as an alternate primary dispatch location for UNCW PD in the event the New Hanover County 911 Center is uninhabitable. Additionally, essential dispatching functions can be relocated to other designated locations if both of these facilities are unavailable; however, this would require significant assistance from UNCW Division of Information Technology to redirect/establish phone and data lines.

4. Mutual Aid agreements have been established with the Wilmington Police Department and the New Hanover County Sheriff’s Office.

5. Normally during business hours ten sworn personnel and five support staff are available. Outside of business hours four sworn personnel and three support staff are available.

6. A warning siren can be sounded to alert community members to seek shelter and information. Additional broad methods of communication will require the involvement of the Office of Marketing and Communications.

7. UNCW PD will assist in facilitating the evacuation of campus properties, the closure of campus entrances, and staffing designated entry point(s).

B. Assumptions

1. A widespread disaster or emergency occurring on or affecting property owned or leased by UNCW would place great demands on the law enforcement function. This will require UNCW PD to request assistance from other law enforcement agencies and to refrain from responding to non-emergency calls.
2. Police personnel will likely be personally affected by the emergency or disaster, diminishing departmental resources.

3. All communication systems will fail to function at some point.

4. Media and public interest will place great demands on administrative personnel and phone systems.

5. Initial closing of campus entrances will be accomplished by staffing the entrances. If necessary, trucks and other vehicles will be provided by UNCW Office of Facilities for use to block the entrances of the university.

6. It may be necessary to staff designated entrance(s) to facilitate access, at the appropriate time, for authorized personnel, including emergency responders and authorized university personnel, including researchers.

7. Depending on the incident, other area law enforcement agencies may be unable to assist, making it necessary to request assistance from law enforcement agencies outside of New Hanover County.

8. Security concerns will be influenced by the type of incident and may include: evidence protection, looting, civil unrest/rioting, or concerns of safety caused by unstable physical environment (i.e. leaning trees, wind blown projectiles, damaged facilities…), etc.

9. Law enforcement functions will be influenced, in part, by the availability of public utilities – electricity, etc., the status of evacuation orders, and law enforcement activities occurring in the surrounding community/region.

10. As staffing permits, a representative from UNCW PD will be assigned to UNCW’s EOC. Normally, this will be the Chief of Police or the Deputy Chief.

11. UNCW PD may be requested to assist other law enforcement agencies.

12. UNCW PD personnel shifts will be modified to achieve functional requirements taking into consideration technical expertise, experience, supervision and commuting directions.

13. Emergency actions and ordinances will be passed by Wilmington City and New Hanover County governments and will apply on UNCW property located within a respective jurisdiction.

14. Conditions may develop when it is unsafe for law enforcement resources to respond to calls or intervene in situations.
15. It may be necessary for law enforcement resources to be self-sufficient for up to five days.

16. It may be impractical to take physical custody of violators - the New Hanover County Jail may be inaccessible and/or staffing levels may not permit committing a law enforcement resource to a prisoner, except for very serious offenses – photography and video recording equipment and alternate enforcement methods are anticipated.

17. IT failures will make it necessary to document departmental activities manually with pen and paper, audio recording systems will not be available.

IV. Policies

A. The UNCW Police Department is a fully functional law enforcement agency, responsible for providing law enforcement and security services on property owned or leased by UNCW.

B. Article 36A Article 36A of Chapter 14 of the North Carolina General Statutes authorizes the Governor and certain officials within municipal and county governments to declare a state of emergency, and to restrict certain activities, in areas under their jurisdiction. When a state of emergency is declared law enforcement personnel are granted additional authority.

C. The Chancellor of UNCW or her designee may enact special directives or restrictions during an emergency or disaster.

V. Concept of Operations

A. General

ESF 13 and the law enforcement function are in a perpetual state of operation.

B. Organization

1. Emergency and disaster incidents, including law enforcement functions, will be managed using the Incident Command System and a NIMS framework. Police personnel in most cases will be the initial Incident Commanders and will begin establishing a command post.
2. Law enforcement functions are coordinated by the on-duty supervisor, normally a Patrol Lieutenant or higher ranking officer.

C. Communication and Notification

1. Law Enforcement resources are dispatched through the New Hanover County 911 Center or the UNCW PD Front Desk, either of these locations may also trigger responses from other public safety agencies and UNCW resources.

2. Countywide 800 MHZ Radio System - UNCW PD benefits from an excellent working relationship with surrounding law enforcement agencies. The Wilmington Police Department, New Hanover County Sheriff's Office, Wrightsville Beach Police Department, Carolina Beach Police Department, Kure Beach Police Department, NC State Highway Patrol, NC Alcohol Law Enforcement, and NC State Bureau of Investigation are all participants in a comprehensive countywide communication system that allows direct linkage between the various agencies, in addition to the Wilmington and New Hanover County Fire Departments, as well as New Hanover Regional EMS. Each of the above agencies has supported and continues to support the UNCW PD when requested.

