

**NORFOLK INTERNATIONAL AIRPORT
AIRPORT EMERGENCY PLAN**

BASIC PLAN

PURPOSE

A crisis or emergency can happen at any time and could impact one individual, a single building or the entire community. This document is the Norfolk Airport Authority Airport Emergency Plan (AEP). Emergencies cause confusion and stress for all involved. In order to minimize these effects, initial activation and implementation of the emergency plan should always be handled in a calm, consistent manner. Efficient implementation of the plan will provide a clear direction, responsibility and continuity of control for key officials and administrators. The basic idea to any well constructed emergency plan is to minimize the possible threat to individuals and properties during an actual emergency. In order to minimize the threat of an emergency, annual evaluation and reviews need to be done to the emergency plan.

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during the emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

This plan consists of the basic plan, the appendices, and the emergency support function and incident annexes. The basic plan provides an overview of the Norfolk Airport Authority's approach to emergency response and operations. It explains the policies, organization and tasks that would be involved in response to an emergency. The appendices give definition to the terms and acronyms used throughout the basic plan, and are the location for any supporting figures, maps, and forms. The emergency support function annexes focus on detailing the specific responsibilities, tasks and operational actions to complete a specific emergency operations function; while the incident annexes focus on any additional special planning or response needs beyond the basic response plan for particular event scenarios.

This plan applies to Norfolk Airport Authority operations. Employees and agencies who have a role will have access to the AEP.

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SITUATION AND ASSUMPTIONS

The Norfolk International Airport is located primarily in Norfolk, Virginia, although a portion of the airport is located in Virginia Beach, Virginia. The jurisdictional boundary lies on the eastern side of the primary runway. The Norfolk International Airport is approximately 1,300 acres in size and is located approximately 6.5 miles north of the Norfolk Central Business District.

The Norfolk International Airport is the primary commercial service airport in the greater Tidewater region of Virginia. Commercial passenger and air cargo services are provided at the Airport, including limited International Service. General aviation activity also takes place at the Airport.

The primary hazards at Norfolk International Airport are transportation crashes, acts of terrorism, criminal activity, severe storms, hazardous material incidents, contagious illnesses, power failures and medical events.

The Norfolk Airport Authority is responsible for maintaining an airport emergency plan and response capability to protect the lives and property of its citizens from the effects of both man-made and natural disasters. This plan will be reviewed, exercised annually, with revisions as needed.

There are currently approximately 138 commercial operations daily at the Airport. During 2018, 1,829,831 persons enplaned and 1,834,165 deplaned. There are approximately 6 cargo departures and 6 cargo arrivals daily. During 2018, a total of 65,074,281 pounds of mail and cargo were handled at the Airport.

According to reports from the FAA Norfolk Tower, during the year 2018 there were 35,987 scheduled air carrier movements, 15,819 general aviation movements, 20,296 air taxi movements and 718 military movements.

Terrain features that could affect the plan implementation include:

1. The airfield is enclosed with an eight-foot chain link fence with three-strand barbed wire. The gates are access controlled.
2. Requirements under 49CFR1542 require persons in the Security Identification Display Area (SIDA) to display a SIDA badge or be under escort by a person with SIDA Escort privileges.
3. Mutual aid first responders who are not issued a SIDA badge must be escorted while in the SIDA area, which includes the Airfield Operations Areas.
4. The Airport property is surrounded by Lake Whitehurst on the north and west sides of the property.

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The incident commander will mobilize resources and personnel as required by the situation. Incidents are managed at the local level. The local jurisdiction will use the National Incident Management System (NIMS) and the Incident Command Structure (ICS).

OPERATIONS

General

In the event an incident exceeds airport emergency response capabilities, outside assistance is available, either through mutual support agreements with nearby jurisdictions (Cities of Norfolk and Virginia Beach) and volunteer emergency organizations or, through the Virginia Emergency Operations Center (VEOC). Additionally, airport tenants will provide assistance in accordance with their emergency plans. A local emergency must be declared and local resources must be fully committed before state and federal assistance is requested.

Organization

An abbreviated command structure will be expanded or reduced as dictated by the magnitude of the incident. An example of a reduced command structure is below:



When the local emergency operations center (EOC) is activated, there should be coordination between the emergency manager and the incident commander to ensure a consistent response. The availability of staff and operational needs may allow or require positions to be combined, or positions to not be filled (responsibilities held by the next higher position). The EOC shall also follow the ICS structure.

