

CRISIS

MANAGEMENT PLAN

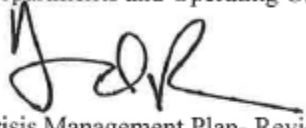
APRIL 2020



Office of the President

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TO: University of Memphis, Departments and Operating Units

FROM: M. David Rudd, President 

SUBJECT: University of Memphis Crisis Management Plan- Review and Update 2020

DATE: February 17, 2020

The University of Memphis (UofM), in accordance with the State of Tennessee guidance contained in Public Acts, 2000, has now completed this annual update of the UofM Crisis Management Plan. While focused primarily on the response phase, this Plan is a guide to the University for management and coordination of all phases of emergency management operations in order to minimize the impacts of emergencies and disasters, and to protect the people, property, and restore the primary mission of the University.

Best practices suggest that Higher Education Institutions cooperate with the State of Tennessee Emergency Management Agency and local emergency response agencies during emergency response, and maintain an internal comprehensive crisis management plan in order to accomplish their day-to-day activities immediately before, during, or following an emergency or disaster.

This updated University of Memphis Crisis Management Plan, in concert with training, business resumption and ongoing mitigation of hazards and risks, provides for the University's cooperation with the Shelby County emergency management program and greatly enhances the University's capability to respond and recover from disaster and crisis events. Additionally, it complies with National Incident Management System's (NIMS) concepts, requirements and policies.

The UofM Office of Emergency Preparedness in collaboration with University Crisis Management Team members maintain the University of Memphis Crisis Management Plan and coordinate implementation of associated preparedness activities for the campus. Questions or suggestions for revision should be directed to the UofM Emergency Preparedness Coordinator at be_prepared@memphis.edu.

Record of Revisions

Date	Pages	Web Files	Hardcopy Distribution
04/2020	Complete revision	Updated	No
01/2009	Complete revision	Updated	Yes
03/2010	Annual Review	Updated	Yes
03/2011	Annual Review	Updated	Yes
03/2012	Annual Review	Updated	Yes
03/2013	Annual Review	Updated	Yes
03/2014	Annual Review	Updated	Yes
08/2015	Annual Review	Updated	Yes
07/2017	Annual Review	Updated	Yes

NOTE: This plan goes through continuous ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan. The UofM will review this plan on an annual basis, but will also make incremental changes, modifications, and adjustments as conditions warrant. By posting these changes on the UofM website, the most up-to-date version of this plan is instantly available to all UofM and partner responders 24/7.

A public version of this plan is available on the UofM website at:
http://www.memphis.edu/crisis/pdf/crisis_mgmt_plan.pdf

Record of Distribution

Department	Number of Plans
Master File	Public: http://www.memphis.edu/crisis/pdf/crisis_mgmt_plan.pdf
President	3
Provost	2
Office of Legal Counsel	2
Chief Information Officer	2
University Relations	2
Chief Financial Officer	5
Student Academic Success	1
Dean of Students	1
Physical Plant	4
Crisis Management (Master Copy)	1
Police Services	5
Environmental Health and Safety	4
Network Services	2
Residence Life	1
Dining Services	1
Athletics	1
Disability Resources for Students	1
Student Health Services	2
Parking & Transportation Services	1
Earth Sciences	1
Loewenberg College of Nursing	1
Lambuth Campus	1
Millington Center	1
Collierville Center	1
Memphis-Shelby County EMA	1
Public Health	1
City of Memphis EMA	1

Contents

Letter of Promulgation	2
Record of Revisions	3
Record of Distrubution	4
Basic Plan	8
Introduction	9
Purpose of the Plan.....	9
Types and Levels of Crisis.....	11
Plan Activation	12
Emergency Authority	12
Leadership Framework for Crisis Management.....	13
Response Framework for Crisis Management.....	14
Crisis Management Team-Policy Group	15
Crisis Management Team-Operations Group	15
Crisis Management Plan - Concept of Operations.....	18
UofM Emergency Operations Center (EOC)	20
Priority Objectives.....	21
Recovery and Planning.....	22
Communications	22
Plan Usage.....	23
Plan Development, Maintenance & Dissemination.....	23
Community Assistance by the University of Memphis.....	24
Functional Annexes	25
Annex A Emergency Support Functions with Lead and Support Departments.....	26
Annex B Declaration of Emergency	29
Annex C Crisis Communications Plan.....	31
Annex D Emergency Evacuations.....	36
Assembly Area Locations.....	38
Annex E Evacuation Policy for Persons with Disabilities and Other Special Needs.....	54
Annex F Shelter in Place.....	57
Anex G Emergency Closing	60
Annex H Suspicious Mail	64
Annex I Pandemic Preparedness and Response Plan	66
1.1 Pandemic Flu	66
I.2 Ebola Virus Disease.....	98
Annex J Information Technology Services Disaster Recovery Plan	102
Hazard Specific Annexes	103
Appendix 1 Severe Weather	104
Appendix 2 Fire/Smoke.....	110
Appendix 3 Flooding	114

Appendix 4 Loss of Building Utilities.....	116
Appendix 5 Bomb Threat or Explosive Device	117
Appendix 6 Train Derailment	121
Appendix 7 Demonstrations/Civil Disturbances	123
Appendix 8 Earthquakes	127
Appendix 9 Biohazard Spill Procedure.....	129
Appendix 10 Chemical Spill	130
Appendix 11 Environmental Spill.....	131
Appendix 12 Radiological Spill	133
Appendix 13 Active Shooter	135
 General Appendices	138
Appendix 14 EOC Staff Assignment Form.....	138
Emergency Support Functions.....	140
Appendix 15 Guidelines for Use and Testing of the Outdoor Warning System	141
 Tables.....	144
Table 1A University of Memphis EOC Management Functions.....	144
Table 1B University of Memphis EOC Operations Functions.....	145
Table 1C University of Memphis EOC Planning Functions.....	147
Table 1D University of Memphis EOC Logistics Functions.....	148
Table 1E University of Memphis EOC Finance/Administration Functions	149
 Emergency Operations Center	151
Emergency Operations Center Organizational Chart Structure	151
Emergency Operations Center Layout.....	152
 Checklists	154
Checklist 1 Policy Group.....	154
Checklist 2 EOC Director	155
Checklist 3 EOC Administration and Support Staff	159
Checklist 4 Internal Liaison(s)	160
Checklist 5 External Liaison(s).....	161
Checklist 6 Public Information Officer	162
Checklist 7 Operations Section Chief	164
Checklist 8 UofM Police Services	167
Checklist 9 Physical Plant	168
Checklist 10 Environmental Health and Safety.....	169
Checklist 11 Animal Care Facilities.....	170
Checklist 12 Student Health Services.....	171
Checklist 13 Information Technology Services	173
Checklist 14 Care and Shelter	175
Checklist 15 Residence Life	177
Checklist 16 Dining Services.....	178
Checklist 17 Emergency Staff Services.....	179
Checklist 18 CERT Team Liaison	180

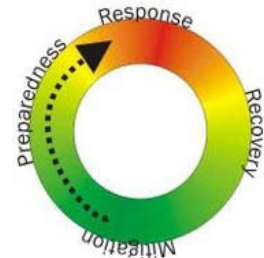
Checklist 19 Planning Section Chief	181
Checklist 20 Situation Status.....	183
Checklist 21 Damage Assessment.....	185
Checklist 22 Emergency Projects	187
Checklist 23 Logistics Section Chief	188
Checklist 24 Resource Procurement	191
Checklist 25 Human Resources – Staff and Volunteers.....	193
Checklist 26 Site Inventory – Goods, Materials and Equipment	194
Checklist 27 Transportation Services, Vehicles	195
Checklist 28 Emergency Food, Water and Sanitation.....	197
Checklist 29 Communications/Computing	199
Checklist 30 Finance/Administration Section Chief.....	201
Checklist 31 Emergency Accounting	202
Checklist 32 Insurance/Claims	204
Checklist 33 Employee Compensation.....	205
 Emergency Management Acronyms.....	 207

Basic Plan

The Basic Plan

1. Introduction

The President of The University of Memphis (UofM) has primary responsibility for effectively managing any crisis that might occur on or affect the UofM campus. Disasters or emergencies can happen suddenly, creating a situation in which normal operational and support services for the University may become overwhelmed. During crises, the University requires processes that address the needs of emergency response operations and recovery management. To address such emergencies, the UofM has established emergency response procedures, that provide guidelines for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, valuable research, property, the community, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This document represents the Campus Crisis Management Plan, which encompasses the facilities, services and administration of the UofM campus(es).



2. Purpose of the Plan

- 2.1 This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:
 - 2.1.1 Protect and preserve human life, health and well-being.
 - 2.1.2 Minimize damage to the natural environment.
 - 2.1.3 Minimize loss, damage or disruption to the University's facilities, resources and operations.
 - 2.1.4 Manage immediate communications and information regarding emergency response operations and campus safety.
 - 2.1.5 Provide essential services and operations.
 - 2.1.6 Provide and analyze information to support decision-making and action plans.
- 2.2 This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with a crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

3. Planning Assumptions

- 3.1 Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions. For the University, as for all organizations in high seismic regions, the worst-case conditions are represented by the earthquake hazard. Using the earthquake model, the planning assumptions incorporated into this plan include:

- 3.1.1 Critical lifeline utilities may be interrupted, including: water delivery, electrical power, natural gas, ground-based and cellular communications, microwave and repeater-based radio systems, and information systems.
- 3.1.2 Regional and local public services may not be available.
- 3.1.3 Major roads, overpasses, bridges and local streets may be damaged.
- 3.1.4 Buildings and structures, including homes, may be damaged.
- 3.1.5 Damage and shaking may cause injuries to, and displacement of people.
- 3.1.6 Normal suppliers may not be able to deliver materials.
- 3.1.7 Contact with family and homes may be interrupted.
- 3.1.8 People may become confined to the University – as off-campus travel conditions may become unsafe.
- 3.1.9 Initially, the University will need to conduct its own rapid damage assessment, situational analysis and deployment of on-site resources and management of emergency operations, from the campus Emergency Operations Center (EOC), while emergency conditions exist. These responsibilities may change upon the arrival of emergency first responders.
- 3.1.10.1 Communication and exchange of information will be one of the highest priority operations at the EOC. The inter/intranets may be inoperative.

Plan Objectives

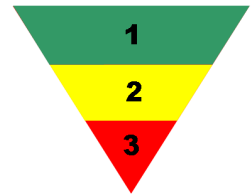
4.1 The objectives of this plan are to:

- 4.1.1 Organization
 - a. Provide clear and easy-to-follow checklist-based guidelines for the most critical functions and liaisons during an emergency response.
 - b. Provide an easy to follow plan design in which users can quickly determine their role, responsibilities and primary tasks.
 - c. Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response so that stakeholders are informed of the emergency response process and have access to information about what is occurring at the University.
- 4.1.2 Communications and Information Management
 - a. Serve as the central point of communications both for receipt and as transmission of urgent information and messages.
 - b. Serve as the official point of contact for the UofM during emergencies when normal communication channels are interrupted.
 - c. Provide 24-hour communication services for voice, data and operational systems.
 - d. Collect and collate all disaster related information for notification, public information, documentation and post-incident analysis.
 - e. Provide a basis for training staff and organizations in emergency response management.
- 4.1.3 Decision-Making
 - a. Determine, through a clear decision-making process, the level of response and the extent of emergency control and coordination that should be activated when incidents occur.
- 4.1.4 Response Operations

- a. Utilize the resources at the UofM campus to implement a comprehensive and efficient emergency management response team.
 - b. Be prepared with a pro-active emergency response management action plan that provides the possibilities and eventualities of emerging incidents.
- 4.1.5 Recovery Operations
- a. Transition response operations to normal management and operational processes, as able.
 - b. Support business resumption plans and processes, as needed, during restoration phases.
 - c. Provide documentation and information to support the Federal Emergency Management Agency (FEMA) disaster assistance program application.

4. Types and Levels of Crisis

- 5.1 **Level 1 - Limited Crisis.** A limited crisis, within the scope of this plan, is any incident, potential or actual, which will not seriously affect the overall functional capacity of the university, but nevertheless requires some degree of action. In some cases, a limited crisis may be small enough that the affected department can effectively resolve the issue. In other cases, assistance from the University Police and/or off-campus emergency response groups may be required according to the standard operating procedures of the UofM Police. While some damage and/or interruption may occur, the conditions are localized and the UofM EOC activation is not needed.



Examples of Limited Crises in the context of this plan may include but are not limited to the following: localized chemical spill, plumbing failure or water leak.

- 5.2 **Level 2 - Issue-Driven Crisis.** Includes issue driven and/or slowly developing situations that negatively impact The University of Memphis. The incident may be severe and cause damage and/or interruption to UofM operations. A partial or full activation of the UofM EOC is needed. UofM may be the only affected entity.

Examples of issue driven crises may include but are not limited to the following: unscheduled or planned protests or disruptions; civil disturbances; unauthorized occupancy of campus areas; sexual assaults; controversial speakers; and hate crimes.

- 5.3 **Level 3 - Major Crisis.** A major crisis, within the scope of this plan, is an incident posing major risk to University personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/or major damage. Such an incident is equivalent to a campus-wide 'state of emergency,' and is expected to require activation of the UofM EOC and Crisis Management Team (CMT) in order to provide an immediate emergency response. UofM may request assistance from the City of Memphis, Shelby County, other State agencies or request federal assistance via the Memphis-Shelby County Emergency Operations Center. A Level 3 crisis may develop from incidents beginning at the Level 1 or 2 stages.

Examples of major crises may include one or a combination of the following perils: active shooter, infectious disease, fire, explosion, severe weather conditions, earthquake, building collapse,

flood, wind, chemical release, radioactive contamination, major civil disturbance, bomb threat, aircraft emergency, barricade or hostage situation, or other acts of terrorism.

6. Plan Activation

6.1 This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives.
- Coordinate communications.
- Prevent damage to the environment, systems and property.
- Provide essential services.
- Temporarily assign University staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Emergency Operations Center (EOC).

7. Emergency Authority

7.1 Crisis Management Team (CMT) – Policy Group

7.1.1 The President of the University of Memphis serves as leader of the CMT - Policy Group which may activate in the event of a **Level 3** emergency or whenever executive policy issues must be addressed during a crisis. In the event of any threatened or actual disaster or civil disorder on the campus of the University of Memphis at a time when the President of the University is absent from campus, the authority to take all necessary and appropriate actions on behalf of the President of the University is hereby delegated to the following University officers in the order listed below, with such authority being delegated to the highest ranked University officer on the list whom Police Services is able to contact:

1. Provost
2. Chief of Staff
3. Chief Financial Officer
4. Dean of Students
5. Chief Information Officer
6. Executive Vice President for University Relations
7. Chief Advancement Officer

NOTE: ***For a civil disturbance situation only***, the Chief of Police or, in the Chief of Police's absence, the senior on-duty police supervisor is hereby delegated the authority to take all necessary and appropriate actions on behalf of the President under the following conditions:

- (1) When neither the President nor any of the University officers listed above can be contacted within a reasonable period, given the immediacy and other circumstances of the threatened or actual civil disorder.
- (2) When an actual civil disorder is in progress and immediate action is necessary to protect persons or property from further injury or damage.

7.2 UofM Campus Emergency Operations Center (EOC) Activation

7.2.1 During incidents and emergency conditions in which the immediate activation of the UofM EOC is needed, the following UofM positions may activate this plan and the UofM EOC, and serve as the EOC Director (*in recommended order*):

1. UofM Chief of Police
2. Emergency Preparedness Coordinator
3. Director of Environmental, Health and Safety
4. Executive Vice President and Chief Financial Officer

In the event that none of the above is available, the UofM Police Services Shift Supervisor will assume authority for the activation of this plan and provide overall direction until one of the above designees arrives.

8. Leadership Framework for Crisis Management

- 8.1 This leadership framework is based on the National Incident Management System (NIMS) and incorporates the Incident Command System (ICS), which is designed to provide an organizational structure capable of responding to various levels of emergencies ranging in complexity. It also provides the flexibility needed to respond to an incident as it escalates in severity. Because of this flexibility:
 - 8.1.1 The leadership framework for crisis management as defined in this plan does not resemble the day-to-day organizational structure of the University. Employees may report to other employees to whom they do not usually have a reporting relationship.
 - 8.1.2 Further, assignments and reporting relationships may change as crisis conditions change.
- 8.2 The Crisis Management Team (CMT) coordinates the campus response to, and recovery from Level 2 and 3 Crises.
- 8.3 Each member of the CMT has a designated alternate. For the purposes of this plan and its Annexes, the primary CMT member will be mentioned by position title. However, if the primary CMT member is unavailable, his or her alternate will carry out the duties of the primary CMT member.
- 8.4 The CMT is composed of two teams or groups – the Policy Group and the Operations Group.
 - 8.4.1 **Role of Policy Group (CMT-Policy):**
 - Defines Crisis Policy
 - Declares Campus State of Emergency
 - Approves overall priorities & strategies
 - Communicates with Board of Trustees, THEC, State Legislators, as needed
 - Issues public information reports & instructions
 - Determines program closures and resumptions
 - Plans and prioritizes long term recovery
 - 8.4.2 **Role of Operations Group (CMT-Operations):**
 - Determines the scope and impact of the incident
 - Prioritizes emergency actions
 - Deploys and coordinates resources and equipment
 - Communicates critical information and instructions
 - Monitors and reevaluates conditions
 - Coordinates with government agencies (e.g., Memphis/Shelby County, TEMA, FEMA)
 - Implements and monitors recovery operations

9. Response Framework for Crisis Management

- 9.1 **Any Unpredicted Crisis or Emergency.** Report any crisis or emergency immediately to University of Memphis Police Services at 678-HELP (4357).
- 9.2 Police Services Dispatch will follow a defined sequence of responses for nearly all emergency situations:
 - 9.2.1 Dispatch police officers and make appropriate fire and/or medical rescue calls.
 - 9.2.2 Notify the Chief of Police or his designee according to departmental procedures.
 - 9.2.3 Notify Emergency Preparedness Coordinator.
 - 9.2.4 Notify the Director of Environmental Health & Safety, the Vice President of Physical Plant, Student Health Services, and/or Residence Life per internal procedures, as appropriate.
 - 9.2.5 If warranted, the Chief of Police will notify the President, the Executive Vice President and Chief Financial Officer, and/or other individuals, after crisis conditions are verified by Environmental Health & Safety, Physical Plant and/or Student Health Services.
 - 9.2.6 The President or designee determines whether to declare a Major Crisis and notifies the Chief of Police.
 - 9.2.7 See Annex C (Crisis Communications Plan) for subsequent notification procedures.
- 9.3 **Response to a Level 1 - Limited Crisis.** The impacted departments or personnel coordinate directly with Police Services, Emergency Preparedness, Environmental Health & Safety, Residence Life, or Physical Plant to resolve a Level 1 Crisis. Level 1 Crises are reported through normal channels (Police Services for issues of public safety, Physical Plant for building issues, Telecommunications for telephone problems, etc.) and, are handled based upon established departmental practices. Level 1 Crises do not require activation of the University's Crisis Management Plan, although portions of the plan may be utilized (e.g., Building Evacuation procedures).
- 9.4 **Response to a Level 2 - Controversial Issue.** The University's CMT Policy Group is responsible for evaluating Level 2 situations on a case-by-case basis. Level 2 situations can be quite complex because of the varied institutional, student, and community responses that must be coordinated. Activation of all or portions of the Crisis Management Plan may be warranted.
- 9.5 **Response to a Level 3 - Major Crisis**
 - 9.5.1 When a Level 3 crisis is declared by the President or designee (see Section 5.3), such declaration authorizes the Chief of Police to activate the CMT-Operations Group.
 - 9.5.2 Members of the CMT-Operations Group are notified by Police Services Dispatch.
 - 9.5.3 Members of the CMT-Policy Group are notified by the President's Office or the Office of the Executive Vice President and Chief Financial Officer.
 - 9.5.4 When crisis conditions abate, the CMT-Policy Group and the Emergency Operations Center Director recommend an appropriate time to return to normal conditions.
 - 9.5.5 Prior to assembling the CMT-Operations Group, on-scene responders following the Incident Command System (ICS), are authorized to make essential operational decisions and to commit resources for mitigation and control purposes. Police Services may also request help from other departments on an emergency basis, including requesting reassignment of staff from less critical assignments.
 - 9.5.6 If a Level 3 Crisis is declared, it may become necessary to restrict access to specific areas on campus to only authorized personnel. Only those designated individuals with assigned crisis response duties will be allowed to enter an area or building affected by

an incident. Access restrictions will be communicated through appropriate channels. Failure to comply may result in disciplinary or legal action.

10. Crisis Management Team-Policy Group

- 10.1 Members of the CMT-Policy Group are notified by the President or the Executive Vice President and Chief Financial Officer or their designees.
- 10.2 **Membership.** The CMT-Policy Group consists of University leadership as follows:
- President
 - Provost
 - Executive Vice President and Chief Financial Officer
 - Vice President for Student Academic Success
 - Chief Information Officer
 - Executive Vice President for University Relations
 - Director of Athletics
 - Legal Counsel
 - others as needed depending on the nature of the incident
- 10.3 **Joint Information Center (JIC).** A JIC is a central location for involved agencies to coordinate public information activities and a forum for news media representatives to receive disaster information. The purpose of a JIC is to maintain liaisons with the news media; provide news releases and other information as approved by the President; assure that official statements are issued only by those administrators authorized to issue such statements; assist in handling telephone inquiries from the public relative to the disaster and accredit bonafide members of the news media operating on campus. The Executive Vice President for University Relations is responsible for developing procedures related to the development of such a Center.

11. Crisis Management Team-Operations Group

- 11.1 Members of the CMT-Operations Group are notified by Police Services Dispatch and follow provided instructions.
- 11.2 When notified, members of the CMT-Operations Group will immediately report to the primary Emergency Operations Center (EOC) located In Health Center 108.

11.3 CMT-Operations Group Leadership

- 11.3.1 The Chief of Police is the designated EOC Director, however, the President may appoint an EOC Director as the situation requires; this individual has ultimate responsibility for activation, oversight and termination of the Emergency Operations Center.
- 11.3.2 In the Chief of Police's absence, the Emergency Preparedness Coordinator is an alternate EOC Director.
 - If the situation warrants, EOC Director responsibilities may be ceded to the Director for Environmental Health and Safety, Executive Vice President and Chief Financial Officer, or another University official as directed by the President.

11.4 CMT-Operations Group Membership & Responsibilities

- 11.4.1 The **EOC Director** is selected based upon nature of incident; this person will collaborate with CMT Operations Group members to provide overall strategy for the EOC. Reviews and approves overall priorities and action strategies for the emergency response. Works with and supports Communication Services in the development and delivery of messages. Coordinates and communicates as necessary with the CMT Policy Group and other University groups regarding the UofM Campus EOC operations and oversees response and recovery operations. Activates the EOC, leads the EOC Action Plan, and deactivate as conditions return to normal. Has the delegated authority to act in the best interest of the University and the goals of emergency response and recovery, on behalf of the CMT Policy Group during immediate response operations.
- 11.4.2 **Chief of Police** will manage Police functional operations at the EOC. Serves as the Operations Section Chief for incidents in which the police field units are the Incident Commanders. Coordinates general field assignment with the Police Department Command Center and may, as needed, communicate directly with field Incident Commanders and units. Has the lead for the Operational Action Plan for law enforcement, security, traffic control, evacuations, access control, and crime scene preservation. Coordinates with the county Medical Examiner's office for incidents involving fatalities. Has primary authority for establishing priority for field response and police resource allocation. Responsible for managing search and rescue and fire suppression, if the Memphis Fire Department is not immediately available.
- 11.4.3 **Emergency Preparedness Coordinator** is responsible for overall supervision of collecting, analyzing, and displaying situation information; preparing periodic situation reports; preparing and distributing the EOC Action Plan and facilitating the action planning meeting; conducting advance planning activities; providing technical support services to the various EOC Sections and Units, and documenting and maintaining files on all EOC activities. Information is needed to:
 - Understand the current situation
 - Predict probable course of incident events
 - Prepare alternative strategies for the incident
- 11.4.4 **Director of Environmental Health and Safety** will manage and coordinate the environmental health and safety functions of the emergency response on the UofM campus and provide consultation for emergency response at other UofM

locations. This includes providing input for suspected problems with hazardous chemical, biological or radiological materials or spills, or basic public health concerns related to contaminated water, sewage or air contaminants. Provide consultation to assist in the assessment of unsafe conditions. Manage and coordinate on-site hazard assessments. Coordinate HazMat contractor(s) consistent with EOC priorities. Advise and provide information to other campus departments and emergency response personnel on the safety and health of planned operations and responses. Provide input for the Operational Action Plan for evaluating and prioritizing response operations relative to hazardous situations, fire risks, and health and environmental risks.

- 11.4.5 **Vice President for Physical Plant** will have the responsibility for managing and coordinating the prioritized response and exchange of operational information for all buildings, power and water utilities, roadways, and grounds with the Work Control Center. Has the lead for damage assessment, repair and restoration operations for all campus power and water utilities, facilities roadways, and grounds, and assists with emergency power and support for all field operations and the EOC. Is responsible for providing reports from outside utilities, and transitioning emergency operations to clean up and repair operations.
- 11.4.6 **Designee of Executive Vice President for University Relations Services** will serve as the liaison between the Joint Information Center (JIC) and the EOC Director. Collaborating with the JIC, this individual will coordinate the needs of the outside media and assist the EOC in determining appropriate news releases to the public.
- 11.4.7 **Director for Network and Data Center Operations** maintains, operates, and deploys emergency telecommunication tools. Will provide alternate voice and data communications capability in the event of disruption to normal telecommunications lines and equipment. The Director will evaluate current and projected requirements and select the appropriate technological means of backing up the UofM telecommunications network.
- 11.4.8 **Designee of Provost** will have the responsibility of informing and assigning responsibility to the Deans and the faculty. This individual will also serve as a liaison between faculty and the CMT-Operations Group, informing the crisis responders of the specific aspects of an affected facility (e.g., location of research materials, presence of research animals).
- 11.4.9 **Designee of Vice President for Student Academic Success** will have the responsibility of ensuring that the needs and concern of students are met including contact with family members. This individual will serve as the liaison with staff and with student leaders and will arrange for deployment of the Student Academic Success Critical Incident Team, if warranted. The purpose of this team is to provide counseling services to students in times of crisis or trauma.
- 11.4.10 **Director for Residence Life** will have responsibilities for ensuring appropriate care and sheltering needs of resident students. Determine the number of students who will require evacuation and emergency sheltering and coordinate their relocation to suitable emergency shelters located on and off campus. Provide a current listing of resident students by location to the Emergency Operations Center. Organize student volunteers (as a last resort) for operational use during the emergency.

- 11.4.11 Dining Services will coordinate and handle emergency feeding for students, staff, faculty and volunteer workers.
- 11.4.12 **Chief Human Resources Officer** will have the responsibility of developing procedures to provide response personnel with information regarding their families. The AVP-HR will coordinate services for affected faculty and staff to include referral for injuries covered by worker's compensation, counseling services and EAP referrals, and staff notification through various communications channels. Responsible for managing emergency human resource operations, including temporary or emergency hires, critical processes for benefits and employee services, and other HR related activities in support of the emergency response and recovery. Responsible for coordinating all UofM staff volunteer resources to support the University's needs. Set up a registration process for ensuring UofM staff volunteers are working under the management of an appropriate manager of the University. Registration includes obtaining emergency contact numbers, signed statement indicating complete and voluntary participation and willingness to work as assigned. May need to address work requirements, i.e. lifting, hazard exposure, etc. This task is not required for any volunteers who are coordinated by an official organization, such as the American Red Cross or United Way.
- 11.4.13 **Designee of Director for Student Health Services** will coordinate the request for and allocation of medical resources at the campus. Will coordinate the location of on-going triage and minor care to injured persons and assist responding agencies providing mutual aid. Monitors and documents injury and death reports, and coordinates with UofM Police Services for reports to the Medical Examiner.

12. Crisis Management Plan - Concept of Operations

- 12.1 The UofM Crisis Management Plan is considered a management tool; it provides overall organizational and general procedural guidelines for the management of information, activities, and operations during an emergency. The planning is based on NIMS and the Incident Command System (ICS), a management structure adopted throughout the United States and utilized internationally.

This approach to emergency management provides Emergency Support Functions (ESFs) for each critical operation of the University during an emergency and allows the utilization of ICS protocols in the EOC during activation. It also provides for a smooth transition to restoration of normal services and the implementation of programs for recovery.

For the purpose of additional role definition with accompanying responsibilities, ESF are assigned to the following sections:

- 1. Operations
 - ESF 2, Communications
 - ESF 4, Firefighting
 - ESF 9, Campus Search & Rescue
 - ESF 10, Hazardous Materials Response
 - ESF 13, Campus Safety & Security
- 2. Planning

- ESF 5, Information & Planning
- ESF 15, Recovery
- ESF 12, Utilities
- 3. Logistics
 - ESF 1, Transportation
 - ESF 3, Campus Infrastructure
 - ESF 6, Human Services
 - ESF 8, Health & Medical Services
 - ESF 11, Emergency Food Assistance
- 4. Finance/Administration
 - ESF 7, Resource Support
 - ESF 14, Donations, Volunteers

Each Branch is consolidated in the EOC during activation to insure coordination among various departments and organizations.

Benefits of the ICS process:

1. History
 - a. Thirty-year history of successful implementation for emergency response management in the field.
 - b. Ten-year history as the International (Global) Standard for Emergency Management organization.
2. Proven Best Practices in Emergency Management
 - a. Flexibility in application – allows for scale-up, scale-down and transition.
 - b. Team-based, bundled and linked processes and cross-functional efficiency within the organization.
 - c. Easy-to-understand for the users.
 - d. Action oriented – focuses on results and output.
 - e. Starts and stops – designed for rapid deployment and smooth de-activation.
 - f. Wide application to unique settings.
3. Aligned with Adjacent and Contiguous Agencies
 - a. Standardized functions.
 - b. Standardized processes.
 - c. Follows State of Tennessee guidelines.



- 12.2 Generally, the designation of first responder is assigned to Police Services pertaining to any crisis. The first officer arriving at the scene establishes an Incident Command Post and assumes the role of Incident Commander. This responsibility may be transferred as additional command or more experienced personnel arrive.
- 12.3 The Incident Commander is responsible for coordinating on-scene operational activities and providing frequent status updates to the EOC.
- 12.4 If the situation requires multi-jurisdictional response, establishment of a Unified Command may become necessary.
- 12.5 If warranted, incident command will transfer to the governmental agency with the broadest jurisdictional authority (e.g., Memphis Fire Department, EMA, among others) for that incident.

- 12.6 The Incident Command Post will be established at a location near the crisis which provides the best available location for observation and logistical support, but which ensures an adequate level of safety.
- 12.6.1 The Incident Command Post is the location from which on-site response is staged and managed.
 - 12.6.2 Communication facilities at the Incident Command Post will be made available for use by participating units.
 - 12.6.3 Each responding agency and unit must have a representative present at the Incident Command Post. These representatives upon arrival will identify themselves to the Incident Commander.

13. UofM Emergency Operations Center (EOC)

- 13.1 The EOC serves as the central management center for the CMT-Operations Group. The primary EOC is located in the Hudson Health Center Building, Room 108 The Emergency Preparedness Coordinator is responsible for ensuring these facilities are appropriately equipped.
- 13.2 Once an emergency is declared and the EOC is activated, it will be staffed on a 24-hour basis by key members of the CMT-Operations Group if necessary, or as directed by the UofM President.
- 13.3 In cases of a Major Crisis, the Chief of Police may activate the Emergency Operations Center (EOC), which shall serve as the workspace for members of the CMT-Operations Group responsible for executing required Emergency Support Functions (ESF).
- 13.4 The EOC staff will be organized to ensure the following management activities or actions are performed:
- 13.3.1 EOC Director - the person who is responsible for setting objectives and priorities and has overall responsibility of the incident.
 - 13.3.2 Operations Section – primarily responsible for managing the tactical operations of various response elements involved in the crisis/emergency.
 - 13.3.3 Planning section – is responsible for the collection, analysis and display of information relating to incident operations, compiling it into documents that can be used immediately by decision-makers and responders. Develop alternative tactical action plans, conduct planning meetings and prepare the EOC Action Plan for incidents which require extended operational periods.
 - 13.3.4 Logistics Section – ensures the acquisition, transportation and mobilization of resources to support the response effort at the disaster site(s), and the EOC. Additionally, if the severity of the emergency requires mass evacuation, the Logistics Section will coordinate with City of Memphis, Shelby County, and the American Red Cross for the establishment of housing, shelters and mass feeding capabilities for victims and/or responders and their dependents. Methods for obtaining and using facilities, equipment, supplies, services, and other resources will be the same as used during normal operations unless authorized by the EOC Director or emergency orders of the University President.
 - 13.3.5 Finance/Administration – tracks spending, approves expenditures and purchasing, tracks worker hours, handles claims for compensation and coordinates disaster financial assistance. The Finance Section also coordinates with the Logistics Section

Purchase/Supply Unit Leader the negotiation and administration of vendor and supply contracts and procedures.

- 13.5 All departments requiring outside resources must submit their departmental needs to the EOC. The EOC will coordinate with appropriate agencies/organizations to obtain the needed resources.

14. Priority Objectives

- 14.1 The CMT-Operations Group will concentrate their efforts on Priority I objectives until these objectives are substantially met. Priority II and III objectives will be addressed as resources become available.

14.1.1 Priority I

- Life Safety and Evacuation - evaluate the need to evacuate people from hazardous or high-risk areas to safe zones.
- Medical Aid - evaluate medical services available and advise rescue forces regarding location of treatment facilities for injured.
- Fire Suppression - evaluate fires or fire hazards and use available resources to control and evacuate.
- Search and Rescue - establish search and rescue teams and initiate rescue operations as required.
- Communication Network - establish a communication network using available staff, materials and equipment.
- Utilities Survey - evaluate condition of utilities (gas, electric, steam, water, sewer) and shutdown or restore as needed.
- Hazardous Substance Control - survey critical areas (i.e., biological and chemical) and secure or clean up as needed.

14.1.2 Priority II

- Food and Drinking Water - identify supplies on hand and establish a distribution system for food and water.
- Shelter - identify usable structures to house resident students and/or community victims.
- Facility - evaluate facilities (i.e., buildings, classrooms) for occupancy or use. Identify and seal off condemned areas.
- Information - establish a communications system with the campus community and advise everyone regarding availability of services.
- Animal Control - provide controls and containment for all experimental animals on campus.
- Criminal Activity Control - establish a police/security system to protect property and control criminal activity.
- Psychological Assistance - establish a system to assist persons in coping with the crisis.
- Transportation - organize transportation for relocation to shelter.

14.1.3 Priority III

- Valuable Materials Survey - identify and secure valuable materials (i.e., artwork, historical books) on campus.
- Records Survey - identify and secure all University of Memphis records.

- Academic Survey - determine requirements to continue academic operations.
- Supplies and Equipment - develop a system to renew flow of supplies and equipment
-

15. Recovery and Planning

- 15.1 As operations progress from Priority I through Priority III, the administrative control of the crisis/emergency will move from the EOC back to the normal University organizational structure. The President, with input from the EOC Director, will determine when to deactivate the EOC.

16. Communications

- 16.1 At the onset of a crisis, news is likely to spread quickly. Nevertheless, a formal plan must be in place and supporting protocols must be followed to ensure that all necessary notifications are reliably completed. The University of Memphis Crisis Communications Plan establishes procedures related to communications with external audiences (i.e., media, community, etc.), (See Annex C).
- 16.2 **CMT Communications – Initial Notification.**
- 16.2.1 The key University of Memphis communications hub is the Police Services Dispatch. The Physical Plant Facilities Operations unit serves as an alternate site.
 - 16.2.2 Police Services Dispatch is the only communication link with 911 and the Memphis Police and Fire Departments.
 - 16.2.3 Police Services or Physical Plant Facilities Operations will usually be the first notified of a crisis. Each unit shall ensure that any notification of a crisis is shared with the other unit and the Emergency Preparedness Coordinator.
 - 16.2.4 As defined in Section 9.2, Police Services Dispatch will follow a defined sequence of responses for nearly all emergency situations.
 - 16.2.5 Dispatch police officers and make appropriate fire and/or medical rescue calls.
 - 16.2.6 Notify the Chief of Police or his designee according to departmental procedures.
 - 16.2.7 Notify the Director of Environmental Health & Safety, the Vice President of Physical Plant, Student Health Services, and/or Residence Life per internal procedures
 - 16.2.8 If warranted, the Chief of Police will notify the President, the Executive Vice President and Chief Financial Officer , and/or other individuals, after crisis conditions are verified by Environmental Health & Safety, Physical Plant and/or Student Health Services.
 - 16.2.9 Generally, the Executive Vice President and Chief Financial Officer or designee shall be responsible for contacting the President, Provost, Vice President for Student Academic Success, Chief Information Officer, Vice President for Communications and others as appropriate.
 - 16.2.10 The President or designee determines whether to declare a Major Crisis and notifies the Chief of Police.
 - 16.2.11 The Chief of Police notifies Police Services Dispatch of the declaration and provides Dispatch with instructions for the CMT-Operations Group.
 - 16.2.12 Police Services Dispatch will notify all members of the CMT-Operations Group and provide them with appropriate instructions.

16.3 Communications Equipment.

16.3.1 Land-line telephones will be the primary means of communications and will be used to contact CMT members and university departments. Alternate methods of communication will include LiveSafe messages, cellular telephones, pagers, etc.

16.3.2 Cellular phones, mobile radios and pagers may be issued to CMT members as appropriate.

16.4 Family Communications.

16.4.1 In a crisis, emergency personnel will need to know whether their families are safe. As described in Section 11.4.11, the Chief Human Resources Officer will develop appropriate procedures to address these needs in the case of a Major Crisis.

17. Plan Usage

- 17.1 This plan is established as a supplement to the University's administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations.
- 17.2 Users are to follow and complete the checklists contained in this document during emergency response (and training activations and exercises). The forms are then retained on file as official records of the emergency response. Users are also encouraged to supplement this manual with additional individual materials and information required for emergency response and recovery.
- 17.3 This plan is designed to be updated after each activation or exercise. A debriefing session will be conducted to identify "lessons learned" and areas of improvement to the University's emergency plans and processes. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.

18. Plan Development, Maintenance & Dissemination

- 18.1 The Executive Vice President and Chief Financial Officer is the Responsible Executive Officer of the Crisis Management Program of The University of Memphis, and as such is responsible for ensuring that the plan is developed and maintained.
- 18.2 The maintenance and further development of the plan must be a shared responsibility, involving many departments and units across campus. The Emergency Preparedness Coordinator is responsible for facilitating that work.
- 18.3 Each unit or department identified as having a role in this CMP is responsible for communicating the content of the CMP to its staff.
- 18.4 The CMP shall be reviewed annually by the Crisis Management Team-Operations Group and modified as necessary. The updated plan shall be forwarded to the President for approval, followed by dissemination to CMT members and posting to the Crisis Management webpage.
- 18.5 As potential crises emerge, any member of the CMT-Operations Group may convene the Group to prepare hazard-specific plans.
- 18.6 The Emergency Preparedness Coordinator will conduct quarterly exercises to train personnel and evaluate the adequacy of the CMP. After-action reports will be prepared and submitted to the President following each exercise. The University will conduct a functional exercise annually, involving all response personnel, faculty, staff and students, as warranted. The remaining exercises may be of a smaller scale: focused tabletops or orientations that involve

only portions of the CMP. The Emergency Preparedness Coordinator shall be responsible for developing these exercises, in consultation with the CMT-Operations Group.

- 18.7 An Emergency Response and Business Continuity Plan is generally required for each Administrative and Academic workspace and should be considered part of every Department's basic health and safety responsibility. Division/Department Emergency Response and Business Continuity Plans support the broader Campus Crisis Management Plan. The Emergency Preparedness Coordinator will provide a template to assist in developing this plan.

19. Community Assistance by the University of Memphis.

A crisis affecting the community may require local authorities to request the assistance of University of Memphis personnel and/or facilities. It is logical to assume such assistance would most likely involve the necessity to provide temporary shelter for victims of a disaster and/or medical care for these persons. The University of Memphis will cooperate to the extent possible in any emergency assistance operations directed by outside agencies. Assistance of this nature may require entering into Memorandums of Understanding, Mutual Aid Agreements or other forms of assistance arrangements. It may also require implementation of the UofM Crisis Management Plan.

Functional Annexes

Annex A

Emergency Support Functions with Lead and Support Departments

<p>ESF #1 – Transportation Lead: Parking & Transportation Services Support: Business Services Responsibility: Provide transportation strategies, resources and information for the University.</p>
<p>ESF #2 – Communications Infrastructure Lead: Information Technology Support: Physical Plant (Electronics Shop) Responsibility: (1) Provide radio, telecommunications, and data systems support to emergency responders during normal and emergency/disaster operations. (2) Provide a multimodal warning system capable of disseminating adequate and timely warnings to the campus community in the event of an emergency/disaster whether immediate or imminent.</p>
<p>ESF #3 – Campus Infrastructure Lead: Physical Plant Support: Police and Procurement Services Responsibility: (1) Perform building inspections of buildings damaged during emergencies/disasters. (2) Identify and prioritize which routes on University property are open for traffic and remove debris if necessary. (3) Provide or contract for debris removal operations in areas affected by emergencies/disasters. (4) Facilitate restoration of any utilities affected by the emergency/disaster.</p>
<p>ESF #4 – Firefighting Lead: Local Government Fire Departments Responsibility: Coordination of firefighting activities affecting UofM campus locations.</p>
<p>ESF #5 – Information and Planning Lead: Emergency Preparedness Support: University Relations & Physical Plant Responsibilities: (1) Establish procedures for gathering and analyzing information required to determine the extent of an emergency/disaster and to produce an action plan for resource prioritization. (2) Provide guidance and procedures to implement dissemination of emergency information to the campus community. (3) Establish a framework for gathering and reporting damage assessment information to the EOC during and/or after emergency/disaster operations.</p>

ESF #6 – Human Services	
Lead: Residence Life	Support: Physical Plant and Human Resources
Responsibilities:	
(1) Provide emergency sheltering for faculty, staff and students during emergencies/disasters affecting UofM campus (including special needs population).	
(2) Provide individualized crisis counseling and other similar support programs to individuals affected by the emergency/disaster.	
ESF #7 – Resource Support	
Lead: Physical Plant	Support: Physical Plant and Police Services
Responsibility:	
(1) Provide incident logistics planning, management, and sustainment capability to the University.	
(2) Provide resource support (facility space, office equipment and supplies, contracting services, etc.).	
(3) Identify staging areas on campus to support emergency/disaster operations internally and externally if justified by conditions.	
ESF #8 – Health and Medical Services	
Lead: Student Health Services	Support: Athletic Training Room Staff, Loewenberg College of Nursing and Local Medical Community
Responsibilities:	
(1) Provide on-campus guidance, prioritization, and coordination of resources involved in the triage, treatment, and medical evaluation of victims resulting from emergencies/disasters.	
(2) Establish liaisons with local medical community to augment University resources that reach or exceed their capabilities.	
ESF #9 – Campus Search and Rescue	
Lead: Local Government	Support: Police Services
Urban Search & Rescue Teams	
Responsibility:	
Life-saving assistance, search and rescue operations.	
ESF #10 – Hazardous Materials Response	
Lead: Environmental, Health and Safety	Support: Local Government HazMat Teams
Responsibility:	
Provide support in responding to actual or potential hazardous materials (chemical, biological, radiological, etc.) releases; facilitate environmental short and long-term cleanup.	
ESF #11 – Emergency Food Assistance	
Lead: Dining Services	Support: Commercial Vendors
Responsibility:	
Identify and secure a food source, ensure delivery to affected area(s) during Level 3 emergencies or disasters.	
ESF #12 – Campus Energy Systems	
Lead: Physical Plant	Support: MLG&W
Responsibility:	
Campus energy infrastructure assessment, repair, and utility restoration.	

