

Emergency Operations Plan of the University of North Carolina at Pembroke

Authority: Chancellor

History:

- First issued: Prior to 2010
- Last revised: June 2010
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- Revised: August 5, 2024

Additional References:

- [UNC's 2013-14 Campus Security Initiative - Report to the President, Appendix F](#)
- [U.S. Department of Education's 2009 Action Guide for Emergency Management at Institutions of Higher Education](#)
- [Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education](#)
- [The Handbook for Campus Safety and Security Reporting](#)
- [NCGS §166A - North Carolina Emergency Management Act](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities - FEMA 592](#)
- [National Incident Management System](#)
- [North Carolina Department of Public Safety - Emergency Management](#)
- [Directive on Management of Domestic Incidents - HSPD 5](#)
- Appendix 1 - UNC Pembroke Emergency Operations Plan Activation Levels
- Appendix 2 - The Five Phases of Emergency Management
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1. PREFACE

1.1 The University of North Carolina at Pembroke is committed to preserving the health and safety of the campus community. The university's Emergency Operations Plan seeks to establish an effective and coordinated response to emergencies and disasters at UNC Pembroke. The plan contains specific emergency support functions that outline key emergency response activities that must be provided during emergencies and disasters based on local, state, and national guidelines as well as jurisdictional authority for providing emergency response. The UNC Pembroke Emergency Operations Plan is composed of three main sections.

1.2 Base Plan (BP). The Base Plan outlines the overall concept of operations along with the situations and assumptions, direction and coordination of emergency and disaster operations at UNC Pembroke, responsibilities, and the legal basis.

1.3 Emergency Support Functions (ESF). The Emergency Support Functions provide an outline of specific services and responsibilities to be provided during an emergency or disaster, as well as indicates the divisions and/or departments that have primary responsibility for fulfilling each function and their support divisions, departments, and/or partnering agencies.

1.4 Annexes (ANX). The Annexes provide direction for components that are specific to UNC Pembroke and provide further operational guidance.

2. INTRODUCTION (BASE PLAN)

2.1 Purpose - This Emergency Operations Plan (EOP) is designed to protect lives and preserve property by working to prevent or lessen the impact of crisis or disaster situations. This plan is designed as a comprehensive, all-hazards plan to aide in planning, preparing, responding to, and recovering from natural, man-made, and technological disasters.

2.2 Scope - This plan is designed and intended to address numerous hazards that may affect the university. Through the utilization of an all-hazards planning model, this plan may be used for any type of incident, whether natural, man-made, or technological. This plan applies to all departments, personnel, and agents of UNC Pembroke, although some departments or agencies may have more specific roles and responsibilities within emergency operations.

2.3 Authorities - The UNC Pembroke Emergency Operations Plan is based on the foundations of the [Robert T. Stafford Disaster Relief and Emergency Assistance Act \(Stafford Act\)](#), [Homeland Security Presidential Directive – 5 \(HSPD-5\)](#), and [Chapter 166A of the North Carolina General Statutes](#). Other guidance documents from the Federal Emergency Management Agency, Department of Homeland Security, [North Carolina Division of Emergency Management](#), and the University of North Carolina General Administration are also utilized.

3. SITUATIONS

3.1 UNC Pembroke has approximately 8000 students and 2,200 faculty and staff (full and part-time employees). As the number of students at the university increases, faculty and staff positions are also added. The university is a member of the University of North Carolina system.

3.2 UNC Pembroke's main campus is located adjacent to the Town of Pembroke in Robeson County, North Carolina. Pembroke is a community of approximately 3,000 full-time residents with population surges during numerous months of the year due to the university population as well as special events such as the Lumbee Homecoming.

3.3 The main campus for UNC Pembroke occupies 295 acres along the western edge of the town of Pembroke. The Regional Center for Economic, Community, and Professional Development is

located approximately four miles off-campus at the Carolina Commerce and Technology Center (COMTech) on Livermore Drive.

3.4 The UNC Pembroke campus is easily accessible by automobile, ten miles from Interstate 95 and two miles from U.S. 74. Commercial airline service is available at the Fayetteville Regional Airport, Grannis Field, and at the Southern Pines / Pinehurst Airport, each 40 miles from the campus.