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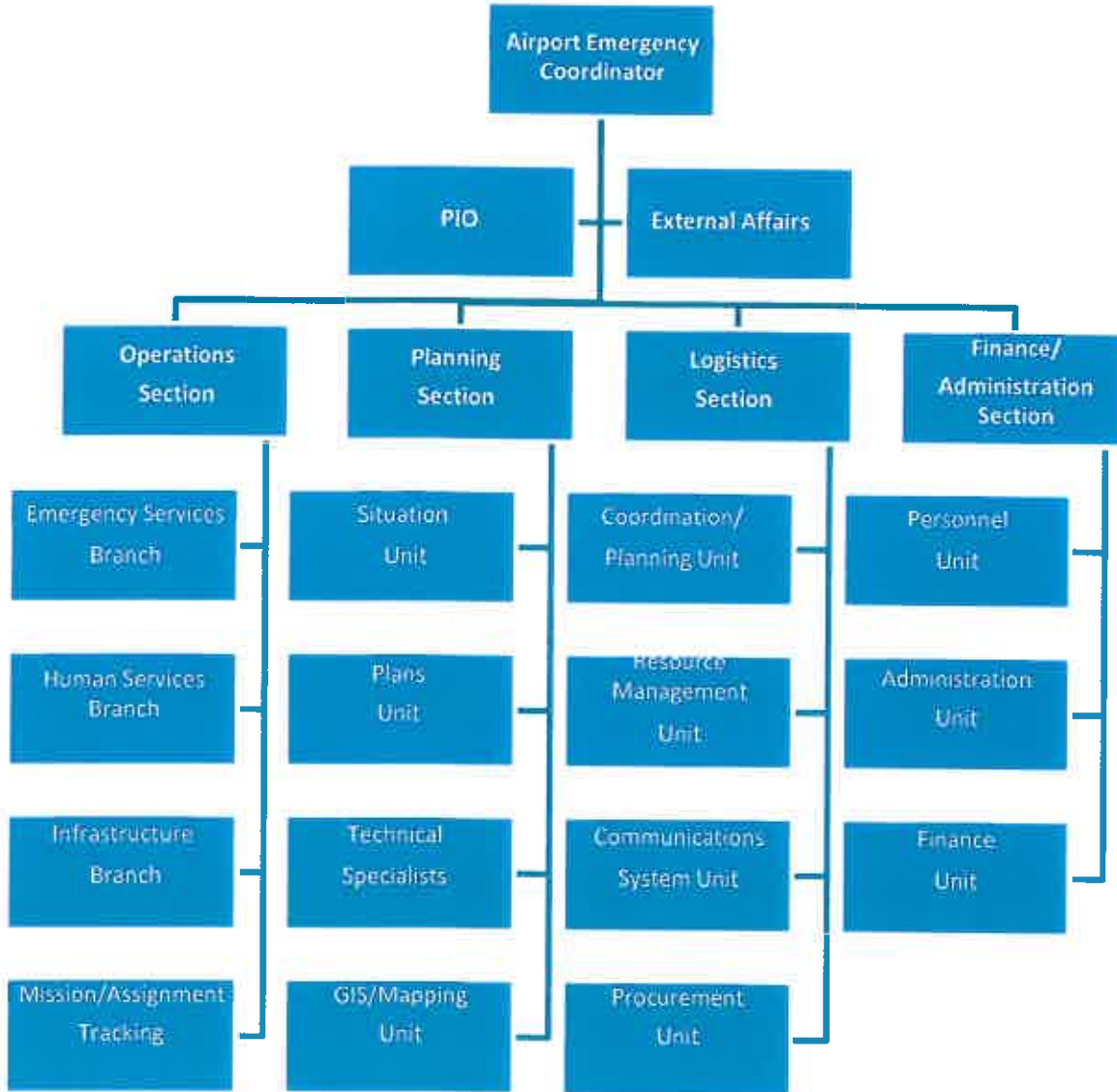
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Below is an example of an expanded EOC structure:



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Operations Section



Emergency Services ESFs



Human Services ESFs



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Infrastructure Support ESFs

Note: Not all jurisdictions have infrastructure support ESF personnel and can be modified as need.



Planning Section ESFs



Logistics Section ESFs



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Command Staff



Sequence of Action

This section describes incident management actions ranging from normal operations, to recovery efforts. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.

Non-Emergency/Normal Operations

1. Develop, review and exercise emergency operations plans and standard operating procedures.
2. Assure the viability and accuracy of emergency contact lists, resource lists and emergency contracts.
3. Update, review, and maintain the Airport Emergency Plan (AEP).

