

UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER

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EMERGENCY RESPONSE *PLAN*

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INTRODUCTION

Purpose

The Emergency Response Plan outlined in this document is intended to provide a system for meeting emergencies which are of sufficient magnitude to cause a significant disruption of the functioning of all or portions of the University of Tennessee Health Science Center (UTHSC) campus. The basic emergency procedures are designed to protect lives and property through effective use of University and community resources. Each emergency situation requires a specific response in terms of needed resources and proper procedures. This manual addresses each type of emergency on an individual basis, providing guidelines for the containment of the incident.

Since an emergency may be sudden and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes. This Emergency Response Manual is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this manual, should serve only as a guide and a checklist, and may require field modifications in order to meet the requirements of the emergency.
- A major emergency or a disaster may be declared if the information indicates that such conditions are developing or probable.
- Community-wide disasters may affect the entire city of Memphis. City and county emergency services, as well as the Memphis/Shelby County Emergency Management Agency, may not be available to assist for a period of several days. The worse the disaster, the more likely are the chances are that UTHSC will be left on its own. Therefore, UTHSC must be prepared to be totally self-sufficient if the need arises.

Scope

This plan encompasses the entire UTHSC Memphis Campus. For the purpose of this plan, UTHSC employees at Chattanooga, Jackson, and Knoxville should follow the plan of their respective campus. UTHSC departments or sections housed in off-campus facilities should follow the evacuation plans of their hosts. This plan is supplemented by the Computing and Telecommunications Center Emergency Preparedness Plan, the Medical Emergency Procedures for the Boling Center for Developmental Disabilities, and individual departmental plans. The intent of this plan is to provide a framework for coordinating the response efforts of all UTHSC departments at the time of an emergency or a disaster.

TYPES OF EMERGENCIES

The types of emergencies covered by this manual are listed below:

- **Incidents** including fires and explosions, hazardous materials spills, or releases involving biological agents or radioactive materials.
- **Natural disasters** including earthquakes and tornados.
- **Civil disturbances** including disruptive activities, bomb threats, terrorist activity (hostage taking), or animal research disruption.
- **Disruption** as the result of telecommunications failure, electrical utilities failure, or water disruption.

DEFINITION OF EMERGENCIES

There are three levels or types of emergencies:

Minor Emergency

A minor emergency is defined as a local (on-campus) emergency with limited impact, which does not affect the overall functioning capacity of UTHSC. Examples would be a small fire, a hazardous material incident, or a limited

power outage. Neither the Campus Communications Network nor the Campus Disaster Management Team would be activated.

Major Emergency

A major emergency is defined as a serious emergency, which completely disrupts one or more operations of UTHSC. Examples would be a major fire, a civil disturbance, or a widespread power outage. Outside emergency services, as well as major efforts from campus support services, would be required. Major policy considerations and decisions would usually be required. The Campus Communications Network and the Campus Disaster Management Team would be activated.

Disaster

A disaster is defined as a community-wide emergency, which seriously impairs or halts the operations of UTHSC. Examples would be a major earthquake or a damaging tornado. Outside emergency services would be essential, but, perhaps, not always available. Major policy considerations and decisions would always be required. The Campus Communications Network and the Campus Disaster Management Team would be activated.

DECLARATION OF LEVEL OF EMERGENCY

In case of any type of emergency, the Campus Police Shift Supervisor (supervisor in charge) should follow Campus Police standard operating procedures. If the emergency warrants, the supervisor should communicate immediately with the Chief of Police, and either the supervisor or the Chief should communicate with the Chief of Staff and the Campus Safety Officer. After reviewing the emergency situation, a decision will be made as to whether or not to contact the Chancellor (The Chancellor's alternates, in order of succession, are the Chief of Staff and the Campus Safety Officer). Based on the Campus Police report, and information obtained from the Chief of Staff, the Campus Safety Officer, and the Chief of Police; the Chancellor, or his alternate, will declare the level of the emergency. If it is either a major emergency or a disaster, the Campus Communications Network (pp.5-6) and the Campus Disaster Management Team (pp. 6-7) are activated and should report immediately to the appropriate command post (p.8).

CAMPUS COMMUNICATIONS NETWORK

Once a major emergency or disaster has been declared, the Campus Communications Network should be activated. In such a case, the following outlines who is responsible for contacting various members of the UTHSC staff, [1] as well as outside agencies:

Campus Police Shift Supervisor:

- Memphis Fire Department
- Memphis Police Department
- Chief of Police
- Campus Safety Officer
- Director of Facilities
- Memphis/Shelby County Emergency Management Agency

Chief of Police:

- Director of Marketing and Communications
- Chief of Staff

Chief of Staff:

- Chancellor
- Vice Chancellors and Deans

Campus Safety Officer

- Manager of Radiation Safety (as appropriate)
- Staff Support (as appropriate)
- Environmental Response Contractors (as appropriate)

Director of Facilities:

- Manager of Buildings and Grounds
- Manager of Plant Operations
- Memphis Light, Gas, and Water Division
- Director of Facilities Planning Services

Deans:

- Departmental Chairs (as appropriate)

Vice Chancellors:

- Associate and Assistant Vice Chancellors, and Directors/Managers (as appropriate)

The Office of the Chancellor and the Safety Department are responsible for maintaining the Campus Communications Network for UTHSC (including names and phone numbers) on an up-to-date basis.