3. UNCW PD has a secondary communication system, 450 MHZ radio that can be dispatched from the Front Desk or alternate location, other than the New Hanover County 911 Center.

4. Command and Investigative personnel, as well as the on-duty Patrol Lieutenant, have been issued Nextel telephones, providing cell and PTT communication capability.

5. Limited dispatching capabilities may be available through Mobile Data Terminals.

6. UNCW PD have a Satellite Phone as do: Marketing & Communications, EH&S/EOG, Chancellor’s Office. These phones have been programmed with several talk groups including: UNCW, State Emergency Management, Regional Emergency Management, and a Mutual Aid Talk Group.

D. Incident Related Actions

1. Regardless of how the law enforcement function is initiated, responses will be prioritized in a manner to achieve life safety, incident stabilization, and property security. Some exceptionally threatening incidents, such as active shooters, require a deviation from immediately
delivering medical care to neutralizing an imminent threat of continued injury.

2. Once notified of an incident requiring law enforcement intervention, officers will respond, requesting additional resources as information permits. Once on the scene, assessment continues and additional resources may be requested. The level of response to a law enforcement incident will be determined by:

- The nature of the incident
- Threats to life safety
- Injured persons
- The presence of weapons
- Suspect information
- Victim cooperation
- Agitated or passive crowds, potential for civil unrest
- Threats to property safety and security
- The availability of additional resources

3. Since the UNCW Police Dept. is the primary responder to emergencies on UNCW Property, there will be situations that exceed the training, scope, and expertise of the department, such as medical emergencies, complex crime scenes and crimes involving multiple crime scenes/jurisdictions. Other situations may require a greater law enforcement response than existing staffing levels permit. In these situations requests for assistance will be made to the appropriate resources/agencies, either directly via radio or telephone communication or by request through the telecommunicators.

4. Except in exceptional cases, releasing information to the public and media will be cooperatively be coordinated by ESF #14 – Media Relations and Community Outreach.

5. It is customary for death notifications to be coordinated by law enforcement personnel. Therefore, next of kin notifications, for deaths occurring on the campus of UNCW, will be coordinated by UNCW PD. To the extent practical notifications will be made in person with supporting personnel, such as counselors, ministry staff, present.

- UNCW PD will request assistance from other law enforcement agencies in making notification when the individual lives outside of the jurisdiction of the UNCW PD. Only very limited information can be released during the early stages of an investigation, therefore, the assisting agency will be provided the name and phone number of a person to contact within UNCW PD, typically the Chief of Police.
The assisting agency will be requested to provide the contact information to the next of kin once notification has occurred.

- When UNCW PD is contacted to deliver next of kin notification to a student, police personnel will attempt to involve a professional member of the Division of Student Affairs.
- When UNCW PD is contacted to deliver next of kin notification to an employee, police personnel will attempt to involve the employee’s supervisor or manager.
- Additional assistance may be requested from ministry personnel.

G. Responsibilities

6. Primary Department:

**UNCW Police**
UNCW Police is the primary emergency response department on campus. In most situations, UNCW Police officers will be the first to respond to the scene of an emergency. As such, UNCW Police may act as incident command at the scene of the emergency or disaster. UNCW Police is responsible for notifying other emergency response personnel if they are needed. Additionally, UNCW Police is responsible for all law enforcement actions and activities on campus.

7. Supporting Departments:

**Marketing and Communications**
Marketing and Communications will coordinate with UNCW Police in an emergency to send out crisis communications to the UNCW community via all methods necessary.

**Environmental Health & Safety**
Environmental Health & Safety is responsible for coordinating with UNCW Police during a disaster or emergency to emergency management tasks. Environmental Health & Safety personnel will also work with UNCW Police to determine the hazard level of a disaster or emergency and act as the Safety Officer for any prolonged response event. Environmental Health & Safety will work with UNCW Police to notify senior management about the disaster or emergency.

**Dean of Students Office**
The Dean of Students Office will coordinate with UNCW Police during an emergency or disaster especially if the disaster deal with or affects students in
some way. The Dean of Students Office will work with UNCW Police to notify senior management about the disaster or emergency.

8. Supporting External Departments:

**Wilmington Police Department**
The Wilmington Police Department will offer mutual law enforcement assistance in an emergency or disaster if requested by UNCW Police.

**New Hanover County Sheriff’s Office**
The New Hanover County Sheriff’s Office will offer mutual law enforcement assistance in an emergency or disaster if requested by UNCW Police.

**Other New Hanover County Municipal Police Departments**
Other New Hanover County Municipal Police Departments will offer mutual law enforcement assistance in an emergency or disaster if requested by UNCW Police.

