



EAST TENNESSEE STATE
UNIVERSITY

EMERGENCY MANAGEMENT PLAN

April 29, 2021

East Tennessee State University
Department of Emergency Management
B16 Burgin Dossett Hall, Box 70729
Johnson City, TN 37614
(423) 439-6114 (Office)
(423) 439-5746 (Fax)
www.etsu.edu/safety

Controlled Copy # _____

This page is intentionally blank.

Contents

1. EMERGENCY MANAGEMENT PLAN GRAPHIC LAYOUT4

 2.1 Promulgation.....6

 2.2 Record of Changes.....7

 2.3 Legal7

 2.4 Record of Distribution8

3. AUTHORITIES AND STANDARDS9

 3.1 Policies and Regulations.....9

 3.2 References.....9

4. INTRODUCTION9

 4.1 Mission9

 4.2 Purpose.....10

 4.3 Scope10

 4.4 Situation Overview11

 4.5 Planning Assumptions11

 4.6 Phases of Emergency Management12

5. CONCEPT OF OPERATIONS12

 5.1 Crisis and Emergency Management Use12

 Incident Command System13

 5.2 Monitoring, Detection, Alert, and Warning18

 5.3 Emergency Notification System18

 5.4 Campus Community: Roles and Responsibilities18

 5.5 University Relations.....21

 5.6 Demobilization21

 5.7 Campus Recovery21

6. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES22

 6.1 Emergency Support Function Matrix22

7. PLAN DEVELOPMENT AND MAINTENANCE.....24

 7.1 Program Roles, Responsibilities, and Administration24

 Tennessee Higher Education Commission24

 7.2 Training and Exercises25

 7.3 Exercise Program.....25

 7.4 After Action Review.....26

8. GLOSSARY AND ACRONYMS.....26

 8.1 Acronyms.....26

 8.2 Glossary27

1. EMERGENCY MANAGEMENT PLAN GRAPHIC LAYOUT

The East Tennessee State University (ETSU) Emergency Management Plan (EMP) is organized according to following diagram.

The **Base Plan** illustrates the overall methodology for managing incidents at ETSU.

The **Annexes** outline the incident management process regarding Emergency Operations Center (EOC) operations, the Emergency Notification System (ENS), and Emergency Support Functions (ESFs), as well as management for an infectious disease outbreak, communications, managing resources, and recovery.

The **Appendices** contain supplemental information relevant to EMP elements.

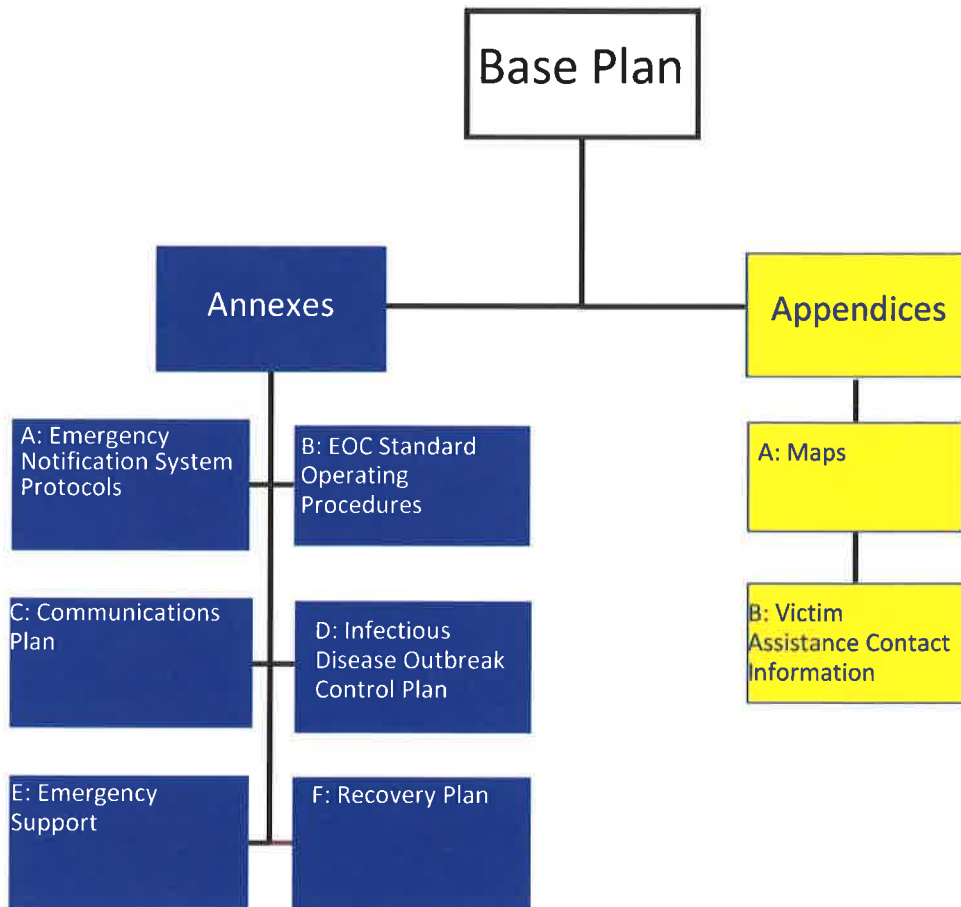


Figure 1: EMP Graphic Layout

This page is intentionally blank

2. PLAN DOCUMENTATION

2.1 Promulgation

To: ETSU Colleges, Departments, Faculty, Staff, and Students

From: Brian E. Noland, President

Re: ETSU Emergency Management Plan

ETSU has reviewed and revised the university's Emergency Management Plan (EMP). The EMP provides the university with flexible, scalable, all-hazards guidance applicable to all phases of emergency management. The ETSU Emergency Management Plan - Base Plan has been made available for public viewing through the ETSU *Staying Safe on Campus* site, www.etsu.edu/safety/.