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Pre-Incident Actions

These are actions that are implemented if the Norfolk Airport Authority receives notice of a potential emergency from the federal Homeland Security Advisory System, National Weather Service watches and warnings or other reliable sources.

Actions:

1. Communication alert & warning;
 2. Public health and safety;
 3. Responder health and safety;
 4. Property protection; and
 5. Possible partial activation of the EOC.
-
1. Alert emergency response personnel and develop a staffing pattern.
 2. Determine any protective action measures that need to be implemented in preparation for the situation.

Response Actions

The following are examples of actions taken to preserve life, property, the environment, and the social, economic, and political structure of the community.

1. Law enforcement
2. Protection of responder health and safety
3. Fire
4. Emergency medical services
5. Evacuations
6. Dissemination of public information
7. Actions minimize additional damage
8. Urban search and rescue
9. Public health and medical services
10. Distribution of emergency supplies
11. Debris clearance
12. Protection and restoration of critical infrastructure

Some actions that may be necessary at this point in the incident are:

1. Daily functions of the airport that do not contribute directly to the emergency operation may be suspended for the duration of the emergency response.
2. Efforts and resources may be redirected to accomplish an emergency task.
3. Implement evacuation orders as needed.

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Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery

Recovery Actions

These actions occur after the initial response has been implemented. These actions should assist individuals and communities return to a normal state as much as feasible. During the recovery period, some of the actions that may need to be implemented include:

1. Restoration of air operations
2. Preliminary damage assessment
3. Long-term recovery
4. Cleanup and restoration of utilities, facilities, roadways and parking lots

Declaration of a Local Emergency

A local emergency may be declared by the City of Norfolk Director of Emergency Management with the consent of the local governing board. If the governing body cannot convene due to the disaster or other exigent circumstances, the director or in his absence the deputy director shall declare the existence of an emergency, subject to the confirmation by the governing board within 14 days of the declaration.

Activation of the Emergency Operations Center (EOC)

The Airport Emergency Manager or coordinator may activate the EOC if the following conditions exist:

1. There is an imminent threat to public safety or health on a large scale;
2. An extensive multiagency/jurisdiction response and coordination will be required to resolve or recover from the emergency or disaster event;
3. The incident involves multi-agency coordination

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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Within each department, a line of succession will be clearly established to eliminate confusion in an emergency. However, in all emergency situations the first person at the scene is automatically in control and remains in control unless properly relieved by a superior.

The Airport Fire Department shall have overall command of incident where the primary concerns are life safety, fire suppression and protection of the environment. Examples include but are not limited to aircraft accidents, structure/vehicle fires, emergency medical and rescue responses and hazardous materials. The highest ranking member will assume command until relieved by a higher authority.

The Airport Police Department shall have overall command of incident where the primary concerns are the safety and security of the patrons and physical facilities of the Airport and the enforcement of Federal, State, Local and Airport laws, rules and regulations. Examples include but are not limited to bomb threats, hijackings, hostage situations and civil disturbances.

Emergency Succession List

The line of succession for emergency management at Norfolk International Airport is as follows:

1. Executive Director
2. Deputy Executive Director of Administration & Operations
3. Deputy Executive Director of Engineering & Facilities
4. Airport Director of Operations
5. Airport Director of Facilities
6. Airport Police Chief
7. Airport Fire Chief

Executive Director

1. Determine the need to evacuate and endangered areas;
2. Exercise direction and control from the EOC during disaster operations; and
3. Hold overall responsibility for maintaining and updating the plan.

Director of Operations

1. Ensure the local EOC is in a constant state of readiness;
2. Develop and maintain AEP;
3. Ensure that the AEP is reviewed annually and revised as necessary.

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Local response agencies

1. Develop and maintain detailed plans and standard operating procedures (SOPs);
2. Identify sources of emergency supplies, equipment and transportation;
3. Negotiate and maintain mutual aid agreements which are identified in the plan;
4. Maintain records of disaster related expenditures and appropriate documentation;
5. Protect and preserve records essential for the continuity of government; and
6. Establish and maintain list of succession of key emergency personnel.

Emergency Support Functions (ESFs)

An ESF is a grouping of government and certain private-sector capabilities into an organizational structure to provide support, resources, program implementation, and emergency services that are most likely to be needed during emergencies. Operating agencies and local departments participate in the Emergency Support Functions (ESF) structure as coordinators, primary response agencies, and/or support agencies and/or as required to support incident management activities. The ESFs:

1. Develop and maintain detailed plans and Standard Operating Procedures (SOPs) to support their functional requirements;
2. Identify sources of emergency supplies, equipment and transportation;
3. Maintain accurate records of disaster-related expenditure and documentation;
4. Continue to be responsible for protection and preservation of records essential for continuity of government; and
5. Establish a line of successions for key emergency personnel.