3.5 The university is located approximately 40 miles southeast of the Fort Liberty military installation and Pope Army Airfield.

3.6 A main CSX Railroad operates trains that run through the university's southern portion of campus transporting various types of hazardous and non-hazardous cargo.

3.7 The Office of Housing and Residence Life at UNC Pembroke offers six (6) residential facilities. The seven facilities are Belk Hall, Cypress Hall, North Hall, Oak Hall, Pine Hall, and University Courtyard Apartments. The university seeks to develop and maintain a relationship with managers and owners of the various off-campus facilities; however, the university does not have managerial authority or law enforcement jurisdiction at off-campus housing units.

3.8 The university is exposed to many hazards which have the potential to disrupt normal operations within the university and local community, or cause damages and/or casualties.

3.9 The university experiences population surges at numerous times during the year for specific events such as football games, graduation, Lumbie Homecoming, and other events that are hosted on campus from time to time.

4. ASSUMPTIONS

4.1 Incident Assumptions

4.1.1 An incident that affects the university is likely to also affect the surrounding communities and region. Therefore, the university should plan to manage all incidents with limited external resources for the first 24 to 48 hours.

4.1.2 Specific university operations and interests will remain under the coordination and management of the university; therefore, it is necessary to plan accordingly and maintain incident operations until the incident is concluded.

4.1.3 Non-university coordination and external resource requests will be forwarded to Robeson County Emergency Management.

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

4.1.5 The succession of events in an emergency incident or disaster is unpredictable; therefore, this plan should be utilized as a guidance document and adapted accordingly for the specific needs of the emergency incident or event.

4.1.6 Although UNC Pembroke is more vulnerable to specific hazards, such as flash flooding or thunderstorms, the university must plan to respond using a standard structure and organization to any hazard that may affect the university.

4.1.7 The fundamental priorities for UNC Pembroke during and after an emergency incident or disaster are:

4.1.7.1. the preservation of life and protection of people;

4.1.7.2. the protection and restoration of property and infrastructure;

4.1.7.3. stabilization of the emergency incident or disaster; and

4.1.7.4. a full recovery to pre-incident conditions.

4.1.8 During an emergency incident or disaster, all university operations will be coordinated through the university's Emergency Operations Center (EOC). The EOC will coordinate, through Incident Command in the field, the issuing of tasks and communicate and organize the university's response with Incident Command and the chancellor's cabinet.

4.1.9 UNC Pembroke will consult the advice and guidance of [Robeson County Emergency Management](#), the Pembroke Rural Fire Department, Town of Pembroke, and [North Carolina Emergency Management](#) when making evacuation and other emergency management decisions, but reserves the right to make decisions beyond that of Robeson County and the Town of Pembroke.

4.2 Plan Assumptions

4.2.1 UNC Pembroke will maintain and disseminate an all-hazards Emergency Operations Plan (EOP). In addition to the plan itself, the university will educate individual departments and units so that all personnel will be aware of the general framework for responding to emergency incidents and disasters.

4.2.2 All university departments and units will be familiar with the EOP and their specific responsibilities within the plan.

4.2.3 All departments must maintain specific emergency response plans relevant to their area and operations. In addition to the framework provided in the EOP, these departmental plans should address additional specific issues that may affect the department. Faculty and staff within each department should understand the basic premise of the EOP as well as any departmental plans so that emergency incident and disaster operations may be conducted in both a timely and effective manner. Department plans should address at a minimum:

4.2.3.1. evacuation;

4.2.3.2. sheltering in place;

4.2.3.3. building lockdown;

4.2.3.4. communication procedures for both dissemination of information and contacting the EOC or other coordinating entities;

4.2.3.5. actions to be taken to ensure continuity of operations including critical tasks, services, key systems, and infrastructure; and

4.2.3.6. method to ensure that all personnel have been made aware of the plan and the plan is revised at least annually.

4.2.4 The director of Environmental Health and Safety / Emergency Operations Committee may assist any department with the development of a departmental policy or plan.

4.2.5 The EOP will be reviewed and updated at least annually by the director of Environmental Health and Safety / Emergency Operations Committee and the EOC Group. A record of changes will be maintained. The plan will be exercised at least once annually.