Companion documents to the EMP include, but are not limited to, departmental emergency plans and departmental/university-wide Continuity of Operations Plans (COOPs). The EMP, departmental emergency plans, and COOPs are distinct, complementary plans that together provide a sound decision-making foundation regarding ETSU's approach to emergency management.

In concert with companion plans, exercises, training, and outreach, the EMP substantially enhances ETSU's capabilities to prepare for, respond to, recover from, and mitigate against all hazards. A component of ETSU's emergency management program, the EMP assists in continuing to build a culture of preparedness and resiliency throughout the university community.



Brian E. Noland, President



Date

2.2 Record of Changes

Contacts	Date of Change	Revision Number	Page or Section Changed	Summary of Change
D. O'Brien	June 2008	1.0	Base Plan, all Appendices	Original plan
D. O'Brien, K. Kelley	June 2012	1.1	Base Plan	Update roles, titles
K. Kelley, A. Worley	July 2015	2.0	Base Plan	Complete Revision
A. Worley	December 2016	2.0	Base Plan	Review, No Changes
J. Ross, J. Blanton, D. O'Brien	April 2021	3.0	Base Plan, all Appendices	Complete Revision

Table 1: Record of Changes

2.3 Legal

Disclaimer - The information contained in the ETSU Emergency Management Plan (EMP) has been prepared for use by ETSU. The information is guidance for managing an incident, recognizing that individual circumstance or events not anticipated by the EMP may occur. The experience and judgment of those utilizing the EMP is an important consideration in how and when the EMP is used. The content represents the best opinions on the subject in conjunction with current legislative mandates. No warranty, guarantee, or representation is made by the University of the sufficiency of the information contained herein and the University assumes no responsibility in connection therewith. The EMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document, or that other or additional information or measures may not be required.

Confidentiality - Public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Tennessee Open Records Act under Tennessee Code Annotated §10-7-504(m)(1)(B).

Accordingly, ETSU is withholding the EMP Annexes and Appendices from public disclosure. The EMP- Base Plan shall be made available for public viewing through the ETSU *Staying Safe on Campus* website, www.etsu.edu/safety/. Refer any request for a copy of this document to ETSU Office of University Counsel.

2.4 Record of Distribution

Agency	Department	Recipient Title/Department	Distribution
East Tennessee State University	Office of the President	President	Electronic/Hard Copy
East Tennessee State University	Administration	Chief of Staff, Office of the President	Electronic/Hard Copy
		Executive Assistant to the President for University Relations/ Chief Communications Officer	
		Vice President for Health Affairs	
		Vice President for Budget and Finance	
		Vice President for Student Affairs	
		Sr. Vice Provost for Information Technology Services	
		Chief Operating Officer / Director of Public Safety	
		Vice President for Administration / Director of Emergency Management	
		Associate Vice President Facilities Management, Planning and Construction	
		Associate Dean of Practice, College of Nursing	
		Associate Dean for Graduate Medical Education, College of Medicine	
		Executive Director of University Relations	
		Director of Environmental Health and Safety	
		Chief Information Officer, Senior Vice Provost for Information Technology Services	
Washington County, TN	Emergency Management	Director of Emergency Management	Electronic
State of Tennessee	Tennessee Emergency Management Agency (TEMA) East Regional Office	TEMA East Director	Electronic
Public		Base Plan is made available to the public electronically through: www.etsu.edu/safety/	Electronic

Table 2: Record of Distribution

3. AUTHORITIES AND STANDARDS

3.1 Policies and Regulations

The ETSU EMP is authorized and guided by provisions in the following documents:

Federal

- Code of Federal Regulations (CFR), Title 44, Emergency Management Assistance
- Federal Emergency Management Agency (FEMA) National Response Framework
- Homeland Security Presidential Directive 5
- Homeland Security Presidential Directive 8
- National Incident Management System
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended

ETSU

- ETSU Policy PPP-42 – ETSU Health and Safety
- ETSU Policy PPP-58 – Workplace Violence Prevention

3.2 References

The following standards and plans were used in the development of this EMP:

- FEMA Comprehensive Preparedness Guide 101 Version 2
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
- Virginia Polytechnic Institute and State University: Crisis and Emergency Management Plan
- Institutional Emergency Preparedness Plan: B-100

4. INTRODUCTION

4.1 Mission

ETSU

East Tennessee State University prepares students to become productive, enlightened citizens who actively serve their communities and the world. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region. The university conducts a wide array of educational, research, and clinical services/programs. Through research, creative activity and public service ETSU advances the cultural, intellectual and economic development of the region and the world.

