

Emergency Operations Plan



VANDERBILT
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Promulgation Statement

Vanderbilt University is committed to the safety and security of its students, faculty, staff and visitors on campus. The goal of Vanderbilt Office of Emergency Preparedness is to ensure that this Emergency Operations Plan (EOP) is relevant for all hazards the University may encounter and to mitigate against, prepare for, respond to and recover from incidents that pose a threat to the welfare and safety of the Vanderbilt University community.

The Vanderbilt University EOP provides a comprehensive framework for campus-wide emergency management. It addresses the roles and responsibilities of Vanderbilt University Emergency Preparedness personnel and provides a link to local, State and Federal governments as well as private organizations and resources that may be activated to address disasters and emergencies at Vanderbilt University.

The Vanderbilt University EOP ensures consistency with current policy guidance and describes the interrelationship with both internal and external stakeholders. The plan will continue to evolve, including lessons learned from actual disaster and emergency experiences, ongoing emergency and business continuity planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of the Vanderbilt University Office of Emergency Preparedness and with the authority vested in me as the Vanderbilt University Director of Emergency Preparedness, I hereby promulgate the Vanderbilt University Emergency Operations Plan.

Johnny Vanderpool
Vanderbilt University Director of Emergency Preparedness

Approval and Implementation

This plan supersedes any overarching Vanderbilt University Emergency Operation Plan for the campus dated previous to this one.

The transfer of management authority for actions during an incident is completed through a process of formal communication to include both a written record and oral announcement to all staff responding to the incident. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The Vanderbilt University EOP delegates the Emergency Preparedness Director's authority to specific individuals in the event that he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. Director of Emergency Preparedness
2. VUPD Command Staff Member
3. Associate Vice Chancellor for Public Safety

Johnny Vanderpool
Vanderbilt University Director of Emergency Preparedness

Signature Page

Eric Kopstain, Vice Chancellor for Administration
Vanderbilt University

Ruby Z. Shellaway, Vice Chancellor, General Counsel and Secretary of the University
Vanderbilt University

August Washington, Associate Vice Chancellor for Public Safety
Vanderbilt University

Johnny Vanderpool, Director of Emergency Preparedness
Vanderbilt University

Record of Distribution

Plan #	Office/Department	Representative	Title
1	Administration	Eric Kopstain	Vice Chancellor for Administration
2	Vanderbilt University Public Safety	August Washington	Associate Vice Chancellor for Public Safety
3	Office of the General Counsel	Ruby Z. Shellaway	Vice Chancellor, General Counsel and Secretary of the University
4	Academic Affairs	Susan Wente	Provost and Vice Chancellor for Academic Affairs
5	Communications	Steve Ertel	Vice Chancellor for Communications
6	Public Affairs	Nathan Green	Interim Vice Chancellor for Public Affairs
7	Vanderbilt Risk and Insurance Management	Dawn Riddle	Interim Executive Director, Protection of Minors Director
8	Vanderbilt University Police Department	Rick Burr	Assistant Chief of Police
9	Vanderbilt University Office of Emergency Preparedness	Johnny Vanderpool	Director of Emergency Preparedness
10	Vanderbilt University Police Department		Accreditation Manager
11	Metro Nashville Police Department		
12	Metro Nashville Fire Department		
13	Metro Nashville Office of Emergency Management	Heidi Mariscal	Planning, Training & Exercise Coordinator
14	Metro Nashville Public Health Department		

Basic Plan

I. Introduction

A. Purpose

It is the purpose of this Plan to define the actions and roles necessary to provide a coordinated response within Vanderbilt University. This plan provides guidance to Emergency Preparedness personnel as well as other internal and external personnel within and near Vanderbilt University with a general concept of potential emergency assignments before, during, and following emergency situations. It also provides for the systematic integration of emergency resources when activated and does not replace Davidson County or City of Nashville emergency operations plans or procedures.

B. Scope

This plan applies to all departments and agencies operating as a Vanderbilt University entity on Vanderbilt University owned or leased property, including but not limited to the Main Campus and Peabody Campus. The extent to which this plan shall be implemented depends upon the incident's scale and discretion rests with the Director of Emergency Preparedness, Associate Vice Chancellor and Chief of Police, and the Vice Chancellor for Administration.

C. Plan Organization

The Campus Emergency Operations Plan (EOP) contains all information relevant to preparing for, responding to and recovering from an incident of any size or complexity that occurs on or near Vanderbilt University. This plan is flexible and scalable – meaning any or all parts may be utilized during times of crisis. The EOP is comprised of this document (the basic plan) and Support and Incident Annexes that address specific topics.

1. Basic Plan

- i. The Basic Plan is the overarching framework for emergency preparedness/management activities at Vanderbilt University. It details how the University will manage emergency events from both an organizational and administrative level while providing general direction for University officials during an emergency.

2. Support Group Annexes

- i. The Support Group Annexes detail different groups and already established that support the emergency preparedness mission. These groups consist of both internal and external stakeholders that both bring concerns to the Office of Emergency Preparedness, Fire & Workplace Safety as well as offer assistance to enhance our capabilities to mitigate against, prepare for, respond to and recover from an incident. Support Annexes expand upon the Basic Plan but do override or replace any part of the plan. Their task is to enhance capabilities. Support Annexes to the EOP are described in the table below.

Support Group Annexes	
Support Group	Purpose
Campus Emergency Planning (CEMP) Group	The CEMP group meets bi-monthly and is responsible for assisting the Office of Emergency Preparedness, Fire & Workplace Safety in developing and maintaining programs and projects. CEMP group members are selected from several different departments around campus, ensuring needs are being addressed from all areas.
Departmental Emergency Coordinators (DEC)	DECs act as a point of contact between the Office of Emergency Preparedness, Fire & Workplace Safety and departments on campus. They are responsible for completing departmental EOPs and ensuring their department is prepared for emergencies.
Metro Nashville Office of Emergency Management (OEM)	OEM provides emergency management services to all of Davidson County including specialized training and response when needed.