DIRECTION AND COORDINATION

Campus Disaster Management Team

The Campus Disaster Management Team will consist of the Chancellor, the Chief of Staff, the Director of Facilities, the Chief of Police, the Director of Computing and Telecommunications, the Director of Marketing and Communications, and the Campus Safety Officer. As the chief executive officer, the Chancellor is responsible for the overall management of the major emergency or disaster.

Chief Operations Officer

The Chief of Staff, or his alternate (the Campus Safety Officer), will serve as the Chief Operations Officer and will direct and coordinate the specific campus-wide response activities and campus support operations during the major emergency or disaster.

Initial Damage Assessment Team

The Director of Facilities, or his alternate (the Campus Safety Officer), will be the director of the Initial Damage Assessment Team. The Initial Damage Assessment Team will consist of the following:

- Director of Facilities
- Campus Safety Officer
- Director of Facilities Planning Services
- Manager of Radiation Safety (if appropriate)
- Manager of Buildings and Grounds
- Manager of Plant Operations
- One representative from Campus Police
- Others who the Director may deem appropriate

With permission of the Memphis Police Department, the Memphis Fire Department, and/or the Memphis/Shelby County Emergency Management Agency, the Initial Damage Assessment Team will enter the building(s) in question, review and ascertain the damage, and report its findings to the Chief Operations Officer. Depending upon the type of emergency or disaster, the Chief Operations Officer will direct appropriate UTHSC employees to assist the Memphis Police Department, the Memphis Fire Department, and/or the Memphis/Shelby County Emergency

Management Agency in containing the emergency or disaster. In such situations, the Chief Operations Officer would request such assistance of UTHSC employees directly and would not go through the normal chain of command.

COMMAND POSTS

Field Emergency Command Post

If the emergency is a minor emergency involving only one building, or a small part of the campus, a Campus Police vehicle, stationed as near the emergency scene as possible, will serve as the field command post. At least one Campus Police Officer, versed in telecommunications, is to staff the command post at all times until the emergency ends. Field emergency command post equipment will include police barricades and barrier tape, two portable hand radios, a Campus Police vehicle equipped with radio, a first aid kit, a cellular telephone, a campus telephone directory, and the City of Memphis White and Yellow Page directories.

General Emergency Command Post

If the emergency involves a large part of the campus, and a major emergency or a disaster is declared, the command post will be set up in the UTHSC Campus Police Training Room, located in the Campus Police Headquarters at 740 Court St.. At least one Campus Police Officer, versed in telecommunications, is to staff the command post at all times. All equipment or personnel used in a field emergency command post (as outlined in the previous paragraph) is required for this general command post. In addition, designated secretarial help from the Campus Police office should report to the command post.

The Campus Disaster Management Team should report directly to this command post. If the site in the Campus Police Department is unavailable, the general emergency command post will be set up in Forrest Park, near the corner of Dunlap and Madison.

RECALL PLAN FOR STAFF AND FACULTY

Major Emergency

If the major emergency occurs during an employee's normal working hours, he/she should evacuate the building, if required, remain in the general area close to his/her place of work, and await further instructions. If the emergency occurs during non-working hours, a media announcement will be made via radio or television and may ask all UT Memphis employees who work in the building(s) involved to make reasonable efforts to immediately return to UTHSC.

Disaster

If the disaster occurs during the employee's normal working hours, he/she should evacuate the building, if required, remain in the general area close to his/her place of work, or, in the case of an earthquake, go to his/her already designated assembly point, and await further instructions. In order to expedite recall of a portion of the UTHSC staff and faculty to the campus, all employees will be divided into three teams, depending upon the last digit of their social security number, as follows: (1) Team #1 includes those faculty and staff members whose social security number ends in 0 through 3, (2) Team #2 includes those whose social security number ends in 4 through 6, and (3) Team #3 includes those whose social security number ends in 7 through 9. Employees will be recalled based on the above formulas in case of a community-wide disaster. If the disaster occurs during non-working hours, the employee should care for his/her immediate family needs first. If all communications are disabled, those employees within walking distance are asked to return to their place of work, once their family needs are satisfied. All others should remain at home until communications can be reestablished.

RESPONSIBILITIES

Chancellor

As the chief executive officer for UTHSC, the Chancellor, or his alternate (the Chief of Staff), has the responsibility for the overall management of the emergency as follows:

- Declares the level of emergency, based on reports from the Campus Police Shift Supervisor and information from the Chief of Staff, the Campus Safety Officer, and the Chief of Police. (See p.5)
- Makes decisions concerning the overall management of the emergency.
- Participates on the Campus Disaster Management Team.

Chief of Staff

Designated by the Chancellor as the primary officer to direct UTHSC employees in case of a major emergency or disaster, the Chief of Staff, or his alternate (the Campus Safety Officer), is responsible for the specific coordination of campus emergency operations as follows:

- Serves as the Chief Operations Officer during the emergency and commands and coordinates the Campus Disaster Management Team.
- Works with the Chief of Police and the Initial Damage Assessment Team in assessing damages from the emergency and preparing the University's specific response.
- Notifies and conducts liaison activities with the UTHSC administration, the Memphis/Shelby County Emergency Management Agency, other governmental agencies, and others, as necessary.

Director of Facilities

As the person responsible for UTHSC facilities and as director of the Initial Damage Assessment Team, the Director of Facilities, or his alternate (the Campus Safety Officer), has the overall responsibility for damage control as follows:

- Serves as a member of the Campus Disaster Management Team.
- Activates the Initial Damage Assessment Team, and, with the permission of appropriate governmental agencies, enters, reviews, and ascertains the damage in each building and reports his findings to the Chief of Staff.
- Obtains the assistance of Memphis Light, Gas, and Water Division, as required, for emergency operations.
- Furnishes emergency power and lighting systems to the extent possible.
- Surveys habitable space and recommends to the Chief of Staff relocation space for essential services.