ETSU Department of Emergency Management

The mission of the Department of Emergency Management is to instill a culture of preparedness by building, sustaining, and improving: individual preparedness, departmental readiness, and university resiliency. The office accomplishes this mission by facilitating, coordinating and integrating operations necessary to build, sustain, and improve the functional capabilities of the university to mitigate against, prepare for, respond to, continue operations during, and recover from incidents.

ETSU's incident response priorities are:

- Protect life safety.
- Protect critical infrastructure and facilities including:
 - Buildings used by the ETSU community.
 - Buildings critical to health and safety.
 - Facilities that sustain the response.
 - Classroom and research buildings.
 - Administrative buildings.
- Incident stabilization.
- Ensuring continuity of operations.

4.2 Purpose

The ETSU Emergency Management Plan (EMP) provides all-hazards guidance intended to preserve life, protect property, and manage an incident in order to continue the university's mission. An incident is defined as "an occurrence or event, natural or human-caused, which requires a response to protect life or property."¹ An incident may cause a significant disruption of normal business in all or a portion of the university. Incidents can range from a small utility failure or criminal act that can be managed locally to a major winter storm, flood event, or chemical/biological release that may exceed internal capabilities and requires external response support. The EMP establishes an incident management structure for ETSU. The ETSU EMP supersedes all previous university-wide emergency response plans. Nothing in the EMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the EMP.

4.3 Scope

The Emergency Management Plan and its contents apply to the ETSU campus community at the Johnson City main campus, the VA campus, and all other

¹ As defined in the Federal Emergency Management Agency's National Response Framework.

university-owned facilities.

4.4 Situation Overview

Dedicated to its dictum, The University of Choice, ETSU takes a hands-on, engaging approach to education, preparing scholars to be leaders in their fields and communities. ETSU offers 160 undergraduate and graduate degree programs to over 14,000 students and manages a research portfolio of \$53 million. The university fulfills its mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally, and across Tennessee.

Founded in 1911, ETSU has approximately 60 academic and administrative buildings, with a 350-acre main campus. The campus proper is in the town of Johnson City within Washington County.

In recent years, many natural hazards have affected the ETSU campus and surrounding community. Tornados, floods, and winter storms are among the most likely natural hazards that could impact ETSU. Man-made hazards pose a significant risk as well. Two major railroad lines and an interstate highway run near the main campus and the Veterans Affairs Mountain Home campus. Both rail lines carry hopper, box, and pressure tank cars daily, while unknown hazardous materials may be contained in the commercial containers traversing the interstate system.

The university also understands the inherent risk of serving a large population of students, faculty, staff, guests, and the public in terms of acts of violence and terrorism. It is for these reasons, and more, that ETSU has adopted an all-hazards approach in constructing this plan.

4.5 Planning Assumptions

- The EMP is an all hazard plan.
- An incident may occur with little or no warning.
- Incidents are managed at the local level by ETSU.
- ETSU will have written police, fire, and EMA mutual aid agreements with neighboring jurisdictions.
- The response of outside resources or assistance may be delayed.
- Students, faculty, and staff may not be able to leave and/or travel to campus.
- ETSU will use the Incident Command System (ICS) during incident response operations.
- Any special facilities on the campus (Health Centers/Clinics, Quillen College of Medicine, childcare facilities, etc.) are required to develop

- emergency plans in accordance with their licensing regulations.
- All departments are expected to have current Continuity of Operations (COOP) and Emergency Action Plans (EAPs).
- Faculty, staff, and students will follow instructions given by first responders and university leadership.

4.6 Phases of Emergency Management

Figure 2 describes the emergency management process in four phases: mitigation, preparedness, response, and recovery, with each phase overlapping the next.