3. Incident Annexes

- i. Incident Annexes provide general instructions for specific emergencies and procedures. These plans can be found in the Emergency Guidebook that has been distributed to departments across campus or on the Vanderbilt University Office of Emergency Preparedness, Fire & Workplace Safety website. They include step-by-step directions for Vanderbilt community members to take to stay safe during events including but not limited to: tornadoes, active killers, fires, bomb threats, etc.

Incident Annexes	
Incident Annex	Purpose
Emergency Notification (AlertVU)	AlertVU provides timely notification through e-mails, text messages and phone calls in the event of an imminent threat to life on campus.
Emergency Response Guidebook	The Emergency Response Guidebook has been distributed to all campus departments. It includes step by step instructions that detail what to do in several “typical” emergencies, including fires, severe weather and bomb threats, etc. It is also available as a PDF on the Emergency Preparedness website.
Campus Evacuation Plan	The Campus Evacuation Plan sets forth scalable protocols for evacuating parts of or the entire campus. It details where VU community members will relocate in the event of an emergency that makes their living and/or working space uninhabitable.

<p>All Hazards Response Plan</p>	<p>The All Hazards Response Plan is similar to the Emergency Response Guidebook, but instead of giving general guidance on steps to take during different types of incidents, this guide is specifically targeted for VUPD personnel. It includes information about the Incident Command System and what actions need to be taken as a first responder.</p>
<p>EOC Concept of Operations</p>	<p>The EOC Concept of Operations brings everything related to the EOC and its operation together in one document. It describes the Incident Command System, EOC Level 1 and 2 Messages, EOC activation levels and how to operate the technology in the EOC. It is also meant to be used as a guide if the EOC must be activated by someone unfamiliar with the room or processes established.</p>

4. Departmental Emergency Operations Plan Template

- i. Each Departmental Emergency Coordinator (DEC) is responsible for completing a departmental EOP each year and submitting it to the Office of Emergency Preparedness, Fire & Workplace Safety. These plans include contact information for department heads and DEC's, specific information pertaining to their location such as fire rally points and severe weather refuge points. The template also includes all of the Incident Annexes and general information about how the Emergency Operations Center (EOC) operates during an emergency.

D. Situation Overview

1. Characteristics

i. Geographic

- 1) Vanderbilt University is located within the city limits of Nashville, Davidson County, TN, a major city in the Southeastern US

comprised of approximately 655,000 people. It lies approximately 2 miles Southwest of Downtown Nashville, 1 mile Northwest of Belmont University and 3 miles Southeast of Tennessee State University.

Figure 1 – Local Map



ii. Demographic

- 1) As of 2016, Vanderbilt University had a population of 6871 full and part-time undergraduate students and 5716 full and part-time graduate and professional students for a total enrollment of 12,587 students (including duplicate students enrolled in joint programs). Both undergraduate and graduate enrollment tend to remain steady year to year. The university employed 4315 full and part-time faculty members and 4195 full and part-time staff members for a total faculty and staff employment of 8254. Campus population generally exceeds 20,000 on an average weekday. While Vanderbilt University Medical Center is a separate entity from the campus, the two are geographically co-located and between patients, faculty, staff, and visitors, another 20,000 people are on the Medical Center's

campus at any time. Across all Vanderbilt-owned or leased property, there is usually upwards of 40,000 people within Vanderbilt's geographic boundaries each day.

iii. Designated Areas of Interest

- 1) Vanderbilt University consists of the 330-acre Main Campus (including Vanderbilt University Medical Center) situated Southwest of Downtown Nashville, and well as the Peabody Campus immediately east of the Main Campus. There is 21.4 million square feet of space spread among 392 buildings.

iv. Special Events

- 1) Commencement occurs each May and is typically attended by thousands of students, faculty, staff, and visitors. It is regularly the university's largest special event. In mid-April, Vanderbilt University hosts the Rites of Spring. The concert is usually attended by 18,000 students, faculty, staff and visitors over a two-day period. Vanderbilt University also hosts college football games and over 500 special events each year that vary in size.

2. Hazard Profile

i. Potential Hazards

- 1) Vanderbilt University is subjected to the effects of many disasters, both natural and man-made, varying widely in type and magnitude from isolated campus areas to statewide in scope.

Disaster conditions could be a result of a number of natural phenomena such as severe thunderstorms, tornadoes, snow and ice, flooding and lightning. Apart from natural disasters, Vanderbilt University is subject to a myriad of other disaster contingencies, such as cyber-attacks, IT interruption, fires, violent crimes, HAZMAT situations, epidemics, civil unrest and terrorism.

3. Hazard Vulnerability Assessment

contingencies will vary in scope and intensity, from an area in which the devastation is isolated and limited to one that is wide-ranging and extremely devastated. For this reason, planning efforts are made as general as possible so that great latitude is available in their application, considering they could occur in several locations simultaneously.

3. Initial actions to mitigate the effects of emergency situations or potential disaster conditions will be conducted as soon as possible by Vanderbilt University Public Safety personnel and/or the appropriate agency given the situation.
4. Assistance to the campus by response organizations from local and state government response agencies and non-profit organizations is expected to supplement the efforts of the affected campus areas in an efficient, effective, and coordinated response when Vanderbilt University Emergency Preparedness officials determine their own resources to be insufficient.
5. Federal and State disaster assistance, when provided, will supplement, not substitute for, relief provided by Vanderbilt University and local agencies.
6. It is the responsibility of officials under this plan to save lives, protect property, relieve human suffering, sustain survivors, repair essential facilities, restore services, and protect the environment.
7. If/when Vanderbilt University receives a request to assist the Metro Nashville Police Department, reasonable actions will be taken to provide the assistance as requested.