Below are the functions that potentially would respond to an incident at Norfolk International Airport and their associated responsibilities:

Air Carriers/Aircraft Operators

1. Provide full details of aircraft related information, as appropriate, to include number of persons, fuel, and dangerous goods on board.
2. Coordinate transportation, accommodations, and other arrangements for uninjured passengers.
3. Coordinate utilization of their personnel and other supplies and equipment for all types of emergencies occurring at the airport.
4. Perform duties in accordance with the air carrier's Aviation Disaster Family Assistance Act plan.

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Air Traffic Control

1. Contact Airport Police Dispatch regarding aircraft incidents/accidents and providing them information relevant to the emergency. Provide Incident Commander with information regarding the last known position of the accident aircraft, the best estimate of the accident.
2. Coordinate air traffic to accommodate the emergency.
3. Coordinate the movement of support aircraft to/from the emergency scene.

Aircraft Rescue and Firefighting (ARFF)

1. Airport Fire Department Incident Commander (IC) shall establish contact with FAA Tower via Ground control radio and ascertain all particulars regarding the emergency.
2. Incident Commander must correlate and disseminate information and instructions between the Control tower, all Airport Fire Suppression vehicles and responding mutual aid.
3. Incident Commander will coordinate, with Airport Police Department assistance, the movement of support equipment and personnel to/from the emergency scene.

Airport Authority

1. Assume responsibility for overall response and recovery operations once life, property and safety matters have been mitigated.
2. Establish, promulgate, coordinate, maintain, and implement the AEP, to include assignment of responsibilities.
3. Coordinate the closing of the airport when necessary and initiate the dissemination of relevant safety-related information to the aviation users (NOTAMs).

Airport Tenants

1. Coordinate the use of their available equipment and supplies.
2. Coordinate the use of their manpower that may have knowledge of the airport, aircraft, and other technical knowledge.

Amateur Radio Emergency Services

1. Provide communications under emergency and disaster conditions when routine communications are inadequate or inoperable.

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Clergy

1. Provide comfort to casualties and relatives.
2. Clergy responsibilities should be made clear to avoid conflicts or duplication of effort from other providers of such services, such as the American Red Cross (ARC) or other arrangements made by the air carrier or the National Transportation Safety Board (NTSB) under the Aviation Disaster Family Assistance Act (ADFAA).

Coast Guard / Harbor Patrol

1. Provide primary rescue and other support services in large bodies of water on or adjacent to the airport, as appropriate.
2. Coordinate their services with other mutual aid rescue services.

Coroner

1. Coordinate and provide body identification and other investigative activities.

Emergency Management Agencies (FEMA, VDEM, Local)

1. Coordinate local EOP(s) with the AEP.
2. Consider role airport may have in support of state or regional defense or disaster response plans.

Emergency Medical Services

1. Provide emergency medical services to the airport during emergency conditions to include triage, stabilization, first aid, medical care, and the transportation of injured.
2. Coordinate planning, response, and recovery efforts with hospitals, fire and police departments, American Red Cross, Airport operator, etc.

Environmental Agencies (Federal, State, Local)

1. Provide response and recovery support for environmental and other hazardous material emergencies as defined by statute.

Explosive Ordinance Disposal (EOD)

1. Provide technical support for related situations.

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Federal Aviation Administration (FAA)

1. Certify and uphold the practices and procedures of the aviation industry.
2. Provide investigation service in support of improving safety and enforcement of the regulations, as necessary.

Federal Bureau of Investigations (FBI)

1. Investigate any alleged or suspected activities that may involve federal criminal offenses (usually related to bomb threats, hijackings, hostages, and dignitaries).
2. Assumes command in response to certain hijack and other criminal situations.

Field and Building Maintenance (NAA)

1. Manage public works resources and direct public works operations (e.g. road maintenance, debris/trash removal, etc.).
2. Coordinate with private sector utilities (e.g. power and gas) on shutdown and service restoration.
3. Coordinate with private sector utilities and contractors for use of private sector resources in public works-related operations.