**State Bureau of Investigation**
The State Bureau of Investigation may become involved in disaster response at UNCW if the disaster is criminal in nature.

**Bureau of Alcohol, Tobacco, and Firearms**
The Bureau of Alcohol, Tobacco, and Firearms may become involved in disaster response at UNCW if the disaster involves alcohol, tobacco, or firearms.

**North Carolina Alcohol Law Enforcement**
North Carolina Alcohol Law Enforcement may become involved in disaster response at UNCW if the disaster involves alcohol.

**Federal Bureau of Investigation**
The Federal Bureau of Investigation may become involved in disaster response at UNCW if the disaster is criminal in nature.

**North Carolina Highway Patrol**
The North Carolina Highway Patrol will offer mutual law enforcement assistance in an emergency or disaster if requested by UNCW Police.

**New Hanover County Emergency Management**
New Hanover County Emergency Management will coordinate with UNCW to provide extra resources and the use of its EOC if needed. New Hanover County will also work with the 911 Dispatch Center to determine what resources UNCW needs to response to the emergency.
Appendix I:

UNCW Emergency Operations Plan

Sample Hazard Specific Annex
**UNCW Emergency Operations Plan**  
**Pandemic Influenza Response Plan Annex**

I. **Introduction**

Three instances of pandemic influenza have occurred in the last century. The 1918-1919 Spanish Flu caused illness in 20-40% of the world’s populations and killed over 20 million people, 500,000 of those in the U.S. The 1957-1958 Asian Flu caused about 70,000 deaths in the U.S., though a vaccine was produced shortly after it was identified. The 1968-1969 Hong Kong Flu caused approximately 34,000 deaths in the U.S., and still circulates in some form today. Given that the 1918 pandemic swept across the country in 3-4 weeks at a time when fewer people traveled and modes of transportation were slower and more limited, the window for taking action to respond to a pandemic flu emergency in the present time may be limited to a few days in today’s highly mobile society with frequent international air travel.

The chances of a pandemic flu threatening the United States has increased in recent times due to the formation and mutation of new influenza viruses throughout the world. The Center for Disease Control (CDC) in Atlanta, and the World Health Organization (WHO) based in Switzerland support large surveillance programs to monitor and detect influenza activity around the globe, including the emergence of new strains of possible pandemic forms of influenza.

According to the National Strategy for Pandemic Influenza, developed by the Department of Homeland Security in November 2005, “States and communities should have credible pandemic preparedness plans to respond to an outbreak within their jurisdictions.” UNCW has created this annex to the all hazards Emergency Operations Plan to help the campus prepare for and respond to a pandemic influenza outbreak. This plan is written with information and guidance from the North Carolina Pandemic Influenza Plan, the World Health Organization Global Influenza Preparedness Plan, the U.S. Government Department of Homeland Security National Strategy for Pandemic Influenza, and the U.S. Government Department of Health and Human Services Pandemic Plan.

A. **Purpose**

The purpose of the Pandemic Influenza Response Plan Annex to UNCW’s Emergency Operations Plan is to establish a comprehensive approach to managing a pandemic flu emergency at UNCW across a spectrum of activities including mitigation, preparedness, response, and recovery. This plan should be implemented in accordance with the UNCW Emergency Operations Plan.

This plan establishes policies, procedures, and organizational structure for response to pandemic flu or other infectious disease emergency that may
cause a significant disruption of the functions of all or portions of the university. This plan describes the roles and responsibilities of university departments and individuals in a pandemic flu or other infectious disease emergency, and should be implemented when there is a potential pandemic flu threat to the United States.

Additionally, the Department of Homeland Security has developed expectations for states and local communities in pandemic flu planning, which this plan addresses. These include:

- Ensuring that all reasonable measures are taken to limit the spread of an outbreak within and beyond UNCW’s borders.
- Establishing comprehensive and credible preparedness and response plans that are exercised on a regular basis.
- Integrating non-health entities in the planning for a pandemic, including law enforcement, utilities, and leadership.
- Establishing community-based stockpiles and distribution systems to support a comprehensive pandemic response.
- Identifying key spokespersons for the community, ensuring that they are educated in risk communication, and have coordinated crisis communications plans.
- Providing public education campaigns on pandemic influenza and public and private interventions.

B. Scope

This plan:

1. Is intended to focus on pandemic influenza and infectious disease related emergencies that impact UNCW operations.

2. Applies to all UNCW departments, faculty, staff, and students.

3. Builds upon existing UNCW emergency preparedness procedures by addressing unique policies, situations, operating concepts, and responsibilities required for the response to pandemic flu and infectious disease emergencies.