5. CONCEPT OF OPERATIONS

5.1 Activation of the Plan

5.1.1 This plan will be activated once the condition of the university is upgraded from normal. During guarded conditions, the EOP will be utilized as a decision-making tool and framework for information collection and dissemination as well as general coordination.

5.1.2 Upon increased threat or notification of impending or actual emergency incident or disaster, the director of Environmental Health and Safety / Emergency Operations Committee, in coordination with the director of Campus Police and Public Safety, will activate the EOP. The director of Environmental Health and Safety / Emergency Operations Committee may also activate the EOC.

5.1.3 The EOP will also be activated if the chancellor declares a university state of emergency in accordance with university policy.

5.1.4 The EOC activation and staffing level will be dependent upon the situation. However, the director of Environmental Health and Safety / Emergency Operations Committee or his/her designee will activate accordingly while in communication with the chancellor or the Chief of Staff. The chancellor formally activates the chancellor's cabinet.

5.1.4.1 The minimum activation level of the Emergency Operations Initial Threat Assessment Committee will include the following:

5.1.4.1.1 chief of staff

5.1.4.1.2 chief communications and marketing officer

5.1.4.1.3 assistant vice chancellor for Human Resources

5.1.4.1.4 director of Environmental Health and Safety / Emergency Operations Committee

5.1.4.1.5 associate vice chancellor of Academic Affairs

5.1.4.1.6 director of Campus Police and Public Safety

5.1.4.1.7 vice chancellor for Finance and Administration

5.1.5 All university emergency incident and disaster operations will be conducted within the [National Incident Management System \(NIMS\)](#) model. The Incident Command System (ICS) model will be utilized for all field operations and integrated into the Emergency Operations Center.

5.1.6 The director of Environmental Health and Safety / Emergency Operations Committee or his/her designee will manage all operations within the EOC and coordinate all resources through the EOC.

5.1.7 The public information officer will coordinate with the chancellor's cabinet and external media sources to ensure accurate and timely release of information.

5.1.8 All university departments and/or divisions will contribute to the preparedness, response, and recovery to create an effective operation during major emergencies or disasters.

5.1.9 The EOC will coordinate with technical specialists, including the [National Weather Service](#), and other agencies to provide specialized information necessary to emergency and disaster operations.

5.1.10 When the response to an incident exceeds the capabilities of university resources, assistance will be requested from Robeson County Emergency Management as well as the Town of Pembroke. The Robeson County Emergency Operations Center will be the avenue to coordinate resources from the North Carolina Division of Emergency Management and the Federal Emergency Management Agency.

5.1.11 Functional annexes are provided in addition to the Emergency Operations Base Plan to provide responsibilities for specific emergency and disaster emergency functions. These annexes will continually be developed and updated. Situational and hazard annexes that provide detailed response planning for specific incidents will also be included.

5.2 Activation Levels (Appendix 1)

5.2.1 When an event occurs on campus, one or more of the identified groups in this Emergency Operations Plan may be activated. Depending on the situation, each group may be partially or fully activated. Similar to the Incident Command System, this organization may be expanded for each incident.

5.3 Organizational Structure

5.3.1 Chancellor's Cabinet. The chancellor's cabinet is responsible for major decisions that impact university operations, such as university closure. Additionally, the cabinet will plan and prioritize the long-term recovery efforts following a disaster. Each member of the cabinet will identify at least one designee to serve in his/her absence. The cabinet is comprised of the following:

5.3.1.1. chancellor;

5.3.1.2. provost and vice chancellor for Academic Affairs;

5.3.1.3. vice chancellor for Student Affairs;

5.3.1.4. vice chancellor for Finance and Administration;

5.3.1.5. vice chancellor for Advancement;

5.3.1.6. university general counsel;

5.3.1.7. chief of staff;

5.3.1.8. director of Athletics; and

5.3.1.9 chief communications and marketing officer.

5.3.2 The line of authority for the chancellor's cabinet is as follows:

5.3.2.1. chancellor;

5.3.2.2. provost and vice chancellor for Academic Affairs;

5.3.2.3. vice chancellor for Finance and Administration (CFO).