II. Concept of Operations

A. General

1. Communication is maintained between Vanderbilt University Public Safety, VUPD Communications, the Vanderbilt University Office of Emergency Preparedness, as well as Vanderbilt University Administration and Public Affairs. Communication is also maintained between VUPD and Metro-Nashville Police and Fire along with the Metropolitan Nashville Office of Emergency Management.
2. The Governor of Tennessee may declare states of emergency and require activation of the State Emergency Management Plan. All requests for State assistance should go through the local emergency management area coordinator and the appropriate emergency management branch manager to the State Emergency Operations Center (EOC).
3. When the State EOC is activated, the Tennessee Emergency Management Agency becomes the office of primary responsibility for the State Emergency Response Team (SERT).

4. The Metropolitan Nashville Office of Emergency Management EOC will serve as the primary authority to dispatch resources for response and recovery throughout the county and as a secondary to the Vanderbilt University EOC should the University become overwhelmed and need assistance.
5. Planning for recovery will be implemented at the same time as the Vanderbilt University Office of Emergency Preparedness is taking the emergency response actions necessary to protect the campus and university community. Preparations will be made for rapid deployment of resources necessary to facilitate recovery.
6. Upon notification of a situation, the Director of Emergency Preparedness or his or her designee may implement the EOP to the needed scale and activate the EOC.
7. All mitigation, prevention/protection, response, and recovery activities will follow procedures set forth in the National Incident Management System (NIMS).

B. Hazard Control and Assessment

1. Perceive the threat
 - i. VUPS takes every threat posed to the campus and its community with the utmost importance in order to avoid any combination of fatalities, injuries, physical damage and damage to the university's reputation.
2. Assess the hazard
 - i. VUPS has several mediums in order to assess hazards on the campus. These include patrols by both sworn and non-sworn personnel, a vast camera network and intelligence gained from VUPS, as well as local, state and Federal resources.
3. Select control strategy
 - i. Following the hazard assessment, VUPS Staff will take appropriate action to mitigate against the hazard or threat utilizing the latest and most accurate information available. Control strategies may range from dismissal of the threat or hazard up to full EOC activation with mutual aid assistance from external partners.
4. Control hazard
 - i. If a hazard or threat is impacting, or impact to the campus is imminent, the Vanderbilt University Office of Emergency Preparedness will control the hazard by

using the Incident Command System. Incident Command shall be established near the scene, if applicable, and the EOC shall be activated to assist response personnel.

5. Monitor hazard

- i. After it is determined the threat to life safety has passed, Vanderbilt University Emergency Preparedness personnel will continue to monitor response and recovery to ensure that all resources required are deployed appropriately along with facilitating communication between all parties involved. The ICS shall be deactivated only when the incident no longer requires it. The Incident Commander will determine when that point has been reached.

C. Protective Action Selection

1. Analyze the hazard

- i. Through communication with VUPS responders on-scene, witnesses, victims, and any other applicable parties, VUPD Communications, along with members from VUPS and the Office of Emergency Preparedness will analyze the situation to determine the correct course of action to respond as safely, efficiently and effectively as possible.

2. Determine protective action

- i. The nature of the hazard will determine what protective actions need to be taken. These may range from a small area of campus needing to shelter in place all the way to a full campus evacuation. The appropriate protective action will be chosen by the Office of Emergency Preparedness, and if needed, the Associate Vice Chancellor and Chief of Police, Provost, and Vice Chancellor of Administration.

3. Determine public warning

- i. Due to the nature of the hazard, public warning may be disseminated through any combination of outdoor warning siren activation, ALERTVU messages (phone calls, e-mails and text messages), information on the Vanderbilt University home and emergency web pages, and social media.

4. Determine protective action implementation plan
 - i. Once the hazard has been analyzed, a protective action has been selected and communicated to the on-campus personnel, the Office of Emergency Preparedness personnel along with other necessary stakeholders will determine the best course of action to respond and recover from the hazard utilizing emergency response guides, subject matter experts and any other applicable resources.

D. Public Warning

1. Determine message content
 - i. Message content will be comprised of active voice informing community members of what the specific threat is, where it is located (if applicable), and specific instructions on the recommended course of action to take for protection from the threat. Since appropriate response differs for each threat, unique message content will be generated for each incident.
2. Select appropriate public warning system(s)
 - i. Due to the nature of the hazard, public warning may be disseminated through any combination of outdoor warning siren activation, ALERTVU messages (phone calls, e-mails and text messages), information on the Vanderbilt University home and emergency web pages, and social media. EOC personnel will determine the correct warning mediums to activate.
3. Disseminate public warning
 - i. Public warning will be disseminated through VUPD Communications. Vanderbilt University Emergency Preparedness personnel may assist VUPD Communications with wording and to whom the message will be sent. Both parties will also work together to determine when to send an “all-clear” message.

E. Protective Action Implementation

1. Monitor progress of protective action implementation
 - i. Utilizing the EOC, camera platform, radio and electronic communication, Office of Emergency

Preparedness staff will continuously monitor all incidents and scale the response accordingly.

2. Control access and isolate danger area
 - i. Sworn Police and non-sworn Community Service Officers from the Vanderbilt University Police Department will follow the all-hazards response training steps taught every year during in-service training, including establishing communications and control, identifying the hot zone, establishing an inner and outer perimeter, establishing a command post, identifying potential staging areas and rally points, and requesting necessary resources as needed.
3. Evacuation support
 - i. If an evacuation is deemed necessary, Vanderbilt University will refer to the Campus Evacuation Plan. This plan includes using Vanderbilt vehicles. Other evacuation channels deemed necessary by the Office of Emergency Preparedness may also be utilized.
4. Decontamination support
 - i. Metro Nashville Fire Department's HAZMAT Unit in conjunction with Vanderbilt University Medical Center will take the lead on all decontamination efforts, both on scene and at VUMC's designated areas at the Emergency Department.
5. Medical treatment
 - i. If possible, all medical treatment for both victims and responders will be provided at Vanderbilt University Medical Center. If this is not possible, those in need of medical treatment will be transported to the nearest facility equipped to fit their needs.
6. Special population support
 - i. Vanderbilt University houses several different special populations, ranging from non-English-speaking individuals and individuals with physical, developmental, and mental disabilities. The Office of Emergency Preparedness and Dean of Students Office will coordinate with numerous groups on campus that cater to those peoples' needs to ensure they are adequately cared for during an incident.