C. Definitions

The following definitions were adapted from the National Strategy for Pandemic Influenza, Homeland Security Council, May 2006 and the HHS Pandemic Influenza Plan, U.S. Department of Health and Human Services, November 2005.
1. **Antiviral medications** – Medications presumed to be effective against potential pandemic influenza virus strains. These antiviral medications include the neuraminidase inhibitors oseltamivir (Tamiflu) and zanamivir (Relenza).

2. **Avian Flu** – An infection of poultry caused by an influenza A virus that meets the World Organization for Animal Health (OIE) definition for high pathogenicity based on the mortality rate of chickens exposed to the virus intravenously or on the amino acid sequence of the cleavage site of the virus’ hemagglutinin molecule.

3. **Containment** – Contain an outbreak to the affected region(s) and limit the spread of the pandemic.

4. **Epidemic** – A pronounced clustering of cases of disease within a short period of time; more generally, a disease whose frequency of occurrence is in excess of the expected frequency in a population during a given time interval.

5. **Essential Functions** – Functions that are absolutely necessary to keep a business operating during an influenza pandemic, and critical to survival and recovery.

6. **Influenza** – An acute viral disease of the respiratory tract characterized by fever, headache, myalgia, prostration, coryza, sore throat, and cough. For screening purposes, influenza is defined as a respiratory illness with temperature greater than 38°C plus either sore throat or cough.

7. **Isolation** – Separation of infected individuals from those who are not infected.

8. **Outbreak** – An epidemic limited to localized increase in the incidence of disease, e.g., in a village, town, or closed institution; a cluster of cases of an infectious disease.

9. **Pandemic Flu** – A worldwide epidemic when a new or novel strain of influenza virus emerges in which humans have little or no immunity, and develops the ability to infect and be passed between humans.

10. **Pandemic Vaccine** – Vaccine for specific influenza virus strain that has evolved the capacity for sustained and efficient human-to-human transmission. This vaccine can only be developed once the pandemic strain emerges.
11. Quarantine – Separation of individuals who have been exposed to an infection but are not yet ill from others who have not been exposed to the transmissible infection.

12. Seasonal Flu – Seasonal influenza occurs each winter, primarily causing self-limiting disease for 2 to 7 days in most infected individuals.

13. Social Distancing – Infection control strategies that reduce the duration and/or intimacy of social contacts and thereby limit the transmission of influenza. There are two basic categories of intervention: transmission interventions, such as the use of facemasks, may reduce the likelihood of casual social contacts resulting in disease transmission; and contact interventions, such as closing schools or canceling mass gatherings, which eliminate or reduce the likelihood of contact with infected individuals.

14. Telecommuting/Teleworking – Working from home or an alternate site and avoiding coming to the workplace through telecommunication (computer access).

15. Wave – The period during which an outbreak or epidemic occurs either within a community or aggregated across a larger geographical area. The disease wave includes the time during which disease occurrence increases rapidly, peaks, and declines back toward baseline.

16. WHO Pandemic Flu Alert Levels – WHO uses a series of six phases of pandemic alert as a system for informing the world of the seriousness of the threat and of the need to launch progressively more intense preparedness activities. The designation of phases, including decisions on when to move from one phase to another, is made by the Director-General of WHO. Each phase of alert coincides with a series of recommended activities to be undertaken by WHO, the international community, governments, and industry. Changes from one phase to another are triggered by several factors, which include the epidemiological behavior of the disease and the characteristics of circulating viruses.

II. Policies

A. Social Distancing Policy

Modeling studies have suggested that social distancing measures will decrease the spread of a pandemic influenza virus. These measures aim to increase the social distance between people in an outbreak zone and thus reduce the opportunities for transmission to occur. At UNCW, these measures include canceling classes, canceling events and mass gatherings, closing the campus, and conducting isolation and quarantine measures as
needed. These measures are most effective when implemented early in the pandemic and before infection takes hold in a community.

Under the UNCW Emergency Operations Plan, the Crisis Decision Team will make the decision to suspend classes and/or close the campus in a pandemic flu emergency. An agreement on the criteria for these decisions will aid in this decision making. Suggested criteria are:

- WHO Phase 6 – Pandemic Period: Increased and sustained transmission in the general U.S. population.
- Confirmation of a high rate of infectivity, morbidity, and/or mortality.
- Local public health recommendations to curtail/cancel public activities in North Carolina.
- A noticeable decrease in class attendance or increase in students returning home in response to a potential public health emergency.
- Rising employee absenteeism.

The economic and social ramifications of canceling classes, social and athletic events, and closing research operations are significant. Additionally, in a pandemic flu situation, UNCW may have to remain closed for 7-10 weeks. However, implementing closing campus measures early, before infection enters the community, may be a better strategy for educational institutions. Reducing the number of students remaining on campus early in the pandemic, and sending them to a safer home environment, may be the best strategy given the limited resources UNCW will have available to support those who remain. The presence of disease, as well as the perception of risk of contracting the disease, will result in high absenteeism from work and classes.