Chief of Police

The UTHSC Chief of Police has the responsibility for the following activities:

- Initiates immediate contact with the Chief of Staff, or his alternate, and begin assessment of the University's condition.
- Maintains the Campus Police force in a state of constant readiness .
- Notifies and utilizes Campus Police units in order to maintain safety and order.
- Serves as a member of the Campus Disaster Management Team in case of a major emergency or disaster.
- Serves as a member of Initial Damage Assessment Team.
- Ensures that the Chancellor, the Chief of Staff, and the Director of Facilities have been notified of a major emergency or disaster.
- Notifies and conducts liaison activities with the Memphis Police and Fire Departments, the Memphis/Shelby County Emergency Management Agency, and other appropriate governmental agencies.

- Takes steps to assure that the Campus Police force is in position to provide immediate and appropriate action to protect life and property.
- Takes steps to assure that Campus Police provides access control, perimeter and internal security patrols, and assists the City of Memphis Division of Fire Services, as needed.
- Provides and equips an alternate site(s) for the emergency command post.

Campus Safety Officer

The Campus Safety Officer has day-to-day administrative responsibility for campus safety activities and is guided by a campus-wide Safety Council and several subcommittees. The Safety Officer and the council and subcommittees are involved in biological, chemical, radiation, radioactive drug research, and occupational health issues. The Campus Safety Officer's responsibilities in the event of an emergency or disaster include the following:

- Serves as the alternate Chief Operations Officer in the absence of the Chief of Staff.
- Serves as a member of the Initial Damage Assessment Team and, in the absence of the Director of Facilities, serves as its director. Provides an alternate when he cannot serve.
- Shares knowledge concerning safety issues, including locations and levels of potential biological and chemical hazards.
- Maintains liaison with Safety Officer's staff and members of the Safety Council and subcommittees, and involves these individuals in emergency and disaster activities as he deems appropriate.
- Provides or arranges for appropriate on-site direction whenever there is a biological or chemical hazard emergency.
- Maintains liaison with Campus Police, the Director of Facilities, the Memphis Fire Department, the Memphis/Shelby County Emergency Management Agency, and other governmental agencies as it relates to biological and chemical hazards.

Director of Facilities Planning Services

The Director of Facilities Planning Services assists the Director of Facilities and Plant Engineering personnel in providing information concerning the life safety code provisions in each building. His responsibilities are as follows:

- Serves as a member of the Initial Damage Assessment Team and provides an alternate when he cannot serve.
- Shares technical knowledge concerning life safety code requirements for each building.
- Assists the Director of Facilities with appropriate information concerning each building involved in the major emergency or disaster.

Manager of Radiation Safety

The Manager of Radiation Safety serves as the primary radiation safety officer at UTHSC. His responsibilities regarding radiation hazard emergencies are as follows:

- Serves as a member of the Initial Damage Assessment Team, when appropriate, and provides an alternate when he cannot serve.
- Provides on-site direction whenever there is a radiation hazard emergency.
- Maintains liaison with the Campus Police, the Memphis Fire Department, the Memphis/Shelby County Emergency Management Agency, and other governmental agencies as it relates to radiation hazards.

Manager of Building and Grounds/Manager of Plant Operations

The Manager of Buildings and Grounds and the Manager of Plant Operations are responsible for damage control as follows:

- Serve as members of the Initial Damage Assessment Team.

- Provide equipment and personnel, including carpenters, custodians, electricians, laborers, mechanics, plumbers, and power plant operators to perform shutdown procedures, hazardous area control, barricades, debris clearance, emergency repairs, and equipment protection.
- Provide vehicles, equipment, and operators for movement of personnel and supplies, and assign vehicles for emergency use as required by the Chief Operations Officer and other key UTHSC administrators.

Director of Marketing and Communications

The Director of Marketing and Communications is responsible for providing public information during a major emergency or disaster in the following capacity:

- Establishes liaison with the news media for dissemination of information as requested by the Chancellor and the Chief of Staff.
- Prepares releases for the news media concerning the major emergency or disaster.
- Establishes liaison with local radio and television stations for public announcements.
- Arranges for photographic and audio-visual services.

Vice Chancellors, Deans, and Departmental Chairs

Each vice chancellor, dean, and departmental chair has the following general responsibilities prior to and during a major emergency or disaster:

EMERGENCY PREPAREDNESS

- Assists in identifying a Building Manager for Emergencies for every building in which his/her department/division has an activity. Provides the Director of Facilities with the names of these individuals and with any changes that occur. The Director of Facilities has the responsibility to see that this person is trained and understands his/her responsibilities. (See p. 10.)
- Assures that building information has been distributed to all employees.
- Assures that on-the-job-training of employees is provided during normal working hours. This training is the responsibility of each department, with the assistance of the Safety Office, and includes, but is not limited to, the teaching of emergency techniques (such as use of fire extinguisher and standpipe fire hoses), use of emergency exits, building evacuation procedures, and proper assembly points in case of an earthquake or other community-wide disaster.

EMERGENCY SITUATIONS

- Informs all employees under his/her direction of the emergency situation.
- Evaluates the impact that the emergency has on his/her activity and takes appropriate action. This could include ceasing operations and initiating building evacuation.
- In case of a major emergency or disaster, contacts the emergency command post for instructions.