7. Search and rescue
 - i. Vanderbilt University Police Department officers, Metro Nashville Fire Department staff, and any other needed special response personnel will be utilized in search and rescue efforts. The Office of Emergency Preparedness may deem other specialized units appropriate and request their deployment.

F. Short-Term Needs

1. Shelter operations
 - i. Depending on the size and scope of the incident, Vanderbilt University will utilize large spaces, both inside and out (weather permitting) to shelter our population. These areas include but are not limited to: Memorial Gymnasium, Vanderbilt Stadium, Hawkins Field, Sarratt Student Center/Rand Hall, Alumni Lawn, Vanderbilt Recreation and Wellness Center, Student Life Center and The Commons Center. The Office of Emergency Preparedness may request The Red Cross and Salvation Army to respond and assist with shelter set-up and operations during the response phase.
2. Continued medical treatment
 - i. Persons requiring medical attention will be triaged and either treated on-site, transported to the Vanderbilt University Medical Center Emergency Department, or the emergency department of another hospital suited for their needs. If taken to an emergency department, the Office of Emergency Preparedness will track injuries and hospital admissions to the extent allowed by HIPAA to ensure our community members receive the best care possible until discharged.
3. Increase security
 - i. If more manpower is needed than the Vanderbilt University Police Department can handle, the Associate Vice Chancellor for Public Safety or his/her designee will request additional support from Metro Nashville Police and/or the Davidson County Sheriff's Department and Tennessee Highway Patrol.
4. Stabilize the affected area

- i. Once all threats against life safety have been addressed and the incident stabilized, the Office of Emergency Preparedness will utilize all resources necessary to stabilize the property and environment affected.

G. Long-Term Needs

1. Recovery

- i. Recovery from an incident includes the restoration and reconstruction of all services to their state prior to the incident; however incorporating mitigation tactics to better protect life and property from another incident is highly recommended. Depending on the size, type and scope of the incident, recovery times may last from a few days to several months. The EOC shall remain at least partially activated during recovery in order to assist and facilitate tasks.

III. Organization and Assignment of Responsibilities

A. General

Most departments/agencies of government have emergency functions in addition to their normal, day-to-day duties. These emergency functions usually parallel or complement normal functions. Each department/agency is responsible for developing and maintaining its own emergency management procedures.

B. Organization

1. Senior Vanderbilt Officials

- i. Vanderbilt University's decisions regarding large-scale emergencies and disasters are ultimately made by upper administration, including the Chancellor, Provost, General Counsel and the Vice Chancellors for Administration, Communications and Public Affairs

2. Vanderbilt University Public Safety

- i. Emergency message dissemination and decisions regarding emergencies are made by VUPD leadership and Communications and supported by Emergency Preparedness personnel.

3. Homeland security and emergency management agencies

- i. The Vanderbilt University Office of Emergency Preparedness maintains a working relationship with the Nashville Office of Emergency Management and Tennessee Emergency Management Agency.
4. Law enforcement agencies
 - i. The sworn Police and non-sworn Community Service Officers of the Vanderbilt University Police Department are the first to respond to any incident on campus. These officers may be assisted by officers from the Metro Nashville Police Department as needed.
5. Fire departments
 - i. The Metro Nashville Fire Department is the sole agency tasked with responding to any and all incidents requiring assistance from fire department personnel.
6. Emergency medical services agencies
 - i. Several different agencies are able to provide emergency medical services and transport to local medical centers by ground and air. EMTs and Paramedics from the Nashville Fire Department are the primary medical first responders. They may be supplemented if needed by numerous private ambulance companies operating in Davidson County.
7. Health departments
 - i. Vanderbilt may receive assistance from the Metro Nashville Health Department (MNHD) as needed to mitigate against, prepare for, respond to, and recover from public health emergencies, infectious disease outbreaks, and epidemics. MNHD may also work with campus officials to proactively provide education pertaining to the protection of the Vanderbilt community's health.
8. Hospitals
 - i. Individuals who require medical attention shall be transported to the nearest hospital that is able to meet their specific medical needs. For those on campus, most will be transported to Vanderbilt University Medical Center. The injured may also be transported to any of several nearby hospitals, including but not

limited to: The VA, St. Thomas Midtown Medical Center, Centennial Medical Center, St. Thomas West and Nashville General Hospital.

9. Public works agencies
 - i. Most public work assistance needed on campus will be provided internally by Vanderbilt's Plant Operations team. If an issue develops on public property within the Vanderbilt campus or exceeds Plant Operations' ability to respond, Metro Nashville Public Works may assist as needed.
10. Office of the General Counsel
 - i. The Office of General Counsel provides legal advice to all Vanderbilt departments. This office will be consulted prior to any decisions requiring legal consultation are made.
11. Finance Department
 - i. Vanderbilt University maintains its own Finance department responsible for accounting, disbursement, and procurement. VUPS's Director of Finance and Administration will be the liaison regarding financial matters between all units under VUPS and the university.
12. Campus Emergency Management Planning Group
 - i. The body responsible for recommending emergency preparedness programs and actions is the "Vanderbilt University Campus Emergency Management Planning Group" (CEMP). This group meets bi-monthly and is comprised of representatives from all Vanderbilt University colleges/schools and departments.
13. Higher Education Emergency Management Group
 - i. Emergency preparedness personnel from several college and universities in Davidson County, along with Metro Nashville Public Schools meet once every quarter to discuss emergency preparedness issues specific to education. Members of this group also hold trainings on their campus attended by members from other institutions. This group's goal is to strengthen the higher education community's

resiliency and build relationships with other nearby institutions before an emergency occurs.