B. Teleworking Policy

To be inserted. This policy is in draft form and is awaiting approval from the UNCW Cabinet.

C. UNCW Communicable Disease Policy

**Authority:** Chancellor  
**Source of Authority:** UNC Policy No. 300.8.3[G]  
**Responsible Offices:** Student Health Services; Environmental Health & Safety; Human Resources

**Purpose**

Prompt recognition and identification is the first step in the control of any communicable disease, whether it is prevalent, emerging, or used for bioterrorism. The University of North Carolina Wilmington (UNCW) acknowledges the seriousness of this public health problem and in an effort to
be prepared for and control communicable diseases, which affect faculty, staff, students, visitors or employees on campus, has developed the following policy and procedures.

Policy
1. UNCW’s Environmental Health and Safety, Human Resources and Student Health Services shall provide training and/or ongoing educational campaigns to persons about communicable diseases.

2. Persons with communicable diseases shall not be excluded from enrollment or employment or restricted in their access to university facilities, programs or services unless a medically based judgment, in an individual case, establishes that exclusion or restriction is necessary for the health and safety of the infected individual or the health and safety of other members of the university community.

3. Students who know, or have reasonable basis for believing, that they have a communicable disease are encouraged to share that information with clinicians in the University Counseling Center or Abrons Student Health Center, so that the University can respond appropriately to their health and educational needs. Faculty and staff who know, or have reasonable basis for believing, that they have a communicable disease are encouraged to share that information with their supervisor, health care provider, Environmental Health and Safety, Human Resources and Student Health Services, as appropriate, so that the university can respond appropriately to their health and educational needs. Any such disclosure shall be treated by the recipient as strictly confidential and no further disclosure shall be made within or without the university unless such release is made pursuant to provisions of law that specifically authorize or require the release of such information or records.

4. Persons who know, or have reasonable basis for believing, that they have a communicable disease are expected to seek expert advice about their health circumstances and are obligated, ethically and legally, to conduct themselves responsibly in accordance with such knowledge for the protection of other members of the university community.

5. Persons who have or have been exposed to a communicable disease that endangers the health of others in the workplace may be granted administrative leave for a specified period of time, as per the Leave for Exposure to Communicable Disease Policy established by the Office of State Personnel.


Procedures
1. The Chancellor’s Council on Health and Wellness is responsible to advise the chancellor’s office of campus initiatives for addressing communicable
diseases. The council will work with other administrators, such as directors and department heads, to ensure that relevant information about communicable disease is available to all faculty, staff, and students and that more detailed information and personal consultation is available upon request.

2. Printed information about communicable diseases is available in Environmental Health and Safety, Human Resources and Student Health Services (i.e. Abrons’ Student Health Center and Health Promotions), Student Recreation Center, University Union, academic buildings and residence halls.

3. Faculty and staff who have knowledge of highly contagious diseases (i.e. meningitis, tuberculosis, SARS, etc.) shall notify the highest level administrator, who will initiate the communication cascade which may include university officials and the New Hanover County Health Department for evaluation, treatment and preventive measures.

4. The official university spokesperson on communicable disease shall be the chancellor, or designee. All inquiries from the press, from elected public officials, or the public, in general, are to be referred to the university spokesperson.

5. No persons with a communicable disease shall, on the basis of such fact, be discriminated against in employment, admission, or other programs or services.

6. This policy and the training, ongoing educational campaigns and departmental communication shall be reviewed annually. Recommendations for policy changes may be forwarded to the Chancellor’s Council on Health and Wellness through the Vice Chancellor of Student Affairs and/or members of the council.

D. Financial Policies

To be developed.

E. Travel Policies

To be inserted. This policy is in draft form and is awaiting approval from UNC General Administration.

F. Academic Policies

To be developed.
III. **Situation**

**A. Condition**

This plan will be implemented based upon WHO Pandemic Flu Alert Levels. If a pandemic flu affects North Carolina, disruptions to UNCW’s operations will most likely be affected. Disruptions may include:

- Massive absenteeism of faculty, staff, and students
- Loss of infrastructure such as power, due to lack of workforce
- Delay of critical services and supplies from external providers
- Loss of key providers and suppliers
- Loss of leaders
- Lack of skills from existing workforce
- Cancellation of classes or closing of the university
- Limited essential personnel
- Travel restrictions
- Financial loss
- Impacts to research

Characteristics of a pandemic influenza include:

- 35 percent clinical disease attack rate in the overall population.
- An incubation period of approximately 2 days.
- Ill persons who can shed the virus and can transmit infection for one-half to one day before the onset of illness. (Viral shedding will be greatest during the first two days of illness).
- An average infection rate of an infected person to two other people.