Hazardous Materials Response Team

1. Provide response and recovery support for hazardous material emergencies as defined by statute.

Hospitals

1. Coordinate the hospital disaster plan with the airport and community EOP.

Law Enforcement

1. Manage law enforcement resources and direct traffic control and law enforcement operations
2. Conduct Intelligence gathering
3. Conduct Criminal Investigations
4. Apprehend violators
5. Investigate aircraft crash (VSP)

National Transportation Safety Board (NTSB)

1. Conduct and control all accident investigations involving civil aircraft, or civil and military aircraft, within the United States, its territories and possessions.

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Public Information and Media (PIO)

1. Gather, coordinate and release factual information

Red Cross

1. Coordinate and provide support services to victims, their families, and to emergency responders.
2. Friends and Family Reception Center
3. Upon request, will support responders at crash site
4. May provide mental health assistance
5. May provide spiritual care
6. Supports family at hospitals, morgue, etc.
7. Arrange memorial service

Search and Rescue

1. Coordinate and provide search and rescue services as needed, usually for off-airport aircraft emergencies.

Transportation Security Administration (TSA)

1. Provide continuity of operations for passenger and baggage screening.
2. Review Changes of Conditions that Affect Security
3. Communicate with other airports, if necessary

U.S. Customs and Border Patrol

1. Screen passengers, baggage and cargo arriving from or departing to international territory.
2. Provide assistance to Law Enforcement

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ADMINISTRATION AND LOGISTICS

Agreements

Please refer to **Exhibit# 21** for the list of Mutual Aid Agreements (MOA), Memorandums of Understanding (MOU) and Letters of Agreement (LOA) on File.

Procurement Policies

Department and agency heads will identify sources from which emergency supplies, equipment, and transportation may be obtained promptly when required. Accurate records of disaster-related expenditures will be maintained. All disaster-related expenditures will be documented to provide a basis for reimbursement should federal disaster assistance be needed. Personnel, material and vehicle/equipment costs must be documented accurately.

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DEVELOPMENT AND MAINTENANCE

Commonwealth of Virginia Emergency Services and Disaster Law of 2006, as amended, requires jurisdictions to develop, adopt, and keep current a written crisis and emergency management plan;

Each year, the Norfolk Airport Authority shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current.

Drafting an emergency plan is a community effort and relies heavily on the Norfolk Airport Authority and their partnering agencies through the Airport Committee for Emergency Preparedness (ACEP) to provide comprehensive guidance on hazard analysis, exercise design, evacuation planning, emergency management, mitigation, recovery, emergency preparedness, and educational awareness.

Examples of plan participants:

1. *Norfolk Airport Authority Management*
2. *Norfolk Airport Authority Department of Police*
3. *Norfolk Airport Authority Department of Fire*
4. *Representatives from external groups include but not limited to:*
 1. *Norfolk Police and Fire Departments,*
 2. *Virginia Beach Police and Fire Departments,*
 3. *Local Hospitals,*
 4. *Red Cross,*
 5. *Airline Tenants*
 6. *Airport Tenants*
 7. *Metropolitan Medical Response Systems (MMRS)*
 8. *Amateur Radio Emergency Services (ARES)*
 9. *U.S. Navy*
 10. *TSA*
 11. *FAA*
 12. *FBI*
 13. *US Customs and Border Patrol*

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The Director of Operations will update the Airport Emergency Plan annually. It is the responsibility of the Director of Operations to assure that the plan is tested and exercised on a scheduled basis. At a minimum, the Norfolk Airport Authority will sponsor a discussion-based exercise annually with an Operations-based exercise tri-annually.

After each drill, exercise or actual event, a hot wash and/or after-action review will take place. Any findings from these post-event reviews will be incorporated into an update of the plan.

Exercise and Training

Trained and knowledgeable personnel are essential for the prompt and proper execution of the Norfolk Airport Authority Airport Emergency Plan and sub-plans. The Director of Operations will ensure that all response personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the Airport Emergency Plan.

The Director of Operations is responsible for the development, administration, and maintenance of a comprehensive training and exercise program customized to the needs of Norfolk Airport Authority. This program will be comprised of a general, core, functionally specific, as well as on-going refresher training programs designed to attain and sustain an acceptable level of emergency preparedness for Norfolk International Airport.

All training and exercises conducted for Norfolk Airport Authority will be documented. Training needs will be identified and records maintained for all personnel assigned emergency response duties in a disaster.