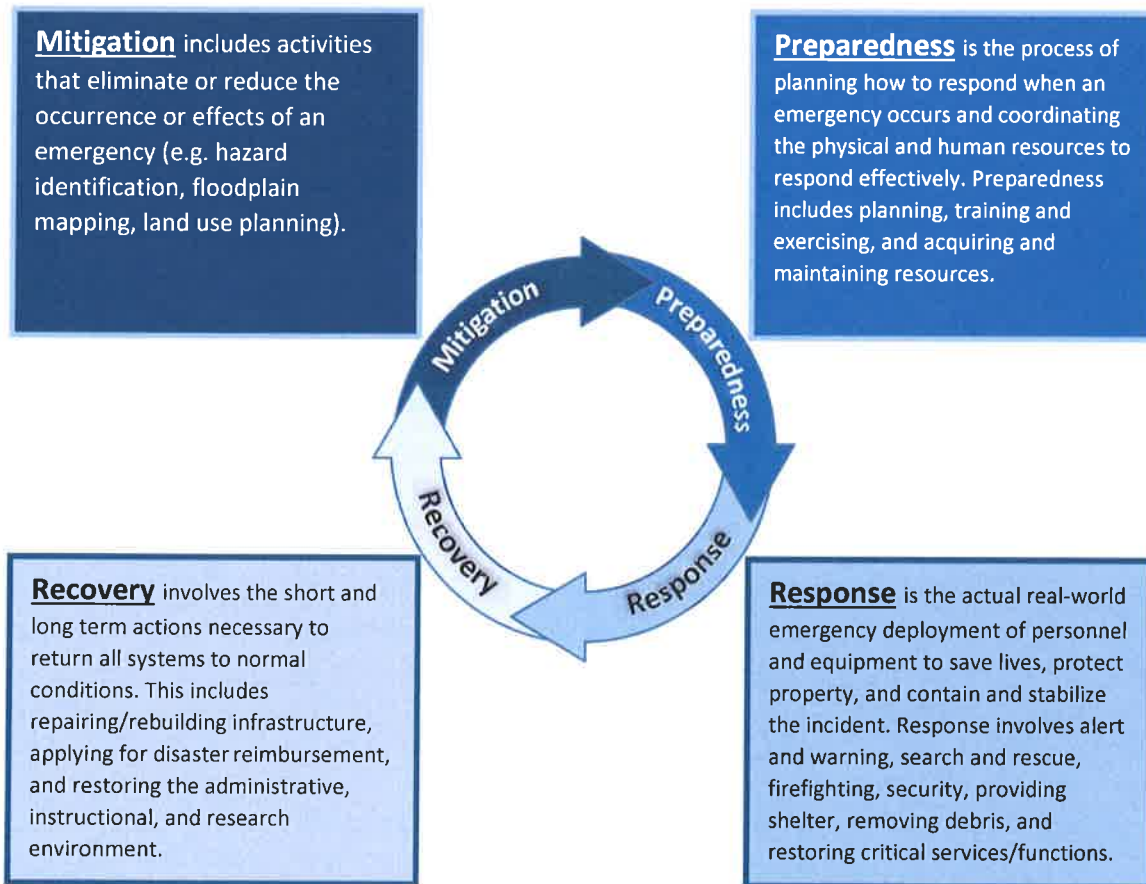


Figure 2: Phases of Emergency Management

5. CONCEPT OF OPERATIONS

Concept of Operations provides an overview of the incident management structure and procedures for responding to an incident on campus. More detailed information on can be found in the subsequent annexes complementing the Base Plan.

5.1 Crisis and Emergency Management Use

The EMP may be used—in whole or in part—whenever action is required to:

- Save and protect lives

- Prevent and/or mitigate damage to property, systems, and the environment
- Initiate the Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- 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)

The EMP may be used, in conjunction with local, regional, state, or federal response plans as necessary to effectively manage an incident. Critical university departments having a role in response will be associated with Emergency Support Functions (ESF).

Incident Command System

ETSU applies the Incident Command System (ICS) to incident and event management. A standardized, all-hazards management tool, ICS uses the following characteristics to more efficiently respond to and recover from a campus incident:

- **Modular Organization:** An incident's organizational structure is flexible and scalable to the needs of the incident. Only the personnel and resources required to meet the incident objectives are used (and demobilized) to maximize productivity and minimize cost and duplication of effort.
- **Incident Action Planning:** A verbal or written plan for achieving incident objectives, as determined by leadership, is completed to provide a common operating picture during response and recovery operations.
- **Span of Control:** One individual in an incident management supervisory capacity oversees between 3 and 7 personnel (5 being ideal) to provide for adequate control, communication, and resource management.
- **Chain of Command and Unity of Command:** An orderly line of authority/communication exists within the incident management organization. Responders report to one supervisor to clarify reporting relationships and eliminate confusion brought on by multiple, conflicting directives.
- **Unified Command:** Representatives from multiple affected departments collaborate to establish incident objectives and make collective decisions without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Resource and personnel tracking, unity of command, personal responsibility, span of control, incident action planning, and

documentation all contribute to effective accountability throughout the incident management process.

Unified Command

The traditional single Incident Commander model (first person on scene in-charge) will generally transition to Unified Command (UC) as collaborative decision-making between multiple responsible internal and/or external departments/agencies becomes necessary to resolve an incident. Unified Command evolves during larger incidents, where representatives from separate university departments or agencies/government entities coordinate decision-making and leverage resources. Unified Command is typically exercised within the EOC but may be used in the field as necessary. Unified Command serves as the single voice of incident operations.

Emergency Response Management Team

The Emergency Response Management Team (ERMT) is a group of university representatives that may act with the Department of Emergency Management and the Safety Committee to manage an incident, which does not require an Emergency Operations Center. The membership of the ERMT aligns with the lead departments for the ESFs (Annex E). This broad set of capabilities is an efficient method to manage the early stages of an incident. Representatives from the following entities comprise the IMT:

- Academic Affairs
- Athletics
- Research and Sponsored Programs
- Division of Student Affairs
- Office of Budget and Finance
- Office of Administration
- Provost
- Health Affairs
- Facilities Management
- Environmental Health & Safety
- ETSU Public Safety
- Parking
- Human Resources
- Emergency Management
- Information Technology Services
- University Relations

Emergency Operations Center & Emergency Response Management Team

An incident may impact university operations for a prolonged period, the

Director for Emergency Management (or designee) may activate the university's Emergency Operations Center (EOC) to centralize the command, control, and coordination necessary to manage the incident. Unified Command is usually employed in the EOC to enhance decision-making and accountability. The Emergency Response Management Team (ERMT) staffs the EOC and performs the following functions:

- Provides overall incident management and coordination.
- Determines the scope and impact of the incident.
- Serves as the primary information collection and dissemination clearinghouse.
- Issues communications through University Relations and Joint Information Center.
- Requests additional resources from outside agencies and implements mutual aid agreements.
- Coordinates with local, state, and federal government agencies.
- Maintains situational awareness and a common operating picture throughout the incident.
- Prepares Incident Action Plans for multi-operational period incidents.
- Implements university business continuity of operations plans (COOPs).
- Staff incident management positions.