This plan is written in accordance with the World Health Organization (WHO) Pandemic Flu Alert levels, as described in Table 1.

**B. Planning Assumptions**

1. UNCW will maintain a current, widely disseminated emergency management plan and pandemic flu plan, train personnel to evaluate and respond to pandemic flu and infectious disease emergencies, and maintain emergency response staff to make such responses in an immediate and effective manner.

2. UNCW will be operating under the umbrella of the WHO, DHS, State health, and New Hanover County Public Health when making decisions in a pandemic flu emergency.
3. The first pandemic influenza outbreaks will most likely occur in clusters scattered throughout the world. Therefore, international travelers may be subject to restrictions and screening.

4. In the U.S., the pandemic will hit in waves, and the waves will last approximately 8-12 weeks (based on the estimated wave length described in the *DHS National Strategy for Pandemic Influenza Implementation Plan*). If an outbreak occurs at UNCW, it is likely to last for 6-8 weeks (based on the estimated community outbreak length described in the *DHS National Strategy for Pandemic Influenza Implementation Plan*).

5. If a severe outbreak were to occur, UNCW should expect to suspend classes for 7-10 weeks in a worse case scenario.

6. UNCW may have to cancel large gatherings and events to mitigate the spread of disease and minimize impact to the UNCW Student Health care infrastructure.
<table>
<thead>
<tr>
<th>WHO Phase</th>
<th>WHO Alert Description</th>
<th>WHO Alert Level</th>
<th>Details</th>
<th>Public Health Goals</th>
<th>UNCW Operational Period Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-pandemic phase</td>
<td>Low risk of human cases</td>
<td>1</td>
<td>• Pandemic alert period</td>
<td>Strengthen influenza pandemic preparedness at the global, regional, national, and subnational levels.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Current situation: Human infections with a new subtype, but no sustained human-to-human spread</td>
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</tr>
<tr>
<td>New Virus in animals, no human cases</td>
<td>Higher risk of human cases</td>
<td>2</td>
<td>• Elevated pandemic risk</td>
<td>Minimize the risk of transmission to humans; detect and report such transmission rapidly if it occurs.</td>
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<td></td>
<td></td>
<td></td>
<td>• Small, highly localized clusters anywhere in the world with limited human-to-human transmission.</td>
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<td></td>
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<td></td>
<td>• International travel advisories begin.</td>
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<tr>
<td>Pandemic Alert</td>
<td>No or very limited human-to-human transmission</td>
<td>3</td>
<td>• Pandemic imminent</td>
<td>Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases.</td>
<td>Planning and preparedness</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Large clusters, but still localized.</td>
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<td></td>
<td>• Public health authorities urge to prepare for social distancing.</td>
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<td>• International travel warnings and passenger screenings begin</td>
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<td></td>
<td></td>
<td></td>
<td>• Virus characterized as having a high rate of transmissibility and/or mortality</td>
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<td></td>
</tr>
<tr>
<td>New virus causes human cases</td>
<td>Evidence of increased human-to-human transmission</td>
<td>4</td>
<td>• Worried well begin to use resources</td>
<td>Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development.</td>
<td>Social distancing and suspension of classes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Trough between waves</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Evidence of significant human-to-human transmission</td>
<td>5</td>
<td>• Pandemic period</td>
<td>Maximize efforts to contain or delay spread, to possibly avert a pandemic, and to gain time to implement pandemic response measures.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased and sustained transmission in the general U.S. population.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Confirmation of a high rate of infectivity and/or mortality.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Immediately preceded by falling class attendance, students leaving campus and local public health recommendations to curtail/cancel public activities in NC.</td>
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<td></td>
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<td>• Rising employee absenteeism.</td>
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<td>• International travel restrictions</td>
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<td></td>
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<td></td>
<td>• Essential employees must report to work</td>
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<tr>
<td>Pandemic</td>
<td>Efficient and sustained human-to-human transmission</td>
<td>6</td>
<td>• Pandemic period</td>
<td>Minimize the impact of the pandemic.</td>
<td>Community Outbreak</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>• Increased and sustained transmission in the general U.S. population.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Confirmation of a high rate of infectivity and/or mortality.</td>
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<td>• Rising employee absenteeism.</td>
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<td>• International travel restrictions</td>
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<td></td>
<td></td>
<td></td>
<td>• Essential employees must report to work</td>
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</tr>
</tbody>
</table>
7. The decision to cancel classes must be made early in the period of contagion to allow residential students to return to a less-risky home environment. Because not all students will be able to return home, it is expected that many students will have to be housed on campus and cared for. These students will also increase the probability of quarantine and isolation measures. Essential services must be provided for students remaining on campus and for essential personnel.