5.3.2.4. chief of staff

5.3.3 Emergency Operations Center Group. The Emergency Operations Center Group will provide staffing in the EOC to represent the primary divisions of the university. The EOC Group

has the authority to assign university resources and make operational decisions to provide the most efficient response and recovery possible. Each respective division representative may oversee Emergency Support Functions within the EOC. The chancellor's cabinet has appointed a primary who should identify two designees to serve in the EOC Group. The core EOC Group is comprised of:

5.3.3.1. director of Environmental Health and Safety / Emergency Operations Committee;

5.3.3.2. associate vice chancellor for Academic Affairs;

5.3.3.3. associate vice chancellor for Student Affairs;

5.3.3.4. associate chief information officer and chief technology officer;

5.3.3.5. assistant university general counsel;

5.3.3.6. director of Financial Planning and Analysis;

5.3.3.7. assistant vice chancellor for Facilities Management;

5.3.3.8. assistant vice chancellor for Human Resources;

5.3.3.9. director of Counseling and Psychological Services;

5.3.3.10. assistant director of University Communications and Marketing;

5.3.3.11 director of Campus Police and Public Safety; and

5.3.3.12 director of Student Health Services.

5.3.4 Essential Personnel. Essential personnel are those university personnel that are members of the EOC Group and other personnel that may be designated as essential by the department chair or director. Essential personnel are expected to be directly involved with the response and recovery actions as the result of a major emergency or disaster. Immediately upon notification of an emergency or disaster, essential personnel should stand-by for specific tasks, or follow department policy with regards to emergencies and disasters. Essential personnel should use caution appropriate to the circumstances when reporting to work during emergency or disaster conditions. Each chair or director of a department is responsible for determining essential personnel in each respective department. The chair or director of each department must then:

5.3.4.1. notify the BraveCard Office so the "Essential Personnel" designation may be placed on the employee's identification card;

5.3.4.2. notify the Human Resources Office that a position has been deemed essential and when a vacant or new position that is considered essential is posted; and

5.3.4.3. ensure that all employees identified as essential personnel annually review the Emergency Operations Plan and their possible involvement during a major emergency or disaster. The director of Environmental Health and Safety / Emergency Operations Committee may assist with training at the request of a department chair or director.

5.3.5 All university personnel may be requested to work during a major emergency or disaster; however, essential personnel are those that are more likely to be requested for assistance. Essential personnel may be called back through department request or by an official university state of emergency declaration.

5.4 [National Incident Management System \(NIMS\)](#)

5.4.1 The [National Incident Management System](#) prescribes a national template for responding to major emergencies and disasters. One of the core elements within NIMS is the directive to utilize the Incident Command System (ICS). For incidents that are site specific or limited in scope, the ICS will be utilized with little or no EOC involvement. The university police department will most likely fulfill the ICS structure, although other departments may be involved from time to time.

5.4.2 The decision to operate within the on-scene ICS model or to integrate operations into the EOC should be determined by:

5.4.2.1. Incident Size. If the incident is expanding beyond a limited geographic area the EOC model should be used to manage the incident; and

5.4.2.2. Incident Complexity. As more departments and resources are committed to the incident, the university may utilize the EOC to improve communication and coordination.

5.4.3 Although the ICS model will be incorporated into the response throughout the incident, the system may also be incorporated into the EOC structure and operate by emergency function. The EOC will increase coordination capabilities and align within any ICS structure. The use of the Emergency Operations Center to coordinate an incident does not preclude the use of the Incident Command System but provides the university with improved capabilities to most effectively respond and recover.

6. INCIDENT MANAGEMENT

6.1 This EOP addresses five phases of emergency management. The phases are prevention, preparedness, response, recovery, and mitigation.

6.1.1 Prevention. Prevention is the actions the university takes to decrease the likelihood that an event or crisis will occur. Prevention actions may include:

6.1.1.1. reviewing existing campus and community data;

6.1.1.2. assessing facilities and grounds; and/or

6.1.1.3. assessing culture and climate.