ESF #13 – Campus Safety and Security**Lead:** Police Services**Support:** Local Government Law Enforcement Agencies**Responsibility:**

- (1) Provide for the orderly flow of on-campus vehicle and personnel traffic in and around areas affected by emergencies/disasters.
- (2) Initiate planning to ensure the security of areas affected by emergencies/disasters, including emergency personnel working in those areas and resources. Provide a safe environment for the campus community with additional emphasis on victims of the emergency/disaster.
- (3) Implement and/or assist with the evacuation of faculty, staff and students in affected areas.
- (4) Implement and/or assist with search and rescue efforts.

ESF #14 – Donations/Volunteers**Lead:** Accounting and Human Resources**Support:** Residence Life, First South Credit Union**Responsibility:**

- (1) Establish procedures and protocol for accepting donations (goods, cash, etc.) during emergencies/disasters by persons or organizations outside of the university.
- (2) Establish a mechanism for coordinating the deployment of personnel or organizations offering services on a voluntary basis to the University during or after an emergency/disaster.

ESF #15 – Recovery**Lead:** Emergency Preparedness and Physical Plant**Responsibilities:**

- (1) Capture and prepare data to provide for the delivery of local, state and federal assistance to the University.
- (2) Facilitate the development of long-range recovery and redevelopment plans; review and analyze the university's hazard mitigation program following an emergency/disaster.

Annex B

Declaration of Emergency

Campus Emergency

In an emergency and as the conditions warrant, an official proclamation by the University President or his/her designee will have the following effects and provide legal authority to:

- Promulgate orders and regulations necessary to provide for the protection of life and property, including closure of campus.
- Facilitate participation in mutual aid from State agencies or local jurisdictions.
- Activate campus personnel, logistical resources and campus facilities for response to an emergency.
- Ensure emergency response personnel are acting with authority to manage, control, and participate in activities outside the regular scope of employees' duties.
- Provide an appropriate procedure for listing emergency workers.
- Ensure appropriate coverage of Workers' Compensation, reimbursement for extraordinary expenses, and state and Federal disaster relief funds, where applicable.
- Implement documentation of damages, expenses, and recording of cost for reimbursement for extraordinary expenses and to seek federal disaster relief where appropriate.
- Conduct emergency operations without facing liabilities for performance, or failure of performance.

University of Memphis will proclaim a formal CAMPUS STATE OF EMERGENCY when response to emergency conditions exceeds the university's capabilities, and additional assistance is required from local, State, and possibly Federal assistance is required. The University's formal declaration will be submitted to the Tennessee Higher Education Commission and the Shelby County Office of Emergency Preparedness.

Requests for mutual aid will be initiated when additional material and/or personnel are required to respond to the emergency. Fire and law enforcement agencies will request or render mutual aid directly through established channels. (See UofM Policy UM1507).

Local Emergency

The emergency may include the City (Memphis, Millington, Collierville and/or Lambuth depending on the location) as well as the campus. In that case the authority to proclaim a Local Emergency lays with the appropriate Mayor's Office or in his/her absence, the City Council or designated alternate. The governing body must also proclaim the termination of the LOCAL EMERGENCY as soon as conditions warrant. A proclamation of LOCAL EMERGENCY provides the governing body the authority to:

- Provide mutual aid consistent with the provisions of local ordinances, resolutions, emergency plans, and agreements.
- Receive mutual aid from State agencies.
- In the absence of a State of Emergency, seek recovery of the cost of extraordinary services incurred in executing mutual aid agreements.
- Promulgate orders and regulations necessary to provide for protection of life and property.

- Promulgate orders and regulations imposing curfew.

When the local resources are overwhelmed, the appropriate City will make an appeal to the appropriate County (Shelby or Madison). The County can proclaim a local area emergency that will include all jurisdictions.

State of Emergency

The Governor may declare a **STATE OF EMERGENCY** when conditions warrant and/or when the mayor or chief executive of a city or the chairman of the Board of Supervisors or county administrative officer, requests the proclamation. Alternately, the Governor may proclaim a **STATE OF EMERGENCY** in the absence of a request if it is determined that 1) conditions warrant a proclamation and 2) local authority is inadequate to cope with the emergency.

The proclamation must be in writing, be well publicized, and filed with the Secretary of State as soon as possible following issuance. The proclamation is effective upon issuance.

During a **STATE OF EMERGENCY**, the Governor has the authority to promulgate, issue, and enforce orders and regulations within the affected area and employ State personnel, equipment, facilities, and other resources to mitigate the effects of the emergency. A **STATE OF EMERGENCY** must be terminated as soon as conditions warrant.

If the Governor requests and receives a Presidential declaration of an EMERGENCY or a MAJOR DISASTER under Public Law 93-288 (Federal Disaster Relief Act of 1974), he/she will appoint a State Coordinating Officer (SCO). A duly appointed Federal Coordinating Officer and the SCO will coordinate and control State and Federal efforts in support of City and County operations.

Procedures for Declaring a Campus State of Emergency

As leader of the CMT – Policy Group, ultimate authority to declare a campus state of emergency rests with the University President or his/her designee as follows:

- a. The Chief of Police shall immediately consult with the President or his/her designee regarding the emergency and determine whether a campus-wide state of emergency exists. During the period of any major campus emergency, Police Services will immediately put into effect the appropriate procedures necessary in order to meet the emergency, safeguard people and property, and maintain educational facilities, as outlined in the University's Crisis Management Plan.
- b. When it is determined that a campus-wide state of emergency exists, only registered students, faculty, staff and affiliates (i.e., persons required by employment) are authorized to be on the Campus. Those who cannot present proper identification showing their legitimate business on campus will be required to leave immediately.
- c. In addition, only those faculty and staff members who have been assigned emergency resource duties or issued emergency credentials by Police Services will be allowed to enter the immediate disaster site.

Annex C

Crisis Communications Plan

I. Purpose

This plan provides guidelines for communicating within the university, and from the university to the media and the public, in the event of an emergency or crisis.

Disasters, emergencies and crises disrupt the university's normal activities and may require activation of the UofM Crisis Management Plan

(https://www.memphis.edu/crisis/pdf/crisis_mgmt_plan.pdf). This Crisis Communications Plan describes the role of Marketing and Communication in communicating vital information to members of the UofM community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university. Elements should be tested in conjunction with campus-wide emergency drills and exercises.

Appendices should be checked for accuracy and completeness on a bi-annual basis.

II. Objectives

1. Determining whether the situation requires invoking this plan.
2. Assembling a Crisis Communications Team to recommend responses.
3. Implementing immediate actions to:
 - a. Identify key constituencies who need to be informed.
 - b. Communicate facts about the situation and minimize rumors.
4. Restore and/or maintain order and confidence in the safety and operation of the University.

III. Assumptions

1. Often the only information the public receives about an emergency is via the media, therefore media relations is an essential element of the University's overall crisis management plan.
2. An emergency is likely to draw more attention to the University than many "good news" stories, because it is much more sensitive in nature. Therefore, accuracy, completeness and truthfulness in the information released about an emergency are essential.

IV. Procedures

1. **Decision-Making:** Because communication is extremely important in the response to a crisis situation, the University's Executive Vice President for University Relations or his/her designee must be involved at the highest level of decision-making in response to a University crisis. In addition, this individual must, in conjunction with the President (or the president's designee), be the final arbiter of information disseminated from the University about the crisis.
2. **Spokesperson:** Generally, this responsibility is assigned to the Executive Vice President for University Relations. (On occasion, it may be advisable to have the President speak, or a subject matter expert in a particular field to address an issue within his/her area of expertise.)
3. **Access:** The Executive Vice President for University Relations must have unimpeded access to all individuals with pertinent information about the crisis. All persons with critical knowledge of the crisis must have unimpeded access to the VP.
4. **Notifying Key Constituencies:** The Crisis Communications Team will determine which groups need to be informed first. It is important to keep in mind that people will seek – and believe –

other sources of information (e.g., news reports, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety. Appendix I to the Crisis Communication Plan contains a description of the communication tools, their possible applications in a crisis, and who can operate those tools.

Key constituencies include:

- Students
- Faculty
- Staff
- Parents of students
- Tennessee Higher Education Commission
- Board of Trustees
- Public officials—Governor, Legislators, Mayors
- Alumni
- Neighbors
- General Public
- News Media
- Major Donors

5. **Joint Information Center (JIC):** In addition to the UofM Emergency Operations Center (addressed in the Basic Plan section), there must also be a JIC, where:

- the Executive Vice President for University Relations and his/her staff operate
 - public information officers from other responding agencies or campuses may operate
 - information is compiled from various sources and checked for accuracy
 - media releases are prepared for dissemination
 - the news media may call for information
- a. The Executive Vice President for University Relations will responsible for the operation of the JIC.
- b. Marketing and Communication will provide staffing requirements (Appendix B contains staff contact information)
- c. The JIC should be set up at a convenient location that:
- is easily accessible by foot or vehicular traffic, and
 - has parking sufficient to accommodate news media vehicles, including their large remote-broadcast vans
 - is isolated from the Emergency Operations Center (EOC) to prevent uninvited media intrusion into that facility
- d. The JIC should also be convenient to:
- the President
 - Crisis Management Team members
 - appropriate emergency personnel
- e. The JIC will operate on a 24-hour basis for the duration of the crisis, until the President declares an all clear and normal University operations have resumed. At that time, members of Communication Services can resume a normal duty status.

- f. The JIC must be equipped with items and supplies sufficient to handle a pressing workload; examples of such items include: (Communication Services responsibility)
 - land-line telephones,
 - fax machines,
 - mobile telephones,
 - computers (with email and Internet capability), and
 - printers (with paper and supplies)
- g. Alternate communications capability is also necessary at the JIC, including:
 - manual typewriters,
 - two-way radios,
 - laptop computers with extra batteries and wireless capability
- h. Ideally, portable power-generating equipment will be available to supply alternative power if necessary. (Physical Plant and Information Technology will supply such equipment, beyond the normal amount already possessed by the University's Communication Services office.)
- i. At least two (2) designated telephone "hotlines" should be established to offer pre-recorded messages to callers, giving them updates on the crisis, and methods the University is employing to deal with the situation, e.g., temporary housing, revised class schedules, etc.
 - To control rumors and inaccurate information, hotlines will be established and publicized to the University community, media sources, and general public as part of crisis management planning for the University
 - Generally, hotlines will be located at the JIC to provide for easy and frequent message updates
- j. All other switchboard operators or persons receiving calls regarding the crisis should refrain from commenting and immediately forward those calls to the JIC.
- k. The JIC will provide crisis status updates to the campus community using all available technology, including:
 - telephone
 - LiveSafe
 - Social Media sites (Facebook, Twitter)
 - Alertus
 - email
 - the University's main Web page
 - the University's closed-circuit television system
 - hotline messages
 - broadcasts on WUMR (91.7) and the Daily Helmsman
(*Planning for the use of these means of communication assumes that some are functional during a crisis.*)
- l. Personnel who should be present at media briefings include:
 - the Executive Vice President for University Relations and his/her staff
 - the President
 - any other University personnel whose knowledge of the situation or background expertise might be helpful
- m. The Executive Vice President for University Relations will keep his/her JIC staff members briefed continually on developments related to the crisis. He/she will also keep the Crisis

Management Team-Policy Group apprised of information that may come from the Operations Group and, from outside the campus. The flow of information to and from all parties involved in the crisis response is essential to the success of that response.

6. **Fact sheet:** As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key constituencies and information provided to reporters by the spokespersons. It will be approved by the Executive Vice President for University Relations and checked for accuracy by those with a direct knowledge of the crisis. Fact sheets released publicly or posted to the Internet must be time stamped and updated as information changes.
7. **Alerting the media:** The Executive Vice President for University Relations is responsible for deciding the best methods of reaching appropriate media outlets. Communication with the media must occur frequently, as new information is known. Information from media briefings may be captured in audio and/or video and posted to the Internet, along with updated fact sheets. Efforts will be made to monitor news coverage in key media outlets and correct significant inaccuracies, either in those media outlets themselves or in material distributed by the university. In general, the university will welcome reporters and allow them as much access as public safety and security permit. Marketing and Communication staff will facilitate access to key knowledgeable individuals and respond quickly to as many requests as possible. Communication must occur early and often but be confined to the facts. All information must be conveyed with an eye toward what will be most important to various publics. The JIC will maintain a current contact list of all the news media that would likely cover a crisis situation on campus. The JIC will also maintain a list of all public relations officials at other institutions and public and private agencies that may become involved with the crisis including:
 - hospitals,
 - fire and police departments,
 - other colleges and universities,
 - the Red Cross,
 - Shelby County Health Department,
 - MATA,
 - railroads,
 - airlines,
 - the Poison Center,
 - the National Weather Service,
 - the Center for Earthquake Research and Information,
 - city and county governments,
 - state and federal agencies and others.

V. Plan Testing and Validation

This plan shall be updated and tested at least once a year. Full activation of the plan will be incorporated into the UofM annual Emergency Operations Center disaster exercise. Responsibility for updating the Crisis Communications Plan rests with the Executive Vice President for University Relations.

VI. After-action Report/Review (AAR)

No later than one week following a crisis, the Executive Vice President for University Relations will convene his/her staff for a review of lessons learned. This AAR may be used to provide summary information to a more comprehensive campus-wide AAR coordinated through UofM Emergency Preparedness Coordinator.

Crisis and Mass Communication Tools

It is important to note in a crisis that no single medium will suffice to notify all constituencies. A combination of communication resources will need to be employed to reach the widest number of people as quickly as possible. Depending on the particulars of the situation, some combination of the tools listed below may be employed.

Communication Tool	Application	Characteristics
UofM Website Postings <ul style="list-style-type: none"> UofM Homepage Personal Safety Alerts 	Messages posted on 'official' UofM Website	<ul style="list-style-type: none"> Great sources of information if UofM community knows where to check Does not provide active notification UofM Communications Services staff to post information
Social Media Postings	Messages posted on 'official' Facebook/Twitter/Instagram sites	Power and internet connectivity dependent
UofM Emergency Website	Back-up basic website to post critical information	Provides level of redundancy
UofM Information Hotline 678-8888	Messages recorded on official UofM hotline	<ul style="list-style-type: none"> Great source of information if UofM community knows where to check Does not provide active notification
Live Safe mobile app	Comprehensive personal safety mobile app	<ul style="list-style-type: none"> Provides active notification to subscribers Used to disseminate official information during emergencies or crisis situations that may disrupt UofM normal operations or threaten the health or safety of the campus community Is scalable to target campus or primary audience
Alertus	Activates full-screen pop-up alerts on network computers	<ul style="list-style-type: none"> Is scalable to target campus or primary audience
Mass Warning System <ul style="list-style-type: none"> Warning sirens "Informer" interior speakers 	Siren plus canned or active messages disseminated by exterior or interior speaker systems to all recipients on campus	<ul style="list-style-type: none"> Provides active notification Is not scalable to targeted audiences Provides instant audible warning of an emergency or crisis Will require recipients to obtain additional information from other sources
Bulk Email	Email messages to entire campus or large-scale recipient list	<ul style="list-style-type: none"> Provides active notification May take an extended period for complete delivery depending on audience and priority of event
Safe and Sound	A website for letting the University know that you are safe during or after an emergency	<ul style="list-style-type: none"> People may not check email on a regular basis Students may not use UofM email as their primary address
Virtual Private Network (VPN)	Off-campus access to sensitive or restricted University data	<ul style="list-style-type: none"> Enhances business continuity procedures if circumstances require the University to close and staff to work from home or another location
Amateur Radio (HAM)	Regional and national communication capabilities	<ul style="list-style-type: none"> Provides access to external responders and sources of information through amateur networks Is not an active notification system for the campus community
WUMR (91.7) Radio Station	Campus and regional broadcasting capabilities	<ul style="list-style-type: none"> Provides essential information to surrounding communities An active notification source for the University

Annex D Emergency Evacuations

Building Evacuations:

Responsibilities of All Faculty, Staff & Students

- learn locations of exit routes, exit stairwells and areas of rescue in any buildings your routinely use
- know the location and operation of the fire alarm system
- know emergency phone numbers and keep them posted
- participate in all fire drills and take them seriously – treat every alarm as an actual emergency
- learn in advance the needs of anyone for whom you are responsible who may need assistance during an emergency
- know where the pre-designated rally and assembly points are located
- if you are the first to notice an emergency, immediately call 9-1-1.

Evacuation Procedures

1. Building evacuations will occur when announced over the campus emergency warning system and/or upon notification by Police Services.
2. When the building evacuation alarm is activated during an emergency, leave by the nearest marked exit and alert others to do the same. **DO NOT USE THE ELEVATOR IN CASES OF FIRE AND/OR EARTHQUAKE! USE STAIRWAY.**
3. When evacuating your building or work area:
 - Stay calm; do not rush and do not panic.
 - Safely stop your work. **If there is time**, turn off personal computers to protect university data from possible damage; forward phones.
 - Gather your personal belongings **if it is safe to do so**. (Reminder: take prescription medications out with you if at all possible; it may be hours before you are allowed back in the building.)
 - **If safe to do so**, close your office door and window, but do not lock them. The last person to leave an office, classroom, or lab will close and lock the door behind them.
 - Use the nearest safe stairs and proceed to the nearest exit.
 - Be alert for individuals with disabilities or injuries who may need assistance.

However, under no circumstances should an individual risk or jeopardize his/her personal safety in an attempt to rescue another person.

4. Once outside proceed to a pre-identified “Assembly Area” for the affected building and wait for a head count. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel. **IMPORTANT: Wait for further instructions from emergency responders. Do not reoccupy the building until directed to do so.**

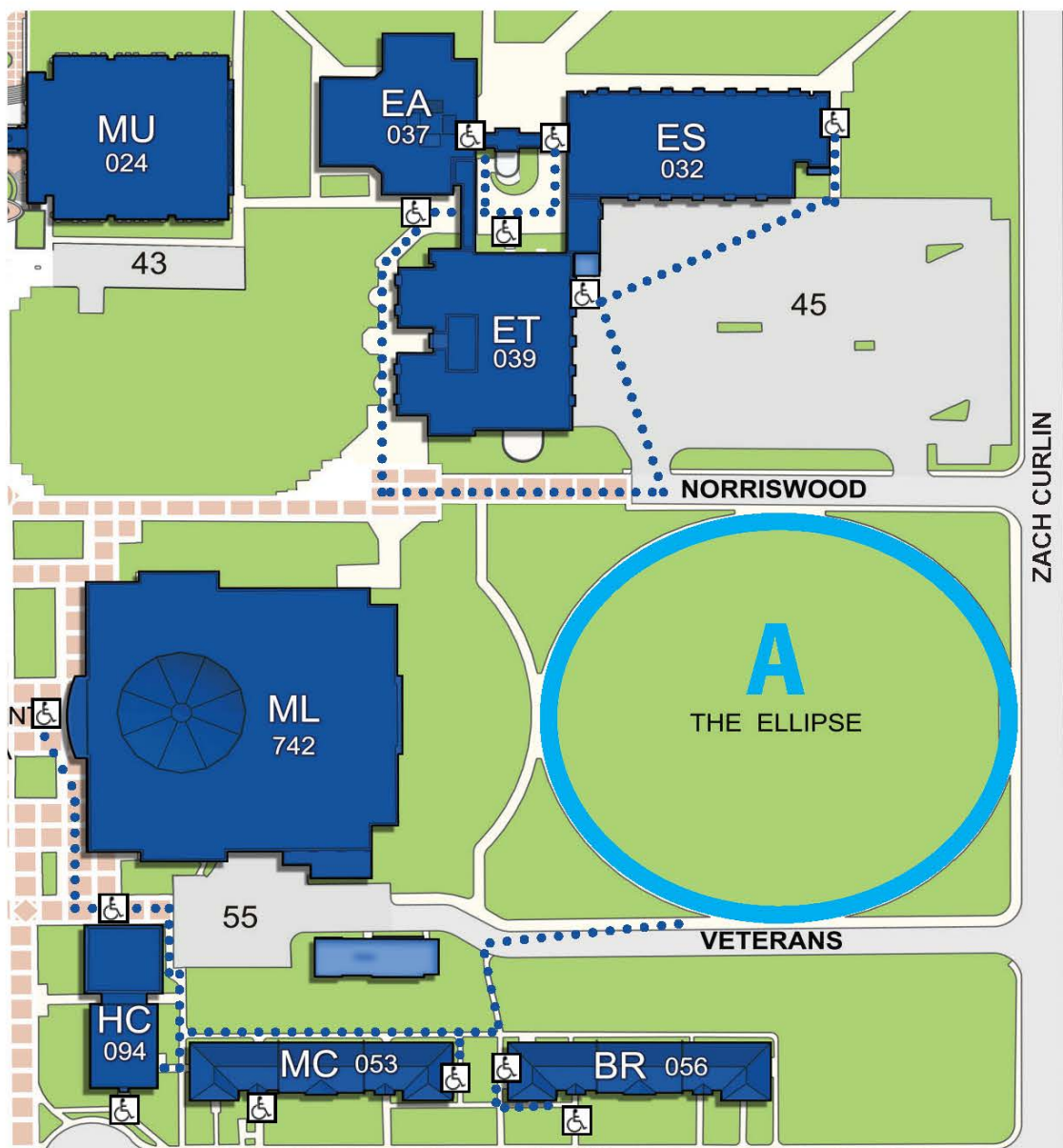
5. Upon notification by responding external public agencies that the emergency is contained and that any evacuated buildings are suitable for re-occupancy, the Chief of Police, in consultation with appropriate authorities, shall determine when occupants will be allowed to re-enter those buildings. Appropriate authorities may include, but not be limited to, Vice President for Physical Plant, Director of Environmental Health and Safety, and a representative from Employee Safety and Health, or their designees. Occupants shall not be allowed to re-enter a building where there is visible smoke; in such situations, the fire department and/or Physical Plant will be requested to ventilate the structure prior to re-occupancy.

Campus Evacuations:

1. Evacuation of all or part of the campus grounds will be announced by the campus emergency warning system and/or Police Services officials, as described.
2. All persons (students, faculty and staff) are to **IMMEDIATELY** vacate the site in question and relocate to another part of the campus grounds or as directed.

Assembly Area Locations

Assembly Area	Building Identification
Area A	EA, ES, ET, ML, HC, MC, BR
Area B	FEC, ACB, TH, MU CFA
Area C	CP, FCB, FAB, FIT
Area D	PSY, PA, DH, MJ, AB, Heating & Cooling, HB
Area E	PAN, SH, RH, LLC, HON. Police Services
Area F	JO, JOC, AD, MY, MI, CL, EH, UC, SM
Area G	MN, HH, ROB, SC, RTH, FH, BS, LS, BH, CS, PG2
Area H	JN, JWB, WT, PT
Area I	PS, REC, FRF, SO, NH, AC
Area J	AOB, BMJ
Area K	Carpenter, Daycare, EQ 1-5
Area L	WS, HI, LIP, LSA
Area AA	Buildings 92, 502, 503, 516, 555
Area BB	Buildings 507, 508, 525, 529-532, 535, 536, Defense Contract Audit Institute, CHB
Area CC	Buildings 101-108, 110, 122-137, 512-515, 534, Student Family Housing Complex
Area DD	Buildings 156 (Athletic Training Facility), Football Practice Field, Softball Park, FedEx Park, Laurie-Walton Family Basketball Center



Map Directory:



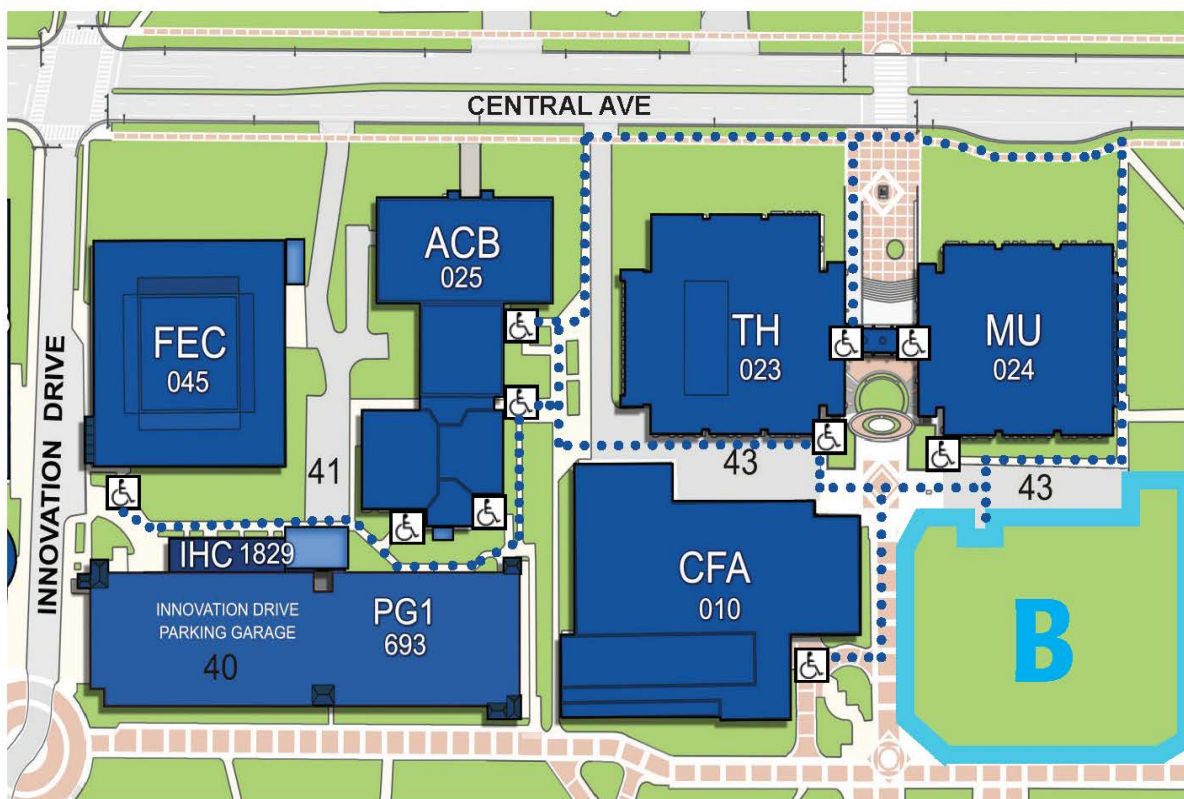
The Ellipse



Accessible Exit



Accessible Route



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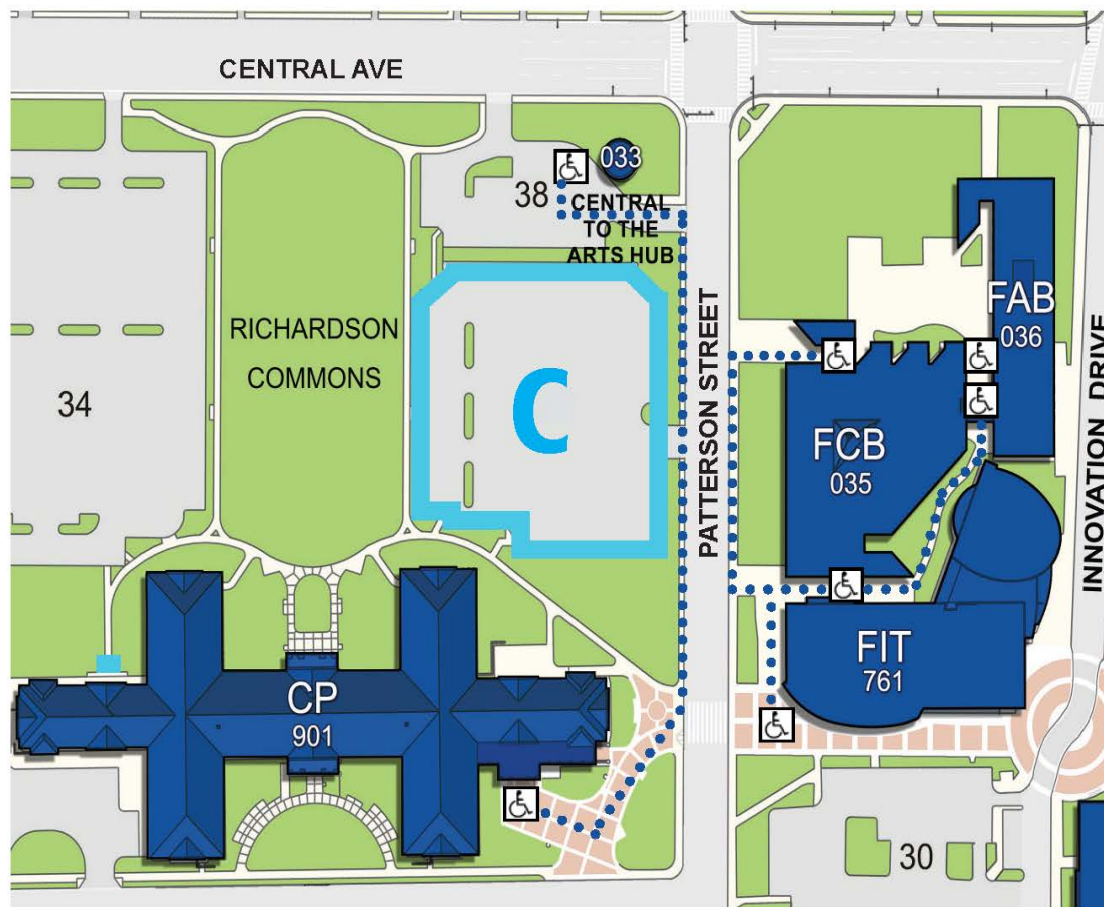
Open Grass Area



Accessible Exit



Accessible Route



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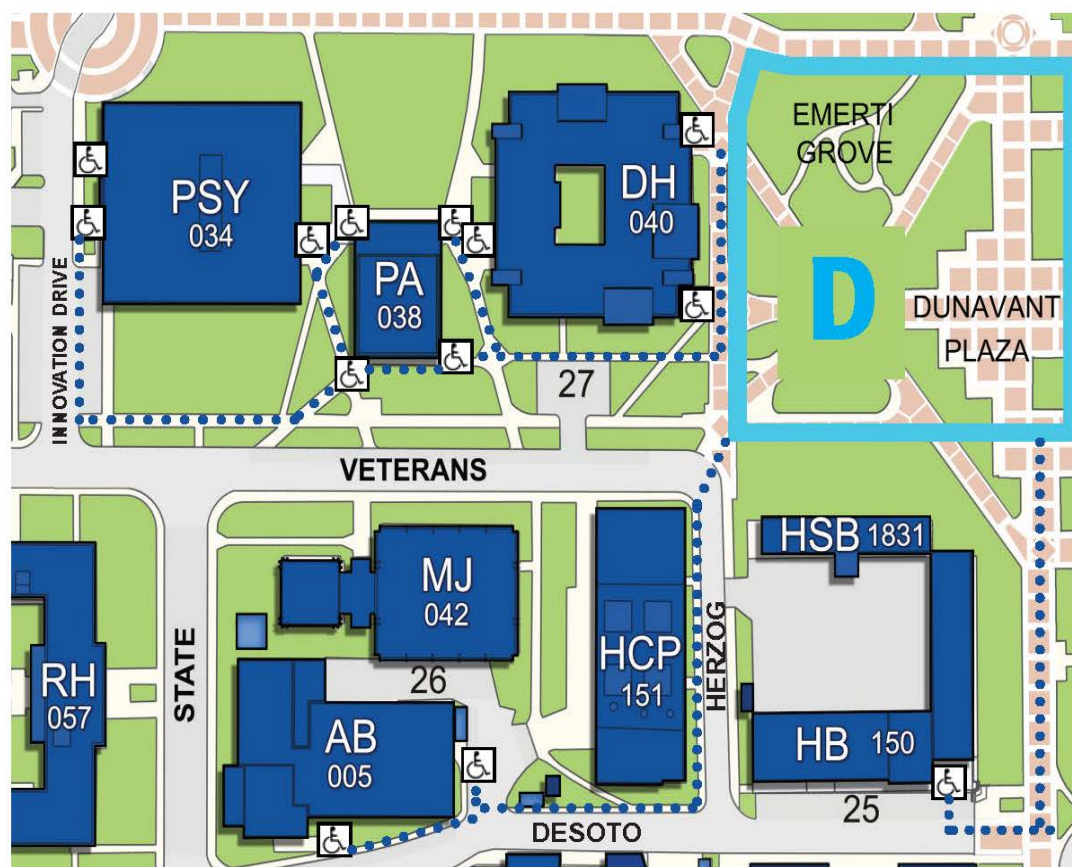
Parking Lot 37



Accessible Exit

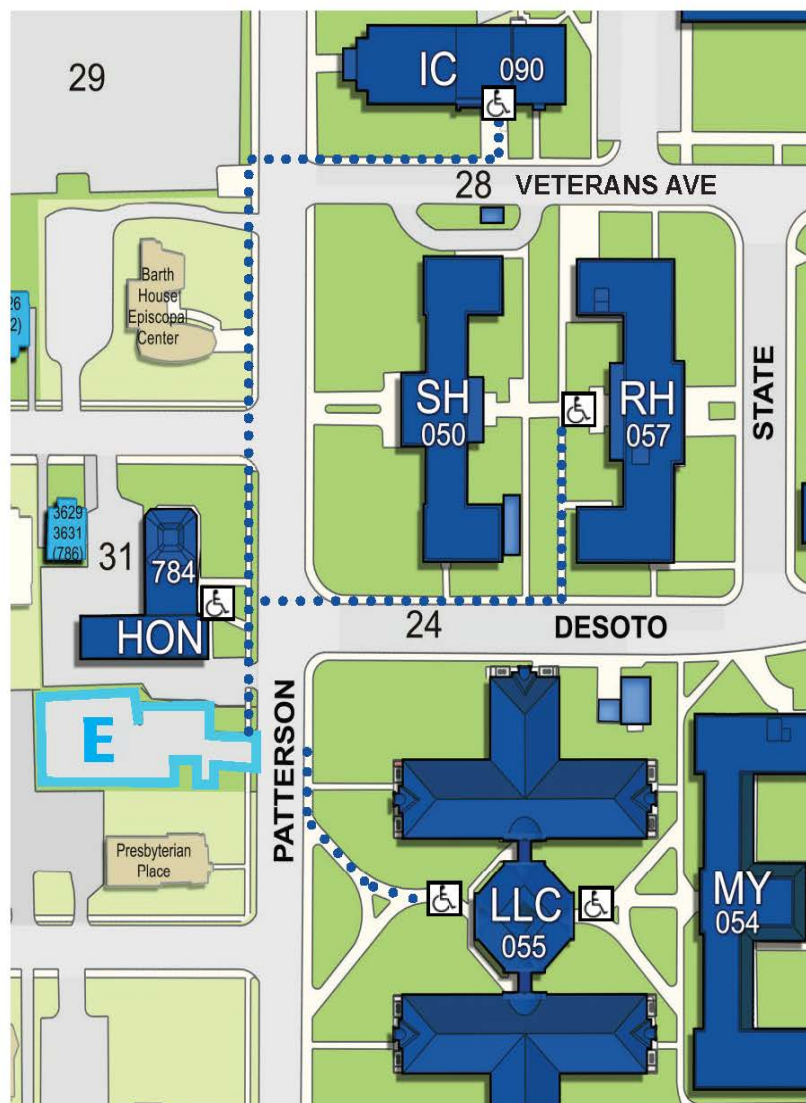


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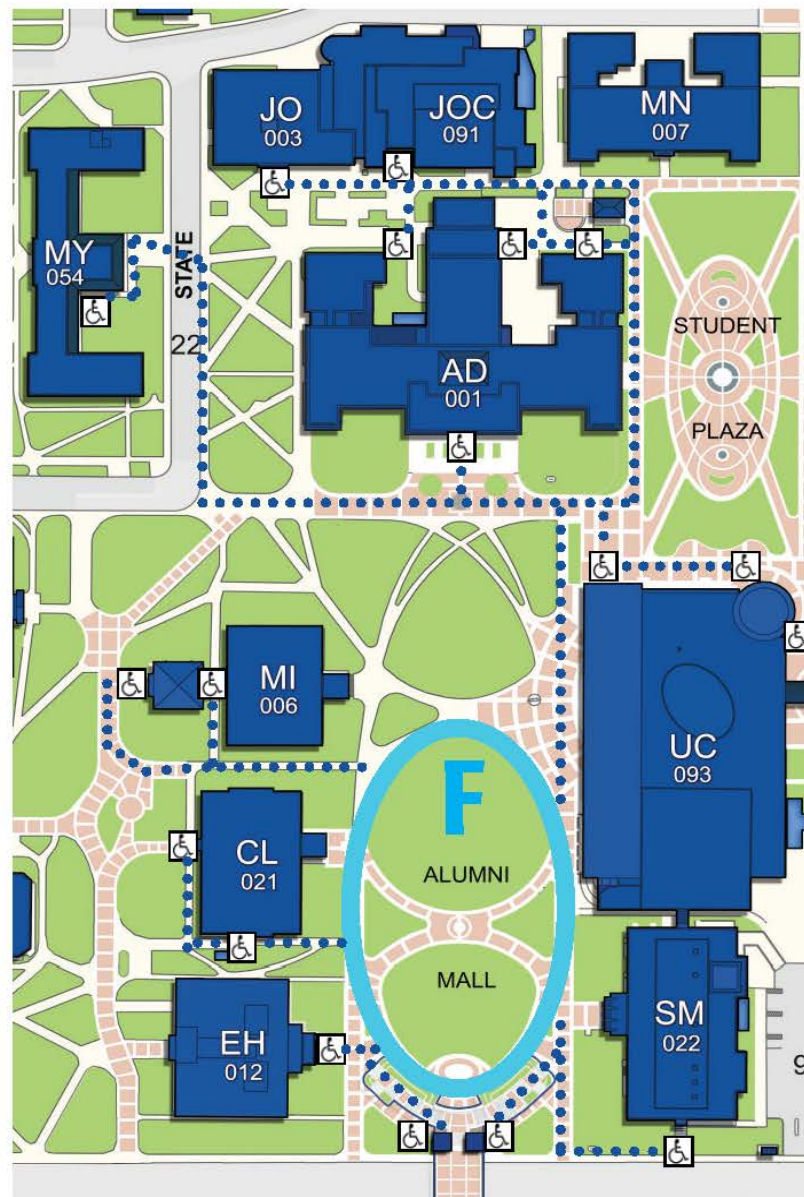
Parking Lot 23



Accessible Exit



Accessible Route



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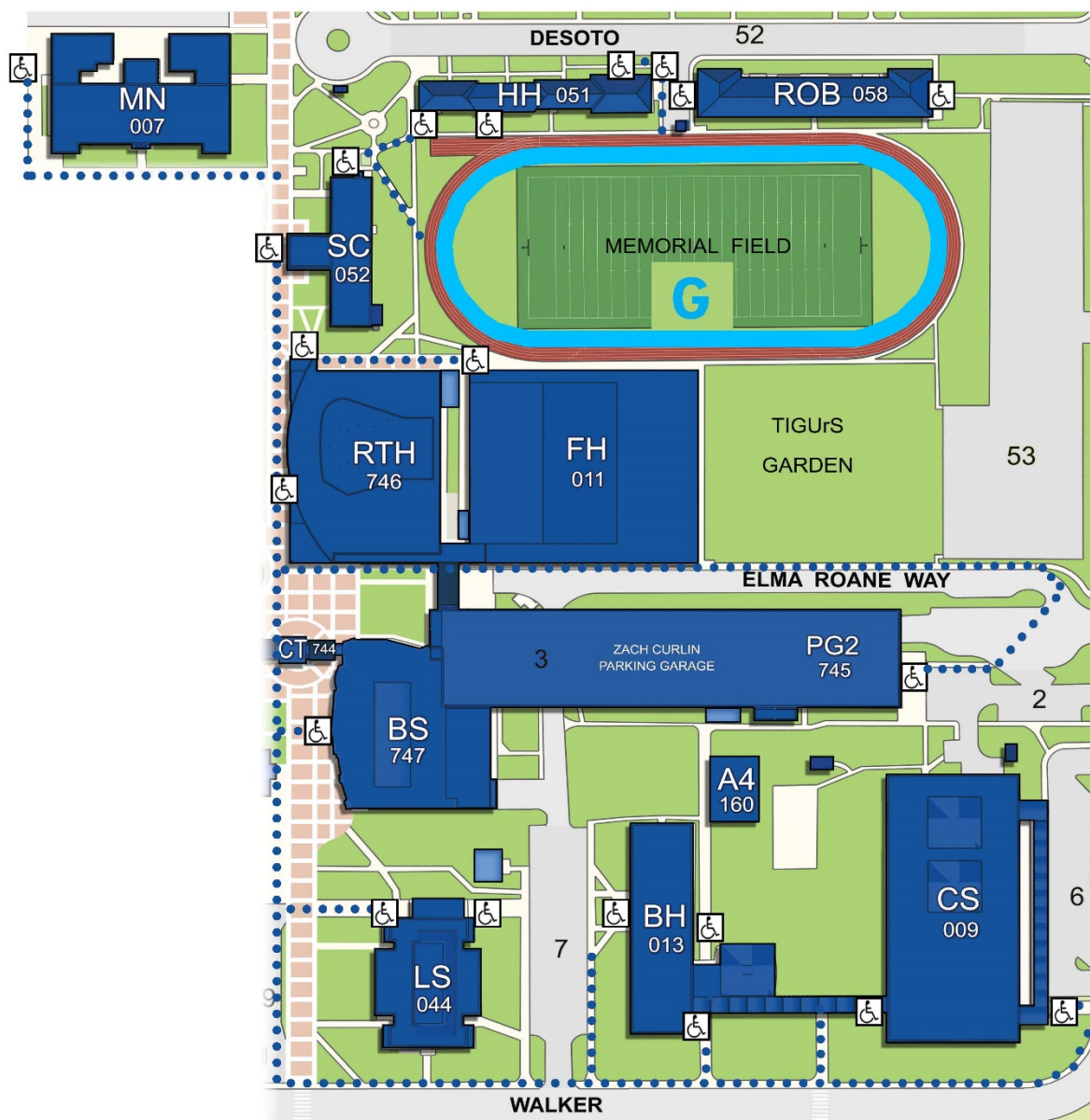
Alumni Mall