Building Manager(s) for Emergencies

The Chief of Staff will appoint a specific person or persons to serve as Building Manager(s) for Emergencies for each building in which University employees are housed. The responsibilities of this person are as follows:

EMERGENCY PREPAREDNESS

- Maintains the first aid kits, flashlights, and radios for his/her building or area.
- Keeps roster of all employees in his/her building or area who have been trained in CPR.
- Completes training in emergency techniques, such as fire extinguisher and fire hose usage, and in the building evacuation plan and procedures.
- Has made note of all employees with handicaps or other unique situations in his/her building or area. Has identified and instructed these employees in appropriate evacuation procedures.
- Keeps an up-to-date roll of all employees working in his/her building or area.

- Serves as the communication link or contact for his/her building or area and the University of Tennessee Health Science Center administration in all matters concerning emergency preparedness.

EMERGENCY SITUATIONS

- When appropriate, takes immediate action to contain emergency.
- Informs all employees of emergency condition.
- When appropriate, distributes flashlights, first aid kits, and radios.
- When appropriate, directs those trained in CPR to those persons in need.
- When a building is evacuated, takes roll to determine that all employees have exited building.
- From the emergency site, maintains radio or telephone contact with departmental, college, or campus personnel.

Faculty and Supervisors

Each faculty member and staff supervisor is responsible as follows:

- Provides employees and/or students in their department or area of responsibility with general information concerning UTHSC emergency procedures, as well as any specific information regarding safety in their building(s).
- Informs staff and/or students in their department or area of responsibility of an emergency and, if appropriate, initiates emergency procedures.
- Assists students, staff, and faculty in responding correctly to building evacuation guidelines, when appropriate, and reminds them to report to their designated assembly point in case of an earthquake.

Staff and Employees

Each employee is responsible as follows:

- Becomes familiar with general information concerning UTHSC emergency procedures and any specific information regarding safety in his/her building.
- Initiates emergency procedures when appropriate.
- Unless building evacuation is initiated, remains at work station to assist any of the emergency personnel who enter building.
- Learns appropriate building evacuation route from his/her workstation.
- Learns his/her designated assembly point in case of an earthquake.

EVACUATION PROCEDURES

Evacuation procedures are divided into two categories, building evacuation and campus evacuation.

Building Evacuation

Building Evacuation is the result of a situation when it is no longer safe to remain inside a building. The procedure is as follows:

- An evacuation will occur when the fire alarm sounds and/or notification is made by the Memphis Fire Department, the Memphis Police Department, University of Tennessee Health Science Center Campus Police, or the Building Manager for Emergencies.
- The evacuation should be accomplished by following the building evacuation routes as indicated on various signs throughout the building.
- Employees should leave by the nearest marked exit and alert others to do the same.
- Handicapped employees should be aided in exiting the building.
- In no situation should elevators be used to evacuate the building.
- Once outside the building, employees should proceed to a pre-determined clear area that is at least 500 feet away from the affected building. Streets, fire lanes, hydrants, and walkways should be kept clear for emergency vehicles and personnel.

- The Building Manager for Emergencies should take roll to see that all persons are accounted for.
- Employees should not return to the building until directed to do so by Campus Police. Principal investigators [2], with positive UTHSC identification, should be given priority by Campus Police to return to their area in the building.

Campus Evacuation

In case of a community-wide disaster, such as a major earthquake or transportation-related hazardous material release, it may be necessary to evacuate all of the buildings at University of Tennessee Health Science Center.

- Announcement for a campus-wide evacuation could come from Campus Police, the Chancellor's Office, the Building Manager for Emergencies, building alarm systems, or the Memphis and Shelby County Emergency Management Agency, through the Emergency Broadcast system.
- Many of the procedures listed for building evacuation would apply:
 - a. The evacuation should be accomplished by following building evacuation routes as indicated on various signs throughout the building. Employees should leave by the nearest marked exit and alert others to do the same.
 - b. Handicapped employees should be aided in exiting the building.
 - c. In no situation should elevators be used to evacuate the building.
- Employees should proceed to their appropriate assembly points, which should be specifically identified on various signs throughout their building. These assembly points are as follows;
 - a. Persons in buildings south of Union Avenue should assemble at the UT Docs Field.
 - b. Persons north of Union Avenue, east of the Boling Center, and west of the Regional Medical Center (the MED), should assemble in Forrest Park immediate opposite the General Education Building.
 - c. Persons in the vicinity of the Boling Center (north of Union, west of Manassas) should assemble in the "F" parking lot at the southwest corner of Orleans Street and Court Avenue.
 - d. Persons in the vicinity of Coleman [3], the Madison Avenue Plaza, and the Doctors Office Building should assemble in parking lot immediately east of the Coleman Building.

Note that in the event of a major chemical or biological agent release, it is imperative that any evacuation occurs upwind of the release.

- The Building Manager for Emergencies should take roll to see that all persons are accounted for.

MEDICAL ATTENTION FOR INJURED EMPLOYEES AND STUDENTS

Unless there is a major emergency or disaster, which involves a great number of employees and/or students, the normal UTHSC procedures for injuries should be followed. Employees with on-the job, non-emergency injuries should report to the University Health Services, **910 Madison, Suite 922**, anytime between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday. If the injury is of an emergency nature, or if treatment is needed outside those hours, the employee should report to. A student with non-emergency injuries may report to the University Health Services between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday. If an injury occurs between the hours of 5:00 p.m. and 8:00 a.m., Monday through Friday, or on weekends or holidays, the University Health on-call service should be notified at 493-5144, and the person should be referred to an appropriate health care facility.