The Incident Response Team consists of trained individuals that may represent the following key campus units:

- Administration
- Athletics
- Provost
- Procurement and Contract Services
- Student Affairs
- Emergency Management
- Research and Sponsored Programs
- Environmental Health and Safety
- Facilities Management
- Finance and Administration
- Student Health Services
- University Legal Counsel
- Transportation and Campus Services
- Housing and Residence Life
- University Relations
- Human Resources
- Information Technology Services
- Public Safety
- Other units as necessary

While staffing the EOC, members of the Emergency Response Management Team² will be grouped within the university's ICS organizational structure. The ICS structure includes Command Staff (Liaison, Safety, and Public Information Officers) and General Staff³ (Public Safety, Operations, Planning, Logistics, and Finance/Administration Section Chiefs) -See Figure 3. The Emergency Preparedness Committee will communicate with Incident Command/Unified Command.

Command Staff positions perform the following essential duties:

- **Incident Command/Unified Command/EOC Manager:** Coordinate all facility, resource, logistical, staffing, and support needs required for EOC operations
- **Liaison Officer(s):** Coordinate with external governmental and public/private resource groups
- **Safety Officer:** Monitor, evaluate, and recommend procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel
- **Public Information Officer (University Relations/Campus Communications Team):** Relay incident information to internal and external stakeholders. Establish and coordinate Joint Information Center operations

General Staff positions perform the following essential duties:

- **Public Safety Section:** Coordinate all operations necessary to maintain life safety and security on campus
- **Operations Section:** Direct and coordinate all non-public safety operations, receive and implement Incident Action Plans from the Planning Section
- **Planning Section:** Maintain situational awareness; initiate, collect, and verify field reports; assess reconnaissance and other data; prioritize situation reports and plans; develop Incident Action Plans
- **Logistics Section:** Obtain and stage resources in support of incident operations
- **Finance/Administration Section:** Track all incident costs and manage the university claims and reimbursement process

The following basic EOC Organizational Chart (Figure 3) illustrates the lines of direction, communication, and authority present during an EOC activation.

² Depending on the type/scale of the incident, not all units may be represented in the EOC.

³ The EOC Manager (AVP for Emergency Management or designee) will appoint a Section Chief for each section as appropriate for the scale of the incident. Not all sections may be activated for every incident.

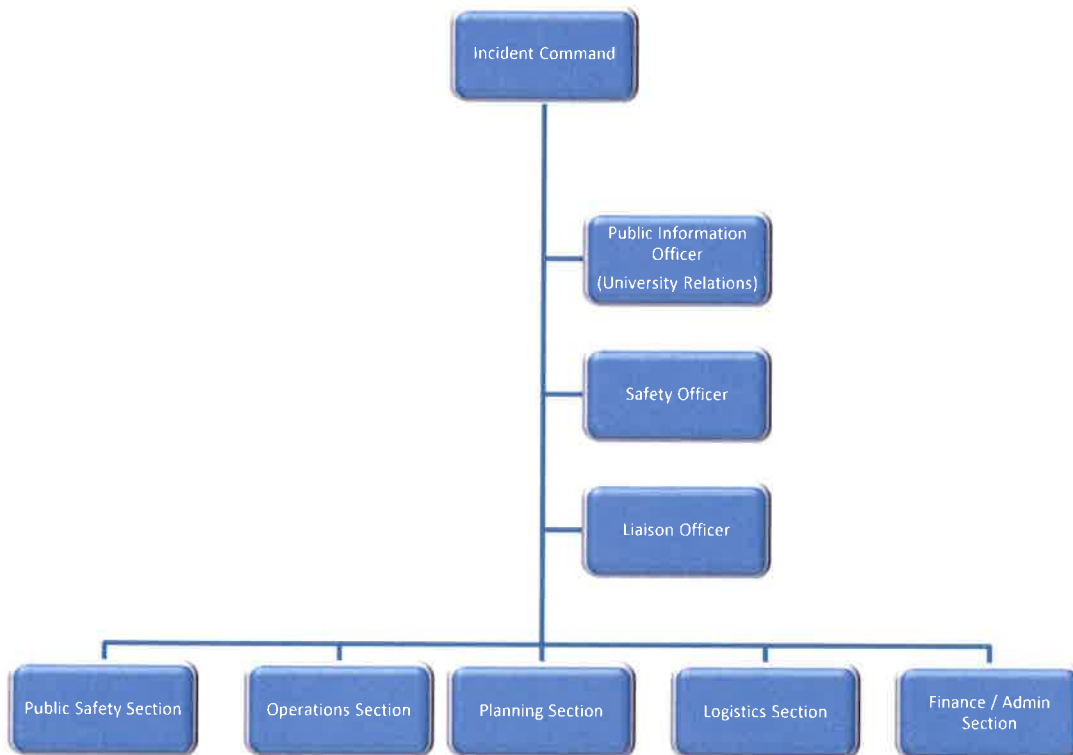


Figure 3: ETSU's Emergency Operations Center Organizational Chart

External Support

Incidents may also impact the surrounding community. If this occurs, ETSU will make every effort to coordinate and work with local, State, and federal officials in their delivery of emergency services. For coordination purposes with State and Local agencies, the Director for Emergency Management serves as the university's liaison.