C. Assignment of Responsibilities

1. Senior University Officials

- i. Disaster declarations
- ii. Evacuation orders
- iii. Re-entry decisions
- iv. Other protective action decisions as necessary

2. Vanderbilt University Office of Emergency Preparedness

- i. EOC operations
- ii. Internal stakeholder communication
- iii. Operations of the internal shelter system in conjunction with external agencies
- iv. Assistance from other jurisdictions
- v. State assistance
- vi. Federal assistance
- vii. Emergency control and use of resources
- viii. Homeland security and emergency preparedness training and education
- ix. Damage assessment
- x. Comprehensive homeland security and emergency preparedness planning
- xi. Fire and life safety preparedness and training
- xii. Inclement weather monitoring

3. Vanderbilt University Police Department

- i. Maintaining law and order
- ii. Traffic Control
- iii. Protecting vital installations
- iv. Establish and maintain a perimeter around emergency incidents
- v. 911 University communications
- vi. Assisting with all evacuation efforts
- vii. Search and rescue
- viii. Alert and warning systems (AlertVU)

4. Metro Nashville Fire Department

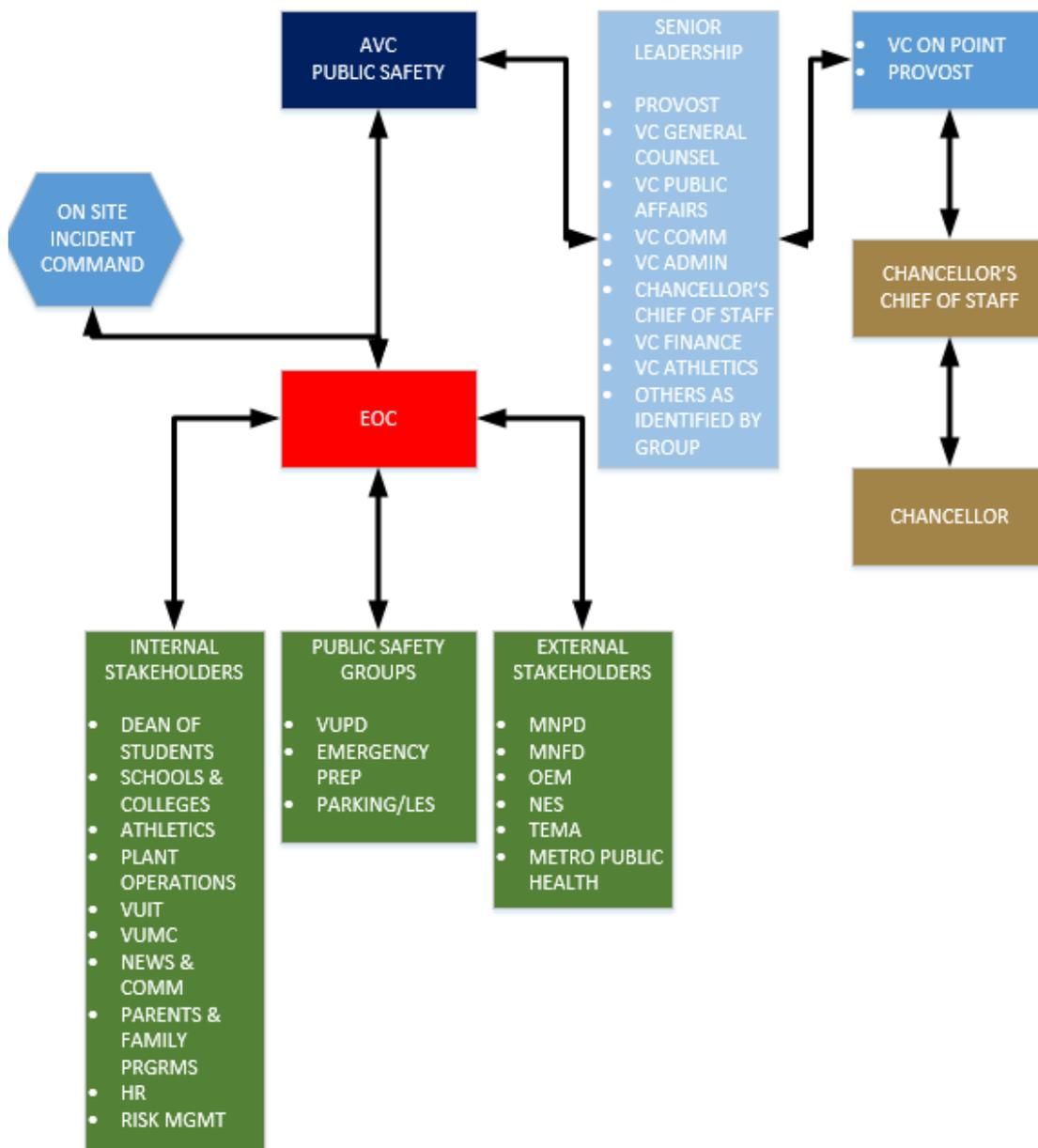
- i. Providing fire protection and the combating of fires
- ii. Search and rescue
- iii. Decontamination
- iv. Damage assessment
- v. Hazardous material response