In the event of a life-threatening injury, the person should be transported to the nearest emergency care facility. Emergency room personnel should be notified that the person is a UT employee or student. The provisions of UTHSC Personnel Policy #397 and UT Personnel Procedure #397 - Workers' Compensation, apply to employees. Procedures for students are found in the Organizations and Campus Services section of the CenterScope, under the heading University Health Services.

First aid may be appropriate in certain situations, but it is not a substitute for professional medical care. First aid should be used in the following emergencies [4]:

- To restore breathing or heartbeat
- To control loss of blood
- To wash harmful substance out of the eyes or from the skin
- To prevent choking
- To treat for shock
- To cool a thermal burn

In case of a community-wide disaster that affects the entire Memphis community, injured employees or students should proceed, or be transported if not ambulatory, to the assembly point designated for their building (see section on Campus Evacuation, pp. 11 - 12 of this manual). First aid should be administered if necessary, and the person should then wait for further assistance from the Memphis Fire Department, Memphis/Shelby County Emergency Management Agency or from any physician assisting in the area.

PROCEDURES FOR REPORTING EMERGENCIES

Any member of the University of Tennessee Health Science Center community, faculty, staff, or student, upon learning of any emergency from any source should immediately communicate such information to Campus Police, extension 8-4444. Personnel should not assume that Campus Police has already learned about the emergency. As much information as possible should be communicated to Campus Police, but at a minimum this should include:

- Identification of caller
- Location of Emergency
- Nature of emergency, including extent of damage and possible assistance needed
- Time the information was received.

The Campus Police Shift Supervisor (supervisor in charge) will communicate immediately with the Chief of Police, the Campus Safety Officer, the Director of Facilities, and the Chief of Staff. If a Major Emergency or Disaster is declared (pp. 4-5), the rest of the campus will be notified through the Campus Communications Network procedures (pp. 5 – 6).

RESPONSE TO EMERGENCIES

Although most of the emergency response techniques are the same regardless of the type of emergency or disaster, each emergency situation demands a specific response in terms of needed resources and proper procedures. Thus, this manual addresses each type of emergency on an individual basis, realizing that there will be a great amount of repetition in doing so. A response to address each emergency is listed in the remainder of this section.

Fire and Explosion

Emergency response procedures in case of fire or explosion are divided into two categories, responsibilities of building occupants and responsibilities of Campus Police.

BUILDING OCCUPANTS

Building occupants (staff, faculty, or students) should know the location of fire exits and fire alarm systems. If a fire is discovered, building occupants should take the following steps:

- If the fire alarm has not sounded, contact Campus Police (extension 8-4444) and relay pertinent information.
- Activate the nearest manual fire alarm, if the building has fire alarm stations.
- Confine the fire and smoke by closing doors and windows, but do not lock doors.
- With the exception of the Doctors Office Building, the Boling Center, the Madison Avenue Plaza, and the Dunn Dental Building [5], evacuate the building immediately upon the sounding of the fire alarm. Do not use the elevators.
- Locate the Building Manager for Emergencies immediately and let him/her know you are out of the building.

One should not attempt to fight the fire, no matter how small, unless one has had training in the use of fire extinguishers and/or fire hoses.

Occupants of the Doctors Office Building, the Boling Center, the Madison Avenue Plaza, and the Dunn Dental Building should assist in evacuating patients from their building and should then evacuate the buildings themselves.

CAMPUS POLICE

Campus Police responsibilities are listed below:

- Upon notification, the Police Dispatcher should immediately telephone the Memphis Fire Department (9-911), the Shift Supervisor, and the UT Telephone Operator (5500), notifying each of the location of the fire or explosion.
- The Shift Supervisor and additional Police Officers should be dispatched to the scene to:
 - a. Verify the situation.
 - b. Assist in evacuating any personnel from the building.
 - c. Bring elevators to the first floor and lock them open.
 - d. Provide directions for Fire Department personnel entering the building
 - e. Direct traffic and handle crowd control.
- The Shift Supervisor should contact the Chief of Police, the Campus Safety Officer and the Director of Facilities. If deemed appropriate, the Chief of Police should contact the Chancellor or his designated alternate (Chief of Staff).
- Upon the conclusion of the emergency, the Chief of Police should contact the UT Telephone Operator (8-5500).

Earthquake

DURING AN EARTHQUAKE

If Inside:

Duck, Cover & Hold

When an earthquake is felt, duck under a desk or a sturdy table or stand or kneel in an interior doorway, stay under cover until the shaking stops, and hold onto a desk or table; if it moves, move with it. Stay away from windows, bookcases, file cabinets, and other heavy objects that could fall. If you are in a high-rise building, and you are not near a desk or table, move against an interior wall and protect your head with your arms. Do NOT use the elevators. Do not be surprised if the fire alarm or sprinkler systems come on. Do not run for exits. Stay inside until the shaking stops to avoid being hit by falling debris and broken electrical wires.

If Outside:

When an earthquake is felt, move to a clear area, away from trees, signs, buildings, or downed electrical wires and poles. Do not run through streets or alongside buildings. The points of greatest danger are just outside doorways and close to outer street side walls. If possible, move to an open area away from the hazard zone. If this is not possible, duck into a doorway to protect yourself from falling bricks, glass, plaster, and other debris, then move away from the building after the shaking stops.