6.1.2 Preparedness. The preparedness phase involves activities undertaken in advance of an emergency. Anticipating what can go wrong, determining effective responses, and developing preparation of resources are critical steps in preparing for the unexpected. The following preparedness activities shall be included in the university's emergency planning efforts:

6.1.2.1. developing and revising the EOP;

6.1.2.2. ensuring that the appropriate personnel are trained to the proper level of NIMS;

6.1.2.3. establishing Memorandums of Understanding (MOU) with partnering agencies to provide goods and services, as available, during an emergency or disaster;

6.1.2.4. conducting hazard analyses;

6.1.2.5. testing public information and communications systems;

6.1.2.6. conducting periodic exercises to test emergency plans and training;

6.1.2.7. obtaining equipment or supplies that may be needed in an emergency;

6.1.2.8. establishing financial plans for the procurement of resources during an emergency or disaster; and

6.1.2.9. developing a continuity of operations plan for major campus operations.

6.1.3 Response. Response activities address the immediate and short-term effects of an emergency or disaster. These activities reduce personal injuries, casualties, damage to property, and reduce recovery time. The response phase may include actions to effectively contain and resolve an emergency incident. Response activities include:

6.1.3.1. dissemination of warnings, emergency public information, and providing instructions to members of the university community;

6.1.3.2. conducting evacuations and/or rescue operations;

6.1.3.3. caring for displaced persons and treating the injured;

6.1.3.4. conducting initial damage assessments and surveys;

6.1.3.5. coordinating with state and federal agencies working in the field; and

6.1.3.6. implementing annexes.

6.1.4 Recovery. Recovery from a major emergency or disaster will most likely begin while response activities are still being conducted. Recovery actions involve the development, coordination, and execution of university restoration. Examples of recovery actions may include:

6.1.4.1. debris removal;

6.1.4.2. damage assessment;

6.1.4.3. re-opening of non-critical facilities or restoration of administrative and business functions;

6.1.4.4. communicating decisions to faculty, staff, students, families, and the media; and

6.1.4.5. providing short and long-term mental health services.

6.1.5 Mitigation. Mitigation is preventing future emergencies or minimizing their effects. Mitigation actions include activities that are designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation actions may include:

6.1.5.1. identifying emergency situations that could occur on the university's campus or its surrounding area;

6.1.5.2. assessing the potential impact on the university and the community that may result from such emergency incidents; and

6.1.5.3. assessing the university's preparedness to respond to and recover from such incidents.

7. DEPARTMENT ROLES AND RESPONSIBILITIES

7.1 Immediately upon notification of an emergency or disaster, the chancellor will convene the chancellor's cabinet in the designated assembly area and receive a briefing as soon as possible. The EOC will provide critical information and ascertain oversight tasks from the chancellor's cabinet. Departments throughout the university should begin to mobilize and identify their roles and responsibilities (Appendix 3) based on the nature and activation level of the incident.

8. PLAN MANAGEMENT AND MAINTENANCE

8.1 The director of Environmental Health and Safety / Emergency Operations Committee is the point of contact for emergency management functions to include preparedness at UNC Pembroke. The director of Environmental Health and Safety / Emergency Operations Committee shall work with university departments to ensure the following is occurring.

8.2 Plan Maintenance. The plan should be reviewed and updated at least annually.

8.3 Emergency Exercises. Exercises are fundamental to ensure the university's Emergency Operations Plan is current and to test the university's ability to respond to specific incidents. The university may utilize various forms of training with significant degrees of complexity and involvement as a basis to evaluate emergency preparedness planning. Training types will include table-top exercises, functional exercises, and full-scale exercises. The university will conduct at least one table-top exercise per year. The university should conduct a functional or full-scale exercise at least once every five years.

8.4 After Action Reports. Following each major emergency or incident, the university will conduct a debriefing to identify major weaknesses, strengths, lessons learned, and best practices. The debriefing should occur not more than one week following the conclusion of an incident. The director of Environmental Health and Safety / Emergency Operations Committee will ensure that an After-Action Report (AAR) is drafted, reviewed, and distributed to appropriate members of the university. The After-Action Report and debriefing(s) will be utilized to improve the university's Emergency Operations Plan.

9. APPLICABLE FORMS

9.1 Appendix 1 - UNC Pembroke Emergency Operations Plan Activation Levels

9.2 Appendix 2 - The Five Phases of Emergency Management

9.3 Appendix 3 - UNC Pembroke University Departments Roles and Responsibilities

9.4 Appendix 4 - Emergency Support Functions (ESF)

9.5 Appendix 5 - Annexes

9.6 Appendix 6 - Letter of Promulgation