The Washington County/Johnson City Emergency Management Agency will serve as the point of contact to ETSU when making resource requests to the Tennessee - State Emergency Operations Center (SEOC).

As a community partner, ETSU will make every effort to support state and local agencies during a declared emergency or when otherwise needed. Upon receipt of a request from the local EOC or SEOC, the university will make a determination if there are personnel and resources available to meet the mission requirements. ETSU will promptly notify the local EOC or SEOC regarding the status of their request.

5.2 Monitoring, Detection, Alert, and Warning

The East Tennessee State University Police Department (ETSUPD) Dispatch Center provides for notification, alerts, and warnings of incidents affecting East Tennessee State University. The ETSUPD Dispatch Center operates 24 hours, seven days a week. The Dispatch Center receives information of potential incidents from the community through telephonic and digital channels, as well as, direct communications with regional law enforcement officials. A mobile device application provides for two-way communication with the Dispatch Center. East Tennessee State University is a member of a regional 911 authority, which provides for emergency call-taking and emergency dispatch. Weather information is monitored continuously, providing timely notification of hazardous weather. The university camera system is monitored at this location. The Dispatch Center has the capability to initiate the emergency notification system as well as the campus siren system. The shift supervisor for ETSUPD has the responsibility and capability of notifying senior leadership and East Tennessee State University Emergency Management when they determine the size and scope of an incident require a broader response.

5.3 Emergency Notification System

ETSU's Emergency Notification System (ENS) is a multi-channel, redundant communication platform that disseminates critical information to subscribers in case of an incident. Campus sirens, message boards, email, landline and cellular phone calls, SMS messaging, ETSU Desktop Alerts, and website updates all serve to provide the following information, at a minimum, to subscribers:

- Nature of incident
- Location of incident
- Actions to be taken

Annex A to the EMP, the ENS Protocols provide operational guidelines for issuing emergency messages via the ETSU ENS. The Protocols contain system background information, a list of responsible university authorities, how and when the Protocols are to be used, and descriptions of the various channels employed for notification distribution. Included also are staff roles and responsibilities, checklists, and approved notification templates.

5.4 Campus Community: Roles and Responsibilities

This section outlines the roles and responsibilities of students, faculty and staff, Building Coordinators, and deans/department heads during day-to-day activities and incidents.

Students

- **General Responsibilities**

Students should be aware of their surroundings and familiar with building evacuation routes, exits, and assembly points. Students should also be enrolled in the ETSU App and have a personal emergency kit. Additional information on emergency procedures is posted throughout campus in residence halls, classrooms, and laboratories and is available on the ETSU Safety Page (www.etsu.edu/safety/).

- **Role During an Incident**

Students involved in an incident should assess the situation quickly and thoroughly and employ common sense when determining how to respond. If directly involved in an incident, students should call 911 as soon as possible, direct responders to where the incident occurred if possible, and cooperate with first responders.

Faculty and Staff

- **General Responsibilities**

University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should understand departmental emergency plans and building evacuation procedures in areas where they work and teach. Faculty and staff may likely be the first person to arrive at an incident. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in emergency plans and the Faculty Emergency Preparedness Guide distributed by the Department of Emergency Management.

- **Role During an Incident**

Faculty and staff involved in an incident should assess a situation quickly and as thoroughly as possible and use common sense when determining how to respond. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

Building Coordinators

- **General Responsibilities**
Building Coordinators (BCs), serve as the Chair of the building's Emergency Preparedness Committee, as well as the point of contact to receive and disseminate safety and emergency preparedness information. BCs coordinate the development of building emergency plan annexes and act as an informational conduit for the Environmental Health and Safety, Department of Emergency Management and other first responders.
- **Role During an Incident**
BCs involved in an incident serve as the primary point of contact between first responders and building occupants. As necessary, BCs may assist in providing building emergency information and coordinating building evacuation procedures.

Deans/Department Heads

- **General Responsibilities**
Deans and department heads serve as leaders and are responsible for providing overall guidance in an incident. Deans and department heads should be familiar with department and building emergency procedures as well as understand the overall emergency response procedures for the university.
- **Role During an Incident**
Deans and department heads involved in an incident should assess a situation quickly, thoroughly and use common sense when determining how to respond. Deans and department heads should follow department emergency and building evacuation procedures and report emergencies to the ETSU Public Safety. Early in an incident, deans and department heads should begin to consider long-term recovery strategies if required.

Threat Assessment Team

The Threat Assessment Team (TAT) meets as needed to review escalated cases involving student distress, disruption, or concern. The purpose of the TAT is to help preserve the safety and security of the University community. The TAT meets when there is a concern that someone or something poses a danger of harm to others. The TAT reviews situations that involve students, visitors, and others in the vicinity of the University community. The goal is to identify concerns as soon as possible; gather as much information as quickly as possible; and to work constructively and collaboratively to address problems before they escalate.

Threat Assessment Team Members may include: (composition is based on the details of the potential threat)

1. Vice President for Student Life and Engagement
2. Associate Vice President for Student Life and Engagement
3. Dean of Students
4. Director of the Counseling Center
5. Director of Public Safety
6. Director of Housing and Residence Life
7. University Counsel
8. Director of Emergency Management
9. Emergency Management Specialist

Faculty, staff, and students may contact the Office of the Dean of Students or ETSU Public Safety. Incidents may also be submitted via a CARE report or a Bucs Report It (Silent Witness) report. One does not need to give their name with either report. More information regarding emergency services for students may be found at the Dean of Students homepage.