5. Metro Nashville Public Health Department
 - i. Emergency medical care information and coordination
 - ii. Emergency hospital treatment information and coordination
 - iii. Medical support to shelters
 - iv. Health advisories
 - v. Identification of local health facilities, including hospitals, clinics, dialysis centers, and nursing or rehabilitation centers, and supplying and using medical and health items
 - vi. Identification of special needs populations, including the elderly and very young, and populations requiring specific life-saving services (e.g., dialysis or assistance with breathing)
 - vii. Emergency internment coordination
 - viii. Emergency inoculations for the prevention of disease
6. Vanderbilt University Medical Center
 - i. Emergency medical care
 - ii. Limited on-site decontamination
 - iii. Hospital evacuation
 - iv. Traditional hospital medical services
7. Vanderbilt University Plant Operations
 - i. Assisting with heavy rescue
 - ii. Engineering services as required
 - iii. Debris removal
 - iv. Inspection of shelter sites for safe occupancy
 - v. Inspection of damaged buildings, public and private, for safe occupancy
 - vi. Enforcement of building codes
 - vii. Maintenance of vehicles and other essential equipment of the various departments and agencies
 - viii. Maintenance of a reserve supply of fuel
 - ix. Facilitates all major utilities including power, water, natural gas and sewer
8. Vanderbilt University Office of the General Counsel
 - i. Providing legal advice as required
 - ii. Performing other necessary legal functions
 - iii. Serving as a liaison with other legal and judicial agencies and sections of the government
9. Vanderbilt University Finance

- i. Maintaining economic stabilization as required
- ii. Maintaining a list of suppliers, vendors, and items of critical emergency need (through the appropriate procurement division)

Figure 3 – Emergency Operations Structure

Vanderbilt Executive Leadership Emergency Communication Process



IV. Direction, Control, and Coordination

A. Vanderbilt University Emergency Operations Center

The Vanderbilt University Incident Command structure follows the Federal Emergency Management Agency guidelines (FEMA) and National Incident Management System (NIMS). In most cases, during disasters and emergencies campus police representatives will be first responders and be responsible for establishing incident command on-scene. If the emergency or event rises above Level 1 EOC activation, as described above, Office of Emergency Preparedness personnel should be notified and updated to determine if an EOC activation is warranted. In the case Office of Emergency Preparedness personnel cannot be reached, the on-scene incident commander should notify the chain of command and make the determination to activate and staff the Emergency Operations Center, if warranted. The patrol supervisor and dispatch will proceed with notifications and continue managing the incident until the EOC is staffed and activated. Vanderbilt University emergency incidents are classified according to their severity and potential impact to the University so response operations can be gauged accordingly. The following emergency response levels provide basic guidelines for response efforts.

1. Level 1 Activation (Stand-by Activation)

- a. Minor, localized incident or on stand-by monitoring a situation. Level 1 incidents can usually be addressed quickly with minimal impact to the University, or normal operations. EOC personnel may monitor incidents, such as severe weather situations during a Stand-by Activation. The EOC is on a Level 1 Activation on a day to day basis. VUPD Command staff as well as internal stakeholders that may be affected will be notified immediately. No After Action Report is required for a Level 1 Activation. Examples include:
 - i. Localized Power Failure
 - ii. Small fire
 - iii. Severe weather watches
 - iv. Health-related incidents

2. Level 2 Activation (Partial Activation)

- a. Major event or incident has occurred or is imminent and requires at least a partial staffing of the Emergency Operations Center. These events have serious consequences for life safety or mission critical functions. These disrupt sizeable portions of university property and/or affects a

substantial subset of the Vanderbilt community. Level 2 Activations may require greater assistance from external agencies. An After Action Report will be completed for a Level 2 Activation at the request of the Director of Emergency Preparedness. Examples include:

- i. Structure fire
- ii. Extensive utility outage
- iii. Significant HAZMAT release
- iv. Severe weather warnings
- v. Sporting events

3. Level 3 Activation (Full-Scale Activation)

- a. Crisis or imminent threat to Vanderbilt involving a large portion of the campus and/or surrounding area. A Level 3 activation requires a full scale EOC activation and support of internal and external agencies. Normal University operations are drastically affected and the effects are wide ranging and complex. Emergency mass notification (AlertVU) is required and may require periodic updates as the situation progresses. This situation will require University wide cooperation and extensive coordination with external agencies and jurisdictions. All Level 3 Activations require an After Action Report. Examples include:

- i. Severe weather with major damage to the university
- ii. Widespread chemical or biological contamination
- iii. Two or more large, simultaneous events
- iv. Widespread utility outage
- v. External emergency affecting university personnel or operations
- vi. Large events (football games, concerts, commencement)

B. Incident Command System

Vanderbilt University will utilize the Incident Command System (ICS) under the guidelines of the National Incident Management System (NIMS) for emergencies and/or disasters. All command and general staff functions will be filled with the most qualified individuals available at the time of the incident. The following positions will be staffed during activations, based on personnel available at the time of an event or emergency:

1. Incident Commander
 - i. Manages the overall incident/activates the Emergency Operations Center

- ii. Review Incident Commander job sheet
- iii. Name the incident and establish immediate priorities
- iv. Determine the level of EOC activation based on available information
- v. Assign command and general staff positions to personnel based on the needs of the emergency
- vi. Review and approve messages distributed from the EOC
- vii. Coordinate policy level decisions with executive stakeholders
- viii. Conduct post operations, debriefings and reporting
- ix. Brief EOC staff on incident and situational updates
- x. Coordinate activity of the command and general staff
- xi. Coordinate with outside agencies and jurisdictions, as necessary

2. Liaison Officer

- i. Assist the Incident Commander and serve as advisor to general staff
- ii. Act as point of contact for assisting and cooperating agencies
- iii. Maintain a list of assisting agency representatives
- iv. Keep outside agencies aware of incident status
- v. Coordinate and conduct event briefings with assigned personnel
- vi. Ensure EOC contact list is available and distributed to staff
- vii. Determine and coordinate which outside agencies should be contacted or present

3. Safety Officer

- i. Assess and communicate hazardous and unsafe situations
- ii. Correct unsafe acts or conditions
- iii. Maintain awareness of active and developing situations
- iv. Report to the Incident Commander and provide situational updates
- v. Investigate accidents related to emergency of event