The Director of Operations or designee will develop, plan, and conduct table top exercise at least once every (12) consecutive months. A functional and full-scale exercise will be conducted once every (36) consecutive months. Recurrent training will be conducted every (12) consecutive months and an annual review of the AEP will be conducted at least once every (12) consecutive months. These exercises will be designed to not only test the Airport Emergency Plan and sub-plans, but to train all appropriate officials, emergency response personnel, and improve the overall emergency response organization and capability of Norfolk Airport Authority. Quasi-public and volunteer groups and/or agencies will be encouraged to participate.

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AUTHORITIES AND REFERENCES

Declaration of a Local Emergency

A local emergency may be declared by the City of Norfolk Director of Emergency Management with the consent of the local governing board. If the governing body cannot convene due to the disaster or other exigent circumstances, the director or in his absence the deputy director shall declare the existence of an emergency, subject to the confirmation by the governing board within 14 days of the declaration.

Activation of the Airport Emergency Operations Center (EOC)

The Emergency Manager or coordinator may activate the EOC if the following conditions exist:

1. There is an imminent threat to public safety or health on a large scale;
2. An extensive multiagency/jurisdiction response and coordination will be required to resolve or recover from the emergency or disaster event;
3. The disaster affects multiple political subdivisions within counties or cities that rely on the same resources to resolve major emergency events; and/or
4. The local emergency ordinances are implemented to control the major emergency or disaster event.

Availability of staff and operational needs may allow or require positions to be combined, or positions to not be filled (responsibilities held by the next higher position).

Communication, Alert and Warning will be provided to the public via the Emergency Alert System (EAS). Other systems will be used as available.

References:

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law

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- 93-288, as amended
2. The Homeland Security Act
 3. National Response Framework
 4. Local and Tribal NIMS Integration: Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, V. 1, Department of Homeland Security

State

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Commonwealth of Virginia Emergency Operations Plan, December 2007

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SECTION 1: COMMAND AND CONTROL

1.1 PURPOSE

The Command and Control section provides an overview of how incidents will be directed and Airport Incident Commander will assume command of and manage the emergency from a field incident command post. Long-term operations will require the activation and staffing of the Airport Incident Commander to provide direction and control. The EOC will provide control until the Airport returns to normal operation.

When there is no emergency, the mission is to assign emergency duties and responsibilities, direct planning, conduct training, and generally to maintain an effective emergency response capability.

In time of emergency, the mission is to direct and control emergency operations, assure the implementation of actions as called for in this plan, disseminate emergency information to the public, and coordinate with the State EOC should outside assistance be required.

1.2 SITUATIONS AND ASSUMPTIONS

A. Situation

Common large-scale incidents that would require the notification and mobilization of response personnel are listed below.

1. Aircraft incident or accident
2. Airfield or structural fire on airport property
3. Medical incidents
4. Security incidents
5. Public safety or security incidents requiring police response
6. Severe weather, including hurricanes
7. Terminal building or airfield electrical failure
8. HAZMAT incidents

B. Assumptions

1. Fire/Rescue and law enforcement personnel may become quickly overwhelmed during an emergency.
2. Mutual aid assistance and staff augmentation may be required, especially during the initial response phase of an emergency.

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3. Emergencies occurring outside of normal business hours may further reduce personnel and resources available to address an emergency.
4. Mutual aid assistance may be delayed or unavailable during large scale disasters or high call volume.

1.3 OPERATIONS

1. Depending on the scope of the incident emergency operations may be directed and controlled from the Airport Emergency Operations Center (EOC) located at the Fire Station or in the Mobile Command Center, whichever is applicable. The EOC staff may consist of the Executive Director, Deputy Executive Director, and/or the Director of Operations. Support personnel to assist with communications, logistics, and administration will also be designated.
2. Generally, each department should maintain current notification rosters, designate and staff an official emergency control center, designate an EOC representative, establish procedures for reporting appropriate emergency information, develop mutual aid agreements with like services in adjacent localities, and provide ongoing training to maintain emergency response capabilities. More specific requirements are listed in each respective functional annex.
3. When an emergency threatens, available time will be used to implement increased readiness measures as listed in each annex to this plan. The Executive Director, Deputy Executive Director, and the Director of Operations or his or her designee, will assure that all actions are completed as scheduled.
4. An EOC support staff may be established as needed and may include a recorder, message clerk, and other support personnel as required in order to relieve the decision-making group of handling messages, maintaining logs, placing maps, etc. Procedures for these support operations should be established and maintained. An EOC wall map should be prepared and be readily accessible. A separate Reports Section may also be established as an Adjunct to the EOC staff, if necessary.