Accessible Exit



Accessible Route



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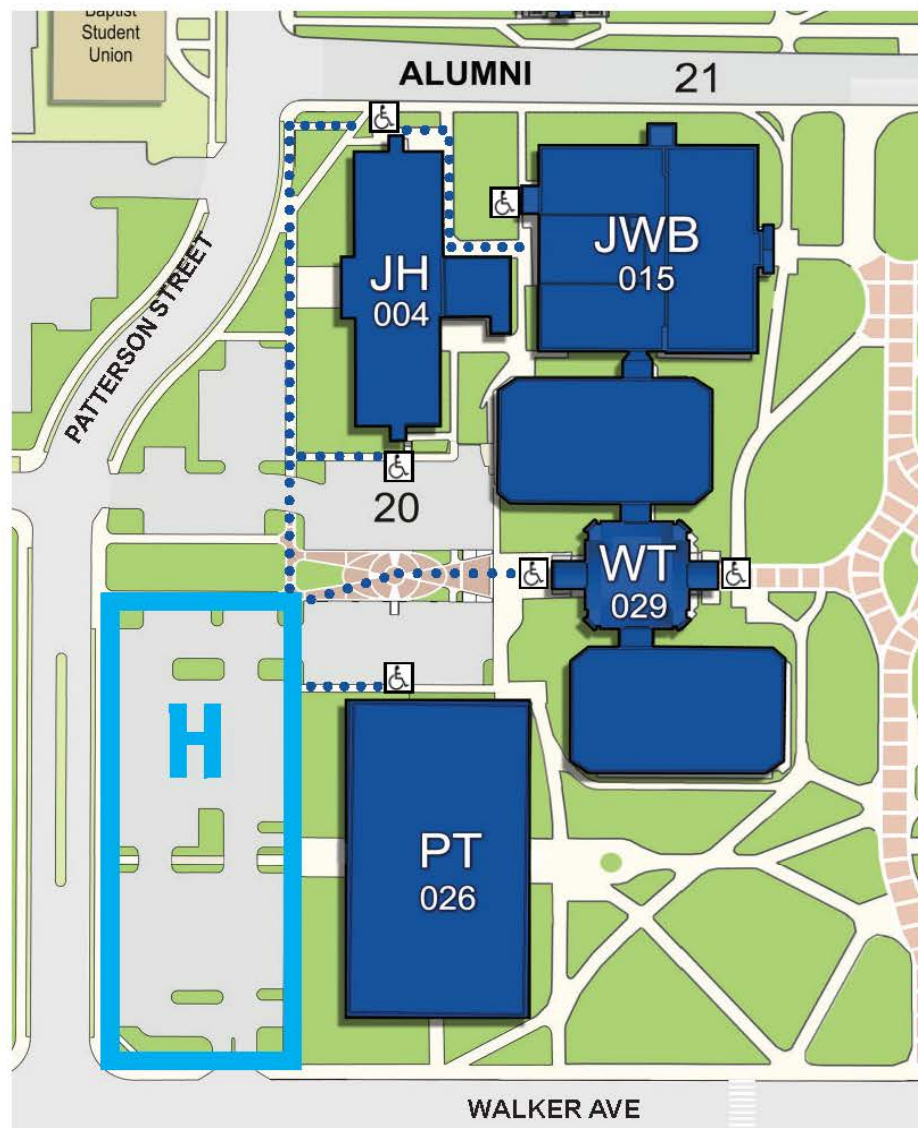


Memorial Field



Accessible Exit

..... Accessible Route



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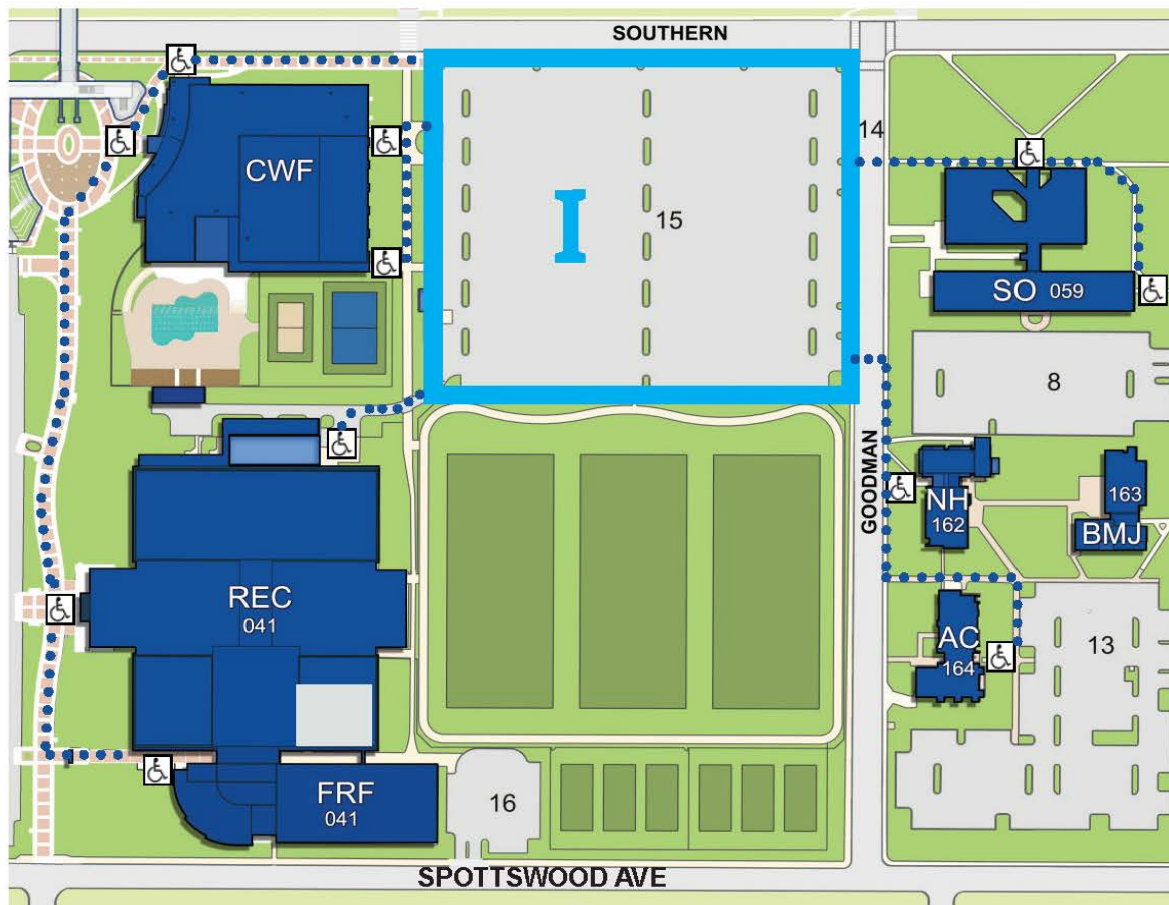
Parking Lot 19



Accessible Exit



Accessible Route



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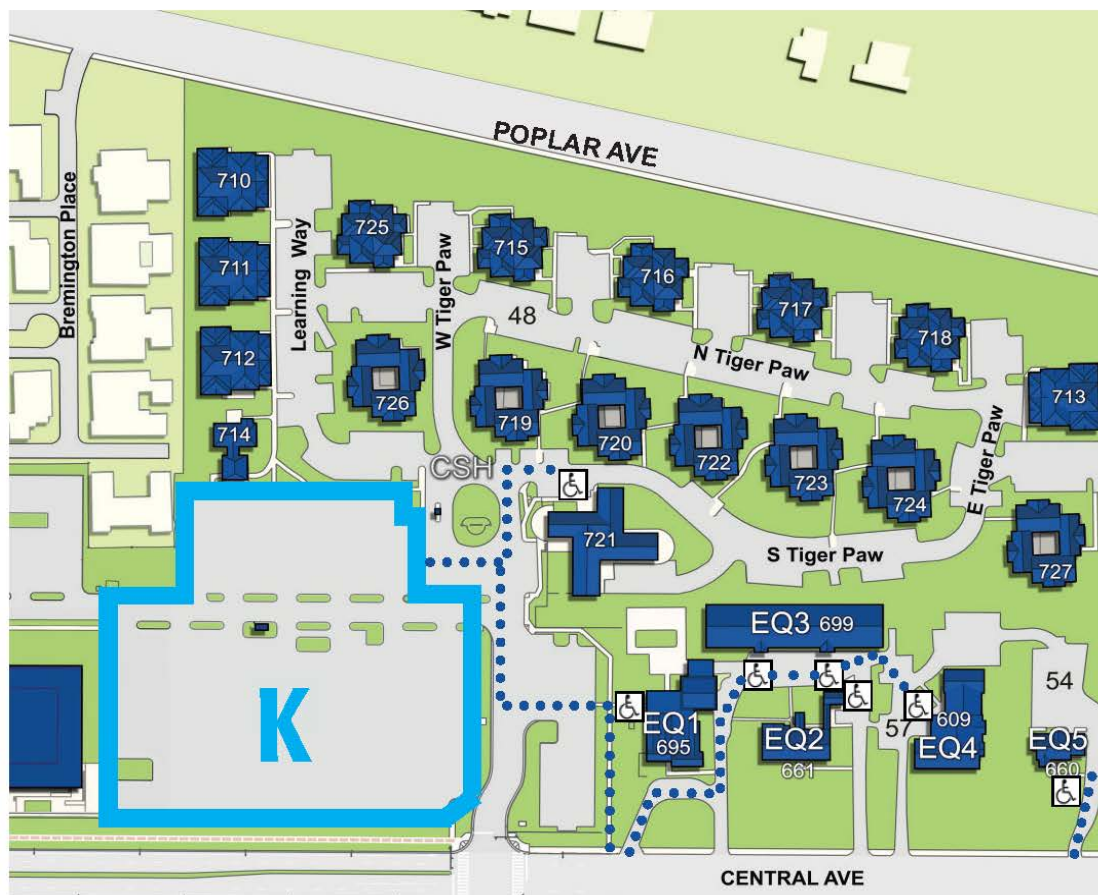
Parking Lot 15



Accessible Exit



Accessible Route



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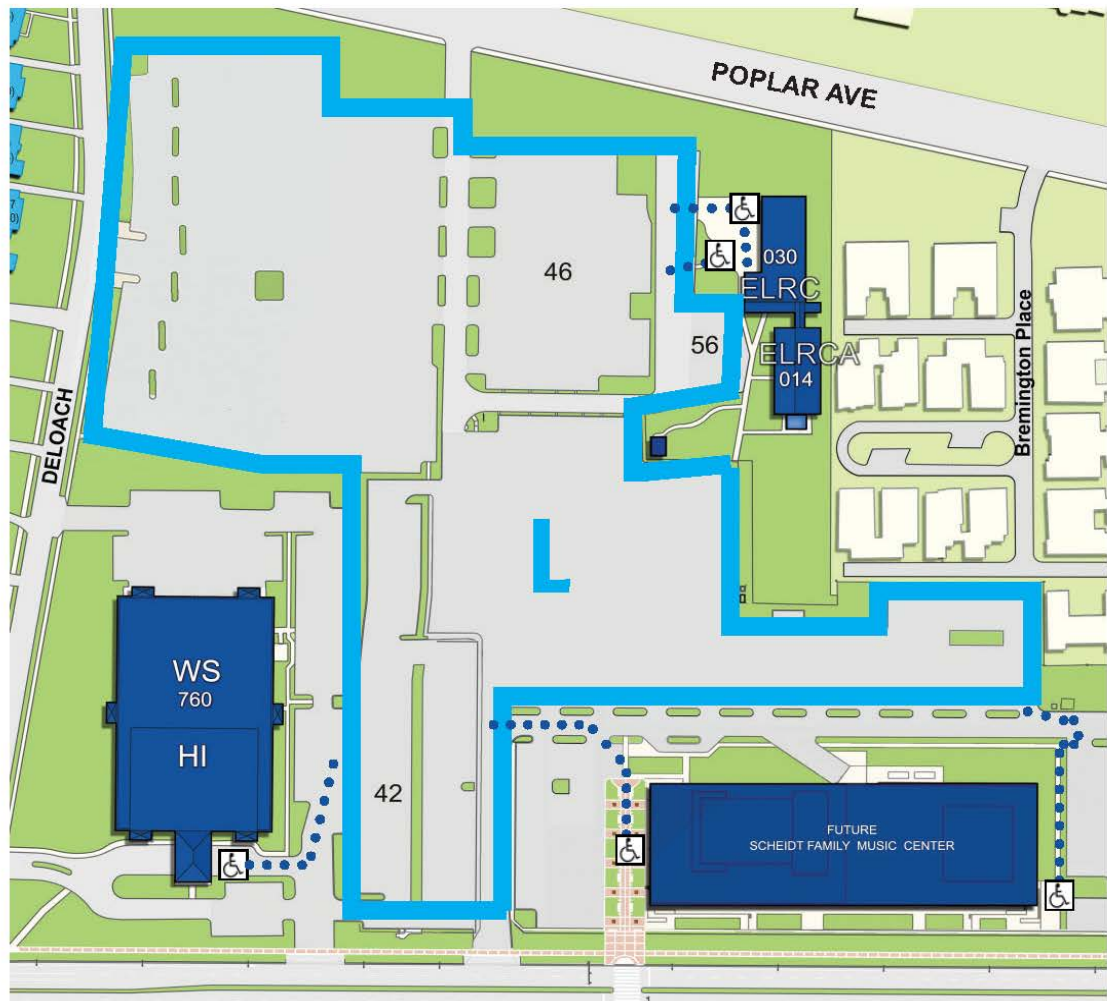
Parking Lot 44



Accessible Exit



Accessible Route



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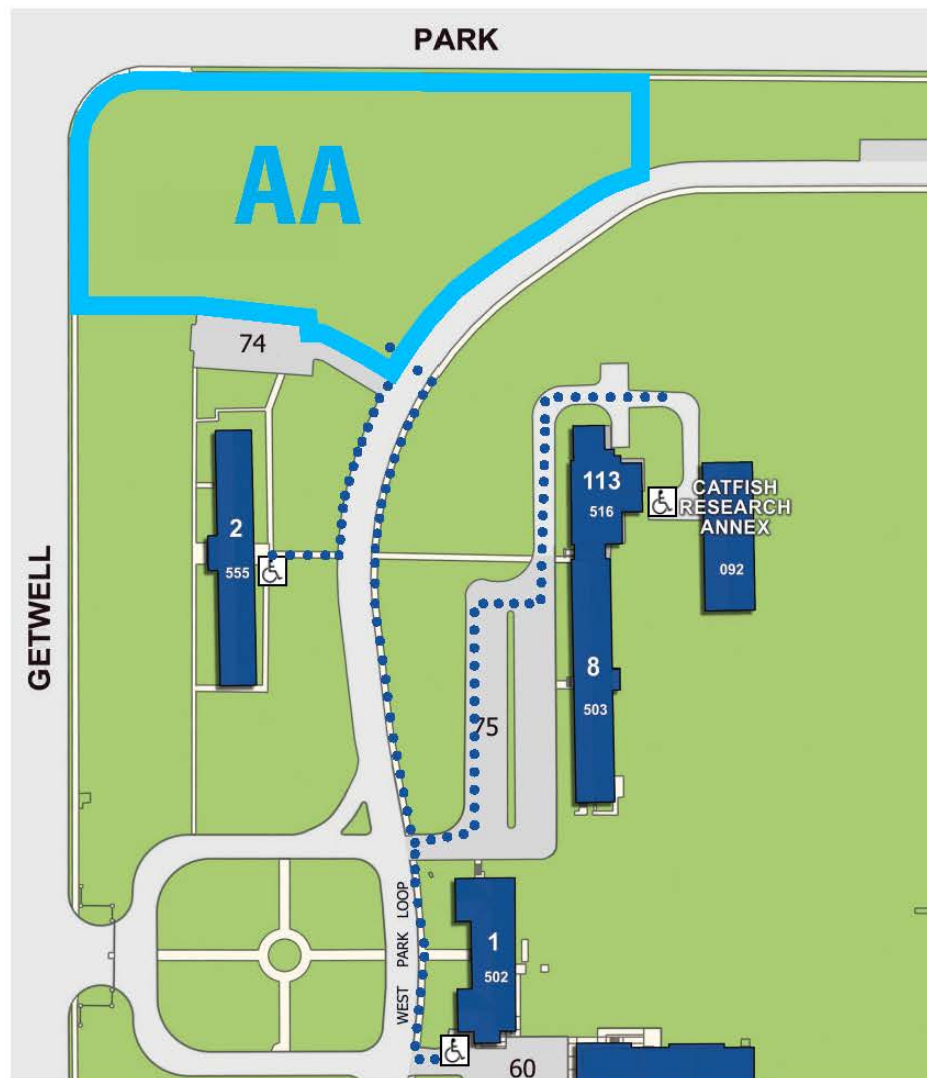
Parking Lot



Accessible Exit



Accessible Route



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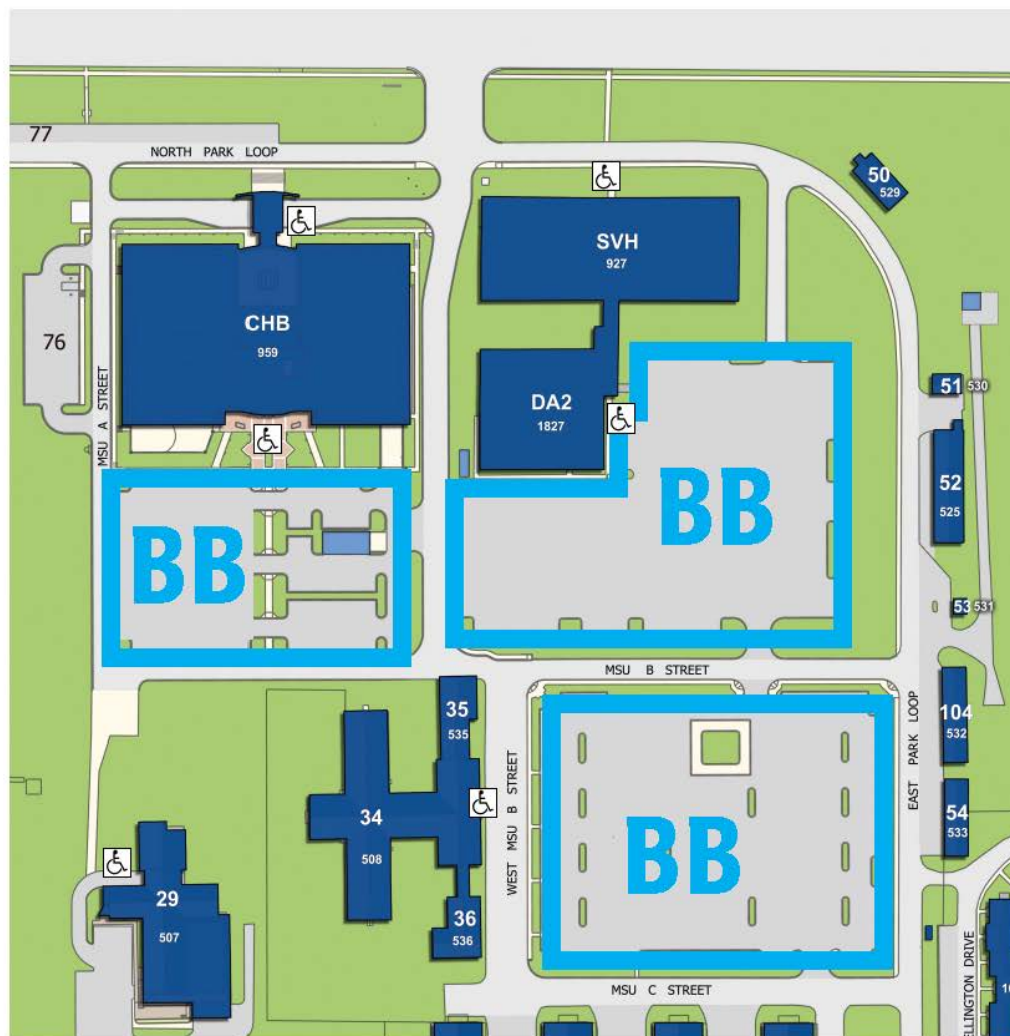
Open Grass Area



Accessible Exit



Accessible Route



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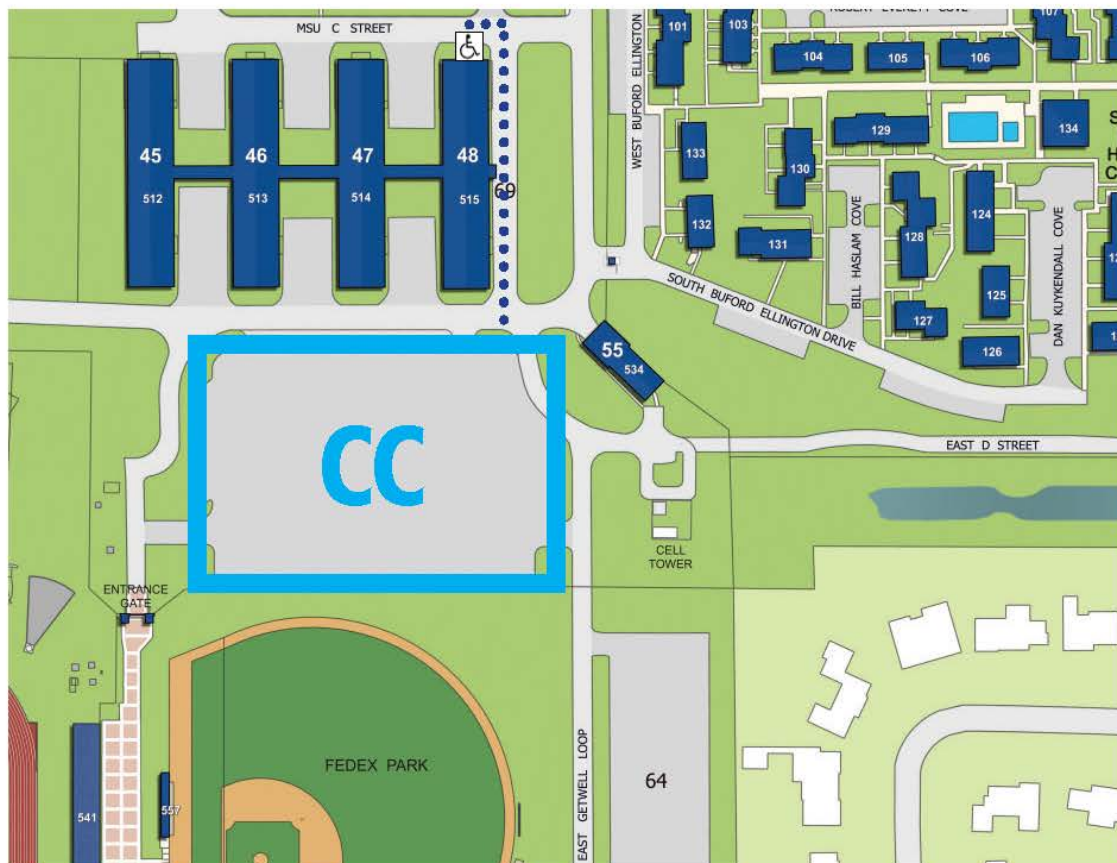
Parking Lot



Accessible Exit



Accessible Route



Map Directory:



Parking Lot



Accessible Exit



Accessible Route



Map Directory:



Parking Lot



Accessible Exit



Accessible Route

Annex E

Evacuation Policy for Persons with Disabilities and Other Special Needs

General Guidelines | Blindness or Visual Impairment | Deafness or Hearing Loss | Mobility Impairment

All University of Memphis students, faculty and staff are responsible for familiarizing themselves with the emergency information regarding their work areas, classrooms, and/or living areas. This includes emergency evacuation plans comprising exits, alternate routes of egress, the location of pull alarm stations, portable fire extinguishers and respective **Assembly Areas** (a location for evacuees to assemble upon exiting their building).

The following guidelines are proposed for adoption by the University of Memphis to help evacuate people with physical disabilities. **Singularly evacuating a person with a disability or injury is the last resort.** Consider your options and the risks of injuring yourself and others in an evacuation attempt. Do not make an emergency situation worse.

Evacuation is difficult and uncomfortable for both the rescuers and the people being assisted. Some people have conditions that can be aggravated or triggered if they are moved incorrectly. Remember that environmental conditions (smoke, debris, loss of electricity) will complicate evacuation efforts.

The following guidelines are general and **may not** apply in every circumstance.

- Occupants should be invited to volunteer ahead of time to assist persons with disabilities in an emergency. If a volunteer is not available, identify someone to assist who is willing to accept the responsibility.
- *** Volunteers should obtain evacuation training for certain types of lifting techniques.**
- Two or more trained volunteers, if available, should conduct the evacuation.
- **DO NOT** evacuate persons in their wheelchairs. This is standard practice to ensure the safety of persons with disabilities and volunteers. Wheelchairs will be evacuated later if possible.
- Always **ASK** someone with a disability how you can help **BEFORE** attempting any rescue technique or giving assistance. Ask how they can best be assisted or moved, and whether there are any special considerations or items that need to come with them.
- Before attempting an evacuation, volunteers and the people being assisted should discuss how any lifting will be done and where they are going.
- Proper lifting techniques (e.g. bending the knees, keeping the back straight, holding the person close before lifting, and using leg muscles to lift) should be used to avoid injury to rescuers' backs. Ask permission of the evacuee if an evacuation chair or similar device is being considered as an aid in an evacuation. When using such devices, make sure the person is secured properly. Be careful on stairs and rest at landings if necessary.
- Certain lifts may need to be modified depending on the person's disabilities.
- **DO NOT** use elevators, unless authorized to do so by police or fire personnel. Elevators could fail during a fire.
- If the situation is life threatening, call Police Services at 678-HELP (4357).
- Check on people with disabilities during an evacuation. A "buddy system", where persons with disabilities pre-identify volunteers (co-workers/roommates) to alert them and assist them in an emergency, is a good method.

- Attempt a rescue evacuation **ONLY** if you have had rescue training or the person is in immediate danger and cannot wait for professional assistance (Police Services).
- If a power outage occurs during the day and persons with disabilities choose to wait in the building for electricity to be restored, they can move near a window where there is natural light and access to a working telephone. During regular building hours, Building Coordinators, Floor Marshals, etc. (or individuals with similar responsibilities) should be notified so they can advise emergency personnel.
- If people would like to leave and an evacuation has been ordered, or if the outage occurs at night, call Police Services at 678-HELP (4357) from a campus telephone to request evacuation assistance.
- Some multi-button campus telephones may not operate in a power outage, but single-line telephones are likely to function.

**** In the event of a major disaster, local first responders (Police, Fire, Emergency Medical Personnel) may not arrive for several hours until higher priority conditions are resolved. Under these circumstances, CERT members and other volunteers may/will need to augment University resources and provide initial assistance.***

Blindness or Visual Impairment

Give verbal instructions to advise about the safest route or direction using compass directions, estimated distances, and directional terms.

- DO NOT grasp a visually impaired person's arm. Ask if he or she would like to hold onto your arm as you exit, especially if there is debris or a crowd.
- Give other verbal instructions or information (i.e. elevators cannot be used).

Deafness or Hearing Impairment

Get the attention of a person with a hearing impairment by touch and eye contact. Clearly state the problem. Gestures and pointing are helpful but be prepared to write a brief statement if the person does not seem to understand.

- Offer visual instructions to advise of safest route or direction by pointing toward exits or evacuation maps.

Mobility Impairment

It may be necessary to help clear the exit route of debris (if possible) so that the person with a disability can move out or to a safer area.

- If people with mobility impairments cannot exit, they should move to a safer area, e.g., most enclosed stairwells, an office with the door shut which is a good distance from the hazard
- If you do not know the safe areas in your building, call Police Services at 678-HELP (4357).
- Notify emergency responders immediately about any people remaining in the building and their locations.
- Police or fire personnel will decide whether people are safe where they are and will evacuate them as necessary. The responding Fire Department may determine that it is safe to override the rule against using elevators.

- If people are in immediate danger and cannot be moved to a safe area to wait for assistance, it may be necessary to evacuate them using an evacuation chair or a carry technique.

Additional emergency evacuation information for persons with physical disabilities may be found on the Disability Resources for Students - <http://www.memphis.edu/drs/>

Annex F

Shelter in Place

Preparing to Stay or Go:

Depending on your circumstances and the type of emergency, the first important decision is whether you stay put or get away. You should understand and plan for both possibilities. Use common sense and available information, including what you are learning here, to determine if there is immediate danger. In any emergency, local authorities may or may not immediately be able to provide information on what is happening and what you should do. Use available information to assess the situation. If you see large amounts of debris in the air, or if local authorities say the air is badly contaminated, you may want to "shelter-in-place." However, you should watch TV, listen to the radio, or check the Internet often for information or official instructions as it becomes available. If you are specifically told to evacuate or seek medical treatment, do so immediately.

What Shelter-in-Place Means:

One of the instructions you may be given in an emergency where hazardous materials may have been released into the atmosphere is to shelter-in-place. This is a precaution aimed to keep you safe while remaining indoors. (This is not the same thing as going to a shelter in case of a storm.) Shelter-in-place means selecting a small, interior room, with no or few windows, and taking refuge there. It does not mean sealing off your entire home or office building. If you are told to shelter-in-place, follow the instructions provided in this Annex.

Why You Might Need to Shelter-in-Place:

Chemical, biological, or radiological contaminants may be released accidentally or intentionally into the environment. Should this occur, University emergency personnel will provide information by emergency warning sirens, LiveSafe, telephone, email, radio (WUMR 91.7) and television on how to protect yourself. The important thing is for you to follow instructions of University authorities and know what to do if they advise you to shelter-in-place.

At the University:

- Activate the University's crisis management plan. Follow reverse evacuation procedures to bring students, faculty, and staff indoors.
- If there are visitors in the building, provide for their safety by asking them to stay – not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps now, where they are, and not drive or walk outdoors.
- Provide for answering telephone inquiries from concerned parents by having at least one telephone with the University's listed telephone number available in a room selected to provide shelter for the person designated to answer these calls. This room should also be sealed. There should be a way to communicate among all rooms where people are sheltering-in-place on the campus.
- Ideally, provide a mechanism for authorities to make announcements over the emergency public address system from the room where they take shelter.
- Encourage students to call a parent or guardian to let them know they have been asked to remain on campus until further notice, and they are safe.

- Change the Safety Hotline recording to indicate that the campus is closed; students and staff are remaining in the building until authorities advise that it is safe to leave.
- Provide directions to close and lock all windows, exterior doors, and any other openings to the outside.
- If you are told there is danger of explosion, direct that window shades, blinds, or curtains be closed.
- Physical Plant staff should turn off all fans, heating and air conditioning systems. Some systems automatically provide for exchange of inside air with outside air – these systems, , need to be turned off, sealed, or disabled.
- Gather essential disaster supplies, such as nonperishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit in. Avoid overcrowding by selecting several rooms if necessary. Classrooms may be used if there are no windows or the windows are sealed and cannot be opened. Large storage closets, utility rooms, meeting rooms, and even a gymnasium without exterior windows will also work well.
- It is ideal to have a hard-wired telephone in the room(s) you select. Call emergency contacts and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Bring everyone into the room. Shut and lock the door.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room.
- Write down the names of everyone in the room and call your designated Building Coordinator to report who is in the room with you.
- Listen for an official announcement from University officials via the public address system and stay where you are until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk on or near the campus community.
- Help others when possible, especially the physically disabled.

At Your Residence:

- Close and lock all windows and exterior doors.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Turn off all fans, heating and air conditioning systems. Close the fireplace damper.
- Get your disaster supplies kit and make sure the radio is working.
- Go to an interior room without windows that is above ground level. In the case of a chemical threat, an aboveground location is preferable because some chemicals are heavier than air and may seep into basements even if the windows are closed.
- Bring your pets with you and be sure to bring additional food and water supplies for them.
- It is ideal to have a hard-wired telephone available in the room you select should you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door and any vents into the room.

- Keep listening to your radio or television until you are told all is safe or you are told to evacuate. Local/University officials may call for evacuation in specific areas at greatest risk in your community.

In Your Vehicle:

If you are driving a vehicle and hear advice to “shelter-in-place” on the radio, take these steps:

- If you are very close to home, your office, or a public building, go there immediately and go inside. Follow the shelter-in-place recommendations for the place you pick described above.
- If you are unable to get to a home or building quickly and safely, then pull over to the side of the road. Stop your vehicle in the safest place possible. If it is sunny outside, it is preferable to stop under a bridge or in a shady spot, to avoid being overheated.
- Turn off the engine. Close windows and vents.
- If possible, seal the heating/air conditioning vents with duct tape.
- Listen to the radio regularly for updated advice and instructions.
- Stay where you are until you are told it is safe to get back on the road. Be aware that some roads may be closed, or traffic detoured. Follow the directions of law enforcement officials.

University and local officials on the scene are the best source of information for your particular situation. Following their instructions during and after emergencies regarding sheltering, food, water, and clean-up methods is your safest choice.

Remember that instructions to shelter-in-place are usually provided for durations of a few hours, not days or weeks. There is little danger that the room in which you are taking shelter will run out of oxygen and you will suffocate.

Annex G

Emergency Closing

Policy Statement:

It is the policy of the University to remain open to ensure continuity of service to students, faculty, staff and the public. However, during inclement weather or other emergency conditions (e.g. natural disasters, major utility failure, or other reasons), the safety of students, faculty, staff, and visitors will remain the primary consideration. The President of the University or their designee may cancel classes and/or close offices at the University due to inclement weather or other emergencies.

Purpose:

To establish the protocol, authorities and process for university closures when conditions are deemed unsafe.

Definitions:

Campus	Campus refers to Main Campus (including Campus and Lipman Schools), Park Avenue Campus, Lambuth Campus, Millington Center, Collierville Center, Meeman Biological Center, Chucalissa Museum and Indian Village, and the Downtown Law School and any other property owned or controlled by the University.
Closure	University classes are suspended, non-emergency crucial offices are closed, and activities scheduled to take place on campus are cancelled or deferred.
Emergency Crucial Offices	Those offices whose duties and responsibilities are essential to ensuring life safety services and/or critical operations of the University during an emergency.
Emergency Crucial Positions	Those positions whose duties and responsibilities are essential to ensuring life safety services and/or critical operations of the University during an emergency.
Special Information Telephone Line	901-678-0888; provides information on the current operational status of The University of Memphis.

Closing Options:

Closing options are predefined to facilitate decision making, information sharing and to minimize disruption. The options include:

- Closed all day.

- Delayed opening -- University operations will begin at a designated time; classes that begin prior to that time will not meet.
- Early closing – University operations will be closed at some point during the day; classes that begin after closing will not meet.
- Cancellation of evening activities – University operations will cease at a designated time; activities that begin at or after that time will not meet.
- Cancellation of off-campus classes and activities at a specific site – University operations located at a specified off campus site will cease.
- Localized and Temporary Closing – Close a building or location because conditions may make learning and working conditions inadvisable for a limited period of time.

These options are offered as a guide only; the President is not bound to choose from among them.

The cancellation of off-campus classes only may become necessary when the host institution closes or alters its schedule and the University of Memphis does not. In these cases, the University will adhere to the closing decision made by the host institution.

Notification:

If the President or designee alters the schedule or opts to close the campus, s/he will notify the University's Executive Vice President for University Relations or designee.

The Executive Vice President for University Relations or designee will issue information related to campus closure and subsequent reopening to the campus community and the public using some or all of the following means, depending on circumstances:

- University of Memphis special information line: 901-678-0888
- University of Memphis main web page (www.memphis.edu)
- The local broadcast news media
- WUMR (91.7)
- Campus email system
- Campus LiveSafe system
- Social Media sites (Facebook, Twitter)
- Outdoor Warning System
- Alertus network notification system

The Office of the President or designee will notify the Provost, each Vice President and Athletic Director, who will in turn notify their department/unit heads. Each division and department are responsible for developing, maintaining and initiating an internal communication mechanism (e.g., phone trees) for notifying faculty and staff within their areas.

Upon notification of a closing, non-university employers who are operating on University property and University employees, except those who occupy positions identified as “Emergency Crucial,” will be directed to (a) leave campus if they are already present, (b) not report to campus, or (c) shelter in

place. Persons other than Emergency Crucial Employees who enter campus during a period of closing do so at their own risk.

Emergency Crucial Positions:

Certain positions are considered crucial to the operation of the University even when the University is closed. Each department/unit head shall identify Emergency Crucial positions in the Business Continuity Plan for the department. These plans shall be reviewed and updated annually, and employees in those positions are to be informed of their designation by their department/unit head.

The employees in Emergency Crucial positions are to be available to report to work during inclement weather or other type of emergency, if required.

Compensation during Closings:

Emergency Crucial non-exempt employees will be paid as follows:

- Regular pay for the number of hours they would have worked, plus
- Additional pay for the number of hours worked as an Emergency Crucial employee. These hours should be reported as straight time overtime, except that the number of hours actually worked over forty (40) during a work week should be reported as premium overtime.

Emergency Crucial exempt employees will receive regular pay for working on the crucial day. Earned time off will not be credited to the annual leave balance; it should be separately monitored by the department head. This time is not payable as terminal leave and should be taken within the fiscal year it is granted. When the University is closed, non-emergency crucial employees will normally receive regular pay for the number of hours they would have worked. These hours should be reported as "Inclement Weather." The University will not charge annual leave balances for these paid hours.

Employees who had scheduled leave before the decision to close was announced should report Sick Leave or Annual Leave, as appropriate. If an employee chooses to leave work before the official closing time, the employee must report Annual Leave (or Leave Without Pay, if no annual leave) for the period between leaving work and the official closing time.

Personal Safety:

During inclement weather or other emergency, students and employees are urged to exercise discretion and sound judgment regarding travel since safe transportation to and from the campus depends on many factors, such as distance and road conditions. When the University is open, supervisors should instruct employees to use their own judgment in deciding whether they can get to and from work safely during inclement weather or other type of emergency. In these cases, employees may take annual leave during the time missed. If an employee does not have accrued annual leave, leave without pay should be reported.

States of Emergency:

States of emergency may be declared by the President of the University of Memphis, head officials of the City of Memphis, Shelby County, or the State of Tennessee. A state of emergency is operationalized by accompanying executive orders that declare a curfew, prohibit travel, control traffic, designate areas as emergency shelters, and close public places of assembly. States of emergency do not mean that roads are closed, unless so stated. Even if roads are closed, emergency crucial employees should report, but only if they are able to travel safely between home and work.

Annex H Suspicious Mail

Mail Services personnel follow the U.S. Postal Service guidelines about handling mail. If a suspicious package or envelope is spotted in the mailroom by mailroom personnel, the item is isolated, and Police Services notified at 678-HELP (4357).

It is possible that a suspicious piece of mail or a package may be delivered directly to a department by a delivery service, or not be noticed by Mail Services during sorting processes. It is critical that all individuals that handle mail be diligent – what does not look suspicious to Mail Services might be suspicious to a person in the receiving department.

If you receive a suspicious letter or package:

1. Do not try to open the package. If there is spilled material, do not try to clean it up and do not smell, touch or taste the material.
2. Do not shake or bump the package or letter.
3. Isolate the package, placing it in a sealable plastic bag, if available.
4. Calmly alert others in the immediate area and leave the area, closing the door behind you.
5. Wash hands and exposed skin vigorously with soap and flowing water for at least 20 seconds. Antibacterial soaps that do not require water are not effective for removing anthrax or other threatening materials.
6. Call Police Services at 911 or 678-HELP (4357) and give them your exact location.
7. Wait for Police Services to respond. Do not leave the building unless instructed to do so by Police Services personnel.

Identifying Suspicious Packages and Envelopes

Some characteristics of suspicious packages and envelopes include the following:

- Inappropriate or unusual labeling
- Excessive postage
- Handwritten or poorly typed addresses
- Misspellings of common words
- Strange return address or no return address
- Incorrect titles or title without a name
- Not addressed to a specific person
- Marked with restrictions, such as “Personal,” “Confidential,” or “Do not x-ray”
- Marked with any threatening language
- Postmarked from a city or state that does not match the return address

Appearance

- Powdery substance felt through or appearing on the package or envelope
- Oily stains, discolorations, or odor
- Lopsided or uneven envelope
- Excessive packaging material such as masking tape, string, etc.

Other suspicious signs

- Excessive weight
- Ticking sound
- Protruding wires or aluminum foil

If a package or envelope appears suspicious, DO NOT OPEN IT.

Pranks and Hoaxes

Pranks or hoaxes involving false threats of agents of terror, including Anthrax or Ricin, disrupt lives, create serious safety concerns, and tax valuable University and community resources. They create illegitimate alarm in a time of legitimate concern. The University and law enforcement authorities take all such actions very seriously. The University has adopted a "zero tolerance" policy and will aggressively investigate any such incidents. Any individual found responsible for such acts will be subject to University disciplinary action, up to and including separation from the University, and prosecution under State and Federal law.