4. Public Information Officer

- i. Be the sole presenter of official information to the media
- ii. Responsible for answering questions from the media
- iii. Holds press conferences
- iv. Drafts and distributes press releases

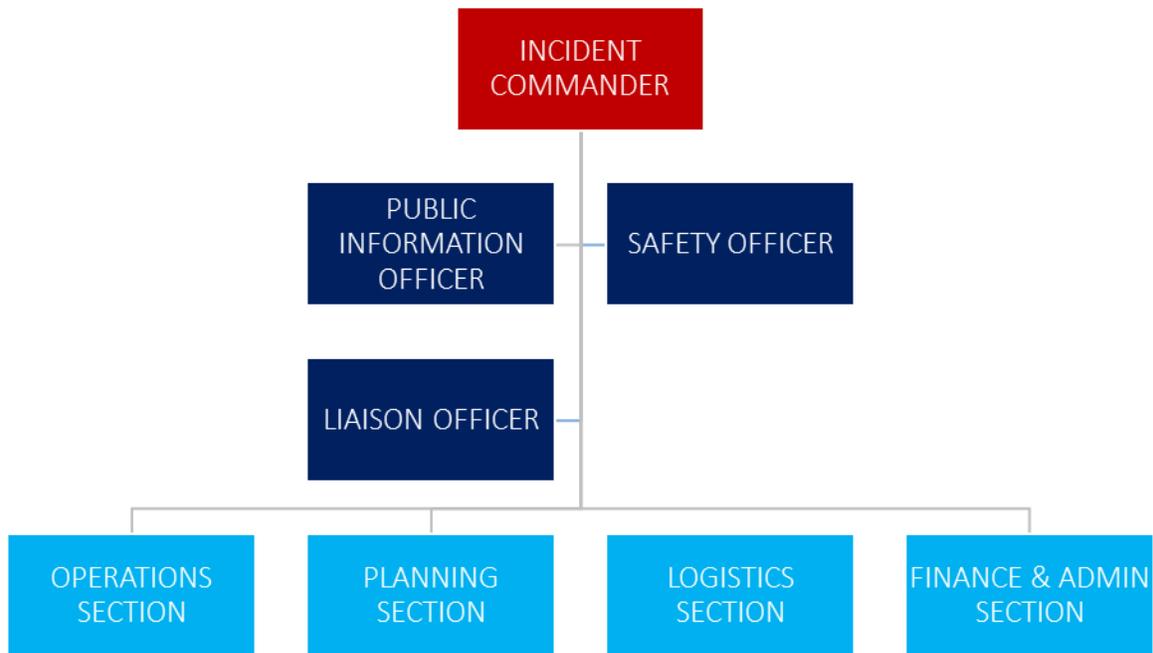
5. Operations Section Chief
 - i. Direct strategic operations and tactical response
 - ii. Communicate and coordinate law enforcement, Fire, EMS, HAZMAT, Facilities Management and Student Health service responses
 - iii. Brief assigned staff in accordance with the Incident Action Plan
 - iv. Report situational updates, events and occurrences to the Incident Commander
 - v. Monitor field operations and track personnel and resources
 - vi. Assemble and disassemble teams/task forces assigned to operations
 - vii. Coordinate movement and evacuation operations during a disaster

6. Logistics Section Chief
 - i. Provide facilities, services, equipment, supplies and materials to meet the logistical needs of the operation
 - ii. Ensure communications are adequate for emergency or event
 - iii. Update the Incident Commander of incident support requirements
 - iv. Oversee communications during the emergency situation
 - v. Communicates with and assists the PIO with drafting of emergency messages during the incident
 - vi. Provides initial and regular updates to stakeholders throughout incident (Level 1 and 2 notifications)
 - vii. Assists in drafting and distributing emergency mass notification messages (AlertVU)
 - viii. Anticipate land line and cell phone issues or outages and make alternative plans

7. Planning Section Chief
 - i. Responsible for collecting, evaluating and disseminating key emergency information during event
 - ii. Collects and analyzes damage assessment and response data
 - iii. Considers alternate strategies to meet incident objectives
 - iv. Provides regular updates to the Incident Commander

- v. Prepares and disseminates advance planning documentation
 - vi. Facilitates Action Plan Meeting to develop Incident Action Plan
 - vii. Collects, organizes and maintains incident files and reports
 - viii. Coordinates with Scribe to ensure timeline and event is recorded properly
 - ix. Develops and initiates EOC sign-in sheet to record participation
8. Finance/Administration Section Chief
- i. Responsible for disaster financial services and administrative tasks
 - ii. Tracks personnel, equipment and vendor service costs
 - iii. Supervises the financial accounting support system for response and recovery
 - iv. Maximizes cost recovery efforts
 - v. Coordinates purchase orders and other instruments of payment
 - vi. Recommends cost-saving measures to the Incident Commander
 - vii. Maintains injury and illness statistics as a result of emergency response

Figure 4 – Incident Command System



V. Information Collection and Dissemination

A. EOC Communication Techniques

1. Disaster information managed by the Vanderbilt University Emergency Operations Center is coordinated through agency representatives located in the EOC. These representatives collect information from and disseminate information to counterparts in the field. These representatives also disseminate information within the EOC that can be used to develop courses of action and manage emergency operations.

B. EOC Communication Procedures

1. Detailed procedures that identify the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and specific times the information is needed are maintained at the Vanderbilt University Emergency Operations Center.