8. After the period of contagion has passed, UNCW may need to reschedule its instructional calendar.

9. Absenteeism may reach 40 percent for periods of about 2 weeks at the height of a pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.

10. High absenteeism of staff will present challenges to campus leadership and delivery of services as human resources are strained in all aspects of operations. Planning needs to consider issues of depth charting for leadership positions, cross training personnel, and teleconnectivity that allows employees to work from home.

11. UNCW will provide to the extent possible access to its critical information technology applications including email, Banner, and WebCT/VISTA. During this time, UNCW will reserve bandwidth solely for these critical applications. Fire transfer protocol (desktop communication and central server applications) will be discouraged.

12. ITSD will provide a reasonable attempt to support a new community of teleworkers as a result of the pandemic.

13. To the extent possible, essential services that can be provided from remote sites will be supported by employees working from home. Emergency operations may have to coordinate through alternate means other than on-site meetings.

14. Advanced stockpiling of critical resources will be necessary prior to the outbreak. During a community outbreak of the pandemic flu, there will be significant economic disruptions, including inventory shortages, shipment delays, and reduced business activity.

15. Contagious employees (both symptomatic and asymptomatic) may feel compelled to come to work. Steps need to be taken to minimize this risk, such as instructing employees to remain at home if ill.
16. Trask Coliseum may be used as a mass dispensing site by the New Hanover County. UNCW may have to provide personnel to support this operation.

IV. Concept of Operations

B. Organization

According to the UNCW Emergency Operations Plan, the organizational structure of emergency management at UNCW consists of several elements including the Crisis Decision Team (CDT), the Emergency Operations Group (EOG), the Emergency Operations Center (EOC), the DRU Council, and external entities. These elements will continue to function in a pandemic flu or infectious disease emergency, with slight modifications, as described below. Additionally, a Pandemic Flu Planning Committee will function to coordinate plans and procedures for pandemic flu and infectious disease emergencies at UNCW.

1. Pandemic Flu Planning Committee

This committee will meet on a regular basis to discuss specific plans and procedures for preparing for, responding to, and recovering from a pandemic flu or infectious disease emergency. Membership of this committee includes:

- Associate Vice Chancellor for Business Affairs (Chair)
- Emergency Management Coordinator (lead plan writer)
- Associate Provost
- Associate Dean of Research
- Assistant Provost for International Programs
- Senior Associate Vice Chancellor for Business Affairs
- Associate Vice Chancellor for Student Development Services
- Medical Director
- Assistant to the Chancellor for Marketing and Communications
- Environmental Health & Safety Director
- Director of the Physical Plant
- Director of Human Resources
- Legal Counsel
- Chief of Police
- ITSD Representative
- School of Nursing Representative
- External entities as required

2. Crisis Decision Team
The Crisis Decision Team (CDT) consists of members of UNCW senior management who are responsible for communicating during disaster situations to make decisions regarding canceling classes, evacuations, closing the campus, and other emergency management decisions. The CDT will conduct emergency meetings, initiated by the Emergency Operations Coordinator, to determine a course of action based on group discussion and information provided by support personnel. The CDT will also approve any major policy changes to emergency plans as suggested by the Emergency Operations Group (EOG). CDT members and their alternates must remain on call at all times. The following university personnel comprise the CDT:

- Associate Vice Chancellor for Business Affairs - Business Services (EO Coordinator)
- University Provost
- Vice Chancellor for Student Affairs
- Vice Chancellor for Business Affairs
- Vice Chancellor for Information Technology
- Special Assistant to the Chancellor
- Associate Vice Chancellor for Business Affairs – Facilities
- Assistant to the Chancellor for Marketing and Communications

The Crisis Decision Team will remain as structured in the UNCW Emergency Operations plan during a pandemic flu emergency, with a few additions. Additional personnel will include:

- Director of Human Resources
- General Counsel

Additional support personnel will include:

- Medical Director/Liaison to New Hanover County Health Department
- Director International Programs
- Associate Dean of Research
- Director of Housing and Residence Life
- Director of Auxiliary Services (and food services as necessary)

2. Emergency Operations Group

The EOG will function as described in the UNCW Emergency Operations Plan, with additional personnel as necessary, including members of the Pandemic Flu Planning Committee.

3. Emergency Operations Center
The Emergency Operations Center (EOC) will be activated as needed in a pandemic flu situation. The EOC may have to operate in a virtual capacity to limit contagion of the virus among key personnel. The UNCW EOC will be activated in coordination with the New Hanover County EOC.