For More Information

Contact Environmental Health and Safety at 678-4672/2044/2470

Information about Anthrax

<https://www.cdc.gov/anthrax/>

Information about Ricin

<https://emergency.cdc.gov/agent/ricin/facts.asp>

Annex I

Pandemic Preparedness and Response Plan

Introduction

There are many types of infectious disease that could potentially cause the University to activate its CMP in order to manage an outbreak. A worldwide outbreak could overwhelm health and medical capabilities globally. Therefore, the University must be prepared to manage the impact of such an outbreak, to maintain the safety of the University community, and to continue its operational functions as best as is possible. The impact of a significant outbreak will likely be felt on the **University of Memphis (UofM)** campus, as well as across the nation. This annex provides a summary statement of the **UofM** preparedness and response activities to mitigate campus-wide impact. Subsection I.1, Pandemic Flu, summarized the overall response, and the steps in this section should be applied to all infectious disease situations where it applies.

1.1 Pandemic Flu

We speak of a “pandemic” flu when a strain of flu virus appears for which there is low human immunity and high human-to-human contagiousness. Normally, forms of flu change only a little from year to year – minor mutations of the previous year’s variety of flu virus. Humans infected during a recent flu season retain an immunity, because their immune systems “recognize” the slightly changed new flu strain and attack invading viruses, killing them.

Influenza Virus A sometimes recombines (or mutates through a process called *antigen shift*) into a form that is a sudden, large change of form. If a human population has not recently experienced a similar form, its immune systems do not recognize the virus, do not attack, and the virus enters the body successfully and begins its spread. When immunity is low within a population, the disease spreads rapidly. If it spreads over a wide portion of the globe, we call this episode of flu a “pandemic flu.”

To prepare for the most severe health scenario to affect the campus community - that of a highly infectious and fatal virus entering the United States - the plan developed for the **University** includes as a possible alternative, that the campus may need to suspend in-person classes and close the campus for some number of weeks or months until the rate of transmission of the virus begins to reasonably subside.

Given the ease in which seasonal viruses spread each year among the population, the academic environment of campus classrooms naturally lends themselves to putting students, staff and others at risk of infection.

The Guidance for College and Universities found within the Implementation Plan for the National Strategy for Pandemic Influenza and other health sources recommend taking steps toward social distancing if the spread of the disease reaches certain levels. A social distancing policy suspends in-person classes and other public gatherings and places limits on campus business to help prevent the person-to-person spread of influenza. If a severe influenza pandemic were to occur at the **University**,

we could institute a social distancing policy for as much as 8-12 weeks.

In addition, the **University** may be directed by local, state or federal authorities to close the campus regardless of the institution's interest in doing otherwise.

The **suspension** of all in-person classes and the closing of all residence halls would be very disruptive for students wishing to attain Bachelors' degrees in four years or to complete graduate programs in a timely manner. Therefore, all the competing interests must be considered when making such a decision. Nevertheless, the **UofM Pandemic Preparedness and Response Plan** will include criteria for decisions on issues such as the suspension of in-person classes, closing of dormitories and dispersal of students to their homes.

Different UofM locations will involve varying degrees of risk in a pandemic and there will be varying scopes for staying in operation while reducing the hazard.

The decision to close the **University** will be made by the Policy Group at the recommendation of the Crisis Management Team. It will be based upon a combination of the following decision criteria/factors and will occur at some point during Level 2 of the **UofM Pandemic Preparedness and Response Plan**:

- World Health Organization declaration of Phase 6 - Pandemic period: Increased and sustained transmission in the general U.S. population
- Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate)
- Rate/speed of disease spreading
- Local or state public health recommendations to curtail/cancel public activities in county or state
- Falling class attendance, students leaving campus
- Rising employee absenteeism
- Other regional schools/school systems closing
- Transportation systems closing/curtailing interstate travel
- Cases in the Mid-South area occurring early versus late in the overall U.S. experience with the unfolding pandemic

During the period when classes are suspended, most campus academic, administrative and support operations will be closed. Minimal utilities will be supplied to buildings, but all routine, normal daily housekeeping and maintenance activities will cease until such a time when the re-opening of campus buildings has been announced by the Policy Group. Buildings will be secured in a way to prevent re-entry by all but approved emergency crucial personnel. Most research activities that depend upon campus facilities will need to be suspended as well when all other routine building services end. Police, safety and facilities staff, and a small number of other emergency crucial personnel will be needed to maintain safe, secure and hazard-free buildings. However, the way in which these emergency crucial personnel conduct themselves while on campus will be done in a manner to minimize exposure to others who may be carrying the virus.

Assumptions Underlying the Pandemic Plan of Action

- The institution's response to the pandemic will be managed by the Crisis Management Team (CMT) and others as indicated. It will meet weekly, daily, or more than daily as events and issues unfold. A location will be determined and expanded opportunities for conference call meetings have been established when large group meetings are no longer advisable or possible.
- Officials will also monitor the information available via the Internet and other sources. Through all the stages of response, the Medical Director of Student Health Services, will be the primary contact with the City/Shelby County Health Department, Centers for Disease Control (CDC), World Health Organization (WHO), and State and Federal health officials. The Chief of Police will maintain contact and coordinate with the local, state, and federal law enforcement agencies, and the Emergency Preparedness Coordinator will collaborate with local, state and federal emergency management agencies.
- The Director of Environmental Health and Safety will coordinate with all departments and units of the University and oversee the implementation of Level 1.
- An outbreak could interrupt normal University functioning for a period of eight to twelve weeks.
- The University could implement social distancing measures by suspending in-person classes, closing the University and dispersing students to their homes or other off-campus locations.
- The University has existing communications resources that can be mobilized for quick response in the event of a pandemic emergency.
- Emergency crucial personnel may need to function from either remote or campus locations to maintain services. Options for limiting exposure of emergency crucial personnel to the virus might be beneficial. Staff may be requested to work multiple shifts and critical staff may need to be on campus to service critical campus systems.
- Some level of loss of emergency crucial personnel to illness or care for a loved one will require back up options for essential functions. Absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40% with lower but still significant absenteeism both before and after the peak (pandemicflu.gov). In addition, absenteeism may be affected by the closing of public schools, quarantines and other measures taken in the community.
- Those affiliated with the University, even if they are not employed or enrolled, will require information on the University's plans and implementation during the crisis. Parents and families, the surrounding community, governing bodies and elected officials will all require periodic updates.
- At all times, the health and safety of the campus community will be of paramount importance.
- This plan will apply to the initial outbreak, as well as subsequent waves of a pandemic and the University's recovery and re-opening.

Continuity of Instruction

We recommend that academic units receive academic continuity planning templates to help them consider these issues in the event of an 8-12-week class suspension on instruction:

- Identify essential functions (including, but not limited to, some research) that must continue

- Identify emergency crucial personnel to maintain these essential functions
- Alternative plans, i.e., distance learning

Continuity of Business

We recommend that business units continually update current business continuity plans, considering these issues in the event of an 8-12-week limitation on business:

- Identify essential functions that must continue (including, but not limited to, Police, Utilities)
- Identify emergency crucial personnel to maintain these essential functions
- Alternative work plans, i.e., telecommuting
- Recovery of full business operations

The University of Memphis has implemented a Virtual Private Network (VPN) to create a secure environment for accessing certain types of University data from off-campus locations. This technology is vitally important to maintain basic levels of operation identified in current business continuity plans. If you use a home computer, laptop, or other mobile device to access Internet Native Banner (INB) or restricted University data, you will need to use the VPN. The VPN software, directions for loading and instructions are located at: <http://www.memphis.edu/umtech/solutions/vpn.php>

As the disease progresses and becomes more widespread, the danger to the campus community will increase. The CMT will organize its planning according to the following levels. The progression of these levels may occur rapidly and may be altered due to the recommendations of county, state or federal authorities. These levels of response provide the basis upon which our pandemic influenza plan is organized. Each level is presented with specific actions that will occur in each of the identified areas of institutional response. A brief overview of these levels is provided here:

Level 1

This phase of the plan is always in place and continues until Level 2 is reached. It is a time for all communication plans to be finalized for any potential situation, and academic units to complete plans for research interruption, alternative instruction and class cancellation. Other administrative and student service units will finalize closure protocols and other necessary supplies and plan for their distribution.

Level 2

At Level 2, the CMT will meet on a regular basis to fine-tune all plans for responding to the pandemic. All operations will continue as usual including classes and research, unless the Policy Group decides that more severe measures need to be taken, such as suspending or closing the University. More specific steps will also be taken to prepare for Level 3. Communications with the campus community will increase to keep everyone informed of plans being implemented. Social distancing (cancellation of classes and other scheduled activities) may be implemented based on the consideration of the following events:

- World Health Organization declaration of Phase 6 - Pandemic period: Increased and

- sustained transmission in the general U.S. population
- Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate)
- Rate/speed of disease spreading
- Local or state public health recommendations to curtail/cancel public activities in county or state
- Falling class attendance, students leaving campus
- Rising employee absenteeism
- Other regional schools/school systems closing
- Transportation systems closing/curtailing interstate travel
- Cases in the Mid-South area occurring early versus late in the overall U.S. experience with the unfolding pandemic

Within 1-3 days of declaring a school closure and depending on national and local conditions – All University residences will close. Thereafter, as soon as practicable, most administrative offices and academic buildings will close. All research operations, except those with critical facility needs (e.g., animal care) or other needs that require continuous attention, will be interrupted until the pandemic period has passed. All administrative and academic support units will be shut down until the campus reopens.

Level 3

At Level 3, closure sustained and only healthy, emergency crucial personnel will continue to report to work. Access to campus sealed off. Prepare for recovery stage once pandemic is under control and prepare to reopen as determined by the Policy Group.

This plan will apply to the initial outbreak, as well as subsequent waves of the Avian Flu Pandemic

Plan Organization

Incident Command (IC): As listed under the Crisis Management Plan, in the event of an influenza pandemic, a unified command structure will be employed. The Chief of Police, Director of Environmental Health and Safety, and Medical Director of Student Health Services and Emergency Preparedness Coordinator will jointly serve in this capacity.

Crisis Management Team (CMT): Will assist IC in the preparedness, response and recovery phases of a pandemic.

CMT includes, but may not be limited to the following:

1. Executive Council/Policy Group
2. Student Health Services
3. Police Services
4. Environmental Health & Safety
5. External Relations
6. Government Relations

7. Physical Plant
8. Finance/Payroll
9. Information Technology
10. International Programs
11. Residence Life/Housing
12. Dining Services
13. Human Resources
14. Telecommunications
15. Dean of Students
16. Employee Safety & Health
17. Emergency Preparedness
18. Legal Counsel

Essential Services

Should events mandate campus closing, the following services will remain essential:

Department/Division	Essential Services	Staff Assignments*
UofM Global	Distance learning support	Courtney Orians
Parking Services	Emergency transportation of students	Angela Floyd
Environmental Health & Safety	Protection of perishable assets Environmental controls	Al Simpson
Physical Plant	Building maintenance Essential utility services	Ronnie Brooks
Business & Finance	Emergency purchase requests Payroll processing Revenue collection	Raaj Kurapati
Human Resources	Employee contact Workforce assessment Employee health care benefits	Maria Alam
Information Technology	Communications infrastructure Distance learning infrastructure	Dr. Robert Jackson
President's Office	Leadership	Dr. David Rudd
External Relations	Internal communications External communications	Tammy Hedges
Residence Life	Maintenance of dormitories or student shelters	Steve Logan
Dining Services	Delivery of food, water, sanitary supplies, etc.	Robin Stewart
Police Services	Emergency communications Control campus perimeter Cordon off any dangerous areas	Derek Myers
Dean of Students	Student counseling services Maintain contact with students	Dr. Justin Lawhead
Student Health Services	Emergency health services Coordination with EMS Maintenance of the Student Health Center	Dr. Jane Clement
Emergency Preparedness	Coordination with local, state and federal emergency management resources.	Kevin Langellier
Legal Counsel	Provide timely and competent legal assistance to all areas of the University	Melanie Murry

Action Implementation

Group	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Assessment Team CMT/Ops Group/ others as needed	1) Monitor National and International situation 2) Develop media strategy 3) Determine where to house <i>quarantine</i> and <i>isolation</i> students 4) Communicate with Residence Life/Housing for quarantine planning 5) Prepare a transportation plan/determine who will transport <i>quarantine</i> patients to designated sites on campus/or <i>isolation</i> patients to hospitals in conjunction with Legal Counsel 6) Personnel receive fit test on respiratory protection and training from Environmental Health & Safety (EHS) 7) Oversee development of University plans and actions 8) Coordinate with Student Health Services (SHS) 9) Coordinate with state/city/county public agencies 10) Develop a list of emergency crucial positions 11) Track preparedness tasks and accomplishments	1) Activate the University Emergency Operations Center (EOC)	1) Maintain contact with University Police, EH&S, and SHS 2) Plan for recovery in post-pandemic period 3) Plan for revised instructional calendar and completion of the session

Group	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Crisis Management Team (Incident Command) 1) Chief of Police 2) Director, Environmental Health and Safety 3) Medical Director, Student Health Services 4) Emergency Preparedness Coordinator	1) Coordinate with Shelby County Health Department 2) Communicate with other universities 3) Brief emergency operations group on regular basis 4) Communicate with campus faculty, staff, students, and parents 5) Update plans as appropriate 6) Monitor developments in the city, metro region, state, nation, and internationally 7) Communicate with and brief SHS/EH&S/President and Executive Council/Policy Group 8) Oversee the development and implementation of the action plan 9) update action plan with CMT when needed 10) Monitor WHO, CDC bulletins, and other information sites about the virus and assess to determine if that information affects the University's plan	1) Advise President and Executive Council/Policy Group 2) Implement emergency action plan 3) Consider recommending cancellation of classes, public functions, and athletic events	1) Recommend quarantine of building frequented by infected person 2) Notify Residence Life/Housing of numbers that may need to be quarantined or isolated 3) Ensure that all functional groups have appropriate staffing 4) Recommend cancellation of classes, public functions, and athletic events, if not done under Level 2

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Police Services	<ol style="list-style-type: none"> 1) SHS trains Police Services on pandemic response 2) Identify personnel to receive fit test on respiratory protection and training from Environmental Health & Safety (EH&S) 3) Identified personnel to receive N95 respirators from EH&S 4) Develop procedures for securing building, protecting stored supplies, and restricting access to campus 5) If police officers will be involved in custodial transport because other emergency transport is not available: <ul style="list-style-type: none"> • EH&S will train in use of PPE, N95s, and infection control measures • Develop plan for transportation 	<ol style="list-style-type: none"> 1) Prepare appropriate signage 2) Alert SHS if encountering individual with flu-like symptoms 3) Equip cars with disinfectants, surgical masks, gloves, and hazard waste bags for persons being transported 4) Establish communication plan with SHS, Counseling Services, Residence Life, and Dean of Students for reporting calls and transport 	<ol style="list-style-type: none"> 1) Enforce quarantine and isolation 2) Assist SHS 3) Post signage for quarantine and isolation 4) Consider special parking rules for emergency crucial personnel 5) Prepare for crowd control 6) Implement plan on transporting individuals to hospital or quarantine areas 7) Deny entry or exit as directed by IC Team 8) Assist with crowd and traffic control 9) Secure buildings as directed by IC Team
Emergency Preparedness	<ol style="list-style-type: none"> 1) Plan mock drills for campus and evaluate in cooperation with EH&S 2) Assess needs for emergency crucial personnel 3) Recommend activation of the University Crisis Management Plan Draft guidelines for on-campus mass dispensing site (POD) 	<ol style="list-style-type: none"> 1) Develop plans to maintain mission-critical operations: Plans to function with a skeletal workforce of essential personnel Back-up plans to maintain critical communications 	<ol style="list-style-type: none"> 1) Coordinate all actions with Memphis/Shelby County EMA EOC 2) Plan for revised post-pandemic recovery and resumption of normal operations Track preparedness tasks and accomplishments during Levels 1 and 2

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Physical Plant	<ol style="list-style-type: none"> 1) Prepare plan to shut down ventilation systems in buildings on an individual or entire campus basis 2) Evaluate building ventilation systems, especially in those areas considered for quarantine, isolation, and health care delivery 3) Increase the distribution of hand sanitizers by custodial staff 4) Work with EH&S to identify personnel that should receive fit test on respiratory protection and training 5) Assess housekeeping supplies/stockpile housekeeping supplies 6) Receive training from EH&S on infection control procedures 7) Determine if a negative pressure area can be implemented for the Student Health Services building 8) Ensure that Student Health Services' Clinic has an adequate ventilation system to provide isolation of ill patients on all three floors 9) Acquire Personal Protective Equipment (PPE) in coordination with EH&S 10) Locate site(s) for temporary morgue(s) in coordination with CMT 	<ol style="list-style-type: none"> 1) Identified personnel, if any, receive N95 respirators 2) Prepare temporary morgue(s) 	<ol style="list-style-type: none"> 1) Shut off utilities to buildings if instructed by the IC Team 2) Organize support system as required 3) Stand by to shut down ventilation systems as instructed by the IC Team 4) Request refrigerated trailers from Shelby County Health Department once UofM is no longer capable of receiving fatalities.

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
EH&S	<ol style="list-style-type: none"> 1) Assess respiratory protection plan and resources 2) With assistance of Crisis Management, obtain additional N95 respirators 3) Make PPE info available on-line 4) Fit test and train on respiratory protection those individuals identified by different departments 5) Train and review housekeepers on cleaning procedures for hygiene and cleaning of personal contact surfaces (e.g., doorknobs) in partnership with Physical Plant 6) Promote self-care and hand washing 7) Plan for increased volume of waste 8) Identify PPE (Personal Protective Equipment) needs and coordinate with departments/units. 9) EH&S's website will have PPE items listed 10) Assist with communicating planning efforts to campus resources 11) Train Police Services in use of PPE/infection control 12) Monitor WHO, CDC bulletins, and other information sites about the virus and assess to determine if that information affects the University's plan 	<ol style="list-style-type: none"> 1) Arrange for medical waste collection and disposal 	<ol style="list-style-type: none"> 1) Coordinate disposal of hazardous material and cleanup

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
President/Provost Executive Council and Crisis Policy Group	<ol style="list-style-type: none"> 1) Approve Pandemic Response Plan 2) Create six subcommittees <ul style="list-style-type: none"> • Students and Residence Halls • Academics and Research • Health • Safety and Security • Business Continuity and Disaster Recovery Oversight • Communication and Education 3) Follow U.S. Government guidelines on foreign travel 4) Approve plan for cancellation of classes and dismissal and dispersion of students 5) Approve plan for cancellation of athletic events and other activities 6) Review content of internal and external public information bulletins and announcements 7) Determine critical policy issues/identify options and decision point triggers 8) Review succession plan for leadership 9) Identify emergency crucial positions 10) Approve an education program for the University community on preparedness and best practices 11) Hold forums where issues, precautions, and concerns can be aired 12) Update the Governor's office and Board of Trustees about preparedness for an influenza pandemic as required 13) Monitor WHO, CDC bulletins, and other information sites about the virus and assess to determine if that information affects the University's plan 14) Review and approve a Social Distancing Policy 15) Work with Legal Counsel to resolve legal issues 	<ol style="list-style-type: none"> 1) Restrict travel to affected countries/regions 2) Evaluate information on potential institutional effects and set response priorities as appropriate 3) Consider cancellation of campus activities and athletic events 4) Consider implementing the plan for suspension of classes/dismissal and dispersal of students 5) Reevaluate response plan and priorities 6) Restrict movement on and off campus for activities and athletic events 	<ol style="list-style-type: none"> 1) Implement family notification plan regarding ill students, faculty, and/or staff 2) Consider canceling campus activities and athletic events, if not completed under Level 2 3) Coordinate implementation of isolation and quarantine procedures 4) Consider implementing the policy for suspension of classes/dismissal and dispersal of students 5) Plan for revised instructional calendar and completion of the session 6) Plan for revised post-pandemic recovery and resumption of normal operations 7) Implement plan for family notifications of fatalities

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Marketing and Communication	<ol style="list-style-type: none"> 1) Identify outbreak control managers 2) Draft internal and external bulletins and announcement 3) Establish web site for referring questions and concerns about planning at the University 4) Identify mechanisms for communications: internal and external 5) Develop crisis communication messages for public release 6) Coordinate media and public information about this issue prior to and during a pandemic 7) Work with SHS in developing communications for release regarding personal preventive measures that will empower the University's community to take responsibility for their own health 8) Media preparation for University personnel preceding each media interaction to ensure specific messages are communicated 	<ol style="list-style-type: none"> 1) Write and record updates through usual campus channels 2) Write and record bulletins and updates on the University's Emergency Information Hotlines and UofM web site 3) Request to campus that faculty/staff and their families report all flu cases to CMT 	<ol style="list-style-type: none"> 1) Organize phone banks if necessary. (Phone banks can refer callers to emergency services, take messages, support rumor control) 2) Establish a Media Relations Center remote from the EOC: coordinate press releases, and manage news teams and interviews, etc. 3) Review and revise internal and external messages

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Residence Life	<ol style="list-style-type: none"> 1) Notify current occupants of the potential or need for them to move if necessary 2) Initiate pandemic awareness training for RA's 3) In the event of quarantined students, identify potential methods to provide custodial and maintenance service 4) Health Center trains personnel (including all front-line staff): food service workers, custodial staff, conference coordinators, supervisors, managers, directors) on identification, transmission, risks, and appropriate response 5) EH&S trains on infection control and PPE 6) Identify potential rooms and buildings to be used for quarantined students. Update by semester based on current occupancy. Coordinate with College of Nursing 7) Identify possible rooms/buildings that can be used as residences for students who cannot go home 8) Preplan with food service contractor to arrange for possible continuity of service for all levels of the Pandemic Response Plan 9) Identify potential suppliers and alternates for meals 10) Formulate plans for quarantine of students. Coordinate with College of Nursing 11) Develop a plan for closure and evacuation of campus residence halls and houses not in use 12) Develop a plan for notifying and relocating students 13) Develop plans for continuation of housekeeping services 14) Identify communication protocols between Housing Services and Residence Life staff 	<ol style="list-style-type: none"> 1) Implement an emergency phone number for pandemic issues 2) Report suspicious illnesses to SHS 	<ol style="list-style-type: none"> 1) Coordinate removal of students sent home by SHS 2) Identify meal/delivery/medical needs for any student in quarantine 3) Set up Housing command center and recall necessary personnel 4) Activate emergency locator tracker on Housing web site for use by displaced students to report their temporary address 5) Activate emergency phone contact tree 6) Coordinate and work with College of Nursing if student quarantine or isolation is implemented

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Dining Services	<ol style="list-style-type: none"> 1. Formulate plan for alternate Dining Services for students and staff 2. Ensure food delivery process is planned and will not be disrupted 3. Formulate plan to stockpile food and drinks, including water/ensure delivery process is planned 4. Health Center trains personnel (including all front-line staff): food service workers, custodial staff, conference coordinators, supervisors, managers, directors) on identification, transmission, risks, and appropriate response 5. EH&S trains on infection control and PPE 6. Ensure emergency supplies of food and water are on hand 7. Preplan with food service contractor to arrange for possible continuity of service for all levels of the Pandemic Response Plan 8. Identify potential suppliers and alternates for meals 	<ol style="list-style-type: none"> 1. Implement an emergency phone number for pandemic issues 2. Report suspicious illnesses to SHS 3. Stockpile food and water as planned 	<ol style="list-style-type: none"> 1. Implement Feeding Plan 2. Identify meal/delivery/medical needs for any student in quarantine 3. Set up Dining Services command center and recall necessary personnel 4. Activate emergency phone contact tree

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Student Health Services	<ol style="list-style-type: none"> 1) Post sign that patients who have flu-like symptoms should notify SHS immediately (901-678-2287) 2) Provide isolation exam rooms for patients with flu/flu-like symptoms 3) Follow local guidance for evaluation and monitor health care workers 4) Update blog devoted entirely to Pandemic Information on a regular basis (www.uofmshs.type.com) 5) Identified personnel to receive fit test on respiratory protection and training from EH&S 6) Receive N95 respirators if available 7) Health Center trains personnel of Housing (including all front line staff): food service workers, custodial staff, conference coordinators, supervisors, managers, directors) on identification, transmission, risks, and appropriate response 8) Instruct staff in PPE appropriate for pandemic response 9) In-service staff on procedures for triaging patients and managing suspect cases 10) Prepare patient instruction sheet on pandemic flu 11) Implement a hand washing campaign on campus 12) Encourage each office/department/unit to purchase and install hand sanitizer dispenser 13) Coordinate with Physical Plant to establish adequate ventilation system/negative pressure areas for the possibility of isolation on all three floors of clinic 14) Meet/coordinate with Shelby County Health Department/State/Federal officials 15) Initiate poster, email campaign, etc., for self-protection 16) Prepare Pandemic medical policy and procedure manual 	<ol style="list-style-type: none"> 1) Notify Shelby County Health Department and receive directions on how to proceed 2) Notify the CMT Policy and Operations Groups 3) Follow local/state/federal protocols for patient testing 4) Coordinate with College of Nursing in setting up isolation rooms on first and third floor of clinic, if implemented 5) Prepare and stock isolation rooms on second floor of clinic, if implemented 	<ol style="list-style-type: none"> 1) Isolate suspected/confirmed cases in a predetermined area 2) Arrange for counseling services, if needed 3) Notify College of Nursing of case(s) so that College of Nursing can arrange an interview and screening for those who came in contact with the patient 4) Update CMT Policy and Operations Groups 5) Secure additional personnel from local nursing agencies, if possible 6) Notify Housing and Food Services on number of persons who are isolated 7) Establish contact with Shelby County Medical Examiner's Office

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Information Technology and Telecommunications	<ol style="list-style-type: none"> 1) Identify IT capabilities and deficiencies 2) Facilitate telecommuting to the degree possible 3) Contract for supplemental telecommunications/computing hardware/software needs as necessary 4) Facilitate and support the development of distance learning to the degree possible 5) Assess supplemental telecom/computing hardware/software needs: <ul style="list-style-type: none"> • Student Affairs • Health Services • Public Relations • Counseling Center • Human Resources • Telecommunications 6) Assess needs for webpage support 7) Develop plan for adding volunteers to public email addresses 8) Develop plan for distributing telephone calls to homes or phone banks 9) Activation of emergency UofM website 	<ol style="list-style-type: none"> 1) Arrange for an emergency telephone line for Pandemic issues 2) Purchase supplemental telecommunications/computing hardware/software needs, if necessary and available 	<ol style="list-style-type: none"> 1) Assist with email message distribution 2) Add additional phone lines to EOC, quarantine areas, and functional groups, as needed 3) Set up podium and microphones for media 4) Assist with implementation of distance learning
Dean of Students	<ol style="list-style-type: none"> 1) Initiate pandemic awareness training for RA's 2) Formulate and rehearse plan to address needs/support for Greek organizations, as necessary 3) Ask Fraternities and Sororities to plan for pandemic outbreak 	<ol style="list-style-type: none"> 1) Report suspicious illness to Student Health Services 2) Communicate with parents and families 	<ol style="list-style-type: none"> 1) Identify student events where suspected or confirmed patients have attended 2) Assist with relocation of students for quarantine, to the degree possible

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Human Resources	<ol style="list-style-type: none"> 1) Prepare call-off guidelines and review vacation/sick leave guidelines for applicability in a pandemic event 2) Identify personnel available for telephone support work 3) Establish return-to-work guidelines 4) Prepare communications for supervisors and campus work force, addressing guidelines for reporting illnesses, business travel procedures, information to persons returning from affected areas 5) Develop contingency policies for work-at-home, emergency leave, working outside normal job description 6) Develop policies for payment of employees not reporting to work 7) Coordinate with Payroll (re: implementation of pay policies) 8) Assist with/help coordinate training for emergency staff (re: short staffing situations) 9) Coordinate the identification of emergency crucial personnel and ensure that departments are depth charted and inform them of their responsibilities 10) Encourage staff and faculty to update emergency contact information and phone tree 11) Assist in the recruitment of a volunteer work force from the University and identification of cross-training needs 12) Review time-off policies, sick time policies, salary continuance policies, compensation policies, absence policies and processes (family leave for caregivers, bereavement leave and other causes of absence, such as: travel restrictions, etc.) 13) Review redeployment procedures as workers could be asked to switch shifts, employment locations or assignments 14) Review health care coverage and identify steps that must be taken to monitor and protect health insurance coverage 15) Assist departments with implementation of the Pandemic Preparedness Plan 		<ol style="list-style-type: none"> 1) Implement policies for leave and working at home; consult regarding any potential disciplinary situations 2) Activate call-off policy 3) Determine return-to-work requirements for employees; consult regarding any potential disciplinary situations 4) Track personnel leave; procedures on payment during leave; policy on working outside normal job description, etc. 5) Communicate with insurance carriers on evolving campus issues 6) Coordinate with SHS for updated

	16) Explore strategies that consolidate offices and operations		individual status 7) Provide master updated information to others on a need to know basis
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Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Counseling Center	<ol style="list-style-type: none"> 1) Determine the appropriate level of intervention based on assessment of student body 2) Train staff in psychological protocol 	<ol style="list-style-type: none"> 1) Expand hours of operation and drop-in counseling as needed 2) Upgrade website to provide relevant psychological educational information related to pandemic and links to appropriate sites 	<ol style="list-style-type: none"> A. Rotate staff assignments B. Secure contract staff and volunteers, if possible, and if required C. Implement off-site telephone hot lines as needed D. Assign staff to phone lines
The Center for International Education Services	<ol style="list-style-type: none"> 1) Issue advisories for students, faculty and staff planning international travel 2) Issue advisories for students, faculty, staff, and visitors arriving from affected regions 3) Monitor student travelers entering from affected regions and communicate with international students and their families 4) Develop policies/procedures for monitoring and recalling students from affected regions 5) Develop policies/procedures for issuing advisories on international travel 6) Develop a plan for communicating with international students and their families regarding travel restrictions and re-entry 7) Develop a plan for communicating with students who are studying abroad or plan to study abroad 8) Develop guidelines for temporary closure of study abroad programs 9) Monitor faculty/staff traveling in affected region 10) Communicate with study abroad program leaders about planning procedures for shelter-in-place, closure decisions, and resources for assisting students who cannot get home 	<ol style="list-style-type: none"> 1) Advise/communicate with students, faculty, and staff outside the contiguous United States 2) When possible, support students, faculty, and staff who are outside the contiguous United States and unable to return 	

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Loewenberg College of Nursing	<ol style="list-style-type: none"> 1) Each semester a list of nursing student volunteers is provided to assist SHS during Levels 2 and 3, if available 2) Consult with Legal Counsel concerning nursing student volunteers 3) Train nursing volunteers/staff/faculty on infection control measures and the proper use of PPE 4) Identify personnel who should receive fit test on respiratory protection and training from EH&S 5) Acquire N95 respirators for identified personnel through Crisis Management 6) With assistance from Crisis Management, identify and purchase supplies needed to operate isolation rooms on first and third floor of clinic, if necessary 7) With assistance from Crisis Management, acquire Personal Protective Equipment (PPE) 8) Prepare plan for campus mass immunization 9) Implement mass immunization plan if vaccine is available and so instructed by SHS or local/state/federal decree 10) Develop point(s) of distribution (POD) for vaccines/prophylaxis 11) Identify nursing faculty to assist SHS with isolation if required 12) Identify nursing student volunteers and nursing faculty to assist with quarantine at designated sites, if implemented 13) Assess capacity for nursing support to SHS 14) Prepare a surveillance and case-contact investigation plan 15) Prepare quarantine policies 	<ol style="list-style-type: none"> 1) Student nursing volunteers assist SHS, if needed, and requested to do so by Dean, College of Nursing 2) Prepare and equip isolation rooms with supplies, beds, etc. that will be needed for isolation, if necessary 3) Implement mass immunization plan if vaccine is available and not already done under Level 1 	<ol style="list-style-type: none"> 1) Identified nursing faculty assist with quarantine and isolation and assist SHS, if required 2) Implement surveillance and case-contact investigation plan 3) Implement quarantine policies as required 4) Notify Housing and Dining Services on number of persons who may be quarantined 5) Arrange for counseling services, if needed 6) Nursing volunteers to assist SHS 7) Nursing student volunteers assist with quarantine if requested by Dean, College of Nursing

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
Dean of Students Office		1) Coordinate communication to students and parents 2) Work with Residence Life and Police Services	1) Work with Residence Life and Police Services 2) Coordinate implementation of isolation/quarantine 3) Work with enforcement issues 4) Handle parent issues, parent calls, those wanting to come on campus, etc.
Admissions/Financial Aid	1) Develop plan for reviewing applications and recruiting in the absence of face-to-face interviewing or campus visits 2) Discuss contingency plans for issues dealing with financial aid, withdrawal from school due to illness and other factors related to tuition and registration		
Research	1) Determine campus buildings that may remain open for research 2) Establish a plan for maintaining security in laboratory spaces 3) Establish a plan for laboratory animals if research ceases due to safety issues or high absenteeism among the animal handlers 4) Establish a plan for specimen storage and managing experiments in process		

Department/Unit	Level 1	Level 2 (In addition to Level 1)	Level 3 (In addition to Level 2)
All Departments and units	<ol style="list-style-type: none"> 1) Encourage staff to get the seasonal influenza vaccine 2) Notify personnel that vaccine, if available or in short supply, will be administered on a priority basis as determined by local/state/federal governments/CDC, which may mean certain individuals will not get the vaccine 3) The same applies to antiviral medications. (See #2 above) 4) Monitor the website where the Pandemic Preparedness Plan resides for updates and implement the changes 5) Monitor SHS blog for pandemic information (www.uofmshs.typepad.com) 6) Identify emergency crucial positions and maintain record in the department and HR as referenced in UM Policy GE2007 7) Train emergency crucial personnel and inform them of their responsibilities (including full-time, part-time and unpaid or volunteer staff) needed to carry on your department's/unit's work. Include back-up plans, cross-train staff in other jobs so that if staff are sick, others are ready to assume that responsibility 8) Identify personnel, if any, who should receive fit test on respiratory protection and training from EH&S 9) With assistance from Crisis Management, acquire N95 masks for those so identified 10) Assist in drafting/updating Business Continuity Plan 11) Test your response and preparedness plan using an exercise/drill, and review and revise plan as needed. 	<ol style="list-style-type: none"> 1) Plan to implement Business Continuity Plan if necessary 2) Notify SHS of suspicious illnesses 3) Distribution of N95 masks to emergency crucial personnel as needed 	<ol style="list-style-type: none"> 1) Report absent employees to HR 2) Activate Business Continuity Plan 3) Plan for revised post-pandemic recovery and resumption of normal operations 4) Plan for revised instructional calendar and completion of the session

	<ul style="list-style-type: none"> 12) Take Pandemic Preparedness Plan and shape it for your department/unit 13) Assign key staff with the authority to strengthen, maintain and act upon a pandemic preparedness plan 14) Determine the potential impact on your department/unit's activities and services 15) Determine the potential impact on outside resources that your department/unit depends on to deliver its services (e.g., supplies, travel, etc.) 16) Develop tools to communicate information about pandemic status and your organization's actions. 17) Anticipate and plan for (high) staff absences due to personal and/or family illnesses, school, business, and public transportation closures 18) Follow CDC/State Department/University travel recommendations 19) Determine the amount of supplies needed to promote respiratory hygiene and how they will be obtained 20) Consider focusing your department's/unit's efforts to providing services that are most needed during an emergency 21) Assign a point of contact to maximize communication between your department/unit and IC/ CMT/ SHS/ EH&S/ President/ Communications 22) Share what you have learned from strengthening the preparedness plan with other departments/units to improve community response efforts. 23) Share what you have learned from your drills/exercises 24) Maintain and update emergency phone notification/phone tree 25) Consult with Crisis Management for assistance in purchasing surgical masks 		
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	26) Consider installing protective barriers between workstations or increasing space (greater than three feet) between staff/students 27) Report all known influenza cases to CMT and SHS		
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***QUARANTINE** will be used for healthy persons who have been exposed to the suspected or diagnosed case. The person(s) should be kept in a place where they have no contact with others for the duration of the incubation period as determined by WHO or CDC. If no symptoms develop in that time frame, they may be taken out of quarantine. If a person develops symptoms, they are moved to isolation.

***ISOLATION** is used for a person suspected or diagnosed with the disease. The person(s) should be isolated in the hospital or their own home. A place to isolate a person here on campus may be needed if we have an on-campus resident who is unable to be immediately transported home. Keep in mind that an International student might not be able to go home, especially if air transportation is shut down because of quarantine or disruption of travel because of supply problems (with jet fuel, etc.).

Current WHO (World Health Organization's) phase of pandemic alert

Inter-pandemic phase New virus in animals, no human cases	Low risk of human cases	1
	Higher risk of human cases	2
Pandemic alert New virus causes human cases	No or very limited human-to-human transmission	3
	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

Special Policies for Infected Individuals

Any employee with symptoms as determined by SHS:

- If at work, should be sent home wearing a face mask
- If at home, should not report to work

Any student with symptoms as determined by SHS:

- Should be sent home wearing a face mask or-
- Should be quarantined at a location designated for infected individuals

Note: Symptoms include the sudden onset of a high fever, headache, aches and pains, fatigue and weakness, sore throat, chest discomfort and respiratory problems/failure. Potentially infected individuals should be debriefed by SHS regarding recent work contacts and recent travel. Those employees should then be released wearing a face mask. Identify all individuals who may have had contact with the affected individual and immediately communicate this information to all possibly infected parties. Disinfect affected areas.

Maintain contact with employees and students at home

- Preferably by phone or e-mail
- Avoid personal contact

Plan Activation and Execution

Activate the plan when a contagious outbreak occurs overseas. If a contagious outbreak occurs within North America, then an immediate activation of Plan Execution steps should be taken.

Initial Actions

Initial actions are taken when a contagious outbreak occurs within North America. If the contagious outbreak does not appear to be contained or if there is a chance that the outbreak will spread to the immediate area, then Full Activation steps should be taken.

- Activate and maintain the Emergency Operations Center (EOC)
 - Closely monitor the location(s) and mortality rate of the outbreak
 - Develop a process to monitor absentee rates
 - Meetings should be held at 8:00 a.m. (meetings may be conducted by telephone among selected members) and at 5:30 p.m. or more frequently as necessary
 - The UofM emergency hotline and website should be updated at 6:00 a.m. and at 6:00 p.m. or more frequently if necessary
- Track vaccination programs
- Assist students and employees with access to vaccination programs
- Implement overseas travel restriction policies to infected areas
- Complete all pre-event preparation steps
- Be prepared to implement social distancing and personal protection equipment policies
- Be prepared to suspend normal operations and disperse all personnel from the campus if the mortality rate is expected to be high

Full Activation – Campus Remains Open

The outbreak is now in the immediate area, and a decision for the campus to remain open has been made.

- Maintain the Emergency Operations Center (EOC)
 - Closely monitor the location(s) and mortality rate of the outbreak
 - Closely monitor absentee rates
 - Meetings should be held at 5:30 a.m. (meetings may be conducted by telephone among selected members) and at 5:30 p.m. or more frequently as necessary
 - The UofM emergency hotline and website should be updated at 6:00 a.m. and at 6:00 p.m. or more frequently if necessary
- Track vaccination programs
- Assist students and employees with access to vaccination programs
- Consider eliminating all travel
- Complete all pre-event preparation steps
- If possible, allow employees to work from home
- Utilize social distancing messages to reduce the spread of the virus in the University community
- Limit all types of face-to-face contact

- Avoid meetings, shared offices, handshaking, etc.
- Limit, but preferably eliminate, all face-to-face talking
- Utilize speakerphones, and avoid any face contact with communication equipment
- Cancel any social gathering/events
- Allow employees to eat lunch alone at their workstations
- Any employee with symptoms as determined by SHS
 - If at work, should be sent home wearing a face mask
 - If at home, should not report to work
- Any student with symptoms as determined by SHS
 - Should be sent home wearing a face mask -or-
 - Should be quarantined at a location designated for infected individuals
- Maintain contact with employees and students at home
 - Preferably by phone or e-mail
 - Avoid personal contact
- Assess the risks for personnel in your work areas and plan for providing appropriate personal protective equipment and other countermeasures
- Do not allow access to anyone who has traveled to an infected area
- Restrict guests or visitors to affected areas
- Restrict travel to any affected areas
- It may be necessary to suspend meetings
- It may be necessary to suspend normal operations

Full Activation – Campus Closes

The outbreak is now in the immediate area, and a decision for the campus to close has been made.

- Maintain the Emergency Operations Center (EOC)
 - Closely monitor the location(s) and mortality rate of the outbreak
 - Meetings should be held at 8:00 a.m. (meetings may be conducted by telephone among selected members) and at 5:30 p.m. or more frequently as necessary
 - The UofM emergency hotline and website should be updated at 6:00 a.m. and at 6:00 p.m. or more frequently if necessary
- Track vaccination programs
- Assist students and employees with access to vaccination programs
- Implement full travel and campus access restriction policies
 - Except for evacuating the campus, eliminate all travel
 - Restrict access to emergency crucial personnel
- Maintain and, if possible, expand the use of distance learning

For essential employees who must remain on campus and for students who cannot evacuate

- Limit any type of face-to-face contact
- Avoid meetings, shared offices, handshaking, etc.
- Utilize speakerphones, and avoid any facial contact with communication equipment
- Cancel any social gathering/events
- Allow essential employees to eat lunch alone at their workstations
- Any essential employee with symptoms as determined by SHS
 - If at work, should be sent home wearing a face mask -or-
 - Should be isolated at a location designated for infected individuals
 - If at home, should not report to work
- Any student with symptoms as determined by SHS
 - Should be isolated at a location designated for infected individuals
- Maintain contact with employees and students at home
 - Preferably by phone or e-mail
 - Avoid personal contact
- Assess the risks for personnel in your work areas and plan for providing appropriate personal protective equipment and other countermeasures
- Do not allow access to anyone

Crisis Management and Business Continuity Program Review

- Review the actions taken by the all teams
- Review the actions taken by the various UofM departments
- Review the actions taken by individual employees and students
- The Emergency Preparedness Coordinator drafts changes to the documentation and procedures for review and approval

Appendices

Appendix A – Expected Impact

- Fatalities
 - Possible within the workforce and student body
 - Numerous (in the thousands or more) nationwide/worldwide
- High absentee rates (student and workforce)
- Not a physically damaging disaster
- Duration would not likely be short, hampering any rapid recovery efforts
- Areas would likely be affected in waves lasting several weeks
- There may be multiple waves of the same or slightly mutated virus
- Medical facilities swamped
- Effective vaccines would not likely be readily available
- Some general warning period is likely, but it may be a brief warning
- Enormous post-disaster socioeconomic changes are possible
- Physical assets, and in some cases employees, may be commandeered by civil authorities

Appendix B – Personal Protective Equipment and Products

- N95 face masks
- Goggles
- Disposable gloves or gloves that can be disinfected
- Disposable protective shoe covers or shoes that can be disinfected
- Soap
- Disinfectants
- Tissue, paper towels and other disposable cleaning products

Appendix C – Personal Safety

In Advance of an Outbreak

- Have sufficient nonperishable food, water, medications and other survival supplies available for as long a period as reasonably possible
- In particular, maintain an adequate supply of
 - Soap for frequent hand washing
 - Face masks, latex gloves, tissue, etc.
- Do not travel to any areas where an outbreak is occurring

If an epidemic or pandemic outbreak occurs in the immediate area

- Try to avoid contamination by taking the following general precautions:
 - Avoid public transportation
 - Eliminate all unnecessary travel
 - Eliminate shopping, entertainment, etc.
 - Do not allow guests or visitors

- Try to avoid contamination by taking the following medical precautions:
 - Wash hands frequently with soap and water
 - Wash sheets and clothes in hot water
 - Do not touch your face with your hands (eyes, nose and mouth are the most likely points of virus entry into the body)
 - Cover coughs and sneezes
 - Wear face masks, eye goggles and other personal protection equipment
 - Dispose of all used face masks, tissue, etc., and afterwards wash hands
 - Stop smoking
 - Stay away from others as much as possible, in particular:
 - People with symptoms
 - Children
 - Chronically ill people
 - Limit any touching or face contact with others
 - Keep children out of school

If infected

- Do not report to work
- Isolate yourself
- Wear a face mask

Communicate this information to all family members

I.2 Ebola Virus Disease

Definitions

***Ebola Virus Disease (EVD)**, or Ebola, is a hemorrhagic fever virus first discovered in 1976 in the Democratic Republic of Congo near the Ebola River. It is a severe, often fatal, disease in humans and non-human primates.