If Driving a Car:

When an earthquake occurs, pull over to the side of the road, stop the car, and stay there until the shaking is over. Do not park under overpasses, power lines or other hazards. Be sure to stay in the vehicle.

AFTER AN EARTHQUAKE

When the shaking has stopped, there is the possibility of strong aftershocks. Although smaller than the main shock, they may be large enough to cause additional damage. Take cover when this occurs. Do not attempt to drive over

bridges, overpasses or underpasses. Check for injuries to yourself and those around you. Administer first aid to the extent that you are capable of doing so. Do not attempt to move seriously injured persons unless they are in immediate danger of further injury.

The Building Manager for Emergencies should distribute flashlights, first aid kits and portable radios that are kept in the building. Do NOT use matches or cigarette lighters because of the possibility of ruptured gas lines or other flammable materials being present. If indoors, leave the building via corridors and stairways provided as part of the building's evacuation plan. Be aware that power outages and building damage may have eliminated all lighting. Be familiar with the location of exit stairs and other means of egress. Do NOT use elevators. Avoid exposed electrical wiring and fixtures. Do not lean or hold onto anything that may not be able to support you. Protect your head as you exit the building. Do NOT attempt to shut off main building electrical, natural gas, or water supply sources. Move AWAY from buildings quickly to avoid or reduce the risk of injury from falling building materials. Do NOT attempt to reenter buildings. Do NOT attempt to drive your car. Streets must be clear for emergency vehicles. Also, bridges and overpasses may be damaged and should not be utilized until their safety and structural integrity has been verified.

Once the shaking has stopped, if there is evidence of major damage, employees and students should evacuate the buildings. Once building evacuation has been completed, move to one of the pre-determined assembly points as outlined below;

- Persons in buildings south of Union Avenue should assemble at the UT Docs Field.
- Persons north of Union Avenue, east of the Boling Center, and west of the Regional Medical Center (the MED), should assemble in Forrest Park immediately opposite the General Education Building.
- Persons in the vicinity of the Boling Center (north of Union, west of Manassas) should assemble in the "F" parking lot at the southwest corner of Orleans Street and Court Avenue.
- Persons in the vicinity of Coleman [6], the Madison Avenue Plaza and the Doctors Office Building should assemble in parking lot immediately east of the Coleman Building.

The Command Post in the University of Tennessee Health Science Center Campus Police Training Room, located at 740 Court St. should be activated. At least one Campus Police Officer, versed in telecommunications, and the designated secretarial help from the Campus Police office should report to the command post. The Campus Disaster Management Team should report directly to this command post.

If the 740 Court St. site is unavailable, the Alternate Emergency Command Post will be set up in Forrest Park as near the corner of Dunlap and Madison as possible (review for suitability; the presence of trees may make park unsuitable for command post). At least one Campus Police Officer, versed in telecommunications, and the designated secretarial help from the Campus Police office should report to the command post. In addition, a Campus Police vehicle with radio should be sent to this command post. The Campus Disaster Management Team should report directly to this command post.

Following the initial shocks, post-earthquake damage assessment teams will survey the entire campus on a building-by-building basis. Each building will be declared unsafe, limited entry, or inspected (may be reentered). Appropriate signs will be placed on the main entrance to each building. A building declared unsafe will be designated by a red sign that further states: **"Do Not Enter or Occupy. Warning: This structure has been seriously damaged and is unsafe. Do not enter. Entry may result in death or injury."**

A building declared to have limited entry will be identified with a yellow sign that further states **"Off Limits to Unauthorized Personnel. Warning: This structure has been damaged and its safety is questionable. Entry only at own risk. Aftershocks or other events may result in death or injury."**

An inspected building will be designated by a green sign that further states: **"No Restriction on Use or Occupancy. This structure has been inspected and no apparent hazard has been found. Report any unsafe conditions to local authorities; reinspection may be required."**

Tornado

Tornadoes are violent, local storms with whirling winds that can reach 200-400 miles per hour. The width of a tornado path ranges generally from 200 yards to one mile. The south central, southeastern, and midwestern parts of the United States are particularly susceptible to conditions favoring tornadoes, with Memphis in the center of one of these “tornado alleys.”

A tornado may travel “on the ground” from a few hundred yards to fifty miles at speeds of 30 - 75 miles per hour. It is virtually impossible to outrun a tornado; therefore, one should seek shelter whenever a tornado warning is indicated. The National Weather Service issues severe weather warnings using the following terms:

- A severe thunderstorm watch indicates the possibility of thunderstorms, frequent lightning and/or damaging winds, hail, and heavy rain.
- A severe thunderstorm warning means that a severe thunderstorm has actually been sighted in the area or is indicated by radar.
- A tornado watch means that tornadoes could develop in the designated area.
- A tornado warning means that a tornado has actually been sighted in the area or is indicated by radar.

Tornadoes occur with little or no warning; thus, little or no advance planning can be accomplished. If in a building, one should move away from outside rooms and go to a center hallway. An interior area at the bottom level of the building is preferable. One should avoid auditoriums or gymnasiums or other areas with wide, free span roofs. If caught outside, and there is no time to reach an inside shelter, lie flat in the nearest ditch, ravine, or culvert, with hands and arms shielding one’s head. Be sure to leave the ditch, ravine, or culvert immediately after the tornado has passed to avoid the possibility of flash flooding. If in an automobile, follow the same rules as outlined above.

There should be a designated shelter area in each building at University of Tennessee Health Science Center. In the event of a tornado warning, employees on the bottom three floors of a building should proceed to one of these shelter areas and remain there throughout the warning. Employees on the top floors (*floors 4 and higher*) of a high rise building should move to a center hallway in the building.