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5. Normal Operations

- A. Develop and maintain a capability for emergency operations and reflect same in an Airport Emergency Plan.
 - a. Make individual assignments of duties and responsibilities to staff the EOC and implement emergency operations. Maintain a notification roster of these key personnel and their alternates.
 - b. Assure that adequate facilities and resources are identified to conduct emergency operations at the EOC and at the designated shelter center(s).
 - c. Develop mutual support agreements with adjacent jurisdictions and with relief organizations, such as the American Red Cross.
 - d. Develop plans and procedures for providing timely information and guidance to the public in time of emergency. Consummated official working agreements with local EAS radio and television stations.
 - e. Identify and maintain a list of essential services and facilities that must continue to operate and may need to be protected during an emergency.
 - f. Test and exercise plans and procedures with periodic exercises and drills. Review plans and provide training as indicated by test or exercise results.
- B. Assure compatibility between this plan and the emergency plans and procedures of key facilities and private organizations at the airport.
- C. Develop accounting and record-keeping procedures for expenses incurred during an emergency. Become familiar with federal disaster assistance procedures (see Functional Annex M), and the Commonwealth of Virginia Emergency Services and Disaster Law of 1973.
- D. Establish an awareness program as needed to keep the public informed about potential disasters and what protective actions they should be prepared to take.
- E. Define and encourage hazard mitigation activities that will reduce the probability of the occurrence of a disaster and/or reduce its effects.

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6. Increased Readiness

1. A natural or man-made disaster is threatening the local area.

- a. Review emergency plans and procedures and update if necessary. Ensure the operational capability of the EOC facility and alert on-duty personnel.
- b. Alert appropriate department heads and/or designated department representatives of the situation and assure that appropriate mitigation and preparedness measures are being taken.
- c. See the functional annexes in this plan. Begin to provide periodic staff briefings as required.
- d. Implement record keeping of all incurred expenses, if applicable.
- e. Prepare to provide emergency information to the public.

7. Emergency Operations

1. Mobilization Phase

In the event that conditions continue to worsen requiring full-scale mitigation and preparedness activities:

- a. Direct and control emergency operations. Complete all emergency management actions listed above. Staff the EOC, as required. Provide logistical support to on-site emergency response personnel
- b. Brief the Airport Management as appropriate
- c. Call a meeting of department heads and/or designated department representatives. Review actions already taken and expedite those necessary to conduct in-the-field mitigation and preparedness activities. Assure the completion of critical preparedness items.
- d. Disseminate emergency information and protective action guidance to the public. Advise individuals to evacuate from danger areas, if appropriate.

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- e. Declare a local emergency if the situation warrants.
- f. Continue to maintain records for all expenses incurred. Coordinate daily with each department head and/or designated department representative.

2. Response Phase

Disaster strikes. An emergency response is required to protect lives and property.

- a. Direct and control emergency operations. Ensure that previous emergency management actions have been completed or initiated.
- b. Provide emergency information and protective action guidance to the public.
- c. Declare a local emergency if the situation warrants.
- d. Provide periodic situation reports and requests for assistance to the Local or State EOC as the situation requires.
- e. Insure that an accurate record of expenses is maintained.
- f. Make an initial damage assessment and forward to the State EOC.

3. Recovery

This phase requires that priority attention be given to the restoration of essential facilities and assessment of damage effects.

- a. Restore essential facilities and services.
- b. Provide temporary housing and food as required.
- c. Provide other assistance to citizens as required by their needs.
- d. Continue to maintain a record of disaster-related expenditures.

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- e. Coordinate with the State EOC. Provide supplementary damage assessment information as required. Request post-disaster assistance if appropriate.
- f. Continue to provide information to the public about on-going recovery efforts.

1.4 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Airport Manager

- 1. Initiates the activation of the EOC, when appropriate.
- 2. Directs all tasked organizations to ensure appropriate response in accordance with established plans and procedures.
- 3. Reports to the EOC, when notified.
- 4. Provides overall direction of response operations until an emergency scene is established and an Incident Commander assumes this responsibility.
- 5. Designates an Incident Commander to direct tactical operations at the emergency scene, as appropriate.
- 6. Designates an Incident Commander to direct operations in the EOC as appropriate.
- 7. Directs implementation of protective actions (sheltering/evacuation) for airport employees, tenants, visitors, as appropriate.
- 8. Terminates response operations and releases personnel, when appropriate.

B. Aircraft Rescue and Firefighting (ARFF)

- 1. When notified of an emergency, responds to the incident scene with appropriate personnel and firefighting/rescue equipment in accordance with standard operating procedures.