***Suspected case** is one in which the patient has some symptoms of the virus and has either recently traveled to an affected area or had close contact with an EVD patient or with someone who has had close contact with an EVD patient.

***Confirmed case** is one in which the patient has tested positive for the Ebola virus utilizing testing methods deemed appropriate by the CDC.

***Close contact** means being within three feet of an EVD patient for a prolonged period of time without Personal Protective Equipment (PPE) or any touching/direct contact with an EVD patient or body fluids from the EVD patient.

***Hemorrhagic** means a rapid, uncontrollable outflow of blood.

***Incubation period** is the time between initial infection and the appearance of symptoms.

***Contagious**, when applied to the Ebola Virus Disease, means capable of being transmitted: (1) from person to person via direct contact or contact with bodily fluids; or (2) through handling of infected bush animals or animal carcasses.

***CDC** refers to the U.S. Centers for Disease Control and Prevention.

Background Information

Risk factors for Ebola Virus Disease (EVD) include travel to geographic areas where the virus is endemic (i.e., Western Africa); handling carcasses of dead, infected bush animals; close contact or caring for infected patients; or handling the body of a patient who has died of EVD. There are no reports that EVD is spread by arthropods (e.g., mosquitoes).

EVD is spread through direct contact with body fluids from an infected patient (blood, urine, stool, saliva, semen, etc.). Symptoms may appear 2-21 days post exposure. Patients are not infectious during the incubation period. It is only after becoming symptomatic that a patient is infectious, and the risk is greatest during late stages of the disease when viral loads are the highest. Patients who have recovered from EVD are not generally considered to be contagious after symptoms have disappeared; however, some body fluids (e.g., semen) may remain infectious for some time after recovery. Consult CDC website for specific information.

Examples of EVD Symptoms (Examples not all inclusive, see CDC web site for more information)	
Initial Symptoms	Advanced Symptoms
Sudden onset of fever	Vomiting
Fatigue	Diarrhea
Muscle Pain	Rash
Headache	Impaired kidney or liver function
Sore Throat	Hemorrhage

Travel

To ensure that members of the University community planning official travel, personal travel, or interactions with personnel who may be at risk of EVD are informed of those risks prior to such events, timely information will be provided to the University Community. This information will be based on travel advisories and other relevant sources issued by the U.S. Department of State, CDC, World Health Organization, county health department, and other authorities. The University will suspend or cancel officially sponsored travel when deemed appropriate to protect the wellbeing of the travelers.

Infection Prevention

Upon receiving information from public health officials that an EVD outbreak has occurred in an area likely to impact members of the University community, a sign will be posted at the entrance to the Student Health Center; the sign will direct patients with any of the risk factors or symptoms to ring the doorbell and remain outside the building. The patient will then be directed to enter the building through a private entrance to the Triage Room, avoiding public areas of the building. The patient will be isolated and screened by a nurse.

If known risk factors or signs and symptoms of possible EVD are confirmed, the Student Health Center EVD protocol will be implemented. This protocol includes provisions for notifying public health officials and University officials, restricting movement of the patient beyond the Triage Room, beginning appropriate pre-hospital care, and closing the Student health Center to all but emergency personnel.

Patient Placement and Treatment

Patients are to be transported by ambulance to the emergency department of an appropriate local hospital. Further treatment will be provided at the hospital.

Communication

A communication strategy will be developed by the University to ensure that timely and accurate information on EVD is being disseminated to all. All communications and notifications will be handled by the University's Marketing and Communication Office as outlined in the Crisis Management Plan.

Cleaning and Decontamination

If a patient is transported to the hospital for potential EVD, securing and cleaning of potentially infected locations on campus will occur with guidance and direction from the county health department.

The decontamination of personnel and equipment will take place in a location designated by the county health department. No contaminated waste will be removed except by infectious waste professionals.

Education and Training

Specific training for appropriate University personnel has been developed and includes

- Proper donning and doffing of PPE
- Screening of patients for possible EBD and response to a positive screen
- Isolation and initial management of a patient with suspected EVD
- Handling and management of waste materials
- Terminal cleaning of the room

Education and training materials are based on current CDC and State of Tennessee recommendations; these materials will be revised, as needed, based on new recommendations.

Exposure Management

Persons with skin or mucous membrane exposure to blood, body fluids, secretions or excretions from a patient with suspected EVD shall immediately wash the affected skin surfaces with soap and water. Exposed mucous membranes (e.g., conjunctivae) shall be irrigated with copious amounts of water. These individuals and those caring for, or in close contact with a suspected EVD patient may, at the discretion of the county health department, receive medical evaluation and follow-up care, including fever monitoring twice daily for 21 days past exposure.

Plan Activation

Level 1 - The University will operate at Level 1 until such a time Level 2 is reached (p73).

Level 2 - The University will immediately move to Level 2 when even a single Ebola case is suspected or confirmed on campus.

Level 3 - Depending on the circumstances of a confirmed case, the policy group may decide that more severe measures need to be taken, such as suspending classes or closing the University or a sustained period, and level 3 (p74) can be declared. Some of the considerations in this decision process are as follows:

- Whether the confirmed case's virus was considered to be at a contagious level when identified
- The number of possibly exposed persons affiliated with the University

- The recommendation by the appropriate government agency regarding the length of time the University should remain closed.

Action Implementation

The steps listed on pgs. 68-99 will be followed if appropriate for EVD. EVD specific steps are listed below			
Group	Level 1	Level 2	Level 3
		<p>Once even a single suspected or confirmed Ebola case is identified on campus, the following steps will be enacted:</p> <ol style="list-style-type: none"> 1. Confine the patient to an appropriate location, eliminated the possibility of other healthy persons coming into contact with the patient 2. Contact Police Services (678-4357) and advice to activate the CMP 	
Crisis Management Team		<ol style="list-style-type: none"> 3. Activate the University Emergency Operations Center (EOC) 4. Contact the county health department and report the case 5. Attempt to create a list of all persons this patient has come into close contact with since their potential exposure to Ebola. 	
Communications Services		<ol style="list-style-type: none"> 6. Notify and/or update the Policy Group 7. Notify the faculty, Staff, and student body by appropriate means <p>Prepare a statement for public release.</p>	

Return to Level 1: Once all suspected or confirmed EVD patients are no longer on campus, and all persons who may have had close contact with an EVD patient have been medically evaluated and cleared, then the policy group will decide the appropriate time to reopen the University and when to return to Level 1.

Annex J

Information Technology Services Disaster Recovery Plan

The Information Technology Services (ITS) Disaster Recovery plan delineates the policies and procedures for technology disaster recovery, as well as process-level plans for recovering critical technology platforms and the telecommunications infrastructure. This document summarizes recommended procedures; modifications may occur in the event of an actual emergency to ensure physical safety of personnel, systems, and data. The mission is to ensure information system uptime, data integrity and availability, and business continuity.

Note: The complete ITS DR plan is located on the ITS website

(https://www.memphis.edu/its/governance/docs/it_strategic_plan.pdf)

This is a safeguarded document and available to authorized personnel only.

Hazard Specific Appendices

APPENDIX 1

Severe Weather

SEVERE STORMS

In the event severe weather such as ice and snow are imminent, the Department of Public Safety, and the Emergency Preparedness Coordinator will monitor weather conditions.

In the event of an overnight winter/severe storm:

The Chief of Police advises the President regarding road conditions. The Director monitors current conditions and forecast from the National Weather Service in Memphis. To determine road conditions, he/she also confers with:

- University Police Officers who are on campus working the night shift
- the Memphis Police Department
- the Shelby County Sheriff's Office
- the Tennessee Highway Patrol
- Tennessee Department of Transportation (TDOT)

The Director contacts the Executive Vice President and Chief Financial Officer and/or the President to provide advice.

Based on that advice, the President will decide whether to maintain the normal schedule, delay the normal opening time, or close the University until conditions are safer.

If weather and road conditions are known the evening before, a decision to alter the normal schedule will be announced on the late evening television news. If weather and road conditions cannot be accurately determined until the very early hours of the morning, a decision and announcement about the University's operational status will be made as early as possible with a targeted decision time of 5:00 a.m. and a targeted announcement time of 5:30 a.m.

If the President or designee alters the schedule or opts to close the campus, s/he will notify the University's Executive Vice President for University Relations or designee.

The Executive Vice President for University Relations or designee will issue information related to campus closure and subsequent reopening to the campus community and the public using some or all of the following means, depending on circumstances:

- University of Memphis special information line: 901-678-0888
- University of Memphis main web page (www.memphis.edu)
- The local broadcast news media
- WUMR (FM 91.7)
- Campus email system
- Campus Live Safe system
- Social Media sites (Facebook, Twitter)

- Outdoor Warning System
- Alertus network notification system

The current operational status of the University is always available on the Special Information telephone line, regardless of whether the University is open or closed.

In the event of a winter/severe storm during the day:

The Director and EP Coordinator monitor current conditions and forecasts from the National Weather Service in Memphis. To determine road conditions, he/she also confers with:

- University Police Officers who are on campus
- the Memphis Police Department
- the Shelby County Sheriff's Office
- the Tennessee Highway Patrol
- Tennessee Department of Transportation

The Director contacts the Executive Vice President and Chief Financial Officer and/or the President to provide advice.

Based on that advice and if conditions warrant, the University President will decide whether to close the University or to alter the schedule. The Office of the President will notify the Provost, each of the Vice Presidents, and the Director of Communications Services or designee. The Offices of the Provost and each of the Vice Presidents will activate the emergency notification system to notify faculty and staff **at work**.

If notified to leave campus, faculty, staff and students are asked to do so without delay.

The Executive Vice President for University Relations or designee will issue information related to campus closure and subsequent reopening to the campus community and the public using some or all of the following means, depending on circumstances:

- University of Memphis special information line: 901-678-0888
- University of Memphis main web page (www.memphis.edu)
- The local broadcast news media
- WUMR (FM 91.7)
- Campus email system
- Campus Live Safe system
- Social Media sites (Facebook, Twitter)
- Outdoor Warning System
- Alertus network notification system

SNOW AND ICE RESPONSE PLAN

OVERVIEW

The goal of this plan is for academic and administrative functions of the University to proceed with minimal disruption, and for members of the campus community to enjoy as safely as possible access to public buildings and activities in the event of snow and/or ice conditions. This document describes the coordinated support various campus departments will provide when hazardous conditions due to inclement winter weather exist.

Winter storms can range from moderate snow over a few hours to blizzard conditions with blinding, wind-driven snow or freezing rain that lasts several days. When listening to winter weather reports, it is important to be familiar with the terms used by the broadcasters.

If it is necessary to suspend operations due to winter weather, that announcement will be made via local media outlets and:

- UofM e-mail
- LiveSafe
- Social Media sites (Facebook, Twitter)
- UofM website <http://www.memphis.edu/>
- Special Information Hotline (678-0888)

Campus, city, county, state, and local agencies will cooperate in the snow and ice abatement effort to enable timely utilization of a variety of resources to address hazardous conditions that impact roadways, building entrances, walkways, and parking lots. The AVP for Physical Plant or a designee is responsible for the overall management of the snow and ice removal activities. Physical Plant and Residence Life, as well as other employees as deemed essential by the nature of the emergency, will strive to abate hazardous conditions wherever possible and execute the Snow and Ice Response Plan.

SNOW REMOVAL RESPONSE

The University's Snow and Ice Response Plan is set into motion by the University of Memphis Police Services personnel. Most priority areas can usually be cleared within 48 hours following a winter storm event. However, continuous precipitation or other factors may cause an extension of clearance times.

SNOW AND ICE REMOVAL PRIORITIES

Facilities to be de-iced are prioritized as follows:

- Campus housing facilities
- Facilities hosting events which have not been cancelled
- Research facilities housing research animals
- Food Service facilities (if open)

Surfaces to be de-iced are:

- The accessible entrance/landing (the entrance where the handicap ramp is located)
- The sidewalks connecting curb cuts and handicap ramps/entrances
- Handicap ramps at curb cuts
- Campus sidewalks
- Steps and landings

If snow and ice falls during the evening or early morning (off hours), Physical Plant and Residence Life employees are urged to report to work, if they can do so safely. If they are already at work, they are urged to stay and complete as much de-icing and sanding as is safe to complete.

Landscape employees will begin spreading de-icing agents on sidewalks, handicap ramps, and curb cuts according to the priorities listed above. The landscape department will spread sand at major street intersections within campus and in priority campus parking lots as listed below. These facilities and parking lots will be addressed even if the University is closed.

Residence Life staff will first spread de-icing agents on steps, porches, and landings for all traditional residence halls. Physical Plant and Residence Life will spread de-icing agents on steps, porches and landings for Carpenter Complex and Graduate and Student Family Housing.

If the University is open Physical Plant employees will spread de-icing agents on steps, porches, ramps, curb cuts, and landings of the remaining University facilities. In this event, the snow and ice removal efforts will be focused on the sidewalks, curb cuts, ramps, and landings that lead to the accessible entrances only.

Parking lots to be sanded are prioritized by proximity to the following facilities:

- Locations that have large volumes of people currently on campus or known to be on their way to campus (residence halls, apartments, events, etc.).
- Facilities hosting events
- Research facilities housing research animals

Surfaces to be sanded:

- Major intersections within campus
- Campus Parking lots, in priority listed above

The staff members of Physical Plant and Residence Life will assist by de-icing steps, doorways and landings in their areas; therefore, campus landscape will focus its efforts on ramps, curb cuts, sidewalks, and parking lots as first directed by **the priority systems in place; upon completion Campus Landscape staff** will assist the custodial employees to complete areas not yet reached. During these times, it is critical that good communication is maintained between Director of Residence Life or his/her designee, and the Vice President of Physical Plant, or his/her designee, and other emergency departments involved to ascertain project progress and where de-icing efforts still need to be applied.

The custodial staff will assess hazards and or needs within buildings that may have been created by snow and ice. These issues may include wet lobbies, hallways, bathrooms, stairwells, etc. Signage will be posted to designate wet floors and other hazards within residence halls. The custodial staff will take this action following the initial task of spreading de-icing agent. In the event the snow and ice removal duties of the Physical Plant and Residence Life custodial staffs are completed they will then assist the landscape department in de-icing efforts.

Our goal is to reach every critical area of the campus within 72 hours of the last snow or ice accumulation. It is unknown as to how many employees the University will have when these emergency situations arise; consequently, time frames to accomplish de-icing all areas may fluctuate in relation to the amount of labor available and the severity of the event. **Students and staff should take precaution in using all facilities during a period of snow and ice in the event that removal staff has not yet attended to a specific area.**

Definitions of Winter Weather Terms used by the National Weather Service

The National Weather Service uses several terms to tell you exactly what kind of weather to expect.

Winter Storm Warning – Hazardous winter weather conditions that pose a threat to life and/or property are occurring, imminent, or highly likely within 12 to 48 hours. The generic term, Winter Storm Warning, is used for a combination of two or more of the following winter weather events: heavy snow, freezing rain, sleet, and strong winds.

Ice Storm Warning – Heavy ice accumulations that may cause significant disruptions to travel and public utilities, and damage to trees and utility infrastructure impacting life and property are imminent. The criteria for amounts vary over different county warning areas; accumulations range from $\frac{1}{4}$ to $\frac{1}{2}$ inch or more of freezing rain on elevated horizontal flat surfaces.

Winter Storm Watch– Hazardous winter weather conditions including significant accumulations of snow and/or freezing rain and/or sleet are possible generally within 24 to 48 hours.

Winter Weather Advisory – Hazardous winter weather conditions are occurring, imminent, or likely. Conditions will cause a significant inconvenience and if caution is not exercised, may result in a potential threat to life and/or property.

Wind Advisory – Strong sustained winds of 31 to 39 miles per hour for one hour or longer and/or wind gusts of 46 to 57 miles per hour for any duration are expected within the next 12 to 24 hours.

TORNADOS

Alerts are issued by the National Weather Service and classified in two major areas. They are:

Tornado Watch Conditions are favorable for the development of severe thunderstorms and tornadoes in and close to the watch area.

Tornado Warning – Strong rotation in a thunderstorm has been indicated by Doppler weather radar or a tornado has been sighted

If the NWS issues a **Tornado Warning** for the area, the outdoor warning sirens (tornado sirens) will be activated accompanied by audible voice messages, LiveSafe, social media and email alerts.

Alert employees and students in your immediate area:

- Close all doors; stay away from windows.
- Move students/employees to a lower level hallway or basement.
- If available, take a battery powered radio and flashlight with you.
- Remain in the sheltered area until an “all clear” is given. Do not leave shelter until a period of at least ten (10) minutes has elapsed without the sounding of the alert sirens, or the local news media announced an “all clear.”

If a Tornado Warning is issued for Shelby County, Police Services will alert all Residence Hall desks and/or dispatch officers to the various halls. Residence Life will then implement their severe weather evacuation plan to move residents to the safest pre-determined locations for each building.

During a Tornado

- If at **home**, go to a basement or storm cellar, away from windows. If neither a basement nor storm cellar is available, find shelter in a center room under a piece of sturdy furniture (such as a work bench or heavy table) and hold on to it. Use arms to protect head and neck.
- If at **work or school**, go to the basement or inside hallway at the lowest level. Avoid buildings with wide-span roofs, such as auditoriums, cafeterias, large hallways, or gymnasiums. Wide-span roofs are frequently damaged or destroyed in tornado winds, providing less protection and more risk of injury, than roofs over smaller rooms. Stay away from windows.
- If **outdoors**, get inside a building, if possible. If unable to get indoors, lie in a ditch or low-lying area. Use arms to protect head and neck and stay low to the ground. Remember: If you are in a ditch or low-lying area, be alert for flash floods that often accompany tornadoes.
- If in a **vehicle**, never try to outrun a tornado. Get out of the vehicle immediately and take shelter in a nearby building. If there is no time to go indoors, get out of the vehicle and lie in a ditch or low-lying area between the vehicle and the tornado. Do not take shelter in a ditch downwind of the vehicle. Use arms to protect head and neck.
- If in a **mobile home**, remember mobile homes are particularly vulnerable. A mobile home can overturn very easily even if precautions have been taken to tie down the unit. When a tornado warning is issued, get out of the mobile home quickly; take shelter in a building with a strong foundation. If shelter is not available, lie in a ditch or low-lying area between the tornado and mobile home. Do not take shelter in a ditch downwind of the mobile home. If a tornado hits it, debris could fall on top of you. Use arms to protect head and neck.

APPENDIX 2

Fire/Smoke

FIRE SAFETY:

Although the potential for fire always exists, routine inspections, maintenance, and training are effective elements in reducing bodily injury, loss of life, and damage to property.

All faculty, staff and students should be knowledgeable of those elements that cause fires and of procedures to eliminate them. Everyone should be aware of basic fire safety regulations and conditions that have potential to start a fire, such as the use of extension cords or the improper storage of chemicals, paint, cleaning supplies, rags, paper, etc.

Routine inspections and maintenance of fire extinguishers, sprinkler systems, fire hydrants, smoke alarms, and fire-fighting equipment are essential. At the same time, each building should have posted evacuation plans, illuminated exit signs, functional emergency lights, self-closing doors, and any necessary fire safety equipment.

Fire and smoke present a danger to individuals within a limited area and usually will not require action of the Emergency Operations Center (EOC) unless the fire is out of control and numerous potential or actual casualties are involved. After defining the hazard area, personnel will be evacuated from buildings by activating the fire alarm system and will be moved to a safe distance (at least 500 feet) away to designated areas. The hazard area should then be secured until fire-fighting personnel arrive. Supervisory personnel will make every effort to account for faculty, staff, and students and prevent unauthorized personnel from entering the building.

FIRE ALARM:

Upon hearing the fire alarm, leave the building using the nearest exit and proceed to a clear pre-designated area that is at least 500 feet away from the affected building.

DO NOT USE THE ELEVATORS!

Assist all persons with impaired mobility to the nearest illuminated exit or stairwell to await rescue by trained personnel. Faculty and Staff should notify Police Services of any known student or visitor with impaired mobility that may be unable to independently exit the building.

Department Chairs and Directors of Activities are responsible for having a plan to account for employees and notify Police Services of those missing who may be trapped in the building.

EVERY ALARM SHOULD BE TREATED AS A POTENTIAL FIRE.

State and local regulations **REQUIRE** all occupants to leave the building if a fire alarm occurs.

Before a fire occurs, there are some simple steps you can follow that will aid your survival. Find the nearest exit followed by an alternate exit to use if the primary outlet is blocked. Ensure that the path out is clear of any obstructions and that all doors leading out of the building can be opened. Find the nearest fire extinguisher and learn how to use it if necessary.

IN THE EVENT OF A FIRE:

- Rescue (to the degree possible) any person in immediate danger.
- Sound the fire alarm. Pull stations are near each exit on each floor.
- Call Police Services at 678-4357 or 911. (If you are calling from on campus, do not dial '9' and then 911.) They will initiate a conference call with you and the Memphis Fire Department. Stay on the phone until the Memphis Fire Department and Public Safety obtain all information. University locations not on main campus (Millington, Collierville, Chucalissa, etc.) should dial 911 for local Fire and Police response.
- When the fire alarm sounds, evacuate the building immediately, using the nearest exit. As you exit, close as many doors as possible between you and the fire. Move to an assembly area away from the building (at least 500 feet).
- Before opening any door, feel it with the back of your hand. **If it is hot, do not open it!** If it is not hot, open cautiously, bracing yourself against it to slam it shut if you feel a rush of heat.
- If the closest exit is blocked, go to an alternative exit. If all doors are blocked, exit through a ground floor window, but watch for broken glass.
- Do not return to the building until an "all clear" is given by public safety officials.

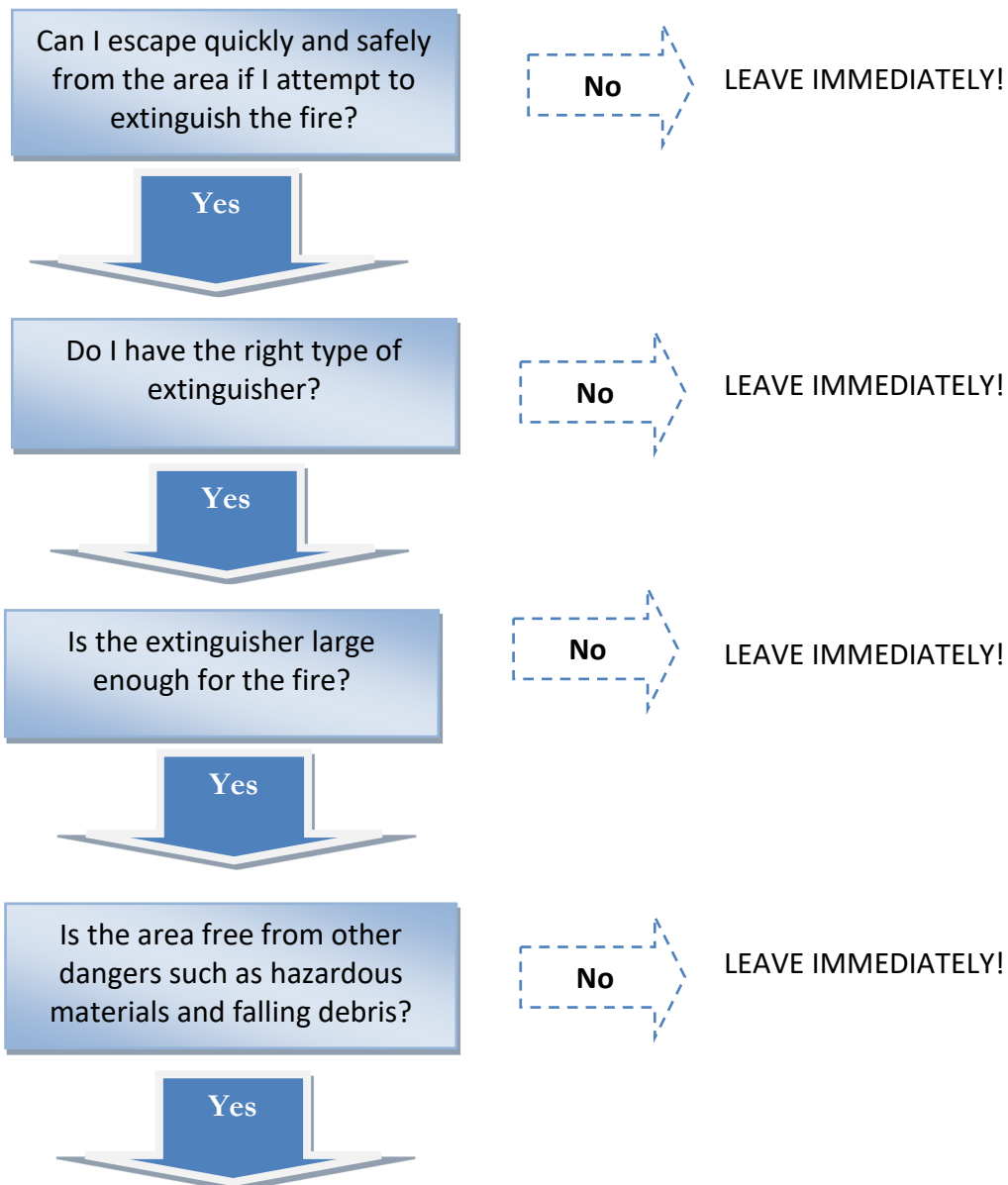
IF YOU BECOME TRAPPED BY THE FIRE:

- Stay calm; fire fighters will respond quickly to your location.
- Move as far away from the fire as you can, closing every door between you and the fire.
- Hang or wave an object from a window or outside the door to attract the attention of rescuers.
- If smoke enters under the door or around vents, stuff the opening with towels, drapes, or anything available. Soak them with water if possible.
- Crack open the window at the top to let heat and smoke out and at the bottom to let in fresh air. Stay as close to the floor as possible. Crawl if necessary.

DECIDING TO USE A FIRE EXTINGUISHER:

If the fire is small enough to be extinguished and you have had extinguisher training, you may elect to use a portable fire extinguisher to put out the fire. If you have any doubts about the size of the fire or your ability to extinguish it, do not try. Evacuate! Never attempt to put out a fire yourself until someone has notified the authorities.

Before attempting to fight any fire with an extinguisher, ask yourself the following questions.



EXTINGUISH THE FIRE!

To operate a fire extinguisher, remember the acronym P.A.S.S.

P - Pull the pin. Hold the extinguisher with the nozzle pointing away from you and release the locking mechanism.

A - Aim low. Point the extinguisher at the base of the fire.

S - Squeeze the lever slowly and evenly.

S - Sweep the nozzle from side-to-side.



Appendix 3 Flooding

IN CASE OF IMMINENT OR ACTUAL FLOODING:

- If you safely can do so,
 - Secure vital equipment, records and hazardous materials (chemical, biological and/or radioactive) – and move items to a higher level, if feasible.
 - Shut off all electrical equipment. Secure all laboratory experiments.
 - Wait for instructions from Police Services.
- Do not return to your site until you have been instructed to do so by someone from on-site incident command, Police Services or Environmental Health and Safety (EH&S).
- Report any oil, chemical, biological, radioactive materials or food preparation areas suspected of mixing with the flood waters to EH&S at (901) 678-4672/2044/2470.
- Do not dump flood water down any drain (storm or sanitary) unless approved by EHS staff.

Note: Minor or area flooding of campus could be a result of major multiple rainstorms, a water main break, or loss of power to sump pumps. In the case of imminent, weather-related flooding, Police Services and Crisis Management will monitor the National Weather Service and other emergency advisories to determine necessary action.

FLOODED AREA - GENERAL SAFETY

- Be aware of the potential for electrical shock! Wear rubber boots in wet areas.
- Call Physical Plant (901) 678-2699/2705 to turn off all main electrical switches and gas supplies. Do not enter or allow anyone else to enter the building or space until circuits and equipment are tested and proven de-energized by qualified personnel from the Physical Plant Electric Shop. Do not turn power back on until appropriate repairs have been performed and electrical equipment has been inspected and approved by qualified electrical personnel.
- Electrical equipment used in flooded areas must be protected with Ground Fault Circuit Interrupters (GFCI).
- After the main power is off, unplug electrical appliances and do not turn on any appliances which have become wet until they are checked for proper operation.
- Do not use any open flame until the area has been ventilated for the potential presence of natural gas.
- Take precautions to prevent contact with any sewage and to isolate the area to prevent contaminants from being tracked to other parts of the building. Occupants not involved in the cleanup must be evacuated from these areas when sewage is present.

FLASH FLOODS

Most flash flooding is caused by slow-moving thunderstorms, thunderstorms repeatedly moving over the same area, or heavy rains from severe storms. Alerts are issued by the National Weather Service and are classified in two major areas. They are:

- **Flood Watch** – means conditions are favorable for the development of floods.
- **Flood Warning** – means flooding is occurring or is imminent in your area.

Many more WATCHES are issued than WARNINGS. A WATCH is the first sign a flood may occur, and when one is issued, you should be aware of potential flood hazards.

The rule for being safe in flood situations is simple: **head for higher ground and stay away from flood waters**. Even a shallow depth of fast-moving flood water produces more force than most people imagine. The most dangerous thing you can do is to try walking, swimming, or driving through flood waters. Two feet of water will carry away most automobiles.

If the potential for flash flooding is evident, the Department of Physical Plant will perform the following activities:

- Sandbags will be positioned around possible entry points of low-lying areas.
- Drains will be inspected and cleaned to prevent stoppage and flooding.
- Locations such as the Arts and Communications Building, Health Center, Chemistry Building, Mitchell Hall, Clement Hall, and Manning Hall will be asked to take special precautions for the protection of building contents given past experiences with flooding in these locations. In particular, occupants of basement areas in these buildings should move files and vulnerable equipment off floors and from bottom drawers.
- The Physical Plant Department's flood control trailers will be mobilized for quick response.
- Appropriate e-mail correspondence will be maintained with the campus community until the threat has passed.

These instructions were extracted from materials prepared by the National Disaster Education Coalition.

APPENDIX 4

Loss of Building Utilities

In case of utility failure immediately call the Physical Plant Facilities at 678-2699 or 678-2705. If after hours, call Public Safety at 678-4357(HELP). Be prepared to give:

- Building name
- Floor
- Room number
- Nature of problem
- Person to contact and extension

IN CASE OF A MAJOR, CAMPUS-WIDE POWER OUTAGE:

- Remain calm.
- Follow directions from Physical Plant or Police Services for immediate action.
- If evacuation of a building is required, seek out persons with special needs and provide assistance.
- Laboratory personnel should secure all experiments, unplug electrical equipment (including computers) and shut off research gases prior to evacuating. All chemicals should be stored in their original locations. Fully *CLOSE* fume hoods. If this is not possible or natural ventilation is inadequate, evacuate the laboratory until the power is restored.
- Do not use candles, lighters or other types of open flames for illumination purposes.
- Unplug all electrical equipment (including computers) and turn off the light switches
- DO NOT UNPLUG YOUR TELEPHONE!
- Check equipment after power is restored.
- Keep a flashlight and batteries in key locations throughout your work or living areas.

IF PEOPLE ARE TRAPPED IN AN ELEVATOR:

- Tell passengers to stay calm and that you are getting help.
- Call 911 and provide information.
- Stay near the passengers until police or other assistance arrives provided it is safe to stay in the building.
- Do not try to pry open the elevator or extract people from a trapped elevator car.

Plumbing/Floor/Water Leak

If you discover leaking water or know the source of a water leak, contact Physical Plant Facilities Operations. Do not walk through standing water due to the potential for electrocution hazards.

Natural Gas Leak

If you smell the odor of gas, or if you discover a gas leak, leave the area immediately and contact UofM Police at 911 from campus phones, or 678-HELP (4357) from off-campus phones.

APPENDIX 5

Bomb Threat or Explosive Device

The presence of an explosive device and/or the reception of a bomb threat are situations that the University of Memphis must be prepared to confront in a calm and professional manner. Although many bomb threats turn out to be a prank, they must be taken seriously to ensure the safety of the Students, Faculty, Staff and Visitors at the UofM.

A bomb threat could be written, e-mailed, communicated verbally, or received by phone or social media sites. The majority of bomb threats are delivered by telephone. Generally, a bomb threat call is made for one of two reasons:

1. The caller has definite knowledge about the explosive device and wants to minimize personal injury.
2. The caller wants to disrupt normal activities by creating anxiety and panic.

IN THE EVENT OF A BOMB OR BOMB THREAT:

DO NOT USE PORTABLE SCHOOL OR PUBLIC SAFETY RADIO, CELLULAR PHONE, DIGITAL PHONE, OR ANY OTHER ELECTRONIC DEVICES. THESE DEVICES HAVE THE CAPACITY TO DETONATE AN EXPLOSIVE DEVICE. IN ADDITION, DO NOT TURN THE LIGHTS ON OR OFF BUT HAVE THEM REMAIN IN THEIR CURRENT POSITION.

Procedure:

Person receiving the bomb threat telephone call:

1. While the subject is speaking to you on the phone, attempt to complete the "Bomb Threat Call Checklist" if available.
2. Make every attempt to:
 - Stay calm and indicate your desire to cooperate with the Subject. DO NOT antagonize or challenge the subject.
 - Obtain as much information as possible. Prolong the conversation as long as possible. Ask permission to repeat any instructions to make sure they were understood
 - Attempt to determine the caller's knowledge of the facility.
 - Identify background noises.

DO NOT HANG UP THE PHONE! Signal to someone nearby to call for assistance, if this is not possible, use another phone to call for assistance.

3. Immediately call UofM Police Services at 911 or 678-HELP (4357). Inform them of the situation with as much information as available; specifically, the location and time the bomb is supposed to explode. Inform your immediate supervisor after informing the police.

UofM Police Services will:

- Possibly request those working in the area to assist with the search as they will be more familiar with what does or does not belong there.
- Consult with appropriate campus administrators, Fire, other law enforcement agencies to evaluate whether the bomb threat is credible and if building evacuation is needed.
- Request the “Bomb Threat Call Checklist” if one was completed.

Below are some factors to assist in the determination of the threat level. These factors are to be used as a guide only in conjunction with all the other available information.

Determination of Threat Level:

LOW LEVEL - **The probable motive is to cause disruption:** The Subject is vague in his/her threat, merely stating that there is a bomb at the school, he/she provides no specifics and hangs up quickly.

MEDIUM LEVEL --The Subject gives details such as the size, location, or type of bomb. The Subject stays on the line longer and states a motive for the bomb.

HIGH LEVEL - The Subject is very detailed and describes the type, power, location or time of detonation. The Subject stays on the line longer or makes multiple calls. The Subject may exhibit advanced knowledge of bombs. In addition, the Subject may make demands such as publicity, money etc.

IF AN EVACUATION IS ORDERED:

- When authorization is given to Police Services personnel, they will begin to evacuate students, faculty, and staff to pre-determined Assembly Areas.
- Ensure that those with special needs receive assistance in evacuating.
- Faculty/Staff should complete a visual check of room/building as they exit. Report any unusual objects or activity and do not touch any suspicious items. Wait for Law enforcement to begin search.
- Establish a command post at least 300 feet from any of the campus buildings. Ensure that it is away from automobiles, refuse containers or mailboxes. Conduct a scan of the area for any suspicious items. Do not use mobile and portable radios or cell phones; employ runners to communicate to Faculty, Staff and Students at Assembly Areas.
- Affected area remains under control of emergency personnel until building search is completed and all clear signal is given by Police Services personnel or other authorized personnel.
- In consultation with Police Services, return Students to class when it is deemed safe.
- Police reports are to be completed on all bomb threats.
- Debrief Crisis Management Team.

Faculty/Staff Responsibilities

Stay Calm

- Complete "Bomb Threat Call Checklist" if you are the initial recipient of the bomb threat.
- If building evacuation occurs, take any available visitor and student logs.
- Await direction from Police Services or Crisis Management personnel.

If Evacuation Occurs:

- Have everyone in the room take their personal belongings with them.
- Instruct Students to turn off their cell phones.
- Take all information that will assist in accounting for students/visitors and continue to supervise the class.
- Perform a quick sweep of classroom, halls used to evacuate and the assembly area.
- Report any suspicious items or activity to Police Services or other law enforcement personnel.
- Remain at least 300 feet away from buildings until an "ALL CLEAR" announcement is given over the university's emergency notification systems or by law enforcement personnel
- If it appears that the search will be for an extended time, or if weather is a factor, move students to the pre-determined off-campus evacuation area.
- Do not use cell phones or mobile and portable radios. Staff members should utilize "runners" to communicate with the command center.

AFTER HOURS STAFF RESPONSIBILITIES:

- Follow faculty/staff responsibilities.
- Call Police Services at 911 or 678 –HELP (4357) via LANDLINE.

IF A SUSPICIOUS ITEM IS FOUND:

- **DO NOT APPROACH, MOVE, OR TOUCH ANY SUSPICIOUS ITEM.**
- Report the exact location and an accurate description of the object to UofM Police Services personnel. **At this point the incident becomes a police matter and control of the scene transfers.**
- Identify the danger area and immediately evacuate the building. Be sure evacuation takes place away from danger area and at least 300 feet from building.
- Do not allow re-entry into building until Police Services personnel informs you that it is safe to do so.

Event conclusion:

1. Account for all personnel to the degree possible and report any missing persons to Police Services.
2. Complete an **After-Action Report** to determine what improvements, if any, may be required to properly execute this procedure in the future.

Bomb Threat Call Checklist	
Time and length of call	
Name of person taking call	
Questions to Ask (record response and repeat in sequence)	
When will the bomb explode?	
Where is the bomb	
What does it look like	
What will cause it to explode	
What building is it in?	
What floor is it on?	
What is your name and address?	
Did you place the bomb? Why?	
Background sounds:	
Cellular phone call	
Factory noises	
Local call	
Long distance call	
Music/TV playing	
PA system	
Office sounds	
Restaurant sounds	
Talking	
Traffic	
Weather	
Wildlife noises	
Threat language:	
Accent	
Angry	
Disguised	
Incoherent	
Laughing	
Profane	
Irrational	
Calm	
Familiar	
Taped message	
Message read	
Well spoken	
Caller is:	
Male	
Female	

APPENDIX 6

Train Derailment

Why Prepare? A major railroad line bisects the University of Memphis main campus. A significant number of trains travel through the campus daily. Some of these trains contain large containers of extremely hazardous chemicals.

The safety record for these trains has been good. The tracks and the railcars are maintained in good repair. The chance for an accident with a hazardous materials release is small. However, if such a release does occur, it could present a very serious risk to residence halls, classrooms, administration buildings and other campus facilities.

This information is intended to provide a guide to being prepared to survive such an event. Basically, there are two options to consider during a hazardous materials release event:

1. Evacuation to a safe location away from any hazardous chemical plume or any explosive fumes.
2. Sheltering in place, in your room, office or apartment, by making your shelter air tight.

Which option you choose will depend on several factors and recommendations by emergency response personnel. Knowing and preparing for these options will very likely protect you from serious injury.

Evacuation

If conditions permit, you may be directed to evacuate your location and move to a safe location. This location may be one of your own choosing or one identified by emergency personnel. Whichever option you choose, you will need to move several miles away from the area until you are authorized to return. If evacuation is the prescribed action, please consider the following:

- If possible, evacuate in your own vehicle. This will provide you with needed transportation during the evacuation period.
- If you do not have or cannot use your own vehicle, the University will summon buses to aid in the evacuation.
- Evacuate away from the accident location and if possible, at right angles to the wind.
- Remember that an evacuation may last for several hours or even days. Be sure to take essential items with you, medications, some clothing, health aids, telephone contact lists. **Do not allow this to delay your evacuation.**
- Monitor LiveSafe, local radio (including WUMR 91.7) and television for updated information about the accident and evacuation.

Sheltering in Place

A railroad accident could result in an immediate release of hazardous materials. Wind direction and wind speed could potentially aggravate the hazardous conditions and prevent you from safely evacuating the area. Your only choice in these conditions is to seek shelter within your location. This can be a very effective protective measure; however, it does require some preparation. Your main goal in sheltering in place is to make your location air tight to prevent outside air from entering. To do this prepare a shelter in place kit and instruct all staff, faculty and students on how to use it. The kit should consist of at least the following items:

- Plastic sheeting, large enough to cover all windows.
- Duct type tape to secure the plastic to the windows and to tape the doors.
- Towels or rags to place along the lower edges of exterior doors.
- A flashlight in the event that power has been disrupted.
- A portable radio to monitor local news for instructions and situation updates.
- Your shelter in place location should also have access to a telephone and some food supplies.
- Sheltering in place is recommended only if evacuation is too dangerous due to the spread of the hazardous substance.