Telecommunications Failure

Emergency situations causing telecommunications failure can be the result of a variety of incidents from a simple power outage to a major earthquake. Since telecommunications are the primary source of campus-wide communication in emergencies, suggested alternate procedures are listed below for individual employees and for Campus Police to follow if there is a telecommunications failure.

PROCEDURES FOR INDIVIDUAL EMPLOYEES

- Check other methods of communication that could normally be used instead of the telephone, such as:
 - a. Fax machines [7]
 - b. Electronic mail [7]
- See if cellular or pay telephones are working. They may be available when UTHSC phones are out.
- If you have a radio at your workstation, turn it on and monitor any Emergency Management Agency broadcasts through the Emergency Broadcast System.
- If you do not have a radio, seek out the Building Manager for Emergencies who should have one in working condition.

If your building is the only one being evacuated, look for your Building Manager for Emergencies after you have exited and reassembled outside. If building evacuation is required for most of the campus, go to your assembly area and wait for further instructions.

In order to communicate with your immediate family (spouse, children) at the time of disaster or major emergency, make arrangements for each member of the family to contact an out-of-town relative on a cellular or pay phone. In making such a call one should provide a simple statement of his/her current status. (Such as: I’m fine, not injured, and currently staying with ____.”). Many times it is possible to communicate this kind of message as cellular lines

may be more available than local lines or may be returned to service first. Of course, in a major emergency or disaster, this will not always be the case, but it is good to have one's family trained in this alternative.

PROCEDURES FOR CAMPUS POLICE

- If there is telecommunications failure, the Shift Supervisor should contact the Memphis/Shelby County Emergency Management Agency by radio.
- If the failure is localized and is deemed to be temporary, the Shift Supervisor should use a cellular or pay telephone to contact the following: the Assistant Director for Telecommunications Systems, the Director of the Computing and Telecommunications Center, the Campus Safety Officer and the Director of Facilities.
- If the failure is caused by a community-wide disaster:
 - a. During regular hours, the Shift Supervisor should attempt to contact the following by cellular or pay telephone: the Chief of Police, the Campus Safety Officer, the Director of Facilities, the Chief of Staff (after consultation), and other members of the UT Memphis Communications Network as outlined in this manual. If cellular or pay phones are not operable, a Police Officer, equipped with radio, should be dispatched to each of the individuals named above.
 - b. After regular hours, the Shift Supervisor should attempt to reach the Chief of Staff by radio and should then contact other members of the UTHSC administration who have radios in their homes.
 - c. The Shift Supervisor should contact the Memphis/Shelby County Emergency Management Agency by radio for information as to the extent of the emergency.
 - d. Campus Police Officers should staff the General Emergency Command Post in the Campus Police Training Room with appropriate radio equipment. If the General Emergency Command Post is non-functional, a radio-equipped campus police vehicle should be dispatched to the Alternate Emergency Command Post in Forrest Park Campus Police Officers should attempt to keep those police cars running that are equipped with radios. If possible, contact should be made with the campus service station to see if there is a still a supply of gasoline available to keep the radio-equipped automobiles running. If not, these cars should be used very sparingly until the City of Memphis receives outside help.
 - f. Every effort should be made to keep the ham radio equipment operable.

Electrical Utilities Failure

This section deals with campus-wide electrical failure in a variety of situations from a brownout during the day, to a blackout at night, to a severe earthquake at any time.

AT THE TIME FAILURE OCCURS

If the electrical failure involves only one building or a portion of a building, Memphis Light, Gas, and Water Division will be contacted by appropriate Facilities personnel, or if they are unavailable, by the Campus Police Shift Supervisor. The Shift Supervisor should also contact the Chief of Police, the Campus Safety Officer, and the Director of Facilities. After consultation, the Chief of Staff may be called.

If a campus-wide electrical failure occurs, the Campus Police Shift Supervisor should contact the following, in priority order:

- Chief of Police
- Director of Facilities
- Campus Safety Officer
- Vice Chancellor for University Relations
- Chancellor (after consultation with the above)
- Memphis Light, Gas and Water Division
- Memphis/Shelby County Emergency Management Agency (once EMA is notified, they will call on others, as needed)

The Director of Facilities, or his designate, will contact Campus Police to ensure that the emergency generators have started. The location of these emergency generators are listed below, categorized by type of fuel used:

Diesel

Alexander
Coleman
Dunn
Faculty
GEB
Molecular Sciences
Nash

Natural Gas

Boling
Randolph
SAC
Van Vleet

Unleaded Gasoline

DOB (Basement)
DOB (Remainder)

In cases where generators are not available or have not been started because of gas line disruption, Facilities personnel will provide temporary portable generators whenever possible.

PRIORITIES FOR MEMPHIS LIGHT, GAS, & WATER DIVISION

Although Memphis Light, Gas, and Water Division has designated UTHSC as one of the top priority institutions for the return of electrical power, MLGW officials will look to a University official to determine the priorities within the University. Priorities have been established for the return of electrical power based upon the situation at hand. Three scenarios are indicated:

- brownout during the daytime,
- blackout at night, and
- massive earthquake.

Buildings should be brought back up on line in the order indicated.