VI. Communications

A. Emergency and Non-Emergency Communication

1. There are several different communication mediums available that VUPD and the Office of Emergency Preparedness, Fire & Workplace Safety will utilize to get the most accurate data to as quickly as possible to Incident Command staff as well as both internal and external stakeholders. Those mediums include:
 - i. EOC Level 1 Message
 - 1) A discretionary message containing highly confidential and possibly sensitive information, whose unauthorized disclosure could result in danger to the Vanderbilt enterprise or a continuing criminal investigation. Message intended for strategic senior level administration and key stakeholders of an impending or on-going campus incident.
 - ii. EOC Level 2 Message
 - 1) A discretionary message designed to notify and update senior level administration, key stakeholders, and middle to upper-level management of an impending or on-going campus incidents. This message is intended to be disseminated and forwarded at the recipient's discretion to prepare for a possible response from their area or department.
 - iii. AlertVU Emergency Mass Notification Message
 - 1) In accordance with VUPD G.O. 7.06, PO 7.6.1 and Clery Act guidelines and requirements, an emergency mass notification message will be made to "notify the campus of situations involving a confirmed emergency or dangerous situation on or near campus that poses a serious, on-going, imminent threat to members of the Vanderbilt community. Notifications will be made without delay unless the notification will, in the judgment of responsible authorities, compromise efforts to assist victims or to contain, respond to, or otherwise mitigate the emergency." VUPD

will respond to all emergencies and make a determination if an imminent threat or danger to the Vanderbilt community exists. Examples that may require an emergency mass notification include:

- 2) A tornado within a 3-mile radius of Vanderbilt or a tornado-warned storm forecast to impact Vanderbilt within 15 minutes.
- 3) An armed suspect or active shooter on campus
- 4) A credible bomb or explosive device is suspected to exist on campus
- 5) A major HAZMAT incident on campus

2. EOC Emergency Phones

- i. The Emergency Operations Center utilizes emergency phone lines. These phones are hard-lined in the case phone or cell service is affected. Each “red phone” has a dedicated number assigned which is clearly labeled on the front of the phone. These phones should be utilized primarily during an emergency and EOC activation. Ensure dispatch, officers in the field and other stakeholders are provided the phone number associated with the command or general staff position.

3. Command Staff Message

- i. A message sent to senior level and essential Public Safety staff members advising of significant events occurring on or around the University that impact operations but do not meet the threshold for an AlertVU Message. These messages are disseminated using the Everbridge platform.

VII. Plan Development and Maintenance

A. Development

1. The members of the Vanderbilt University Office of Emergency Preparedness are responsible for developing, revising and submitting to the Vice Chancellor of Administration and the Vice Chancellor, General Counsel the Basic Plan, annexes, appendices, and supplementary documents.

2. The Campus Emergency Planning Group will assist the Vanderbilt University Office of Emergency Preparedness by reviewing plans and offering feedback, opinions, and ideas as needed.

B. Maintenance

1. Requirements

- i. The Director of Emergency Preparedness will maintain, distribute, and update the EOP. Vanderbilt University Departmental Emergency Coordinators should recommend changes and provide updated information periodically (e.g., changes of personnel and available resources). Revisions will be forwarded to people on the distribution list.
- ii. Directors of supporting agencies have the responsibility of maintaining internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.

2. Review and Update

- i. Review

The Basic Plan and its appendices should be reviewed annually by the Director of Emergency Preparedness. The Director of Emergency Preparedness, or, if no director has been appointed, the Associate Vice Chancellor and Chief of Police or his/her designee, should establish a process for the annual review of planning documents by those tasked in those documents, and for preparation and distribution of revisions or changes.

- ii. Updates and Changes

Updates and changes should be made to plans and appendices when the documents are no longer current. Changes in planning documents may be needed:

- 1) When hazard consequences or risk areas change
- 2) When the concept of operations for emergencies changes
- 3) When departments, agencies, or groups that perform emergency functions are reorganized and can no longer perform the emergency tasks laid out in planning documents

- 4) When warning and communications systems change
 - 5) When additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available
 - 6) When a training exercise or an actual emergency reveals significant deficiencies in existing planning documents
 - 7) When State/territorial or Federal planning standards for the documents are revised
- ii. Methods of updating planning documents

1) Plan Revision

A revision is a complete rewrite of an existing EOP or appendix that essentially results in a new document. Revision is advisable when numerous pages of the document have to be updated, when major portions of the existing document must be deleted or substantial text added, or when the existing document was prepared using a word processing program that is obsolete or no longer available. Revised documents should be given a new date and require new signatures by officials.

2) Formal Plan Change

A formal change to a planning document involves updating portions of the document by making specific changes to a limited number of pages. Changes are typically numbered to identify them, and are issued to holders of the document with a cover memorandum that has replacement pages attached. The cover memorandum indicates which pages are to be removed and which replacement pages are to be inserted in the document to update it. The person receiving the change is expected to make the required page changes to the document and then annotate the record of changes at the front of the document to indicate that the change has been incorporated into the document. A change to a document does not alter the

original document date; new signatures on the document need not be obtained.

VIII. Authorities and References

A. Legal Authority

1. Federal

- i. The Robert T. Stafford Disaster Relief and Emergency Assistance, Public Law 93-288 as amended
- ii. Other executive orders and acts pertaining to disasters enacted or to be enacted
- iii. Public Employees Occupational Safety and Health

2. State

- i. TCA 49-7-118(f)(1)

3. Local

- i. Memorandum of Understanding between Metropolitan Nashville Police Department and Vanderbilt Police

4. Volunteer, Quasi-Governmental

- i. Act 58-4-1905, American National Red Cross Statement of Understanding, December 30, 1985.
- ii. Mennonite Disaster Services – Agreement with FDAA, 1974.
- iii. Public Law 93-288.

B. References

1. Federal

- i. Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, March 2009.
- ii. Homeland Security Exercise and Evaluation Program (HSEEP), February 2007.
- iii. National Incident Management System (NIMS), December 2008.
- iv. National Response Framework, Federal Emergency Management Agency, January 2008.

2. State

- i. Tennessee Emergency Management Plan
 - ii. State map with homeland security and emergency management regions
- 3. Local
 - i. Metro Nashville Comprehensive Emergency Management Plan
 - ii. Inter-local agreement(s)

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