How to Shelter in Place

If sheltering in place is recommended, you should do the following:

- Turn off all air conditioners and fans. Physical Plant will turn off building HVAC units.
- Close and seal all exterior windows and doors using your sheltering kit.
- Monitor local radio and/or television for details and instructions.

First Responder Procedures

- Police Services will determine if hazardous materials are involved and identify the substance if possible.
- If there appears to be imminent danger, the officer on scene shall contact the Police Services Dispatch Center who will in turn notify University Administration, UofM Environmental Health and Safety, Memphis Police Department and Memphis Fire Department (if appropriate).
- Because time is critical, the Chief of Police shall have the authority to evacuate any part or all of the campus, or order in-place sheltering procedures. He shall respond based upon current conditions and available information.
- The Chief of Police will activate the Crisis Management Plan and Emergency Operations Center upon approval of the President.
- Police Services shall keep students and others away from the accident scene and shall discourage onlookers.
- Faculty and staff are responsible for evacuating buildings and clearing the area as instructed by emergency personnel.
- CMT Operations Group members within the Operations and Planning Sections will respond to the EOC upon notification by Police Services.

APPENDIX 7

Demonstrations/Civil Disturbances

Most campus demonstrations such as marches, meetings, picketing and rallies are peaceful and non-obstructive. A student demonstration should be allowed to continue unless one or more of the following conditions exist as a result of the demonstration.

- Interference with the normal operations of the University
- Prevention of access to office, building or other University facilities.
- Threat of physical harm to persons or damage to University facilities.

If any of these conditions exists, University of Memphis Police Services should be notified and will be responsible for contacting and informing the President and other executive administrators. Depending upon the nature of the demonstration, the appropriate procedures listed below should be followed:

PEACEFUL, NON-OBSTRUCTIVE DEMONSTRATIONS

- Generally, demonstrations of this kind should be allowed to continue. Efforts should be made to conduct University business as normally as possible.
- If demonstrators are asked to leave and refuse to leave by regular closing time:
- Arrangements should be made by the Chief of Police to monitor the situation during non-business hours, or
- Determination will be made to treat the violation of regular closing hours as a disruptive demonstration (see section II).

NON-VIOLENT, DISRUPTIVE DEMONSTRATIONS

In the event that the demonstrations block access to University facilities, or interferes with the operation of the University:

- Demonstrators will be asked to terminate the disruptive activity by the Chief of Police and Dean of Students or their designees.
- The Chief of Police and Dean of Students will consider having a photographer available.
- Key University personnel and student leaders will be asked by the Chief of Police and Dean of Students to proceed to the area and propose that the demonstrators desist.
- The Chief of Police and Dean of Students, or their designees will go to the area and ask the demonstrators to leave, or to discontinue the disruptive activities.

If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action, including suspension or expulsion, or possible intervention by *civil authorities. Except in extreme emergencies the President will be consulted before such disciplinary actions are taken

Efforts should be made to secure positive identification of demonstrators in violation to facilitate later testimony, including photographs if deemed advisable.

After consultation with the President by the Chief of Police and Dean of Students, the need for an injunction and intervention of civil authorities will be determined.

If determination is made to seek the intervention of civil authorities, the demonstrators should be informed. Upon arrival of the Memphis Police Department, the remaining demonstrators will be warned of the intention to arrest.

VIOLENT, DISRUPTIVE DEMONSTRATIONS:

In the event that a violent demonstration in which injury to persons and damage to property appears imminent, the President, Vice President for Student Academic Success, Executive Vice President and Chief Financial Officer, University Counsel and Dean of Students will be notified.

DURING BUSINESS HOURS:

- In coordination with the Vice President for Student Academic Success and Dean of Students, the Chief of Police will contact the Memphis Police Department.
- If available, the Vice President for Student Academic Success and Dean of Students will alert the President and will call for a photographer to report to an advantageous location for photographing the demonstration.
- The President, in consultation with the Vice President for Student Academic Success, Executive Vice President and Executive Vice President and Chief Financial Officer, University Counsel, Dean of Students and the Chief of Police, will determine the possible need for an injunction.

AFTER BUSINESS HOURS:

- The Chief of Police should be immediately notified of the disturbance.
- A Police Officer will investigate the disruption and advise the Chief of Police, the Vice President for Student Academic Success and Dean of Students of the disturbance.
- The Vice President for Student Academic Success and Dean of Students will:
 - Report all circumstances to the President.
 - Notify key administrators and if appropriate, the administrator responsible for the building and/or area.
 - Arrange for a photographer.
- If necessary, the President or the Vice President for Student Academic Success and Dean of Students will advise the Chief of Police to call for assistance from the Memphis Police Department.
- The Chief of Police reserves the right to call for assistance from the Memphis Police Department without counsel from others if it is deemed to be of paramount importance to the safety of persons involved.

For information on UofM Policy BF4022 (Access to and Use of Campus Property and Facilities) access on the following link. <https://memphis.policytech.com/dotNet/documents/?docid=455&public=true>

** Civil authority - (also known as **civil government**) is that apparatus of the [state](#) other than its [military](#) units that enforces [law and order](#)*

39-17-301. Part definitions.

As used in this part, unless the context otherwise requires:

1. "Desecrate" means defacing, damaging, polluting or otherwise physically mistreating in a way that the person knows or should know will outrage the sensibilities of an ordinary individual likely to observe or discover the person's action;
2. "Participates" includes:
 - a. Assembling with or joining a group of three (3) or more persons who riot;
 - b. Being present, aiding and abetting a riot; or
 - c. Refusing any lawful order of correctional personnel or other law enforcement officers during the course of a riot;
3. "Riot" means a disturbance in a public place or penal institution as defined in § 39-16-601 involving an assemblage of three (3) or more persons which, by tumultuous and violent conduct, creates grave danger of substantial damage to property or serious bodily injury to persons or substantially obstructs law enforcement or other governmental function; and
4. "Transportation facility" means any conveyance or place used for or in connection with public passenger transportation by air, railroad, motor vehicle or any other method. It includes, but is not limited to, aircraft, watercraft, railroad cars, buses, and air, boat, railroad and bus terminals and stations.

39-17-302. Riot.

A person commits an offense who knowingly participates in a riot.

A violation of this section is a Class A misdemeanor.

39-17-303. Aggravated Riot.

A person commits an offense who:

- Knowingly participates in a riot; and
- As a result of the riot, a person other than one (1) of the participants suffers bodily injury or substantial property damage occurs.

A violation of this section is a Class E felony

39-17-305. Disorderly conduct.

A person commits an offense who, in a public place and with intent to cause public annoyance or alarm:

- Engages in fighting or in violent or threatening behavior;
- Refuses to obey an official order to disperse issued to maintain public safety in dangerous proximity to a fire, hazard or other emergency; or
- Creates a hazardous or physically offensive condition by any act that serves no legitimate purpose.

A person also violates this section who makes unreasonable noise that prevents others from carrying on lawful activities.

A violation of this section is a Class C misdemeanor.

39-17-306. Disrupting meeting or procession.

A person commits an offense if, with the intent to prevent or disrupt a lawful meeting, procession, or gathering, the person substantially obstructs or interferes with the meeting, procession, or gathering by physical action or verbal utterance.

A violation of this section is a Class B misdemeanor.

39-17-307. Obstructing highway or other passageway.

A person commits an offense who, without legal privilege, intentionally, knowingly or recklessly:

- Obstructs a highway, street, sidewalk, railway, waterway, elevator, aisle, or hallway to which the public, or a substantial portion of the public, has access; or any other place used for the passage of persons, vehicles or conveyances, whether the obstruction arises from the person's acts alone or from the person's acts and the acts of others; or
- Disobeys a reasonable request or order to move issued by a person known to be a law enforcement officer, a firefighter, or a person with authority to control the use of the premises to:
 - Prevent obstruction of a highway or passageway; or
 - Maintain public safety by dispersing those gathered in dangerous proximity to a fire, riot or other hazard.

For purposes of this section, "obstruct" means to render impassable or to render passage unreasonably inconvenient or potentially injurious to persons or property.

An offense under this section is a Class C misdemeanor.

1. It is an affirmative defense to prosecution under this section, which must be proven by a preponderance of the evidence, that:
Solicitation and collection of charitable donations at a highway or street intersection were undertaken by members of an organization that has received a determination of exemption from the internal revenue service under 26 U.S.C. § 501(c)(3) or (4);
The members of the organization undertook reasonable and prudent precautions to prevent both disruption of traffic flow and injury to person or property; and
The solicitation and collection at the specific time and place and the specific precautions were proposed in advance to, and received the prior written approval of, the administrative head of the local law enforcement agency in whose jurisdiction the intersection is located.
2. The provisions of this subsection (d) do not apply in any county having a population of not less than eighty thousand (80,000) nor more than eighty-three thousand (83,000), according to the 1990 federal census or any subsequent federal census.
3. No liability for any accident or other occurrence that arises from solicitations shall attach to the sheriff or government involved in issuing the permit but shall be borne solely by the organization obtaining the permit.
4. The provisions of this subsection (d) shall not be construed to supersede or affect any ordinance relative to collecting donations at public intersections in effect on July 1, 1993.
5. Any municipality by ordinance may prohibit roadblocks within its corporate limits notwithstanding the provisions of this subsection (d).

APPENDIX 8

EARTHQUAKES

During a major earthquake, you may experience a shaking that starts out to be gentle and within a second or two grows violent and knocks you off your feet **OR** you may be jarred first by a violent jolt-as though your building was hit by a truck. A second or two later you'll feel the shaking and, as in the first example, you will find it very difficult (if not impossible) to move from one room to another.

During the quake

- If you are indoors, stay there. Get under a desk or table or stand in a doorway or corner. Stay clear of windows, bookcases, mirrors and fireplaces. If possible, extinguish any open flames or sources of ignition immediately.
- If you are outside, get into an open area away from trees, buildings, walls and power lines.
- If in a high-rise building, stay there. Stay away from windows and outside walls. Get under a desk or table. **Do not use elevators!**
- If in a crowded public place, do not rush for doors. Move away from display shelves containing objects that could fall.
- If driving, pull over to the side of the road and stop. Avoid overpasses and power lines. Stay inside the vehicle until the shaking is over. If the earthquake has been severe, do not attempt to cross damaged bridges, overpasses or damaged sections of road.

After the quake

- Check for injuries. Do not move seriously injured individuals unless they are in immediate danger. Help people who are trapped by furniture or other items that do not require heavy tools to move. Rescue and emergency medical crews may not be readily available.
- Do not use the telephone immediately unless there is a serious injury, fire or gas leak.
- If you suspect or know that someone is trapped in the building contact UofM Police Services Dispatch Center at 911 or 678-HELP (4357) or, in person. Have someone post a message at the front of the building noting the time, date, number of victims and their last known location in the building.
- Always wear boots or heavy-duty shoes when venturing out after an earthquake.
- Check for gas and water leaks, broken electrical wiring and broken sewage lines. Check building for cracks and damage. If there is gas leaking, extinguish all sources of ignition and do not turn on or off any electrical switches in the area. Call Physical Plant Facilities Operations for assistance immediately. If there is damage, report it to Physical Plant Facilities Operations at 678-2699/2705 or UofM Police Services Dispatch Center at 911 or 678-HELP (4357). Attempt to block off damaged areas to keep people away from the hazard until additional help can arrive.
- Do not touch downed power lines or damaged building equipment.
- Clean up spilled medicines, bleaches, gasoline or other chemicals. If spill is significant, utilize the emergency procedure as outlined in this handbook for spills.
- If building is damaged, evacuate and attempt to secure the building against entry. Notify UofM Police Services Dispatch Center by calling 911 or 678-HELP and Physical Plant Facilities

Operations at 678-2699/2705 of the damage and evacuation. Do not reenter damaged buildings.

- If you have to evacuate, post a message in clear view stating where you can be found. List reunion points so that others looking for you later can find you. If you have a University pager, radio or cellular phone, take them with you along with batteries and chargers if available. This may be your only method of communication for several hours.
- Turn on a battery powered radio for damage reports and information. Check WUMR (91.7) radio station for campus information.
- Do not use your vehicle unless there is an emergency. Keep the streets clear for emergency vehicles.
- Be prepared for aftershocks. Aftershocks are usually smaller than the main quake but may be large enough to do additional damage to structures weakened during the main shock.

APPENDIX 9

Biohazard Spill Procedure

In the event of an unconfined spill:

- Alert people in the immediate area of the spill.
- Protect personnel
 - Evacuate the area (*if appropriate*).
 - Decontaminate personnel, and place contaminated clothing in appropriate biohazard bag for autoclaving or disposal.
 - Post appropriate warning signs.
- Call the lab supervisor, emergency coordinator, and/or Environmental Health and Safety (4672, 2740, or 2044) for additional guidance.
- Stabilize and decontaminate the spill (*unless there is risk to personal safety*).
 - Allow aerosols to settle before reentering spill area (approx. 30 minutes).
 - Cover spill with dry paper towel(s), and soak with appropriate disinfectant.
 - Add additional disinfectant from outer edge of spill.
 - Allow at least 20 minutes for disinfectant to act.
 - Contain and appropriately dispose of spill debris.
 - Disinfect other contaminated items or bag for autoclaving or disposal.

For spills too large or too hazardous for safe clean-up, or fire, call HELP (4357) for assistance.

NOTE: When reporting a biohazard incident:

- Give the location
- Identify the biological agent that was spilled (*spell it*)
- Estimate the quantity spilled
- Note any injuries or fire
- Give your name and phone number

Emergency Coordinator:

Supervisor:

Location of Fire Extinguisher:

Location of Fire Alarm:

Location of Spill Control Equipment:

APPENDIX 10

Chemical Spill

In the event of a spill:

- Alert people in immediate area of spill.
- Avoid breathing vapors from spill.
- Evacuate the area (*if appropriate*).
- Stabilize the spill (*unless there is risk to personal safety*).
 - Extinguish all ignition sources.
 - Prevent the spill from spreading by using diking or sorbents (*be especially careful to keep spills out of drains*).
- Call the supervisor or emergency coordinator and consult the **Safety Data Sheet (SDS)** for appropriate spill control procedure and personal protective equipment. Call Environmental Health and Safety at 678-4672, 2740 or 2044 for additional guidance.
- Attend to injured or contaminated persons and remove them from exposure.
 - Clean up small spills under supervisor's guidance (*never work alone*).
 - Neutralize spill and decontaminate following **SDS** recommendations.
 - Contain waste, label, and hold for disposal.
- **For large spills, spills too hazardous for safe clean-up, or fire, call HELP (4357) for Memphis Fire Department or Emergency Response Service.**

Note: When reporting a hazardous material incident:

- Give the location,
- Identify the chemical that was spilled (*spell it*),
- Estimate the quantity spilled,
- Note any injuries or fire, and
- Give your name and phone number.

Emergency Coordinator:

Supervisor:

Location of Fire Extinguisher:

Location of Fire Alarm:

Location of Spill Control Equipment:

Notes and Precautions: *The range and quantity of hazardous substances used in laboratories require pre-planning to respond safely to chemical spills. The cleanup of a chemical spill should only be done by knowledgeable and experienced personnel who have received appropriate training. Spill kits with instructions, absorbents, reactants and protective equipment should be available to clean up minor spills. A minor chemical spill is one that the laboratory staff is capable of handling safely without the assistance of safety and emergency personnel. A major chemical spill requires active assistance from emergency personnel.*

APPENDIX 11 ENVIRONMENTAL SPILL

If a spill occurs and it is safe to respond:

- Secure the area with tape, rope or warning signs
- Inform your supervisor as well as others of the spill
- Block any drains that could be impacted by the spill with a spill mat, drain plug, berm or other chemically compatible material on hand

If a spill occurs and it is unsafe to respond:

For large spills, spills too hazardous for safe clean-up, or fire, call HELP (4357) for Memphis Fire Department or Emergency Response Service.

Where spilled chemicals **leave University boundaries**, the applicability of Section 304 of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III), and the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) must be determined. When required, regulatory agencies must be notified **immediately**.

A determination may be made by comparing the chemical name and quantity released to the SARA and CERCLA lists found in Appendix A to 40 CFR 355 or other sources.

Immediate notification of a reportable release must be made to:

- Memphis/Shelby County Emergency Management Agency at 515-2525
- Tennessee Emergency Management Agency at 1-800-262-3300
- National Response Center at 1-800-424-8802

Based on data from the department responsible for the spill, contents of the verbal notification should include one of the following:

"This is The University of Memphis in Memphis, Tennessee. We have a hazardous chemical release in progress and request emergency response from fire and other agencies. The release includes a (choose one) Title III Extremely Hazardous Substance or a CERCLA Hazardous Substance. The following information is available: (fill in using the list below)" or

"This is The University of Memphis in Memphis, Tennessee. This call is to relay information only, in compliance with Title III reporting requirements. We have had a reportable release, but do not believe that it warrants emergency response. The following information is available: (fill in using the list below)"

- ☐ Chemical name _____
- ☐ Quantity of chemical released _____
- ☐ Date and time of release _____
- ☐ Duration of release _____
- ☐ Release was into (choose one) Air, Water, Sewer, Ground

- ☐ Anticipated acute or chronic health risks, and advice on medical attention for exposed individuals (read from SDS)
- ☐ Proper precautions to take, including evacuation (read from SDS)
- ☐ Name and phone number of person to contact for information

Safety Data Sheets (SDSs), if unavailable from the department possessing the hazardous material, are available at <https://ehassuite.memphis.edu/Chematix> or through the EH&S web page at <http://ehs.memphis.edu>. A viewer should be installed prior to actual need.

Be Prepared

- Keep updated emergency response procedures for your area.
- Post a list of contacts in case of a spill.
- Post an evacuation route.
- List the location of spill response materials.
- Train employees in advance on when and how to properly use spill response materials.
- Assign a person to periodically test cleanup equipment and maintain its inventory.

Note: Rubber mats, temporary drain plugs, or berms should be kept in the area so drains can be blocked immediately. For small spills, use chemical spill pillows or absorbent materials. Other absorbents that can be utilized to clean up a chemical spill are vermiculite and oil dry. Avoid the use of cat litter -- it is relatively non-absorbent and increases waste volume.

APPENDIX 12

Radiological Spill

Each area containing radioisotopes in liquid form must conspicuously post a spill control procedure and have a readily accessible spill control kit which includes vermiculite, absorbents, or other material suitable for diking and absorbing spills, a chemical resistant container for holding waste, appropriate personal protective equipment, and materials such as sodium bicarbonate or citric acid (when appropriate) for neutralizing spills.

In the event of a spill or other accident involving radiation or radioactive materials, the following procedures should be followed in addition to guidance provided in the posted spill control procedure.

Minor Spills or Contamination of Surfaces

The Laboratory supervisor will notify all personnel in the vicinity immediately.

The extent of contamination will be determined, and appropriate measures taken to prevent further spread. Individuals in the room or area who might be contaminated will be checked and instructed to change clothing and wash affected areas if necessary. Contaminated surfaces will be cleaned by laboratory personnel. A report will be made to the Radiation Safety Officer.

Major Spills Involving Radiation Hazard to Personnel

The laboratory supervisor or other person in charge of the laboratory will take charge of the emergency. All personnel in the room or area will be notified to vacate immediately.

Any action that can be taken immediately to prevent the spread of contamination such as closing doors, shutting off ventilating systems, spreading absorbent material, etc., will be taken provided such action does not cause excess radiation exposure or other danger to individuals involved. The person in charge will notify the Radiation Safety Officer at 678-4672 or UofM Police Services (678-HELP) if the accident occurs during other than normal working hours. Individuals involved will be checked for contamination and instructed to change clothing and wash affected areas if necessary.

If there are injuries requiring medical attention, the UofM Student Health Center will be notified and if necessary, the victim(s) will be transported to the Regional Medical Center at Memphis by Memphis Fire Department Ambulance Service. Contaminated areas will be defined and posted. A clean-up plan will be devised, and decontamination will proceed as soon as practicable. An investigation will be made by the RSO and/or the Radiation Safety Committee.

Accidents Involving the Release of Airborne Radioactive Materials

All personnel will be notified to vacate the area. With the exception of laboratory exhaust systems, all fans and ventilating systems will be shut down, and the individual in charge will, if possible, secure all doors and vents and attempt to isolate and seal the area. Individuals involved will be checked for contamination and instructed to change clothing and wash affected areas if necessary. The individual in charge will notify the Radiation Safety Office (678-4672) or the UofM Police Services (678-HELP). The hazard will be evaluated and equipment necessary for safe re-entry will be obtained. The area will be surveyed, and decontamination will be performed as soon as practicable.

Accidents Involving Possible Overexposure of Personnel

All accidents involving the possible overexposure of personnel must be reported to the Radiation Safety Officer immediately. Operations related to the possible overexposure must be suspended until authorized to resume by the RSO or Radiation Safety Committee.

Follow-up Procedures for All Incidents

A report will be made to the Radiation Safety Officer by the laboratory supervisor. Except for very minor incidents, an investigation will be conducted by the RSO and/or RSC. The RSC will determine what actions are necessary or desirable to prevent further occurrences. Where required, a report will be submitted to appropriate regulatory agencies by the RSO. If there is a possibility that any individual has ingested or inhaled radioactive material, procedures will be initiated to determine the extent of internal contamination and the radiation dose received. Procedures such as urine or fecal counts may be done locally under supervision of the RSO. If additional procedures such as whole-body counting are required, the individual will be transported to a facility capable of the required procedure. Medical assistance will be obtained if necessary. All clean-up work will be done in a manner that will minimize the exposure of personnel and spread of contamination. Any release of radioactive material during clean-up will conform to regulatory requirements.

APPENDIX 13

Active Shooter

Introduction:

An active shooter is a person who appears to be actively engaged in killing or attempting to kill people in a populated area; in most cases active shooters use firearm(s) and there is no pattern or method to their selection of victims. These situations are dynamic and evolve rapidly, demanding immediate deployment of law enforcement resources to stop the shooting and mitigate harm to innocent victims. This document provides guidance to faculty, staff, and students who may be caught in an active shooter situation and describes what to expect from responding police officers.

Guidance to faculty, staff, and students:

In general, how you respond to an active shooter will be dictated by the specific circumstances of the encounter, bearing in mind there could be more than one shooter involved in the same situation. If you find yourself involved in an active shooter situation, try to remain calm and use these guidelines to help you plan a strategy for survival.

If an active shooter is outside your building:

Proceed to a room that can be locked, close and lock all the windows and doors, and turn off all the lights; if possible, get everyone down on the floor and ensure that no one is visible from outside the room. One person in the room should call 911 or 678- HELP (4357), advise the dispatcher of what is taking place, and inform him/her of your location; remain in place until the police, or a campus administrator known to you, gives the “all clear” announcement. Unfamiliar voices may be the shooter attempting to lure victims from their safe space; do not respond to any voice commands until you can verify with certainty they are being issued by a police officer.

If an active shooter is in the same building you are:

Determine if the room you are in can be locked and if so, follow the same procedure described in the previous paragraph. If you **cannot lock** the room, determine if there is a nearby location that you can reach safely and can be secured, or if you can safely exit the building. If you cannot safely exit the room or building, quickly move to the same wall as the interior door, as far away from the door as possible. Quietly put something (desks, file cabinets, chairs, etc.) between you and the assailant. If several individuals are in the room, space yourselves apart to avoid becoming a “group” target for the assailant. Refrain from creating any loud noises and place your cell phone in “silent” mode so it does not ring audibly and reveal your location. If you decide to move from your current location, be sure to follow the instructions outlined below.

If an active shooter enters your office or classroom:

Try to remain calm. Dial 911 or 678- HELP (4357), if possible, and alert police to the shooter’s location; if you cannot speak, leave the line open so the dispatcher can listen to what is taking place. If there is no opportunity for escape or hiding, it might be possible to negotiate with the shooter; attempting to overpower the shooter with force should be considered a **very last resort**, after all other options have been exhausted. If the shooter leaves the area, proceed immediately to a safer place and do not touch anything that was in the vicinity of the shooter. No matter what the circumstances, if you decide to flee during an active shooting situation, make sure you have an escape route and plan in mind. Do not

attempt to carry anything while fleeing; move quickly, keep your hands visible, and follow the instructions of any police officers you may encounter. Do not attempt to remove injured people; instead, leave wounded victims where they are and notify authorities of their location as soon as possible. Do not try to drive off campus until advised it is safe to do so by police services or campus administrators.

What to expect from responding police officers:

Police officers responding to an active shooter are trained in "rapid deployment" procedures and proceed immediately to the area in which shots were last heard; their purpose is to stop the shooting as quickly as possible. The first responding officers will normally be in teams of four (4); they may be dressed in regular patrol uniforms, or they may be wearing external bulletproof vests, Kevlar helmets, and other tactical equipment. The officers may be armed with rifles, shotguns, or handguns, and might be using pepper spray or tear gas to control the situation. Regardless of how they appear, remain calm, **do as the officers tell you**, and do not be afraid of them. Put down any bags or packages you may be carrying and keep your hands visible at all times; if you know where the shooter is, tell the officers. Be aware, as you are attempting to exit the area, responding officers may not recognize you, and may need to confirm your identity before allowing you to proceed.

The first officers to arrive will not stop to aid injured people; rescue teams composed of other officers and emergency medical personnel will follow the first officers into secured areas to treat and remove injured persons. Keep in mind that even once you have escaped to a safer location, the entire area is still a crime scene; police will usually not let anyone leave until the situation is fully under control and all witnesses have been identified and questioned. Until you are released, remain at whatever assembly point authorities designate.

Subsequent Procedures/Information

We cannot predict the origin of the next threat; assailants in incidents across the nation have been students, employees, and non-students alike. In many cases, there were no obvious specific targets and the victims were unaware that they were a target until attacked. Being aware of your surroundings, taking common sense precautions, and heeding any warning information can help protect you and other members of the campus community.

General Appendices

APPENDIX 14 EOC Staff Assignment Form

Function or Group	Primary	1 st Alternate	2 nd Alternate
President's CMT Policy Group			
Academic Programs			
EOC Director			
Public Information Officer			
Safety Officer			
Legal Counsel			
Internal Liaisons			
External Liaisons			
Operations Section Chief			
Information Technology			
Residence Life			
Animal Care Facilities			
CERT Team Liaison			
Emergency Staff Services			
Police Services			
Physical Plant			
EH&S			
Planning Section Chief			
Situation Status			
Damage Assessment			
Environmental			
Emergency Projects			
Student Crises Counseling			
Emergency Preparedness			
Employee Safety and Health			
Situation Status			
Building Inspectors			
Emergency Projects			
Logistics Section Chief			
Student Health Services			
Resource Procurement			
Communications			
Staff & Volunteers			
Transportation Services, Vehicles			
Emergency Food, Water and Sanitation			
Medical			
Utilities			

Housing			
Site Inventory			
Finance/Administration Section Chief			
Insurance/Claims			
Emergency Accounting			
Cost			
Recovery Team			

When an emergency occurs, the President will determine if the EOC is to be activated and, if activated, which positions will be staffed for the emergency response (in consultation with the EOC Director and/or Incident Commander). Individuals contacted for assignment as EOC staff should respond to the Primary EOC immediately. Anyone unable to respond must contact Police Services at 678-4357. The EOC Staff Assignment Form will be completed upon arrival of assigned staff.

Emergency Support Functions

Support Function		EOC #	Coordinator	Alternate(s)
EOC Director				
PIO				
Liaison				
ESF 1	Transportation			
ESF 2	Communications			
ESF 3	Infrastructure		**	
ESF 4	Firefighting			
ESF 5	Info. and Planning		***	
ESF 6	Human Services			
ESF 7	Resource Support			
ESF 8	Health & Medical			
ESF 9	Search & Rescue			
ESF 10	HazMat Response			
ESF 11	Emergency Food			
ESF 12	Energy Systems			
ESF 13	Safety & Security			
ESF 14	Donations/Volunteers			
ESF 15	Recovery		****	

Section Chiefs

**Logistics

***Planning

****Finance & Administration

Appendix 15

Guidelines for Use and Testing of the Outdoor Warning System

Purpose of Outdoor Warning System

The outdoor warning system is intended to alert the campus community of emergencies that make it unsafe to be outdoors and require those outside to seek immediate shelter. The most likely cause of these unsafe outdoor conditions is severe weather, but other causes may include the unlikely occurrences of an environmental hazard or other emergencies.

The system is not designed to penetrate indoors within buildings. As such, persons who are safely within a building should remain there.

The underlying intent for sounding the sirens is the same in all emergencies: “Seek shelter now and obtain more information.”

About the Outdoor Warning System

The system is composed of three speaker poles. Two are located on main campus and one on the Park Avenue Campus. In addition, one-way Informers have been installed within key facilities on campus that allow direct communication from emergency responders to those facilities. The entire system is operated and activated by the University of Memphis Police Services dispatch.

The speakers are equipped with both siren/tone and voice command capabilities. When the warning system is activated, a brief siren/tone will be transmitted, followed by voice instructions, and then a longer siren/tone.

It is recognized that the voice commands may not be completely understandable throughout the campus, and the underlying intent for sounding the sirens is the same in all emergencies: “Seek shelter now and obtain more information.”

Whenever the system is activated, the following must be contacted:

- Shelby County Office of Preparedness Dispatch – (901) 222-6700
- Memphis Police Department Central Dispatch Service Desk – (901) 543-2700

Use of Outdoor Warning System

The outdoor warning system is activated for emergencies that could potentially impact or present imminent danger to the main or Park Avenue campuses.

Where available, the Informers shall be used in conjunction with the outdoor warning system to provide the same notification for persons within specific buildings.

Criteria for Activation

Tornado. When there is a tornado warning issued for Shelby County, the University's outdoor warning system will be activated. Additional information specific to area of immediate threat will be disseminated via LiveSafe, Social Media sites (Facebook, Twitter) and email. This policy will apply 24 hours a day, 365 days a year, whether classes are in session or not. All Informers will also be activated in the event of a tornado warning. The system will sound as long as the threat exists.

Other Emergencies or Critical Announcements. On occasion, the Outdoor Warning System may be utilized to make other critical announcements, including for other severe weather warnings. In these cases, Police Services may use one of the pre-recorded messages or communicate directly via the system. The Chief of Police or designee must authorize the use of the system under these circumstances.

System Testing

FEMA recommends regularly scheduled tests of warning systems accompanied by advance publicity to inform the public of the tests. The purpose for testing is two-fold: to ensure that the system is working properly and so that the campus community can hear the system in action so that they become familiar with the system. The outdoor warning system will be tested in two ways:

- A silent test (no audible sound) will be conducted weekly. These silent tests help ensure that the equipment is operational without disruption. These tests will be scheduled by Police Services to ensure that responsibility rotates among each dispatch shift. No public notice is required for the silent tests.
- A full-scale (audible) test will be conducted once per month with advance publicity. These tests will take place on the first Wednesday of every month, alternating during the day and evening to ensure that a variety of students and faculty are on campus to hear the test. The daytime test will be conducted at noon; the evening test will be conducted at 6:00 pm. System tests will last approximately 3 minutes, starting with a brief tone, followed by voice instructions advising that "this is only a test," followed by a longer siren/tone. The Informers will be tested at the same time. No action is expected during the monthly test. To avoid confusion, monthly tests will be cancelled whenever there is a chance of severe weather on the scheduled test day.

1 Effective October 1, 2007, the National Weather Service is issuing storm-based warnings versus warnings by an entire county. This is accomplished by drawing a polygon in the expected path of the severe storm. The polygon represents an area where the maximum threat for severe weather exists and is defined by a shape with at least four sides. The warned area is defined by latitude and longitude coordinates and depicted by polygons.

Tables

Table 1 – A
University of Memphis EOC Management Functions

Role	Summary of Responsibilities
Executive Leadership (CMT - Policy Group) (Academic Affairs)	Provide executive leadership to the University during emergencies in which academic and research programs are interrupted or normal business cannot be conducted. Provide executive coordination with the Governor's office and Board of Trustees. Give direction and coordination to the Faculty Senate, Deans and Directors of Research and University Programs and the CMT Operations Group/EOC Director. Refer to Checklist 1
EOC Director Line of Succession (Chief of Police) (Emergency Preparedness Coordinator) (Director – EH&S) (Executive Vice President and Chief Financial Officer) (others appointed by the University President)	With the advice of the EOC Section Chiefs, provide overall strategy for the EOC. Reviews and approves overall priorities and action strategies for the emergency response. Works with and support the Public Information Officer in the development and delivery of messages. Coordinates and communicates as necessary with the CMT - Policy Group and other University groups regarding the UofM Campus EOC operations. Oversee response and recovery operations. Activate the EOC, lead the EOC Action Plan, and deactivate as conditions return to normal. Have the delegated authority to act in the best interest of the University and the goals of emergency response and recovery, on behalf of the CMT - Policy Group during immediate response operations. This position is always activated. Refer to Checklist 2
Official Campus Communications (Public Information Officer) (Crisis Communications Team)	Manage all official communication from the University, including internal messages to Faculty, Staff, Students, Employees, etc.; media; external communication other than operational coordination. Refer to Checklist 6
Safety Officer (Physical Plant – Employee Safety and Health)	Develop and recommend measures for assuring personnel safety, monitor /or anticipate hazardous and unsafe situations. Only one Safety Officer will be assigned for each incident.
Legal Assistance (Office of Legal Counsel)	This position will be available for advice and consultation on all legal matters involving the University's emergency response activities. This position may not be physically present in the EOC but must be available electronically (via phone) to the EOC and/or Policy Group members.
Internal Liaisons (Dean of Lambuth Campus and Chief Operating Officer, Lambuth and Millington)	Establish communications with representatives from: <ul style="list-style-type: none"> • UofM Millington • UofM Lambuth • UofM Collierville • UofM Park Ave Campus • UofM Chucalissa • Refer to Checklist 4
External Liaisons (Office of the President) (Office of the Provost)	Establish communications with representatives from outside public agencies, including – the City of Memphis, Shelby County and the State of TN. May include liaisons with other districts, public and private agencies e.g. American Red Cross, Salvation Army and United Way. Refer to Checklist 5
EOC Administration and Support Staff (Volunteers and/or unassigned staff members)	Provide staff support to the EOC. Assist with set-up of the EOC and coordinate internal operations. May provide staff support to all functions and positions in the EOC, regardless of department. These positions are always activated. Refer to Checklist 3

Table 1 – B
University of Memphis EOC Operations Functions

Role	Summary of Responsibilities
Operations Section Chief	Provide overall direction, management and coordination for all operational functions of the EOC that are part of the Operations Team. Establish operational priorities and strategies. Coordinate to ensure effective field incident response and the management of operational resources. Provide senior operational representation to the EOC Director. This position is always activated. Serves as an alternate to the EOC Director. Refer to Checklist 7
Public Safety Public Safety (Police Services)	Responsible for managing police functional operations at the EOC. Serves as the Operations Section Chief for incidents in which the police field units are the Incident Commanders. Coordinates general field assignment with the Police Department Command Center and may, as needed, communicate directly with field Incident Commanders and units. Has the lead for the Operational Action Plan for law enforcement, security, traffic control, access control, and crime scene preservation. Coordinates with the county Medical Examiner's office for incidents involving fatalities. Has primary authority for establishing priority for field response and police resource allocation. Responsible for managing search and rescue and fire suppression, if the Memphis Fire Department is not immediately available. Refer to Checklist 8
Communications & Computer Services Support (Information Technology Services) (Physical Plant)	Coordinates between UofM Information Technology EOC Logistics position and other EOC positions. Provides status of campus communications/computing services for disaster response. Plans for and establishes alternate and emergency computing in support of the EOC and critical campus operations. Maintains, operates, and deploys emergency communication tools. Provides technical support for PIO and Crisis Communications. Refer to Checklists 9, 13 and 28
Environmental Assessments (Environmental Safety & Health) (School of Public Health)	Manage and coordinate the environmental health and safety functions of the emergency response on the main campus and provide consultation for emergency response at other UofM locations. This includes providing input for suspected problems with hazardous chemical, biological or radiological materials or spills, or basic public health concerns related to contaminated water, sewage or air contaminants. Provide consultation to assist in the assessment of unsafe conditions. Manage and coordinate on-site hazard assessments. Coordinate with HazMat contractors consistent with EOC priorities. Advise and provide information to other campus departments and emergency response personnel on the safety and health of planned operations and responses. Provide input for the Operational Action Plan for evaluating and prioritizing response operations relative to hazardous situations, fire risks, and health and environmental risks. Refer to Checklist 10
Employee Safety and Health (Physical Plant)	Develop and recommend measures for assuring personnel safety, monitor /or anticipate hazardous and unsafe situations. Serve as Safety Officer when required. Refer to Checklist 9
Campus Emergency Response Team (CERT) Liaison	This position, staffed by a trained UofM Campus Emergency Response Team (CERT) member, will act as the primary EOC on-site liaison between the various building specific, trained UofM CERT team members and the EOC. Refer to Checklist 17

Table 1 – B continued
University of Memphis EOC Operations Functions

Role	Summary of Responsibilities
Care and Control of Research Animals (Research Support Services – Animal Care Facilities)	Responsible for care, safety and security of University animals. Will serve as a liaison between the EOC and Animal Care Facilities staff responding to the emergency. Collaborates with Police Services to ensure security and protection of sensitive research material. Refer to Checklist 11
Facility Services Analysis and Intelligence (Physical Plant)	Responsible for managing and coordinating the prioritized response and exchange of operational information for all buildings, power and water utilities, roadways and grounds with the Physical Plant Response Center. Has the lead in Operational Action Planning for emergency inspections, repair and restoration operations for all campus power and water utilities, facilities, roadways and grounds. Assists with emergency power and support for all field operations and the EOC. Is responsible for providing reports from outside utilities and transitioning emergency operations to clean-up and repair procedures. Will establish liaisons with outside agencies to provide emergency services to the University if required. Refer to Checklist 9
Medical Emergency First Aid Services (Student Health Services) (Loewenberg College of Nursing)	The major emphasis is maintaining, restoring and/or improving the physical and emotional health and well-being of the campus community during or in the aftermath of a disaster. Refer to Checklist 12
Care, Shelter, and Emergency Services (Residence Life) (Dean of Students) (Space Planning & Utilization) (Human Resources)	Identify locations and resources necessary to provide care, sheltering and emergency transportation for members of the campus community displaced by an emergency. Refer to Checklists 14, 15, and 16

Table 1 – C
University of Memphis EOC Planning Functions

Role	Summary of Responsibilities
Planning Section Chief	<p>Provide for overall management and analysis of disaster/incident information and assessment of impact and damage to the University systems, properties, facilities and capability to occupy buildings. Provide analysis and consultation regarding extended operations and the impacts of the emergency. Runs the hourly EOC Section Chief Planning meetings. Manages the receipt, posting, tracking and documentation of disaster/incident information. Support the financial accounting of all incurred costs and estimated expenditures. This position is always activated whenever there is significant information, extended operations Refer to Checklist 18</p>
Crisis Management and Situation Status (Emergency Preparedness Coordinator) (Business and Finance)	<p>Supervise the process of collecting, analyzing, and displaying situational information; preparing periodic situational reports; preparing and distributing the EOC Action Plan and facilitating the action planning meeting; conducting advance planning activities; providing technical support services to the various EOC Sections and Units, and documenting and maintaining files on all EOC activities. Information is needed to:</p> <ul style="list-style-type: none"> • Understand the current situation • Predict probable course of incident events • Prepare alternative strategies for the incident <p>Responsibility for receiving, analyzing, posting, tracking and assessing information regarding the situation, damage and interruption to the University properties and programs. Maintains a general EOC log documenting major actions and decisions of the EOC. Refer to Checklists 19</p>
Damage Assessment and Emergency Projects (Physical Plant) (Finance and Administration)	<p>Determine the magnitude and impact of an event's damage to University infrastructure; also identify any unmet needs that may require immediate attention. Implements and manages maintenance, repair and construction projects for critical University services and facilities, as authorized by the EOC Director Refer to Checklist 20 and 21</p>
Short and Long Term Recovery (Policy Group) (ITD)	<p>Begin implementation of disaster recovery plans to protect the University in the event that all or part of its operations is rendered unusable.</p>