4. **External Entities**

UNCW will continue to rely on coordination and communication with the external entities described in the UNCW Emergency Operations Plan. Additionally, the following agencies will be consulted during a pandemic flu or infectious disease emergency:

- New Hanover County Health Department
- New Hanover Health Network
- North Carolina Department of Health and Human Services
- Center for Disease Control

C. **Response Actions**

UNCW’s response to a pandemic flu or infectious disease emergency is based on the WHO pandemic flu alert levels, as described below. Response levels are divided into operational periods according to the WHO levels.

<table>
<thead>
<tr>
<th>WHO Phase</th>
<th>WHO Alert Description</th>
<th>WHO Alert Level</th>
<th>UNCW Operational Period Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-pandemic phase</td>
<td>Low risk of human cases</td>
<td>1</td>
<td>Pre-event assessment and planning</td>
</tr>
<tr>
<td>New Virus in animals, no human cases</td>
<td>Higher risk of human cases</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Pandemic Alert</td>
<td>No or very limited human-to-human transmission</td>
<td>3</td>
<td>Planning and preparedness</td>
</tr>
<tr>
<td>New virus causes human cases</td>
<td>Evidence of increased human-to-human transmission</td>
<td>4</td>
<td>Social distancing and suspension of classes</td>
</tr>
<tr>
<td></td>
<td>Evidence of significant human-to-human transmission</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Pandemic</td>
<td>Efficient and sustained human-to-human transmission</td>
<td>6</td>
<td>Community Outbreak</td>
</tr>
</tbody>
</table>

General UNCW response measures for each level are listed below. Detailed response measures are listed for each responding department in Appendix A:
UNCW Infectious Disease/Pandemic Influenza Response Plan Departmental Checklists.

1. Pre-event Assessment and Planning (WHO Levels 1-2)
   - Conduct periodic meetings of the Pandemic Flu Planning Committee.
   - Continue to plan, secure supplies, and solicit vendors in preparation for an event.
   - Review and update departmental emergency plans and checklists.
   - Update emergency contact information.

2. Planning and Preparation (WHO Level 3)
   - Conduct regular meetings of the Pandemic Flu Planning Committee.
   - Continue to plan, secure supplies, and solicit vendors in preparation for an event.
   - Review and update departmental emergency plans and checklists.
   - Update emergency contact information.
   - Evaluate research activities for increased risk/exposure and implement screening if necessary. (e.g. research on migratory birds, etc.)
   - Monitor travel activities of faculty, staff, and students in at-risk areas and implement screening if necessary.
   - Conduct extra biohazard training, N-95 training, and fit testing as needed.
   - Secure a location for the stockpiling of additional supplies to sustain students and emergency personnel for an extended period of time.
   - Review procedures for collection of dead animals (particularly birds) with grounds crew.
   - Secure contractual agreements for delivery of additional supplies.
   - Disseminate information regarding emergency procedures and personal protective measures (such as hand washing and cough etiquette) to faculty, staff, and students.
   - Encourage faculty, staff, and students to get a current flu vaccination.
   - Coordinate with the New Hanover County Health Department and New Hanover County Emergency Management.

3. Social Distancing and Suspension of Classes (WHO Levels 4-5)
   - Continue to conduct regular Pandemic Flu Planning Committee meetings and begin holding EOG and CDT meetings as necessary.
   - Consult with General Administration on system wide coordination steps.
• Begin issuing international travel advisories and issue screening procedures and/or possible quarantine orders of individuals who have traveled to infected areas.
• Suspend or conclude at-risk research and other activities where possible.
• Aggressively stockpile supplies necessary to sustain students who may not be able to evacuate if classes are canceled.
• Review the university schedule for large events and public gatherings.
• Consider activating the Emergency Operations Center, at least partially.
• Begin aggressive screening of patients at the Student Health Clinic and faculty and staff if necessary.
• Disseminate public information on a regular basis through the Marketing and Communications Department.
• Prepare for social distancing and issue a decision regarding class cancellations. Evacuate as many students as possible (late stage).
• Coordinate with the New Hanover County Health Department and New Hanover County Emergency Management.

4. Community Outbreak (WHO Level 6)

• Curtail all international travel. Quarantine any returning individuals for 10 days to two weeks prior to returning to campus.
• Coordinate with the New Hanover County Health Department and New Hanover County Emergency Management.
• Curtail all campus activities and suspend classes.
• House students who are unable to return home because of distance or local conditions in a central location. Quarantine ill students in a separate location.
• Close campus to everyone but essential personnel and students who must remain on campus. Allow teleworking and alternate means of education where possible.
• Require essential personnel to report to campus, unless ill.
• Maintain inventory or critical items and ensure accessibility to multiple vendors during supply chain interruptions.
• Distribute PPE, such as masks and gloves, to all emergency personnel.
• Emphasize hand washing and cough etiquette.
• Shut down non-essential facilities.
• Block unauthorized traffic on campus.
• Provide food and support services to remaining students on campus and emergency personnel.