5.5 University Relations

University Relations serves as the main point of contact for media inquiries concerning ETSU as well as a conduit for information that is released to the media and the public. During emergencies, University Relations, in conjunction with the Campus Communications Team (CCT), functions as the Public Information Officer for Incident Commander/Unified Command and/or the EOC. If necessary, University Relations is responsible for the activation, operation, and demobilization of the Joint Information Center (JIC).

For information the media can contact University Relations or visit their website at <http://www.etsu.edu/univrela/>. In large-scale incidents information can be found on the ETSU webpage at www.etsu.edu.

5.6 Demobilization

The Incident Commander/Unified Command will determine when response operations can be demobilized. Demobilization requires the deactivation of the EOC (if applicable) and the compilation of incident documentation. The Planning Section, if activated and in conjunction with the IC/UC, will develop a written or verbal demobilization plan as early in the incident as possible. Section chiefs will be responsible for the demobilization of their respective sections.

5.7 Campus Recovery

Aligning with the University's incident response priorities, the first recovery step for any

incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of the instructional and research environment. The EPC will provide strategic guidance to the EOC and/or Department of Emergency Management and other University departments.

6. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

6.1 Emergency Support Function Matrix

In alignment with National Response Framework guidelines, ETSU has grouped its response capabilities into ESF's. Associated departments are cross listed with lead/supporting authority, are displayed in Table 3 and further explained in Annex C. To provide for greatest scalability during an incident, ESFs or elements thereof may be used wholly or in part at the discretion of the Incident Commander/Unified Command, whether in the field or EOC.

7. PLAN DEVELOPMENT AND MAINTENANCE

7.1 Program Roles, Responsibilities, and Administration

Tennessee Higher Education Commission

ETSU is required to have a written institutional Emergency Management Plan that is developed and implemented consistent with the concepts and principles of the National Incident Management System. The primary roles of the System Office are to:

1. Provide necessary guidance for institutional officials to meet federal and state requirements;
2. Act as liaison between TEMA (state) and THEC;
3. Coordinate meetings of institutional emergency management planning staff;
4. Assist in coordinating key personnel training;
5. Monitor institutional compliance with this policy; and
6. Report periodically to the Board on the status of emergency preparedness across the system.

University President

The President or his/her designee, in consultation with the COO and/or the Safety Committee, will annually review the institution's EMP and update/modify the plan as necessary.

Director for Emergency Management

The Director for Emergency Management is responsible for coordinating the preparation and updating of the EMP as required. The Director for Emergency Management will collaborate as needed with internal and external partners.

The Director for Emergency Management will coordinate the annual review of the EMP by the President and applicable Vice Presidents and document the process.

Emergency Support Functions

Emergency Support Functions bring together personnel that have authority, expertise, or a combination thereof, to determine a functional solution in response to an incident. ESFs can be used singularly, or in combination to resolve an incident and lay the foundation for recovery efforts.

The EMP serves as the overarching document to guide response efforts during an incident. Departmental emergency plans detail immediate response actions to be taken at the department or building level. COOPs list essential functions necessary for resumption of mission essential functions per department. ETSU DEM manages the departmental emergency plans and COOP program in concert with EMP administration as part of a continuous and comprehensive emergency management program.

7.2 Training and Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of ETSU's EMP, departmental emergency plans, and COOPs. Personnel with emergency management responsibilities will be provided with training opportunities to better understand their roles and responsibilities during an incident. Awareness information and training will be provided to the campus community.

7.3 Exercise Program

ETSU applies the U.S. Department of Homeland Security, Federal Emergency Management Agency's building-block approach to exercise design, planning, and execution -see Figure 4.

- **Seminar:** A seminar involves brief discussions of preparedness strategies and goals. It helps orient participants to new plans, policies or procedures, research, assess interagency capabilities, and construct a common framework.
- **Workshop:** A workshop involves more participants and often includes breakout sessions to develop new ideas, processes or procedures, and can be used to develop and obtain consensus for written plans.
- **Tabletop Exercise:** A tabletop exercise gathers participants with an experienced facilitator to identify areas for sustainability and improvement in existing plans, present new concepts, and features a slower paced problem-solving process.
- **Game:** A game features a realistic scenario in a tabletop exercise to test existing and potential strategies and prepare for more complex exercises.
- **Drill:** A drill is a supervised activity that tests a specific operation or function or maintains a specific operations or emergency response capability.
- **Functional Exercise:** A functional exercise is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. It can be used to evaluate management of EOCs, command posts, and headquarters, and assess the adequacy of response plans and resources.
- **Full-Scale Exercise:** A full-scale exercise is a high-stress, multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response. It includes mobilization of units, personnel, and equipment and scripted exercise scenarios.