Table 1 – D
University of Memphis EOC Logistics Functions

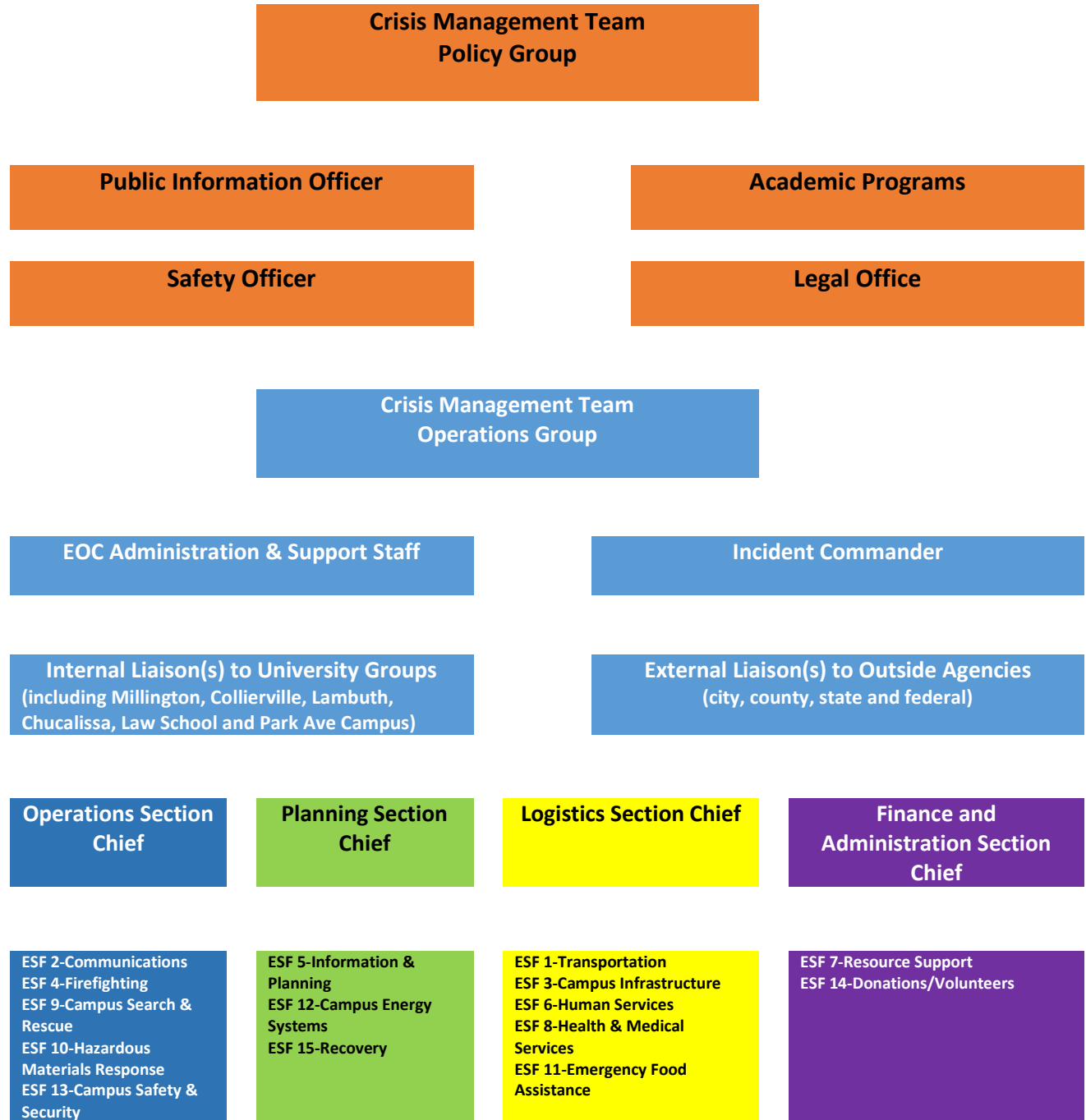
Role	Summary of Responsibilities
Logistics Section Chief	Provide overall management of resource and logistical support for operations and planning functions. Access and procure resources to support the emergency response and operations, which require support beyond normal department assets. Support the EOC activation and temporary emergency care for people and workers. Coordinate the management of volunteer resources to support emergency operations with Human Resources. Coordinate with the Finance Team to ensure appropriate processes for procurement and contracting. Refer to Checklist 22
Care and Shelter	See Table 1B
Transportation Services, Vehicles (Parking & Transportation Services)	Responsible for providing transportation to support emergency operations, including transport of emergency personnel, equipment and supplies, and injured persons. Manage the campus pool vehicles, parking operations, garage, and coordinating the provision of municipal transit services to campus. Maintains inventory of all available transportation (vehicles) and support (fuel, supplies, and drivers). Refer to Checklist 26
Emergency Food, Water and Sanitation (Dining Services) (Physical Plant) (Space Planning & Utilization) (Human Resources)	See Table 1B Refer to Checklist 27
Medical (Student Health Services) (Loewenberg College of Nursing) (Athletic Trainers)	Provides coordination with Hudson Health Center and assigned resources for the management of all field medical emergency response operations on the campus, including field emergency triage, medical transportation, first aid, deaths, and casualty counts. Coordinates the request for and allocation of medical resources at the campus. May coordinate the location of on-going triage and minor care with the outside medical resources. Monitors and documents injury and death reports, and coordinates with Police Services for reports to the County Medical Examiner. Refer to Checklist 12
Student Care and Response (Student Wellness and Dean of Students)	Responsible for ensuring the needs and concerns of students are met including contact with family members. Will serve as the liaison with appropriate staff and with student leader and will arrange for deployment of the Critical Incident Team, if warranted. The purpose of this team is to provide counseling services to students in times of crisis or trauma. See Table 1B
Damage Assessment/Building Inspections (Physical Plant)	Responsible for coordinating the assignment of building and facility inspections during earthquake events or other incidents, which may result in structural damage. May work directly with consulting engineers to augment University resources. Responsible for the analysis of status reports and inspection reports to identify damaged properties; track damage and evaluates for ballpark estimates of damage, loss and reconstruction/repair costs. Primary responsibility of UofM Police (windshield surveys) and ATC-20 Teams (Physical Plant) See Table 1C
Resource Inventory and Procurement (Accounting Office – Property Section)	Sets up all logistics for procurement and delivery of University resources in addition to outside goods and services. Arranges for field receipt and acknowledgement. May include contracted services, equipment purchase, supplies purchase or support (meals, etc.) for emergency operations. Responsible for tracking and distributing the equipment and supplies requested by the EOC required to support campus emergency response and recovery activities. Coordinates with Finance in the record keeping, planning and budgeting for funding authorization. Refer to Checklists 23 and 25

Table 1 – E
University of Memphis EOC Finance/Administration Functions

Role	Summary of Responsibilities
Finance/Administration Section Chief (Selected from HR or Finance)	Provide overall management of financial accounting and analysis for the emergency response, including keeping the EOC Director and CMT - Policy Group advised of the total cost-to-date of the emergency response, estimated losses and financial impacts of the emergency to University businesses, programs and facilities. Also, begin the tracking and documentation process for FEMA application and insurance claims. Refer to Checklist 29
Insurance/Claims (HR – Employee Benefits)	Assist EOC staff (either on-site or via phone consultation) with insurance and liability claims information and information sharing. Provide subject matter expertise on both issues as the event evolves toward the recovery stage. Refer to Checklist 31
Emergency Accounting (Finance)	Establish an accounting process for tracking expenses for procurement of services, contracts and/or mutual aid from the EOC. Procure private and vended services and establish accounting numbers for tracking expenses. If resources are not actually purchased through the EOC, set up an allocation and tracking process to assure vendors know whom to invoice and how they will be paid. Refer to Checklist 30
Employee Compensation (Finance)	Coordinates the payment of UofM employees and staff during and after an emergency or disaster and develops alternate payment methods if the primary payroll processes are impacted. Refer to Checklist 32
Coordination of Personnel Processes (Human Resources)	Responsible for managing emergency human resource operations, including temporary or emergency hires, critical processes for benefits and employee services, and other HR related activities in support of the emergency response and recovery. Responsible for coordinating all UofM staff volunteer resources to support the University's needs. Set up a registration process for ensuring UofM staff volunteers are working under the management of an appropriate manager of the University. Registration includes obtaining emergency contact numbers, signed statement indicating complete and voluntary participation and willingness to work as assigned. May need to address work requirements, i.e. lifting, hazard exposure, etc. This does not need to be done for any volunteers who are coordinated by an official organization, such as the American Red Cross or United Way. Refer to Checklist 24

Emergency Operations Center

Emergency Operations Center Organizational Chart Structure



Emergency Operations Center Layout

EOC 678-5585**NOAA Weather Radio****ESF 15** Recovery**ESF 11**
Emergency Food**ESF 14**
Donations/Volunteers**ESF 6**
Human Resources**PIO****Liaison****ESF 10**
Hazmat Response**ESF 8**
Health & Medical**ESF 9**
Search and Rescue**ESF 4**
Firefighting**ESF 2**
Communications**ESF 5**
Information &
Planning**ESF 13**
Safety and Security**EOC Director****Computer and Control Module Console**

Checklists

Checklist 1

Policy Group

Primary Responsibilities

- Declare University emergencies and authorize the activation and coordination of operations of the UofM Campus Emergency Operations Center (EOC)
- Notify and inform key University constituents and stakeholders, including the Board of Trustees, the Governor's Office, and elected officials
- Issue directives regarding the overall status of the University Campus, programs and operations
- Provide direction for the resumption of research and educational programs
- Coordinate policy matters with University centers, schools and departments

Actions

1. When notified of an emergency that threatens the University or interrupts University operations and/or programs, convene to address the situation status, collect information and issue emergency communications.
2. If the event is severe, authorize activation of the University EOC and Crisis Management plan, issue a Disaster Declaration. Communicate this officially to the Governor's Office and other key constituents.
3. Notify and communicate with the Academic and Research Departments (via Deans) and Administrators and regarding the University's status.
4. Issue official emergency policy statements, orders and notices to support and manage the University's Emergency Response and Recovery Operations.
5. Establish emergency task forces and committees to address special contingencies for urgent program support or critical decisions pertaining to key University programs and processes.
6. Provide direction and vision to the University and EOC for recovery of programs and post-event plans of restoration.
7. If the emergency is contained or as it lessens, the CMT – Policy Group may wish to appoint one representative to be the 24-hour contact to the EOC. The full group can be convened again if needed for emergency business, or for regular status reports.

Deactivation and Recovery

8. Issue executive policies to direct and support the recovery of services and programs.
9. Provide official contact to the Governor's Office and elected officials to petition state and federal disaster assistance programs for the University. Officially assign a "grant applicant agent" to apply for federal funds.
10. Conduct post-disaster briefings to identify key lessons learned for the improvement of the University's disaster preparedness program.

Checklist 2

EOC Director

Primary Responsibilities

- Activates the UofM Emergency Operations Center upon authorization of the Policy Group
- Authority to direct and control all university resources during the emergency response phase
- Coordinates overall EOC management with the University Colleges, Schools, Departments, and Centers
- Represents the UofM EOC and emergency response operations to the City of Memphis, Shelby County, State of Tennessee EOC and other outside agencies
- Establishes overall objectives and strategies for the UofM Campus emergency response and recovery
- Handles EOC staff issues and policy regarding EOC operations
- Obtains authorization for large expenditures and/or emergency programs from the UofM CMT - Policy Group
- Deactivates the EOC
- Manages the transition to recovery

Actions

1. When aware of and informed of any emergency or pending emergency, which may affect or impact UofM Campus properties, staff and/or operations, report to the UofM Emergency Operations Center.
2. Assign a staff assistant to keep log of your activities and keep it current throughout the emergency response. The assistant also serves as a runner for the EOC Management Team during the activation.
3. Obtain as much information as possible about the emergency. Meet with the Operations Section Chief and the Planning Section Chief to identify the following:
 - Primary event or cause of the emergency
 - Status of operations
 - Current overall situation at the UofM Campus, including:
 - Power/Utilities
 - Communications
 - Major Damage to Buildings and Facilities
 - Status of research programs and lab animals
 - Status of UofM staff and research departments, academic programs and students
 - Major events and activities on Campus
 - Other critical programs or activities at UofM

Checklist 2

EOC Director – continued

Actions - continued

4. Based on the above information, determine the following:
 - Level of emergency activation for recommendation to the Policy Group
 - Primary activity of the EOC (i.e., coordination of information to key constituents, public information, readiness in the event of escalating needs, full scale emergency coordination, etc.)
5. Call to duty, those positions and functions needed for the emergency response. If the potential for emergency response is great, it is better to overstaff initially than to try to later “catch up” to the needs of the situation. Contact Police Services Dispatch Center to begin the process of activating the EOC.
6. Select alternate EOC Director(s) from available staff and other EOC team members.
7. The EOC Director manages all other Section Chiefs/teams and operations during prolonged emergency activations. The EOC Director meets with and confers with the EOC Management Team (Section Chiefs) to determine the overall University response and strategy, approve and authorize emergency expenditures for response operations, and coordinate operations with the other University departments. There is always an EOC Director during an activation of the UofM EOC.
8. As the EOC Section Chiefs arrive, meet with them to establish an initial EOC Action Plan. Follow the template provided with this checklist. Establish the immediate actions, next hour actions and short-term actions. Work with each of the EOC Section Chiefs to establish a joint process for sharing information and coordinating emergency operations. Establish a process and schedule for conducting EOC briefings and announcing major decisions and information. The EOC Director may meet with the EOC Section Chiefs more frequently to effectively manage operations.
9. Identify and activate the EOC Administrative (Support) Staff to set up the EOC facility and support the EOC staff with supplies and services.
10. Notify the UofM CMT - Policy Group of the activation and provide status reports and updates. Request the activation of the group, if needed, to address policy issues and executive decision-making. If the UofM Policy Group will be needed for extended hours, obtain contact information and/or arrange for one or two members to serve as primary contacts during non-business hours. If the emergency is severe, request the continual activation of one or two members of the UofM Policy Group.
11. Activate the External Liaison positions to support the contact and notification to the City of Memphis and other jurisdictions.
12. Activate the Internal Liaison to contact and notify UofM departments, schools and the other Campus Centers (not represented in the EOC).
13. Address staff issues and policies regarding EOC operations. Keep in mind that people from multiple departments, who may have differing policies and operational priorities, staff the EOC. It is essential that the EOC staff support the EOC management decisions and is able to communicate the priorities of the EOC to their respective departments.

Checklist 2

EOC Director – continued

Actions - continued

14. Review and update the EOC Action Plan as presented by the Operations Group, with a focus on the transition to recovery as the emergency subsides. Work with the Planning Section Leader to continually reassess the situation and update damage and emergency response costs.
15. Continue to update the EOC Action Plan every hour or as needed. Number and post EOC Action Plans in sequence. Bring together the EOC Section Chiefs to review and implement the Action Plan. Lead periodic briefings with the entire EOC to communicate status and the EOC Action Plan. Update the UofM Policy Group and recommend policy decisions, as needed.
16. Contact the City of Memphis, Shelby County and State EMA EOCs with UofM EOC activation information.
17. If this is an earthquake emergency, plan for the eventuality of aftershocks. Buildings and facilities will need to be reassessed after significant shaking.
18. With the Operations Section Chief, evaluate the Operations Action Plan to ensure the overall plan is consistent with the University's response priorities. Pre-identified priorities are (these may not be in prioritized order, and are dependent upon the situation and conditions of the emergency):
 - Life safety - protection of lives and care of the injured
 - Restoration of critical utilities
 - Containment of hazards - protection of University staff and the public
 - Student care
 - Animal care
 - Protection of critical research project operations (power dependent)
 - Protection of the environment
 - Protection of property from further damage
 - Support to staff and people on-site
 - Communication to all University staff and students
 - Protection of research and academic work-in-progress documentation and on-site files
 - Restoration of networks and information systems
 - Prevention of loss and damage to high value assets
 - Clean-up and occupancy of buildings
 - Restoration and resumption of University business and programs
19. Ensure the Action Plan is understood by each Section Chief in the EOC. Evaluate the action plan for the following:
 - Staffing requirements (exempt/non-exempt, commute problems)
 - Labor agreements and types of work
 - Weather conditions
 - Personnel support
 - Equipment and supplies
20. Work with all EOC Section Chiefs and associated departments to ensure adequate staffing and support.
21. Work closely with the Public Information Officer (PIO) to provide emergency information to the Campus and public.

Checklist 2

EOC Director – continued

Actions - continued

23. Based on the information and advice from the Operations Section Chief and the Planning Section Chief, determine the capability of UofM resources to address the overall response. If UofM is about to exhaust all resources, determine the best sources for additional resources: mutual assistance, temporary hires, or contracted services. Each alternative has benefits and disadvantages. Also, each alternative, if used within the federal program guidelines, is eligible for cost reimbursement under the federal FEMA disaster assistance programs. If mutual aid is requested, determine the following:
 - Type of assistance needed
 - Location
 - Tasks and duties to be performed
 - UofM person who will coordinate
 - Food, water, sanitation and lodging resources available for support
24. If requests for UofM services and resources are received from the City of Memphis, Shelby County or other organizations; determine the availability of UofM resources and assess whether these resources will be needed at the UofM. The most likely request will be for UofM to provide a public shelter site for the American Red Cross to support the local neighborhoods, if there is extensive damage or a large evacuation. Determine if the UofM can provide the service and resources required to support the public needs.
25. Provide staff for 24-hour EOC operations, if needed.
26. Begin the development of a transition plan to support recovery and resumption of normal operations and the re-opening of the Campus (if closed or suspended operations).

Deactivation and Recovery

27. Plan for the transfer of response operations to normal procedures. With the UofM Policy Group, assign staff to the UofM Recovery Team. Develop a transition and recovery plan, which allows for the resumption of normal operations and business support in UofM facilities. If these services are not available, plan for resuming critical programs at alternative locations. Include a communications plan for full implementation of the UofM recovery plan.
28. Provide all documentation to the FEMA/Recovery Team Leader position for Disaster Public Assistance Program applications.
29. Provide necessary documentation to Risk Management for claims on insured properties.
30. Lead the EOC Management Team in post-incident debriefing meetings to identify areas of improvement for EOC Operations.

Checklist 3

EOC Administration and Support Staff

Primary Responsibilities

- Assist in the Set-up and provide ongoing support staff to the EOC facility (primarily EOC security and sign-in/out table)
- Support the EOC Management Team and all staff in the operation of the EOC.

Actions

1. When notified of the activation of the UofM EOC, refer to Appendix and set up the facility for operation.
2. Assist staff with setting up their positions. Keep track of EOC activities and facilitate the exchange of information between Sections and staff.
3. Provide ongoing support to the EOC Management Team and EOC Director to facilitate EOC briefings and operations.

Deactivation and Recovery

4. Shut down the EOC and forward all logs and reports to the Situation Status position for documentation.

Checklist 4 Internal Liaison(s)

Primary Responsibilities

- Initiate and maintain contact with UofM Campus centers, departments and key staff as requested by the EOC Director and EOC Management Team
- Assist with relaying essential information and/or to receive status reports, as requested by the EOC Director and the EOC Management Team

Actions

1. Report to the EOC.
2. As directed by the EOC Management Team and the EOC Director, contact UofM Departments and Centers in Millington, Collierville, Park Ave. Campus, Lambuth, and Chucalissa to receive reports and exchange information.
3. Relay reports of buildings and systems status to the Operations Section Chief and other appropriate section chiefs in the EOC.
4. Support the recruitment of volunteer staff from UofM departments.
5. Support the Public Information Officer's dissemination of information.

Deactivation and Recovery

6. Support the transition to recovery by communicating and coordinating with Campus departments.

Checklist 5

External Liaison(s)

Primary Responsibilities

- Initiate and maintain contact with the City of Memphis, Shelby County, State of Tennessee and other external organizations and EOCs
- Assist with relaying essential information and/or to receive status reports, as requested by the EOC Director and the EOC Management Team

Actions

1. Report to the EOC.
2. As directed by the EOC Management Team and the EOC Director, contact:
 - The City of Memphis EOC
 - Shelby County ECC
 - State of Tennessee EOC
 - Other organizations and agencies
3. Relay reports of buildings and systems status to the Operations Section Chief and other appropriate section chiefs.
4. Support the Public Information Officer's dissemination of information.

Deactivation and Recovery

5. Support the transition to recovery as needed by communicating with the external agencies.

Checklist 6

Public Information Officer

Primary Responsibilities

- Develop official messages for all groups of the University Emergency Response, UofM CMT - Policy Group, EOC Management Team and the EOC staff
- Serve as the point of contact for the EOC for media purposes
- Serve as the primary conduit of critical EOC/event/incident information to the off-site Crisis Communications Team (coordinated via the Marketing and Communication Office) – see Crisis Communications Plan in Annex 1
- Assist in the collection, preparation and dissemination of information to:
 - University faculty and staff
 - Students
 - News media
 - The public
- Coordinate all news media contacts
- Prepare news releases, employee bulletins, and the basic message for recorded messages
- Hold news conferences and arrange for interviews
- Implement rumor control procedures
- Assist in the participation of joint press releases and broadcasts with other agencies, as appropriate
- Support the Academic and Administration Departments with disseminating information regarding the resumption of programs and processes for alternative classes, etc.

Actions

1. Report to the University Main Campus and set up a Joint Information Center (JIC), if needed. Establish communication and coordination between the University EOC, JIC and the Crisis Communications Team
2. Serve as the official University spokesperson to the news media and for all public information purposes, or select appropriate staff, as needed to respond to specific inquiries. Coordinate such selections with the Policy Group. If the crisis is severe, consider requesting the President to be the official spokesperson to national media and federal agencies.
3. Work with the UofM Information Technology Services as soon as possible and if the telephone service is operational, have a recorded message on the Special Information Hot Line. Work with the Internal Liaisons to augment outgoing notifications and calls, as needed.
4. Establish contact and coordinate with local Public Information Officers (PIO's), the State of Tennessee EOC, and any other agency involved in the response and dissemination of emergency information. Coordinate information so that a consistent message is sent out with respect to the University. Seek to get University information included in the City and County updates and media releases.

Checklist 6

Public Information Officer – continued

Actions - continued

This strategy will assist the University in getting key information to staff, employees, students, family members and other concerned parties in the area, as part of the state Emergency Alert System (EAS) messages. Include information such as:

- The University is (open/closed/suspended operations) for normal (work/business) until (day/time)
 - Staff are requested to (come to work/stay home/call this number)
 - Anyone needing information regarding the University should call 1-800-, if normal telephones are down
5. **Ensure that news media representatives are not allowed into the University EOC or any other restricted area of the University.** Redirect media representatives to the Joint Information Center (JIC). Coordinate with the Operations Section Chief regarding news media access to field incident areas. If possible, provide Public Information staff to escort news media representatives who wish to inspect the campus.
 6. Gather information from Situation Status, Damage Assessment, and others in the University EOC. Verify all information and obtain agreement from the EOC Director before releasing. Provide information to the Crisis Communications Team, attend all EOC Section Chief briefings and provide updated information to the UofM Policy Group. Be prepared with information about the incident size, cause, ongoing situation, resources, and other information such as background on the University.
 7. Prepare news releases and have them approved by the EOC Management Team.
 8. Issue messages on staff information bulletins, student information bulletins, and the Special Information Hot Line number to keep all constituents informed.
 9. Forward news releases and other prepared statements to the Internal/External Liaison positions for distribution.
 10. Implement rumor control procedures, coordinating closely with all University EOC Staff to verify and correct all errors and misstatements; ensure all audiences are notified of the corrections.

Deactivation and Recovery

11. Support the Recovery Team with a communications plan to disseminate information regarding:
 - The resumption of research programs
 - The resumption of academic programs and classes
 - Work locations (if changed)
 - Status of University business departments
 - Letters and communications to key constituents and Stakeholders in University programs

Checklist 7

Operations Section Chief

Primary Responsibilities

- Provides the overall coordination and leadership to the University's emergency response operations
- Leads the Operations Section in the development and implementation of the EOC Emergency Action Plan, establishing response priorities and strategies
- Relays the information to other Section Chiefs in the EOC and participates in the EOC Management Team regular update sessions
- Serves as a backup to the EOC Director when the EOC Director and/or Management Team has not yet activated
- Ensures the EOC Planning and Logistics functions and services are in support of emergency operations
- Supports mutual aid and resource allocation requests, as needed (i.e. not handled by standard mutual aid channels)
- Supports the Joint Information Center and the EOC Management Team with operational information and coordination

Actions

1. When aware of or notified that the University is responding to a large emergency or crisis, report to the EOC. If the incident or event is a police, security, fire or civil disturbance or extremely large-scale incident, the Chief of Police or his/her designee is the Operations Section Chief. If the incident is primarily hazardous materials, sanitation, biological, or public health emergency, the Director of EH&S is the Operations Section Chief. If the Incident is primarily a utility, roads, or building services, the Vice President of Physical Plant or designee is the Operations Section Chief. If the incident is unclear or there is a full activation of the EOC, the Chief of Police or his/her designee is the Operations Section Chief.
2. Assign a staff assistant to keep log of your activities and keep it current throughout the emergency response. The assistant also serves as a runner for the Operations Section during the activation.
3. Activate all necessary functions for the Section. Check all communications with the Section to ensure immediate communication and coordination capabilities.
4. Evaluate the overall emergency response operations and determine the first plan of action for the University emergency response. Establish field Incident Command Posts, as needed, to provide on-scene incident command on Campus. Incident Commanders may communicate directly with the EOC as the situation requires. If further communications between the EOC and the Command Post are necessary, assign staff with a radio to the Command Post to assist with communications. It is essential that communications between the EOC and the Command Post are open if required.
5. Lead the Operations Section in establishing emergency response priorities, current actions and next steps. Identify the deployment and actions of each response department. Identify and report resources needed, to the EOC Management Team. As the action plan is authorized, forward requests for resources to the Logistics Section.

Checklist 7

Operations Sections Chief – continued

Actions - continued

6. With the EOC Management Team, evaluate the Operations Action Plan to ensure the overall plan is consistent with the University's response priorities. Pre-identified priorities are (these may not be in prioritized order, and are dependent on the situation and conditions of the emergency):
 - Life safety - protection of lives and care of the injured
 - Restoration of critical utilities
 - Containment of hazards - protection of University Staff and the public
 - Student care
 - Animal care
 - Protection of critical research project operations (power dependent)
 - Protection of the environment
 - Protection of property from further damage
 - Support to staff and people on-site
 - Communication to all University staff and students
 - Protection of research and academic work-in-progress documentation and on-site files
 - Restoration of networks and information systems
 - Prevention of loss and damage to high value assets
 - Clean-up and occupancy of buildings
 - Restoration and resumption of University business and programs
7. Ensure the Action Plan is understood by each Operations Section member in the EOC and communicated to the Unit Response Centers (URC). Include warnings, information on critical safety issues and information on support services, including food, water and sanitation. Each URC will need to report back to the Operations Section with their implementation plan and needs and keep the EOC updated on operations.
8. Coordinate and communicate the Action Plan to the EOC Management Team.
9. Continually update Situation Status.
10. Request support from the Planning Section for rescue operations and any condition in which building safety or structural safety is in question.
11. Lead the Operations Section to efficiently utilize University resources in order to control the emergency and restore essential services.
12. If existing University public safety resources are not sufficient, determine the need for mutual aid requests. Forward all mutual aid requests to the EOC Management Team for authorization and follow through by the Logistics Section.
13. Operations with other agencies may be coordinated:
 - Directly with the URCs
 - From the UofM Campus EOC to the other agencies
 - Via the External Liaison(s)
14. Continually update the Action Plan and collate the overall emergency response information to keep track of the Campus response. Major operations should be posted in Situation Status.

Checklist 7

Operations Section Chief – continued

Actions – continued

15. Utilize resources directly from and with the URCs. As additional resources and support is needed, advise the EOC Management Team and Logistics Section Chief to procure resources.
16. If the Campus will be closed, work with Police Services to prepare a plan for a large-scale egress from the University and for securing the University facilities during and immediately following, emergency operations.
17. Continue to lead the Operations Section to analyze the overall situation and identify anticipated needs, anticipated recovery operations, areas of support, and other contingencies to control and contain the emergency.
18. As the emergency subsides, transition to normal operations. Continue to staff the Operations Section Chief until the Operations Section is deactivated.

Deactivation and Recovery

18. Plan for the transition of operations to University department management.
19. Provide all documentation to the FEMA/Recovery Team position for FEMA Disaster Assistance Program applications.
20. Provide necessary documentation to Risk Management for claims on insured properties.
21. Lead the Operations Section in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations

Checklist 8

UofM Police Services

Primary Responsibilities

- Coordinate between the Police Services Command Center and the EOC Operations Center
- Communicate with Police Incident Commanders, as needed
- Provide police and law enforcement analysis and intelligence to the Operations Section Action Plan
- Communicate EOC priorities and operational information to the Police Services Command Center
- Provide back-up to the Operations Section Chief

Actions

1. Report to the EOC. Establish communication with the Police Services Command Center. Provide a report on Police Services operations, indicating where police resources are deployed and how many units are available.
2. Based on the Operations Section Action Plan, coordinate with the Police Services Command Center how the police resources will be assigned and who will be in charge of incidents on Campus. Determine if the EOC Operations Section should be in direct communication with the Incident Commander, if so, establish radio contact.
3. As the police representative within the Operations Section, provide action plans for police operations as part of the plan, including:
 - Search and rescue of trapped victims
 - Large structural fires (it may be necessary to request a Fire Department Liaison in the EOC)
 - Law enforcement and crime investigation
 - Security and individual protection
 - Evacuation or relocation
 - Traffic control, access and egress
 - Police support to other operationsCoordinate the details of these plans and tasks with the Police Services Command Center and incorporate into the Operations Section Action Plan. Provide ongoing communication and coordination between the Police Services Command Center and the EOC.
4. Anticipate the need for an overall traffic control plan. Work with the Police Services Command Center to develop an overall traffic flow pattern, routing exiting traffic to clear access for emergency vehicles, or to remove the public from unsafe areas. It may be necessary to work with the Physical Plant URC regarding transportation services and major transportation routes to and from the Campus.
5. If the emergency involves fatalities, ensure that Police Services is handling all arrangements on-site and with the Local Medical Examiner's office. If there are mass fatalities beyond the capability of the Local Medical Examiner's office, coordinate with the Student Health Services representatives to set-up a temporary morgue capacity on the UofM Campus (locations: TBD).
6. Staff the EOC Operations Section as long as police resources are involved in the emergency response. Provide back-up to the Operations Section Chief, as requested.

Deactivation and Recovery

7. Participate in the Operations Section in post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 9

Physical Plant

Primary Responsibilities

- Coordinate between the Physical Plant Unit Response Center and the EOC Operations Center
- Provide facility services analysis and intelligence to the Operations Section Action Plan for buildings, power and water, roadways and grounds
- Communicate EOC priorities and operational information to the Physical Plant Unit Response Center
- Communicate messages from the Building Coordinators

Actions

1. Report to the EOC. Establish communication with the Physical Plant Unit Response Center. Provide a report on Physical Plant operations, the known status of building services and utilities, the condition of roadways and grounds and other damage and operational information. If the incident or damage is limited to only one building or involves utilities (i.e. power outage), Physical Plant will lead the Operations Section.
2. As the Physical Plant representative in the Operations Section, provide action plans for Physical Plant operations as part of the plan, including:
 - Status and restoration of utilities on Campus
 - Status and response of water and waste water systems and services
 - General status of buildings and building control systems, including HVAC – Note: if this is an earthquake, the Planning Section will manage the overall safety inspection and posting process
 - General status of roadways and access
 - Plan for restoring utilities and services
3. Work with the EH&S representative in the EOC to analyze and determine the overall hazards and priorities in the buildings. Support the development of the Operations Section Action Plan with coordinated strategies to contain hazards and restore services.
4. If the primary area of damage and response is the Animal Care Facilities (ACF), work closely with the ACF representative to prioritize response operations and contain hazardous conditions. Coordinate and communicate with the Physical Plant Facilities Operations to ensure the field teams are working together on responding to the building.
5. In support of EOC actions and communications, provide messages and information to the Physical Plant Facilities Operations to be disseminated to Building Coordinators. Building Coordinators may also provide status reports and additional information to the Physical Plant Facilities Operations that is needed in the EOC.
6. Coordinate the details of these plans and tasks with the Physical Plant Facilities Operations and incorporate into the Operations Section Action Plan. Provide ongoing communication and coordination between the Physical Plant Work Control Center and the EOC.
7. Staff the EOC Operations Section as long as Physical Plant is involved in the emergency response.

Deactivation and Recovery

8. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 10

Environmental Health and Safety

Primary Responsibilities

- Coordinate between EH&S responders and the EOC Operations Center
- Provide Environmental Health and Safety analysis and intelligence to the Operations Section Action Plan for hazards, safety concerns, public health concerns, and chemical, biological and radiological issues, including public warning and safety information
- Communicate EOC priorities and operational information to EH&S responders
- Coordinate with Student Health Services for response operations in health services
- Coordinate contracted services for emergency response and clean-up of spills and contamination

Actions

1. Report to the EOC. Establish communication with the EH&S responders. Provide a report of EH&S operations, including safety issues, spills, contamination, public health risks, toxic environments, and hazardous materials releases. If the incident is primarily an environmental health or safety incident, the Director of EH&S will lead the Operations Section.
2. If the event is primarily an environmental/hazardous material emergency, an EH&S representative will assume the role of Operations Section Chief.
3. As the EH&S representative in the Operations Section, provide action plans for EH&S operations as part of the plan, including:
 - Status and assessment of hazards and unsafe conditions on Campus
 - Status and assessment of public health risk
 - Response, containment and clean-up plans for spills, releases and toxic environments
 - Development of associated safety and warning and advisement messages
 - Coordination with contract services, as needed
4. If the primary area of damage and response is the JM Smith Chemistry Hall, work closely with the Chemistry Department representative to prioritize response operations and contain hazardous conditions. Coordinate and communicate with all Operations Section members to ensure the field teams are working together on responding to the building.
5. In support of EOC actions and communications, provide messages and information on all departments regarding safety conditions and requirements to protect personal safety, health and minimize exposure.
6. Coordinate the details of these plans and tasks with the EH&S responders and incorporate into the Operations Section Action Plan. Provide ongoing communication and coordination between the EH&S responders and the EOC.
7. Staff the EOC Operations Section as long as EH&S is involved in the emergency response.

Deactivation and Recovery

8. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.
9. Participate in recovery planning and implementation.

Checklist 11

Animal Care Facilities

Primary Responsibilities

- Represent and coordinate Animal Care Facilities operations with the EOC if required
- Manage the care, safety and security of University animals
- Ensure protection and security of research material

Actions

1. If required, report to the EOC. Provide a report on the status of Animal Care Facilities (ACF).
2. As the ACF representative in the Operations Section, provide action plans for ACF operations as part of the plan, including:
 - Status of ACF utilities, departments and operations
 - ACF priorities for response
 - Status of all animals on the Campus
3. If the primary area of damage and response is the Animal Care Facilities Building(s), work closely with all departments of the Operations Section to prioritize response operations and contain potential hazardous conditions.
4. Provide status reports and requests for animal care.
5. Staff the EOC Operations Section as long as ACF personnel are involved in the emergency response.

Deactivation and Recovery

6. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 12

Student Health Services

Primary Responsibilities

- Coordinate with the EOC for medical emergency first aid services on campus. If directed by the Incident Commander, send a Health Center medical responder to assist with triage and disposition of victims.
- Coordinate with Psychological Counseling Services for care of distraught or grieving individuals.
- Request transportation resources for immediate emergency medical transportation (if paramedics are delayed)
- Plans for the deployment of medical first responders to emergency rescue and other injury incidents, as needed
- Track reports of injuries and fatalities and coordinate with Human Resources
- Manage the temporary morgue if required

Actions

1. Establish communication with the EOC.
2. Evaluate the overall emergency response operations for reports of injuries, fatalities or trapped persons (who may be injured). Working with Police Services and other Operations Section members, plan for emergency first aid and medical triage either on-scene at incidents, or at Hudson Health Center. Medical services on Campus will need to be provided by Hudson Health Center staff, staff and students from the Loewenberg College of Nursing, trained police and fire personnel or responding paramedics.
3. The Health Center will suspend regular non-emergent patient care in the event sufficient numbers of victims are expected from an incident.
4. If the Incident Commander is requesting emergency first aid at a rescue site or incident, work with Hudson Health Center to deploy a team to the location. If there are no teams available, have the Police Services dispatch contact the City of Memphis Fire Department for priority response (if the Fire Department is not already on the scene).
5. Track the numbers and disposition of injured persons and fatalities on Campus and provide this information to Human Resources.
6. If there are mass fatalities on Campus and at the request of Police Services and/or Local Medical Examiner's Office, work with technical experts to identify and establish temporary morgue capacity on Campus (either in current UofM facilities capable of meeting the minimum needs and/or procure temporary mobile refrigeration units for this purpose) Notify the EOC Operations Section Chief of any activities in this area.
7. Support requests from Residence Life and Dean of Students to provide first aid support at care and shelter locations (University only sites – public shelters on Campus will be managed by the American Red Cross).
8. Request volunteers to assist with first aid from the Human Resources function. They will coordinate with Schools and other departments to recruit volunteers. Coordinate with Health Center to receive and deploy volunteer staff.

Checklist 12
Student Health Services – continued

Actions - continued

9. Coordinate the details of these plans and tasks with the Health Center and incorporate into the Operations Section Action Plan. Provide ongoing communication and coordination between the Health Center and the EOC.
10. Staff the EOC Operations Section as long as emergency medical operations are needed in the emergency response.

Deactivation and Recovery

11. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 13

Information Technology Services

Primary Responsibilities

- Coordinates between UofM Technology Unit Response Center (URC), UofM EOC Logistics position, and other EOC positions.
- Provides status for campus communications/computing services.
- Provides support for EOC Logistics position.
- Plans for and implements the repair/restoration of campus communications/computing services.
- Plans for and implements new and/or alternate campus communications/computing services.

Actions

1. Report to the EOC. Establish communication with the UofM Technology URC.
2. Provide a status report of campus communications/computing services. This includes:
 - Facilities (buildings, data centers, router centers, fiber, copper)
 - Networks (medical centers, voice/data, K-20, PN Gigapop, and wireless)
 - Systems (security, communications, mainframe/storage, email, web, TV/digital)
 - Applications (facilities/safety, HR/payroll, academic/student, alumni/donor, financial).
3. Provide operational and technical support for the UofM EOC Logistics position to implement emergency communications/computing services in support of the emergency response operations.
4. Working with the members of the EOC Operations Section, plan for communications support to all operations at the Campus. The Operations Action Plan and Operations Section Chief will determine priority for service.
5. If the communications/computing services are not operational, plan for repair and restoration of services with the UofM Technology URC and the EOC Operations Section members in the Operational Action Plan. If alternate site services will be used, notify the EOC Management Team and provide information on how and when the computing operations will be restored. If services will not be available for an extended time, work with Joint Information Center to inform the campus community and implement the ITD Disaster Recovery Plan.
6. Coordinate installation of new and alternate communications/computing services to support as planned by the EOC Operations Section and the EOC Management Team. If needed, coordinate with the UofM Technology URC and the EOC Finance/Admin Procurement Services position to arrange emergency contracts, agreements for service, and procurement.
7. Coordinate the details of these plans, tasks, and priorities with the UofM Technology URC and incorporate into the Operations Section Action Plan. Provide ongoing communication and coordination between UofM Technology URC and the EOC.
8. Staff the EOC Operations Section as long as needed or until relieved.
9. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 13

Information Technology Services-continued

Deactivation and Recovery

10. If the EOC is deactivated by the EOC Director:

- Clean your work area and complete all required documentation
- Assist with the breakdown/deactivation of EOC communications
- Sign out of the EOC
- Participate in after action review meetings to identify areas of improvement for the EOC and coordination of field emergency operations.
- Participate in all appropriate post-incident recovery and reimbursement activities.

Checklist 14

Care and Shelter

Primary Responsibilities

- Manage University large group care operations
- Provide temporary shelter (overnight or for several days)
- Provide support for large group off-Campus evacuation
- Provide immediate crisis counseling
- Set up a message center for those in the shelter

Actions

1. Report to the EOC. Check with the Operations Section Chief to determine if care and shelter area(s) need to be established for:
 - Building evacuees
 - Stranded employees and staff
 - Field response personnel
 - Evacuees from the community (mutual assistance)
2. Determine immediate needs for the groups of people on site. Coordinate with Student Health Services for immediate medical and other urgent care for evacuees.
3. Identify potential sites to set up shelter areas. Ensure that buildings have been inspected and are safe for occupancy.
4. If directed by the Operations Section Chief, set up one or more Care and Shelter centers on Campus. Initial shelters may be for students and employees who are evacuated from buildings, children from schools and day care centers who have been evacuated, and others who may have become separated from their companions.

Note: These shelters may be temporary and include: First Aid and Triage Screening Area, Medical Transportation Staging Area, Message Center.
5. Determine the number of staff that will be needed to manage each shelter site. Request volunteers through the Logistics Section.
6. Make a list of all items that will be needed for each shelter to become fully operational. Forward the list to the Operations Section Chief and coordinate with Logistics to provide estimates of supplies currently available on Campus and supplies that will need to be purchased. Provide the estimates, including costs, to the Operations Section Chief for final approval before establishing longer-term shelters.
7. If the University has been asked to provide a public shelter under the management of the American Red Cross, the University will need to provide a facility with support services of power and water utilities and sanitation. The public shelter may request extra patrol and security from the University, as well. Coordinate the setup of the Red Cross shelter with the Operations Section. Determine if there are additional needs to provide support. Determine a shut down time for the public shelter, which may be based on the resumption of University operations. Coordinate the shut-down of the public shelter with the Operations Section Chief and the EOC Director who may need to coordinate with the City of Memphis and Shelby County.

Checklist 14

Care and Shelter – continued

Actions – continued

8. Coordinate with the Operations Section Chief to define a policy for shelter operations, based on the nature of the situation and with the concurrence of the EOC Management Team, establish the following:
 - Sign-in log for all persons at the shelter; including date and time
 - Length of time people will be sheltered
 - Shelter management – UofM or the Red Cross
 - Services to be provided are food, counseling, transportation, etc.
 - Release policy (i.e., individual initiative - no controls, release sign-out Log, etc.)
 - Policy regarding non-Campus persons in shelters
 - Policy regarding mutual assistance (whether it will be provided)
 - Information to be released to the news media
 - Maximum budget

Based on the information acquired above, obtain final approval for a shelter to be opened.

Remember that UofM must pay for shelters that are managed by UofM. If a Red Cross Shelter is opened on campus, and managed by the Red Cross, UofM only provides facilities. Be aware that if the Red Cross manages the shelter, it is opened to the community as a community-wide shelter and is not exclusively for the UofM community (Faculty/Staff/Students, etc.).

Deactivation and Recovery

9. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 15

Residence Life

Primary Responsibilities

- Coordinates between the Residence Life staff and the EOC
- Plans for emergency housing and food services for students
- Plans for the messages and information to families of students

Actions

1. Report to the EOC. Establish communication with the Residence Life staff.
2. Determine immediate needs for students based on the nature and duration of the emergency.
3. Coordinate with the Operations Section members a plan for providing emergency housing services to students. All needs or services that are not available from the Residence Life Staff that may require emergency procurement will be coordinated with the Logistics Section.
4. Provide information to the Joint Public Information Center regarding how families can find out the status of their students.
5. If additional counseling services are needed, coordinate requests with the Logistics Section.
Services may be co-located with Care & Shelter operations, as available.
6. Continue to represent Residence Life in the EOC as long as coordination is needed during the emergency response.

Deactivation and Recovery

7. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 16

Dining Services

Primary Responsibilities

- Coordinates between the Dining Services staff and the EOC
- Plans for emergency food services for students

Actions

1. Report to the EOC. Establish communication with the Dining Services staff.
2. Determine immediate needs for students based on the nature and duration of the emergency.
3. Coordinate with the Operations Section members a plan for providing emergency food services to students.
4. If additional counseling services are needed, coordinate requests with the Logistics Section.
5. Continue to represent Dining Services in the EOC as long as coordination is needed during the emergency response.

Deactivation and Recovery

6. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 17

Emergency Staff Services

Primary Responsibilities

- Coordinates with EOC teams to provide emergency services for staff who may be stranded
- Plans for emergency transportation, housing or care and shelter of staff
- Plans for emergency crisis counseling services to staff

Actions

1. Report to the EOC. Receive reports regarding the status of University staff on campus. If there are reports of staff stranded on-site or needing specialized emergency care, plan for support to staff in the Operations Section Action Plan.
2. Coordinate the plan for providing emergency housing services to staff with the Logistics Section members and others in the EOC. Staff may need emergency transportation via public transportation, meals, minor medical care, crisis counseling if they have witnessed extreme emergency situations, or communication services for contacting family members. Coordinate these services as a separate service with Human Resources or in conjunction with Care & Shelter Operations. Additionally, stranded staff may be available as volunteer staff in emergency operations.
3. If other staff support services are needed, continue to coordinate requests with the Logistics Section.
4. Continue to represent Emergency Staff Services in the EOC as long as coordination is needed during the emergency response.