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2. Identifies an initial Incident Commander and establishes an Incident Command Post, if appropriate; assigns appropriate personnel to Incident Command staff functions.
3. Performs Incident Command duties at the scene of the incident, as appropriate.
4. Keeps the Incident Commander and EOC informed of scene status, as appropriate.
5. Manages fire/rescue resources, directs fire operations, conducts necessary rescue operations, and determines the need to evaluate the area in the vicinity of the scene or to initially shelter in place.
6. Alerts emergency response personnel of the presence of hazards at the scene.
7. Additional responsibilities are addressed in Section 7 and the hazard specific sections of the plan.

C. Law Enforcement

1. When notified of an emergency situation, respond to scene, or other location, with appropriate personnel and law enforcement equipment.
2. Identifies an initial Incident Commander and establishes an incident command post, if appropriate; assigns appropriate personnel to Incident Command staff functions.
3. Performs Incident Command duties at the scene of the incident, as appropriate.
4. Keeps the Incident Commander and EOC informed of scene status, as appropriate.
5. Manages law enforcement resources and directs law enforcement operations, such as: Traffic control, evacuation assistance, scene access control, scene security, damage assessment.

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6. Additional responsibilities are addressed in Section 6 and the hazard specific sections of this plan.

D. Maintenance

1. When notified of an emergency situation, sends response teams/personnel, equipment and vehicles to the scene, staging area, or other location, when appropriate or requested.
2. Manages public works resources and directs public works operations such as: debris collection and removal, conducting damage assessment activities, provide emergency generator, fuel, lighting, barricades, sanitation to emergency responders, and coordinates with utility companies, as necessary.

E. Public Information Officer

1. When notified, reports to the EOC.
2. Performs interface with media regarding the emergency.
3. Additional responsibilities are addressed in Section 4 and the hazard specific sections of this plan.

F. Health and Medical Coordinator

1. When notified, sends a representative to the EOC.
2. Coordinates health and medical activities of all response organizations involved in providing medical assistance at the scene.
3. Coordinate and provide Critical Incident Stress Management and counseling.
4. Additional responsibilities are addressed in Section 8 and the hazard specific sections of this plan.

G. Communications Coordinator

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1. Supports communications operations in the EOC.
2. Additional responsibilities are addressed in Section 2 and the hazard specific sections of this plan.

H. Animal Care and Control Agencies

1. When requested, sends a representative to the scene and/or EOC.
2. Manages efforts to meet animal services needs, such as: rescue and capture animals that have escaped confinement, care for injured, sick, and stray animals, dispose of dead animals, and activates emergency response teams, as needed.

I. Airport Operations

1. Supports unified command as logistical support and airfield responsibilities.

1.5 ADMINISTRATION AND LOGISTICS

A. Reporting of Expenditures

1. Each department shall thoroughly record all fuel, equipment, supplies and capital consumed during a disaster for reimbursement purposes.
2. All damage to airport facilities and equipment shall be thoroughly documented via photo, video for reimbursement and insurance claim purposes. If sufficient notification of a disaster exists, airport facilities shall be documented prior to the event.
3. All records of damaged equipment and facilities, resource consumption, and invoices shall be forwarded to the Finance and Administration Department for tracking.

B. Reporting to Emergency Management Agencies

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1. All events related to the emergency shall be chronologically logged by each responding department and agency. The information reported in the logs shall be forwarded to the appropriate EOC and/or emergency response agency, as required.
2. Routine and emergency status reports from field operations personnel shall be reported to the EOC, as required. Status information shall be forwarded to other emergency management organizations, as required.
3. Airport status updates shall be submitted to the FAA, TSA, NTSB, Virginia Department of Emergency Management, Virginia Department of Transportation and FEMA as required.
4. Mutual aid agencies shall report status updates and coordinate response efforts with their respective EOC, as required.

C. Support Arrangements

1. The airport has a cooperative relationship with the City of Norfolk Police Department. Through this relationship the airport can request additional law enforcement, fire/rescue and medical services.
2. Emergency access to food and beverages is available through the current Airport Food Concession.
3. Emergency fuel, equipment, and generators are available through the Airport Facilities Department.
4. The airport terminal building, airfield lighting vault, airport fire station, air traffic control tower, and navigation aids are all equipped with back-up electrical generators.

1.6 PLAN DEVELOPMENT AND MAINTENANCE

The Director of Operations is responsible for implementing and coordinating revisions to the command and control, procedures, SOP's and checklists.

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