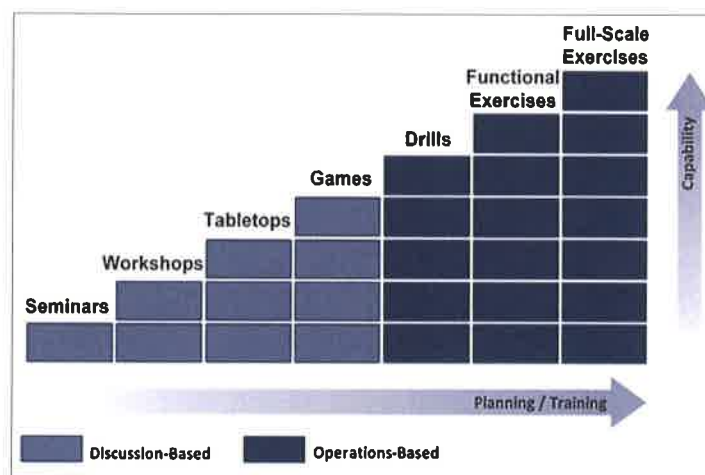


Figure 4: Building block approach to exercises

The ETSU Department of Emergency Management works with campus departments to

design, plan, and conduct exercises.

7.4 After Action Review

Post-incident and exercise evaluation results in improvement opportunities. One of the most effective ways of summarizing an incident and capturing lessons learned is the After-Action Review (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators. Their comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into ETSU's emergency management program and associated plans and procedures.

8. GLOSSARY AND ACRONYMS

8.1 Acronyms

- **AAR** After Action Review
- **BC** Building Coordinator
- **EMP** Emergency Management Plan
- **COOP** Continuity of Operations Plan
- **DEM** Department of Emergency Management
- **DSA** Division of Student Affairs
- **EAP** Emergency Action Plan
- **ENS** Emergency Notification System
- **EOC** Emergency Operations Center
- **ESF** Emergency Support Function
- **ETSU** East Tennessee State University
- **FEMA** Federal Emergency Management Agency
- **FOIA** Freedom of Information Act
- **HMP** Hazard Mitigation Plan
- **IC** Incident Commander
- **ICS** Incident Command System
- **IMT** Incident Management Team
- **JIC** Joint Information Center
- **NFPA** National Fire Protection Association
- **NIMS** National Incident Management System
- **PIO** Public Information Officer
- **TEMA** Tennessee Emergency Management Agency

- **UC Unified Command**

8.2 Glossary

- **Campus Community:** Refers to students, faculty, staff, visitors, vendors, and contractors on, or in, ETSU campus property.
- **Continuity of Operations Plan:** A plan of action to continue business functions of a department/unit/organization after a disaster threatens to prevent them from resuming and/or continuing.
- **Emergency Management Plan:** An all-hazards incident management document that provides guidance intended to preserve life, protect property, and contain an incident or emergency on the local campus in order to continue the University's mission.
Emergency: An incident that overwhelms or nearly overwhelms day-to-day resources, plans, and personnel in place to manage them, while causing a significant disruption of normal business in all or a portion of the campus.
- **Emergency Management:** The process of coordinating available resources to effectively manage emergencies or disaster that threaten the entity or institution, thereby saving lives, injury, and minimizing economic loss. This involves four phases: mitigation, preparedness, response, and recovery.
- **Emergency Action Plan:** A department/area/unit-specific set of guidelines and procedures for use during an imminent life safety event (e.g. building fire, severe weather, hostile intruder, etc.).
- **Emergency Operations Center:** A centralized location from which emergency operations can be directed and coordinated with the campus and community.
- **Exercise:** A test of plans, protocol, and/or procedures intended to validate the planning and training process. Exercises include seminars, workshops, tabletops, drills, games, and functional and full-scale exercises.
- **Hazard:** Any source of danger or element of risk to people or property.
- **Hazard Mitigation Plan:** A risk management tool used to identify natural and human- caused hazards facing the ETSU campus.
- **Incident:** An occurrence or event, natural or human-caused, which requires a response to protect life or property.
- **Incident Action Plan:** The statement of objectives and priorities for supporting activities during a designated period.
- **Incident Commander:** The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, applying resources, and holding responsibility for all persons involved in the response.
- **Incident Command System:** A nationally used, standardized, on-scene emergency management concept
- **Incident Management Team:** Select group of personnel closely aligning with ESF representative departments that will manage the early stages of an incident with the Department of Emergency Management.
- **Incident Response Team:** Key university departments/units that staff or otherwise support the Emergency Operations Center during an incident.

- **Joint Information Center:** A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
- **Liaison Officer:** The Emergency Operations Center position responsible for internal/external coordination with departments/agencies playing a supporting response role during an event.
- **National Incident Management System:** The group of principles that are legislated for all entities to assist in coordination national emergency response functions.
- **Public Information Officer:** The Emergency Operations Center position responsible for information management during an event.
- **Safety Officer:** The Emergency Operations Center position responsible for safety oversight during an event.
- **Safety Committee:** An operational committee appointed by the President to serve as a coordinating and policy body, with responsibilities for establishing the framework for an overarching University safety, emergency management, and security program for all ETSU facilities (on-and off-campus, owned and leased) and ensuring that it is implemented through the appropriate offices; evaluating the overall safety and security infrastructure; and providing oversight to the work of University operational committees responsible for environmental health and safety, violence prevention, emergency management, and other safety and security related efforts.
- **Unified Command:** An incident management method employing collaborative decision making between multiple responsible internal and/or external departments/agencies to resolve an incident in a more efficient manner.