Deactivation and Recovery

5. Participate in the Operations Section post-incident debriefing meetings to identify areas of improvement for EOC Operations and coordination of field emergency operations.

Checklist 18

CERT Team Liaison

Primary Responsibilities

- Reports to the Operations Section Chief
- Acts as a single point of contact for information passed to and received from the UofM CERT teams.
- Coordinates CERT field response in conjunction with the Incident Commander and CERT Section Chief on scene.
- Advises the Operations Section Chief on CERT team status, capabilities, staffing and available CERT disaster supply pods.
- Tracks all CERT team deployment and initializes additional CERT team call-out when needed.
- Prepares and secures all CERT-related incident paperwork. Oversees CERT team needs, including food, water, medical care and down-time.

Actions

1. Report to the EOC when activated. Confirm that all necessary supplies are present to perform the task of the position. Turn the appropriate VHF radio on. Call sign for the CERT Coordinator/Liaison to be determined. Broadcast that you are activated.
2. Coordinate with Operations Section Chief to see if there is a need to staff assembly points. This may need to occur if one or more URC's have lost primary communication ability (phones are out and cell networks are jammed).
3. If it's necessary to staff assembly points, use CERT teams nearest to those assembly points. All radio traffic from the assembly points will come through the CERT liaison.
4. Record CERT team members active on the UofM CERT form 'Personnel Resources'. Record incoming information on appropriate CERT forms
5. Begin making CERT team assignments to command posts or emergency scenes as necessary. Track CERT activities.
6. Mission-specific CERT actions will be determined by the on-scene Incident Commander and the Operations Section Chief, with the CERT Coordinator/liaison providing counsel. If there is not a specific Incident Commander, the Operations Section Chief and the CERT Coordinator/liaison will collaboratively determine the mission and action plans for the CERT teams.
7. Coordinate with the Operations Section Chief for the establishment of staging areas, triage and treatment areas, supply caches, etc. in support of CERT field operations.

Deactivation and Recovery

8. Complete all necessary FEMA and CERT forms relating to CERT activities and gather any CERT forms filled out from CERT field teams.
9. Release CERT resources as prudent.
10. Deactivate assembly areas in coordination with the Operations Section.
11. Turn all appropriate forms into the Admin/Finance Section.
12. Lead the CERT teams in post-incident briefings.
13. Represent the CERT teams in Operations and EOC post-incident briefings
14. Maintain awareness for post-trauma stress of CERT volunteers. Coordinate necessary counseling sessions, if needed

Checklist 19

Planning Section Chief

Primary Responsibilities

- Manage the collection, documentation, evaluation, analysis, and maintenance of all information relating to the emergency response
- Manage the following:
 - Situation Status
 - Building inspections
 - Damage Assessment process
 - Repair/construction
- Plan for ongoing operations
- Coordinate Damage Assessment Team operations with the Operations Section
- Develop a recovery plan for emergency repair jobs and emergency construction projects
- Ensure the survey of all structures, and the posting and restricting of entrances are completed
- Plan for the reoccupation of University buildings and facilities
- Support the Finance/Administration Section with damage assessment information
- Support the Joint Information Center with accurate information

Actions

1. When aware of, or notified the University is responding to a large emergency or crisis, contact the UofM Police Services and/or EOC to confirm activation of the Planning Section. The Planning Section Chief's position is assigned to the UofM Emergency Preparedness Coordinator, if this individual is tasked with other responsibilities, the Director of Administration and Business Analysis who is designated as an alternate, assumes the primary role.
2. If activated, report to the EOC. Sign in with the EOC Support staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Activate Situation Status, ensuring the displays are set up and maintained and regular status reports are made to the EOC Management Team and all key EOC staff. Status reports should contain information on the type of situation, major incidents at the UofM, general deployment of resources, action plan for on-going operations, resources needed, summary of known damage and recommendations.
4. If University buildings and properties are damaged or safe occupancy must be verified, activate Damage Assessment to inspect buildings, placard inspections and occupancy status on buildings, assess damage and general repair estimates, and prioritize re-occupancy of buildings. Provide a general report on the status of buildings and facilities. For the Animal Care Facilities Building, work closely with the Animal Care Facilities Administration representative on the Operations Section to coordinate inspections and placard posting with the on-going operations of the building.
5. Coordinate with the Operations Section for building inspectors and contract engineering services to support emergency rescues and operations in damaged buildings or buildings in which the structural safety is questioned. The Physical Plant Unit Response Center will manage the actual deployment of inspectors and contractors. Ensure that the emergency response priorities of the EOC Operations Section have been communicated to the Physical Plant Unit Response Center.

Checklist 19

Planning Section Chief – continued

Actions - continued

6. Identify the safe buildings for occupancy at the University. This may be a higher priority than inspecting the damaged buildings, depending on the need for shelter and temporary care for people.
7. Provide analysis and recommendations to the EOC Management Team and the Operations Section for on-going operations. Determine the primary needs, operational objectives for emergency response, status of resources and capability for sustained response and recovery, and the primary issues involved in restoring normal operations. Plan and estimate the transition to normal operations and programs. Include forecasts of weather and the impact of regional issues including utilities, transportation, safety, restricted access, scarce resources and the ability of the University to re-occupy essential buildings and restore essential services. Provide updates to this analysis as conditions change and the emergency subsides.
8. Identify and recommend immediate repair and construction projects, prioritizing for (1) public, student and employee life safety, (2) critical support for research (3) containment of hazards and unsafe areas, and (4) priority use of buildings. Prepare an emergency repair and restoration plan to address immediate repair projects, anticipated capital improvement and repair projects and other alternatives for University facilities, roads and other properties that have been damaged. Prioritize based upon life safety, public health and safety, critical services, and other priorities established by the overall EOC Action Plan. Inquire if this plan addresses the UofM Main Campus, or if it should include damages to Lambuth Campus, Park Avenue Campus, Collierville, Millington or other sites. As authorized by the EOC Management Team, initiate repair projects. Coordinate with the Insurance/Claims position to ensure appropriate documentation and management processes that support eligibility of Federal reimbursement for qualifying projects.
9. Ensure that Situation Status information is verified for accuracy and consistency before it is recorded or reported. Do not allow the release of any information without the consent of the EOC Management Team and/or the Public Information Officer. Provide updated information to both as soon as available.
10. Ensure that Situation Status collects and keeps track of all documentation and reports in the EOC for archive. If able, collect emails, faxed documents and other electronic reports and save on electronic media. File status updates and action plans sequentially, to assist with the after-action debriefing.
11. Monitor the list of University buildings and facilities that will be open for operations and use. Assist the EOC Management Team with planning for the resumption of critical University business operations, research operations and academic programs.
- 12.

Deactivation and Recovery

13. Plan for the transition of emergency projects and programs to transfer to University department management.
14. Provide all documentation to the Finance/Administration Section for FEMA Disaster Assistance Program applications.
15. Provide necessary documentation to Insurance/Claims position for claims on insured properties.
16. Be prepared to continue to provide support and updates to the recovery plan throughout the recovery phase

Checklist 20

Situation Status

Primary Responsibilities

- Collect, verify and process all information and intelligence on the emergency
- Maintain the information on the current status of all University buildings, facilities, systems operations, and employees
- Maintain information on the current status of Park Ave. Campus, Collierville, Millington and other locations as necessary.
- Evaluate and disseminate information throughout the EOC
- Post and maintain status boards and other EOC displays
- Identify inconsistencies and verify information for accuracy
- Monitor radio and television broadcasts for information that may affect or impact University operations
- Maintain the EOC Master Log and collects reports, documentation and other communication for an archive of the activation and response
- Support the Joint Public Information Center with information, verification, event posting and rumor control
- Assist with tracking field operations, staff, and the progress of building inspections
- Assist Residence Life with injury and student status reports

Actions

1. When aware of, or notified the University is responding to a large emergency or crisis, report to the EOC.
2. Sign-in with the EOC Administration staff. Immediately get a report on emergency conditions and situations and activate the EOC Master Log and status boards.
3. Set up maps for posting information. Status reports should contain:
 - Type of situation(s)
 - Major events and ongoing incidents – posted on maps
 - Deployment of UofM staff and equipment
 - Status of Students, Staff, Faculty and possible Visitors
 - Status of all UofM buildings, properties and operations
 - Status of Park Ave. Campus, Collierville, Millington and other locations affected
 - Problems outstanding
 - Weather
 - Resources needed
 - Summary of known damage
 - Estimate of financial impact (as available)
4. On the EOC Master Log, record significant information and decisions in the EOC. The log may be maintained electronically as a word file document or kept manually on chart board notepaper. If electronic, print out at regular intervals for the Planning Section Chief and the EOC Management Team. Number and date/time stamp all pages sequentially, to serve as a record of the EOC activation.

Checklist 20

Situation Status – continued

Actions – continued

5. Receive reports and information from the Operations Group and the teams in the EOC and summarize for posting in the EOC. Display the information in a clear manner, to allow staff to view updates and understand what is happening.
6. Provide status summary reports for the Planning Section Chief. Alert the Planning Section Chief, the Operations Section Chief and the EOC Management Team of critical information as soon as it is known. Assist with EOC briefings.
7. Monitor radio and television broadcasts for information that is of importance to emergency operations, including:
 - Weather
 - Transportation routes
 - Local sheltering sites
 - Major situations or activities in the City of Memphis, and Shelby, Tipton, DeSoto and Crittenden Counties.
8. Evaluate information and disseminate it to EOC staff; assist with EOC briefings.
9. Establish an email collection point and have all email reports forwarded for documentation. Review faxed reports into the EOC for information and collect for archival and documentation.
10. Analyze and verify information as much as possible. Work with the Joint Information Center to correct misinformation and inaccuracies.
11. Provide situation summary updates to visitors and guests in the EOC, as requested.
12. Take pictures of status boards at regular intervals as a record-keeping measure, to track the progress of operations.
13. Inform the Planning Section to plan for ongoing operations and extended support services.

Deactivation and Recovery

14. Keep all original EOC logs, photos of status boards, and status summary reports in a binder or file for documentation.

Checklist 21

Damage Assessment

Primary Responsibilities

- Manage the collection, evaluation and calculation of damage information and loss estimates
- Provide current and ongoing damage estimates to the EOC
- Provide estimates of content loss for buildings and facilities
- Identify salvage opportunities for content and assets
- Prepare reports for the Preliminary Damage Assessment (PDA) report for submission to FEMA
- Supports inspections and emergency repair with estimates for emergency projects
- Supports FEMA/Recovery Team Leader with damage estimates and summaries to support application and program eligibility
- Manage the inspections, posting, reporting, and documentation of University buildings and facilities
- Coordinate with Physical Plant Unit Response Center to deploy the Building Inspection Teams

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Planning Section.
2. If activated, report to the EOC. Sign in with the EOC Administration staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Verify with the Planning Section Chief the type of assessment needed:
 - Loss estimates are generally based on damage to known value which results in a loss
 - Repair/reconstruction estimates are based on projects and restoration estimates, and are higher than losses
 - Financial impacts include loss of revenue, inventory, medical, fees, liability and/or other incurred expenses
 - Initial damage assessment reports are usually a calculation of loss. However, FEMA program information may include the other costs, as appropriate
4. **DO NOT RELEASE DAMAGE ASSESSMENT INFORMATION OUTSIDE OF THE EOC UNLESS APPROVED BY THE EOC MANAGEMENT TEAM.**
5. As damage becomes known and inspection reports are available, prepare summary reports on the status of University buildings, facilities and systems and the estimated dollar amounts of damage. The following criteria may be used in the general assessment of damage to buildings and facilities:
 - Building Value (may be known)
 - Estimated damage percent
 - Calculation of loss based on value or replacement value per square foot
 - Calculation of loss of contents based on value or replacement value
 - Calculation of cost of repair to utilities

Checklist 21

Damage Assessment – continued

Actions – continued

6. If there will be a delay before the inspections teams are ready to be deployed, coordinate with the Operations Section to send out teams to conduct rapid surveys of the Campus to ascertain the general condition of buildings, roads and utilities. If the URCs are not activated, have the teams communicate directly with you or the Operations Section via cell phones or radios. These teams do not need special training, they are to report only on what they see and not enter buildings or hazardous areas.
7. Determine how many Building Inspection Teams will be needed. If the URCs do not have sufficient staff, work with the URCs and the Logistics Section Chief to activate contracted services of engineers. The contractors should report to the URCs for assignments.
8. Check with Physical Plant to determine if a building manager or other physical plant staff will be available in the field to meet the Inspection Teams. Coordinate inspection operations with the Animal Care Facilities representative in the EOC. Inspections may need to be coordinated with the ACF staff.
9. Keep track of building inspections and forward to Situation Status. Maintain a list or keep track on the map. Note the color of placards and tags of buildings. For hazardous buildings (red tagged), forward to the Operations Section for security operations.
10. If the disaster is an earthquake, be prepared to send Building Inspection Teams to re-inspect buildings following any aftershocks.
11. Identify the departments and occupants of damaged buildings. As able, estimate damage and loss to contents and assets – AS AN ESTIMATE FOR PRELIMINARY REPORTS. If able, contact department representatives to get general reports of contents and/or damage. Please note that detailed information on actual losses must be obtained from each school or department and will be needed to complete either FEMA Disaster Assistance Program applications or insurance reimbursement. Forward all detailed information to the University department that will manage the recovery and replacement of lost and damaged assets.
12. Keep track of damage assessment and loss estimation on a spreadsheet and list by building or address. Update as information becomes available.
13. Provide damage summary reports by FEMA categories, if requested. The categories are (based on current application forms – this may change in the future):
 - Category A: Debris removal
 - Category B: Emergency protective measures
 - Category C: Road systems and bridges
 - Category D: Water control facilities
 - Category E: Public buildings and contents
 - Category F: Public utilities
 - Category G: Parks, recreational, and other

Deactivation and Recovery

14. Forward all documentation to the Finance/Administration Section Chief for post-disaster recovery documentation.
15. Provide necessary documentation to Insurance/Claims EOC representative for claims on insured properties.

Checklist 22

Emergency Projects

Primary Responsibilities

- Coordinate with the Physical Plant URC for emergency repair and construction projects
- Prepare an immediate repair and restoration plan for the University based on priority
- Track estimated costs for repair projects
- Support the recovery and resumption of critical University programs and operations

Actions

1. When aware of, or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Planning Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations from the Planning Section Chief. Begin a log of your activities and keep it current throughout the emergency response.
3. With Planning Section members, assess the damage, impacts and response operations to identify the priorities for immediate repair, clean up and service restoration. Generally, the priorities are:
 - Utilities
 - Safety shore-up to prevent collapse or further damage
 - Access and debris removal
 - Clean-up and removal of hazardous conditions
 - Service restoration to critical buildings for emergency operations
 - Service restoration to protect live assets and critical research inventory
 - Service restoration for business resumption
 - Building re-occupancy
4. With this information, develop an Emergency Projects Plan with cost estimates and schedule projections. Summarize and present to the Planning Section Chief for authorization.
5. As authorized, work with the Physical Plant URC to initiate projects and coordinate repair operations with the ongoing emergency operations at the Campus. If the URC needs support, work with the Logistics Section to set up emergency contracts.
6. Provide Damage Assessment with updated project cost estimates and related information.
7. Ensure building posting and occupancy status is updated as repairs are made.

Deactivation and Recovery

8. Forward all documentation to the Finance/Administration Section Chief for post-disaster recovery documentation.

Checklist 23

Logistics Section Chief

Primary Responsibilities

- Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including:
 - University supplies, equipment, materials and services
 - Contracted services
 - Transportation services
 - Volunteers and Human Resources Management
 - Emergency support for staff and University shelter sites
- Coordinate with the Operations Section Chief in the planning for, anticipation of and pre-staging of, critical services and resources during emergency response operations
- Support the Finance/Administration Section's emergency accounting and documentation process

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Logistics Section. The Vice President for Physical Plant is assigned the position of Logistics Section Chief, the Manager of Physical Plant Safety and Training is designated as an immediate alternate.
2. If activated, report to the EOC. Sign in with the EOC Support staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Work with the Logistics Section members to assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Request a general inventory of all available resources at the University. This includes fuel, food, personnel, equipment, vehicles, maintenance and services supplies, and any other services. Identify key resources that may need procurement, and plan for all logistics required with procuring and delivering supplies and services.
4. Activate the emergency purchasing process to procure resources. Work with the Finance/Administration Section Chief to ensure appropriate accounting processes. Confer as needed with the other EOC Section Chiefs to establish vendor selection criteria and processes. Existing listings of pre-qualified vendors may fulfill this requirement.
5. Contact the Operations Section Chief, Care and Shelter, Residence Life and Emergency Staff Services to determine what services will be needed on Campus to care for people. Estimate the support requirements and assess the capability of supplies on hand to meet the need.
6. Coordinate with the Operations Section and determine if the shelter is to be managed by the Red Cross and if so, determine what services will, if any, be provided by the University. If the shelter service is open to the public and is completely managed by the Red Cross, it may be necessary to work closely with the Resources Team at the Shelby County EOC or the City of Memphis EOC to coordinate support operations.

Checklist 23

Logistics Section Chief-continued

Actions – continued

7. If staff resources are needed to augment the emergency response operations, establish a volunteer recruitment and assignment process. Have the Human Resources function coordinate with the following departments:
 - Human Resources
 - Animal Care Facilities
 - Residence Life
- Establish a central location for the coordination and deployment of volunteers.
8. For any operations involved in the evacuation and movement of large groups of people, work closely with the Operations Section to support all aspects of evacuating people, including:
 - Emergency transportation
 - Delivery point
 - Temporary shelter and care needs
 - Food, water and sanitation support
 - Reuniting and notification for families
 - Crisis counseling
 - Security and safety
9. If mutual aid resources are requested and the University will be providing mutual aid to another agency, ensure the following is documented by the Operations Section or by the Logistics Section:
 - Type of mutual aid requested, including specifications for drivers, operators, fuel, power and any requirements for operation
 - Location requested
 - Name of requesting agency
 - Name and contact information for person-in-charge at the site receiving mutual aid
 - Time and duration for the provision of mutual aid
 - Personnel support available or to be provided
 - Keep track of University resources sent to support other agencies.
10. Organize and track the utilization of University major supplies, equipment and transportation. Work with the EOC Management Team and the Operations Section Chief to allocate scarce resources to the highest and best priority use. Communicate this documentation requirement to departments and URC's supporting the Logistics Section.
11. Support the Operations Section functions that are providing shelter and rest areas for staff and other emergency workers, including the EOC staff. If the activation will be prolonged, plan for extended support services. Also provide support and logistics to assist University staff that may be stranded at the University. Assist the Operations Section with services and management of care and relocation services, as requested.
12. Ensure documentation for requests, costs and procurement processes are forwarded to the Finance/Administration Section.

Checklist 23

Logistics Section Chief – continued

Actions – continued

13. Work as a team to set up the staging of the resources at each primary site where emergency response operations are in progress. If no resources are available to support a site, advise the Operations Section Chief. Estimate the support requirements for the response and assess the capability of supplies on hand to meet the need. Develop a plan to provide support through the services of other public agencies or contracting with outside services, as needed.
14. If critical research programs or other University business operations are to be relocated, provide resources and logistics support, as requested.

Deactivation and Recovery

15. Assist Finance/Administration with the collection of documentation and records.
16. Manage the transition process of transferring all reports, files, claims and investigations, open contracts, purchases or other transactions to normal operations and the appropriate departments for follow up, final payments, and resolution.

Checklist 24

Resource Procurement

Primary Responsibilities

- Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including University supplies, equipment, materials and services
- Procure vended and contracted resources and services
- Coordinate and support documentation of emergency procurement with the Finance/Administration Section

Actions

1. When aware of, or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Logistics Section.
2. If activated, report to the EOC. Sign in with the EOC Finance staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Activate the emergency purchasing process to procure resources and coordinate with the Accounting function to follow the EOC Accounting processes. Prepare to establish vendor selection criteria and processes, if outside resources will be needed. Existing listings of pre-qualified vendors may fulfill this requirement.
4. As a team, assess and anticipate the needs for the emergency response. This includes fuel, food, personnel, equipment, vehicles, maintenance and services supplies, and any other services. Communicate and coordinate with department staff and Unit Response Centers to access resources and support services for the emergency response and recovery operations.
5. Arrange all logistics for purchasing, procurement and delivery of resources. Provide as much support as possible to the emergency operations by delivering resources and taking care of associated documentation. Track the involvement of procured resources and note when no longer needed and service provision has ceased.
6. If mutual aid resources are requested and the University will be providing mutual aid to another agency, as requested, document and track University resources that are provided. Include the following:
 - Type of mutual aid requested, including specifications for drivers, operators, fuel, power and any requirements for operation
 - Location requested
 - Name of requesting agency
 - Name and contact information for person-in-charge at the site receiving mutual aid
 - Time and duration for the provision of mutual aid
 - Personnel support available or to be provided
7. Coordinate documentation of the hours and costs associated with the utilization of major resources with the Finance/Administration Section. Communicate this documentation requirement to department staff and Unit Response Centers supporting the Logistics Section.
8. Provide necessary documentation to the Insurance/Claims EOC representative for claims on insured properties.
9. Work with the Planning Section to plan for ongoing operations and extended support services.

Checklist 24
Resource Procurement – continued

Deactivation and Recovery

10. Forward all information needed for FEMA documentation to the Finance/Administration Section.
11. Transition the management of contracts and services to the appropriate departments when the EOC is deactivated.
12. As requested, provide support and communication to vendors assisting with invoicing and payment procedures.

Checklist 25

Human Resources – Staff and Volunteers

Primary Responsibilities

- Maintain the general status on University staff
- Monitors reports of injuries and fatalities
- Coordinates the deployment of volunteers from University staff pools to assist with emergency operations
- Handles welfare inquiries and other issues regarding the status of University Employees

Actions

1. When aware of, or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Logistics Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. As information is known regarding the University's emergency response operations, assess the numbers and status of employees involved in the response and/or impacted by the disaster. Track by department, if able.
4. If emergency response operations are extended and volunteer help is needed, establish a center for receiving volunteers and assigning volunteers. This may be managed by the Human Resources Unit Response Center if established. Work with the Public Information Officer position to determine how to communicate the need for volunteer help to employees and to disseminate information on reporting location(s). Volunteers may be needed to assist with temporary business operations, salvage operations, answering telephone inquiries and working with displaced staff at relocation areas. Track the assignment of volunteers. Ensure that volunteer workers are supported with food, water and sanitation and that they have a supervisor or coordinator in charge of the site operation.
5. If specialized staff resources will be needed to augment the emergency response operations, assess the availability of University staff from Unit Response Centers and departments. Work with Student Health Services for physicians, nurses and research staff, and trained counseling staff. Additional resources may be available from the Residence Life and Animal Care Facilities representatives in the Operations Section.
6. If temporary services are needed for skilled labor or emergency hires, work with the Resource Procurement member of the team for contractual services.
7. If the University is receiving a large volume of welfare inquiries, work with the EOC Management to establish a process for managing the inquiries. If the disaster is widespread, the American Red Cross may handle this function. There may be a 1-800- number for this service.

Deactivation and Recovery

8. Forward all files and documentation to the appropriate departments when the EOC is deactivated.

Checklist 26

Site Inventory – Goods, Materials and Equipment

Primary Responsibilities

- Inventory the University's major supplies and equipment
- Allocate University supplies and equipment, as needed
- Provide for all logistical arrangements for delivery and use of University supplies and equipment
- Request the purchasing of additional supplies and equipment to support emergency operations and augment depleted supplies

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Logistics Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. With the Logistics Section members, assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Identify the use of and need for, supplies and equipment. Develop a list of needed items and estimate location and time needed.
4. Conduct a general inventory of all available material resources at the University. This includes fuel, food, equipment, and supplies. Work with departments and Unit Response Centers to access resources and support services for the emergency response and recovery operations.
5. Develop an action plan for the provision of materials, goods and equipment in support of emergency operations. Provide for all logistics including transportation, delivery, receipt, and dissemination of materials, goods, and equipment. If the University does not have sufficient inventory to support operations, work with the Logistics Section Chief and the Resources Procurement staff to procure resources.
6. Track the delivery and utilization of supplies. If the emergency response phase will be prolonged, plan for the purchase of additional supplies to continue emergency support and replace used inventory.
7. Ensure University staff operators of equipment are trained in the safe use and operation of the equipment. It may be necessary to contract certified operators if the University does not have staff available.
8. As emergency operations subside, track the return of equipment and unused supplies to the departments and owners. Coordinate the return of all rentals and leased equipment.

Deactivation and Recovery

9. Forward all documentation of materials, goods and equipment used in the emergency response to the Finance/Administration Section.

Checklist 27

Transportation Services, Vehicles

Primary Responsibilities

- Track and inventory all University vehicles, fuel and maintenance equipment, and services
- Arrange for the use of UofM vehicles and drivers
- Coordinate public transportation services

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm the activation of the Logistics Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. With the Logistics Section members, assess the damage, impacts and response operations to identify the potential need for resources – both immediate and in the recovery period. Identify the use of and need for, transportation vehicles, drivers and services. Develop a list of transportation needs and estimated location and time needed.
4. Conduct a general inventory of all available vehicles, drivers, fuel and tires at the University. Work with departments and Unit Response Centers to inventory available vehicles and drivers not already allocated to the emergency response operations.
5. Work with the other Logistics Section members to develop an anticipated transportation plan in support of the emergency response and recovery operations. If it is anticipated that the University will be evacuating or relocating large groups of people, be prepared to provide transportation support either with University assets or via public resources. Determine the priorities of transportation, as follows:
 - Emergency medical – life support – people and supplies
 - Immediate evacuation of people
 - Resource delivery to Emergency Response Operations at extremely hazardous incidents
 - Transportation of critical staff
 - Relocation of people
 - Delivery of resources and supplies
 - Public transportation
6. Ensure University staff operators of vehicles are trained in the safe use and operation of the vehicles. If vehicles are damaged or involved in accidents, document as much as possible and forward the information to the Insurance/Claims position.
7. As drivers and vehicles are assigned to incidents and tasks, determine who will be directing the activities of the drivers and vehicles – the Operations Section or the URC. If the drivers will be coordinated by the Physical Plant Unit Response Center, ensure there is communication between the drivers and the URC.
8. Contact the Shelby County Office of Emergency Preparedness to determine the status of public transportation services. The External Liaison in the EOC may help with this request as they are in communication with the other EOCs and outside agencies.
9. Check with Situation Status to verify safe transportation roads, highways and freeways for routing. Estimate travel times and work on alternate routes to avoid congestion

Checklist 27**Transportation Services, Vehicles - continued****Actions - continued**

10. If mutual aid requests are received for University vehicles and operators, confer with the Logistics Section Chief for authorization to provide mutual aid resources. Track University vehicles and transportation services provided to other agencies.
11. If private vehicles will be used voluntarily, track the use of those vehicles. This may be needed in extreme conditions to augment transportation needs.
12. As emergency operations subside, track the return of vehicles to the departments and owners.

Deactivation and Recovery

13. Forward all documentation of vehicles used in the emergency response to the Finance/Administration Section.

Checklist 28

Emergency Food, Water and Sanitation

Primary Responsibilities

- Ensure emergency food and water are provided for personnel
- Provide for EOC support
- Provide for emergency sanitation and bathroom facilities

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Logistics Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. With the Logistics Section members, assess the damage, impacts and response operations to identify the requirements for food, water and sanitation – both immediate and in the recovery period. Develop a list of needs including numbers of people to be served and locations where services should be provided. Determine if food, water and sanitation services should be provided at central locations or provided near the emergency response operations.
4. Start with providing for the EOC staff, activated Unit Response Centers and field response teams. Work with the Operations Section to plan the set-up of rest areas for University workers, including contractors and volunteers. The sites should be secured from public view and access. Ensure the following are provided for:
 - Food (at least one hot meal per day per person)
 - Water – drinking
 - Water – washing
 - Portable toilets
 - Additional resources include:
 - Coffee/tea and other hot drinks in cold weather
 - Shade from sun and/or protection from rain
 - Chairs and cots for resting
 - Garbage and waste collection
 - Telephones and message areas, if available
 - On site staff to assist and manage servicesIf these additional resources are needed, work with the Logistics Section members to identify inventory and services and plan to deliver, as requested.
5. Inventory all food, water and sanitation supplies that are available on-site at the University. Vended services may have food and water supplies stored on site. Make arrangements for emergency purchase of supplies from site vendors and use those first.

Checklist 28

Emergency Food, Water and Sanitation – continued

Actions - continued

6. Work with the Operations Section's Care and Shelter, and Emergency Staff Services to support needs for food, water and sanitation services. Plan to efficiently support emergency response operations as well as temporary care and shelter services by combining services, as possible. Note that unless directed by the EOC Management Team, these services are not intended for the general public who may be sheltered at the University. If there is a public shelter on site, it should be managed and completely supported by the Red Cross. If requests are received to support public shelters, confirm authorization from the EOC Management Team and the Logistics Section Chief.
7. For prolonged operations, vended services from local businesses and/or caterers may be available to support the EOC and emergency workers. Determine the cost effectiveness and efficiency of the delivery of sack or box meals to support operations. Work with the Resources Procurement function to make arrangements for vended services.
8. Ensure that services are available to contractors and any mutual aid or volunteer workers at the University.
9. Continue to provide services as needed.

Deactivation and Recovery

10. Terminate services and transition to normal operations when the EOC is deactivated or normal services are restored.

Checklist 29

Communications/Computing

Primary Responsibilities

- Coordinates between UofM Technology Unit Response Center (URC), UofM Technology EOC Operations position, and other EOC positions.
- Provides status for campus communications/computing services for disaster response.
- Plans for and establishes alternate and emergency computing in support of the EOC and critical campus operations.
- Maintains, operates, and deploys emergency communication tools
- Provides technical support for the Joint Public Information Center and Crisis Communications.
- Manages the utilization of the UofM Amateur Radio group and services (Ham) when available.

Actions

1. Report to the EOC. Establish communication with the UofM Technology Unit Response Center if established.
2. Provide a report of the status of Campus communications and computing resources available for the disaster response operations. This includes:
 - UofM Home page, Personal Safety Alerts, and UofM Drive (Spectrum)
 - UofM Hotline (678-0888)
 - LiveSafe
 - Social Media sites (Facebook, Twitter)
 - Alertus
 - Safe and Sound
 - Bulk email
 - UofM EOC laptops, printers, and other ancillary equipment
 - UofM EOC portable radios
 - Warning sirens and exterior and interior public address systems
3. Evaluate the overall emergency response operations for damage, impacts to campus communications/computing services and identify communication needs between the EOC and incidents on campus.
4. Coordinate with UofM Technology URC, UofM Technology Operations position, and other UofM technology support personnel to implement and support emergency communications/computing services and resources for disaster response operations.
5. Provide technical support to the Joint Public Information Center and Crisis Communications Teams with the dissemination of emergency communication. This includes:
 - Updates on UofM Home, UofM Personal Safety Alerts and UofM Drive (Spectrum) web pages
 - Updates on the UofM Information Hotline
 - Notifications and updates for the Crisis Communications team
 - Press releases

Checklist 29

Communications/Computing – continued

Actions-continued

6. If the UofM Amateur Radio service is available, manage the use of the Ham radio services. This service can be used to communicate with other emergency response agencies and personnel.
7. Coordinate the details of these plans, tasks, and priorities with the UofM Technology URC and incorporate into the Logistics Section Action Plan. Provide ongoing communication and coordination between and the UofM Technology URC and the EOC.
8. Staff the EOC Logistics Section as long as needed or until relieved.

Relief, Deactivation, and Recovery

9. If you are being relieved:
 - Clean your work area and complete all required documentation
 - Brief the person relieving you and provide contact information
 - Sign out of the EOC.
10. If the EOC is deactivated by the EOC Director
 - Clean your work area and complete all required documentation
 - Assist with the breakdown/deactivation of EOC communications
 - Sign out of the EOC
 - Participate in after action review meetings to identify areas of improvement for the EOC and coordination of field emergency operations.
 - Participate in all appropriate post-incident recovery and reimbursement activities.

Checklist 30

Finance/Administration Section Chief

Primary Responsibilities

- Expense and cost summary reports of disaster related expenses for the EOC Director and EOC Management Group
- Activation of the Emergency Accounting function
- Support to the EOC Director for business decisions regarding cost/benefit of services and strategies
- If needed, activation of the documentation process for the FEMA disaster assistance application
- Summary reports on the short and long-term financial impacts of the emergency and recommend appropriate actions
-

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Finance/Administration Section. The Assistant Vice President for Finance is assigned the position of Finance/Administration Section Chief,
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. If emergency procurement will be needed, activate the Emergency Accounting function and emergency accounting procedures. Brief EOC staff on the use of accounting codes as well as the process for providing source documents of orders, invoices and receipts to the Finance/Administration Section.
4. Assist the EOC Director and other Section Chiefs in the EOC with tracking and filing source documentation. Provide as much support as possible to other teams and functions for finance documentation during the EOC activation.
5. Work with the Planning Section Chief to coordinate photographs and other documentation in support of anticipated FEMA disaster assistance programs for building and facility damage. Work with Human Resources to obtain information on injuries and casualties, which may result in case files, investigations and/or claims.
6. Working with the other Section Chiefs in the EOC, prepare summary reports on total costs and anticipated losses to UofM programs and budgets. Provide estimates and other information, as requested by the EOC Director, on the fiscal impacts of continuing operations and response strategies. If requested, provide cost benefit information in support of the analysis of alternatives or strategies for emergency operations and repairs.
7. If the information is available, provide a summary report of the estimated total cost recovery anticipated from insurance and FEMA disaster assistance.
8. If normal University operations will be interrupted for more than three days, provide estimates to the EOC Director of impacts to grants, program budgets, estimated loss of revenue and other budget considerations.

Deactivation and Recovery

9. Direct the post-emergency accounting transition to normal operations.
10. Assist with preparing a summary report of the damage and incidents that occurred.

Checklist 31

Emergency Accounting

Primary Responsibilities

- Management of the emergency accounting system for the University Emergency Operations Center
- Verification of all expenditures by the University EOC to confirm account codes, invoices and associated documentation
- Prepare and begin a process for the proper maintenance of the FEMA documentation information package (for Public Assistance cost-recovery)
- Maintain the documentation files, supporting the Federal Disaster Assistance Application process

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm activation of the Finance/Administration Section.
2. If activated, report to the EOC. Sign in with the EOC Support Staff. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. If emergency procurement will be needed, set up the emergency account numbers for the EOC. This includes assigning account numbers and/or expense code numbers and arranging to receive copies of all accounting documentation. If power and/or network access is not available, a temporary manual accounting system may need to be used in the EOC.
4. Obtain copies of all purchase orders, contracts, labor-hour reports and other expense records pertaining to the emergency response, as needed, to verify expenses.
5. At the end of each 24-hour period and as directed, total all expenses and costs of the emergency. Include labor and equipment charges, as well as purchases and contracts.
6. Support and assist purchasing, as requested, with account information.
7. If it appears the Governor and the President will declare Memphis/Shelby County a disaster area for the purposes of federal disaster relief, set up the FEMA documentation process. All documentation is collected by site, and either the individual site or the University as a whole will be issued a Disaster Survey Report #. All documentation is then summarized by the Project Worksheet (PW) #. If the PW has not or will not be issued, collect documentation and data by site.
8. Review the following list of items for documenting damage and repairs. These items will be needed for both insured losses and anticipated FEMA disaster recovery program eligible losses.
 - Photographs and sketches of damage
 - Urgency of the project and reasons – for public health, safety, etc.
 - Identification of all public staff and equipment used in the response – time and expenses
 - Identification of all vended services used in the response – time, materials and expenses
 - Identification of all mutual aid services used in the response – time, materials and expenses
 - Process for selection of vended services (3 bids, lowest bid, extension of existing contract, etc.)
 - Documentation and photographs of work done
 - Other data including: hazard mitigation (upgrades so that damage will not occur in future events), co-pay by cooperating agencies, public/private partnerships, etc.

Checklist 31

Emergency Accounting – continued

Actions - continued

9. Provide an Accounting summary report of accounting activities, actions taken, and related information for the Finance/Administration Section Chief. Support the transition to normal operations.

Deactivation and Recovery

10. Consult with the Insurance/Claims representative about cost of continuing insurance required by FEMA public assistance program or the State of Tennessee. Make an assessment of the value of relief recovery compared to the cost of continuing insurance premiums.
11. The Tennessee Emergency Management Agency will provide information on FEMA post-disaster briefing meetings (usually held 2 weeks after a federally-declared disaster). Make arrangements to have key UofM officials attend the briefing with other UofM representatives and be prepared to submit a Notice of Interest at that time. Note that FEMA makes adjustments to the Public Assistance application process from time-to-time. The most current and newest information should be reviewed thoroughly to determine the correct procedures and processes necessary for the UofM to maximize its request for Federal/State funds.
12. Assist with preparing a summary report of the damage and incidents that occurred.

Checklist 32

Insurance/Claims

Primary Responsibilities

- Prepare and maintain insurance documentation files and manage the insurance claims process
- Assess the risk and liability issues to the University and emergency responders in the emergency response operation

Actions

1. Report to the EOC, if the emergency is severe. Otherwise, be available for 24/7 phone or email consultation by members of the EOC team. Obtain a briefing on all operations, damage, injuries and recovery operations. Assess the risk and liability issues to the University and emergency responders in the emergency response operation and provide recommendations, if needed, to manage risk and liability exposure.
2. If immediate investigation and reporting is needed for injury reports and claims, set up a process for reporting and gathering information. Ensure procedures are followed in reporting injuries and casualties to the appropriate staff and agencies. Protect the confidentiality of victims and injured parties, as necessary during the emergency response phase.

Deactivation and Recovery

3. Assist with preparing a summary report of the damage and incidents that occurred.

Checklist 33

Employee Compensation

Primary Responsibilities

- Support the Finance/Administration Section Chief regarding cost/benefit of services and strategies
- Record expenses for cost summary report for the EOC Director and EOC Management Group
- Respond to payroll related issues
- Prepare communications for employees regarding payroll related issues

Actions

1. When aware of or notified the University is responding to a large emergency or crisis, contact UofM Police Services and/or EOC to confirm the activation of the Finance/Administration Section.
2. If activated, report to the EOC. Sign in. Immediately get a report on emergency conditions and situations. Begin a log of your activities and keep it current throughout the emergency response.
3. Assist Finance/Administration Section Chief to activate emergency procurement if needed, activate the Emergency Accounting function and the emergency account system. Brief EOC staff on the use of accounting codes as well as the process for providing source documents of orders, invoices and receipts to the Finance/Administration Section.
4. Assist the EOC Director and other Section Chiefs in the EOC with tracking and filing source documentation. Provide as much support as possible to other teams and functions for finance documentation during the EOC activation.
5. Support and assist purchasing, as requested, with account information.
6. If there is damage or reported injuries, work with the Finance/Administration Section Chief to activate the FEMA/Recovery Team to manage the documentation of claims and applications for reimbursement.
7. Respond to payroll related issues; activate disaster recovery plan. Where are we in the payroll cycle?
8. Prepare communication/response for employee payroll related issues.

Deactivation and Recovery

9. Assist the Finance/Administration Section Chief to direct the post-emergency accounting transition to normal operations.
10. Assist with preparing a summary report of the damage and incidents that occurred.
11. Perform post-payroll review. Where are we in the payroll cycle? Follow Business Continuity Plan to resume normalcy.

Emergency Management Acronyms

Emergency Management Acronyms

AAR	After-Action Report
ACGIH	American Council of Government Hygienists
ANSI	American National Standards Institute
AVP	Associate Vice President
BLEVE	Boiling Liquid Expanding Vapor Explosion
BSE	Bovine Spongiform Encephalopathy — “mad cow” disease
CA	Cooperative Agreement
CAA	Clean Air Act
CBO	Community Based Organization
CBR	Chemical, Biological, and Radiological
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CDC	Centers for Disease Control and Prevention
CEM	Comprehensive Emergency Management, also Certified Emergency Manager
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CMP	Crisis Management Plan
CMT	Crisis Management Team
DAT	Damage Assessment Teams
DFO	Disaster Field Office
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DOT	Department of Transportation
EAP	Emergency Action Plan
EH&S	Environmental Health and Safety
EHS	Extremely Hazardous Substance
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMPG	Emergency Management Performance Grants
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
EPCRA	Emergency Planning and Community Right to Know Act
EPZ	Emergency Planning Zone

ERP	Emergency Response Plan
ERT	Emergency Response Teams
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FEC	Facility Emergency Coordinator
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
GIS	Geographical Information System
HAZWOPER	Hazardous Waste Operations and Emergency Response
HMGP	Hazard Mitigation Grant Program
HS	Homeland Security Act of 2002
HSPD	Homeland Security Presidential Directive
HVA	Hazard/Vulnerability Analysis
HVAC	Heating, Ventilation, and Air Conditioning
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
MAA	Mutual Aid Agreement
MMRS	Metropolitan Medical Response System
MOA	Memoranda of Agreement
MSDS	Material Safety Data Sheet
NDMS	National Disaster Medical System
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NGA	National Governors Association
NGO	Non Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanographic and Atmospheric Administration
NPO	Non-Profit Organization
NRC	U.S. Nuclear Regulatory Commission
NRF	National Response Framework
OSHA	Occupational Safety and Health Administration
PAG	Protective Action Guides
PDD	Presidential Disaster Declaration
PIO	Public Information Officer
PPE	Personal Protective Equipment

PTSD	Post-Traumatic Stress Disorder
RMP	Risk Management Plan
ROP	Recovery Operations Plan
SARA	Superfund Amendments and Reauthorization Act
SERC	State Emergency Response Commission
SOG	Standard Operating Guideline
SOP	Standard Operating Procedures
SOP	Standard Operating Procedure
TEMA	Tennessee Emergency Management Agency
UASI	Urban Areas Security Initiative
UNDRO	United Nations Disaster Relief Organization
UofM	University of Memphis
USAR	Urban Search and Rescue
USGS	U.S. Geological Survey
VPA	Volunteer Protection Act of 1997
VZ	Vulnerable Zone
WMD	Weapons of Mass Destruction