Daytime Brownout - Madison Avenue Plaza, Doctors Office Bldg., Boling CDD, Faculty Building, Nash/Nash Addition, Coleman, Wittenborg, GEB, Molecular Sciences, Crowe, Link, Van Vleet, Dunn, Randolph/SAC, Alexander, Feurt, Goodman Family Res. Hall, Hyman, Mooney, Hyde, Physical Plant, Beale

Nighttime Blackout- Madison Avenue Plaza, Doctors Office Bldg., Randolph/SAC, Goodman Family Res. Hall, Faculty Building, Nash/Nash Addition, Coleman, Wittenborg, GEB, Molecular Sciences, Crowe, Link, Alexander, Feurt, Van Vleet, Dunn, Boling CDD, Hyman, Mooney, Hyde, Physical Plant, Beale

Earthquake - Madison Avenue Plaza, Doctors Office Bldg., Boling CDD, Faculty Building, Van Vleet, Dunn, Nash/Nash Addition, Coleman, Wittenborg, GEB, Molecular Sciences, Crowe, Link, Randolph/SAC, Alexander, Feurt, Goodman Fam. Res. Hall, Hyman, Mooney, Hyde, Physical Plant, Beale

Hazardous Material Spill

Departments using hazardous materials are responsible (with assistance from the Safety Office, as needed) for establishing departmental clean-up procedures, including complete information concerning the properties of the spilled material. These departments are also responsible for providing access to Material Safety Data Sheets (MSDS) for any of their employees coming in contact with hazardous materials. In addition, supervisors are required to carefully train employees in the use of hazardous materials and in the proper safety techniques to follow in case of a spill.

In the event of a spill, container failure, explosion, or fire, immediate steps must be taken by responsible and knowledgeable persons within the department to minimize hazards and, if at all possible, without risk of injury, to contain the spill.

If the spill is minor, the following procedure should be used:

- Take whatever steps are necessary to contain the spill within the immediate area of the accident.

- Follow departmental cleanup procedures, which should include complete information concerning the properties of the spilled material.
- Notify Campus Police (extension 8-4444) and the Campus Safety Office (extension 8-4873), or after hours call Campus Police (extension 8-4444).

If the spill is major, the following procedure should be used:

- Take whatever steps are necessary (within the bounds of prudent safety) to contain the spill, then call Campus Police (extension 8-4444) and the Campus Safety Office (extension 8-4873), or after hours call Campus Police (extension 8-4444).
- In the event that the material cannot be controlled, thus presenting a hazard which is unmanageable and threatening to the occupants of the immediate area or the building:
 - a. Immediately call the Campus Police Dispatcher (telephone 8-4444), and identify the location and explain the problem.
 - b. Follow the same procedure as found in the response to fire or explosion (pp.14-15 of this manual). This includes the Shift Supervisor notifying the Memphis/Shelby County Emergency Management Agency, Chief of Police, Campus Safety Officer, Director of Facilities, and (after consultation) the Chief of Staff.
 - c. Once the Campus Police Dispatcher has been called, activate the nearest manual fire alarm (if fire alarm stations exist in the building).
 - d. With the exception of Doctors Office Building, Boling Center, Van Vleet, Madison Avenue Plaza, and the Dunn Building [8], evacuate the building immediately upon the sounding of the fire alarm. Do not use the elevators.
 - e. Campus Police should keep persons away from the evacuated area or building and should consult with appropriate authorities (including Memphis Fire and Police Departments and the Memphis/Shelby County Emergency Management Agency) before allowing re-entry.
 - f. Occupants of the Doctors Office Building, the Boling Center, the Van Vleet Cancer Center, Madison Avenue Plaza, and the Dunn Dental Building should assist in evacuating patients from their building, and should then evacuate the buildings themselves.

Radiation Incident

Possible incidents involving radiation sources range from minor events requiring minimal action to disasters in which assistance from outside agencies is necessary. Radiation sources are commonly used throughout UTHSC. In almost all cases, this use is under a Broad Radioactive Material License issued to UTHSC. Many principal investigators use small quantities of radioactive materials in their research laboratories. The departmental personnel involved, with guidance from Radiation Safety, usually readily handle an incident involving these sources. Most incidents involving radiation sources fall into this category.

A major radiation emergency is extremely unlikely. If one occurs involving UTHSC, it is likely that it will be linked to activities external to the University, most likely an accident by a commercial carrier. However, regardless of the source, cases of any radiation incident, whether large or small, should be handled immediately with the following procedure:

- If the incident occurs during normal working hours, contact Radiation Safety at extension 8-6114, and Campus Police at extension 8-4444.
- If the incident occurs after hours, call Campus Police at extension 8-4444. Someone from Radiation Safety, who is on call, will be notified.
- In reporting the incident, as much information as possible should be provided, including the location and any information known about the radiation source. In addition, the names and telephone numbers of anyone involved in the incident should be provided.
- The Manager of Radiation Safety, or his alternate, will evaluate the incident and recommend corrective actions to be taken.

- If the incident is determined to be major by the Manager of Radiation Safety, or his alternate, and there is a requirement to evacuate a building, one should follow the building evacuation procedures found on page 12 of this manual.

Civil Disturbance

A civil disturbance is a disruptive or coercive action that substantially impedes University operations, substantially interferes with the rights of others, or takes place on premises or at times where or when students, faculty, or others are not authorized to be. Strict action is expected against reported abuse of University employees or property through disruption, violence, threat of coercion, or other illegal activity. Although the Chancellor, or his alternate, is charged with the protection of civil rights, he is expected to take immediate action to protect life or property when necessary, without recourse to any previously established procedures.

INITIAL ACTION

The University employee who first becomes aware of a civil disturbance should immediately call Campus Police at extension 8-4444, providing the place and location of the disturbance. This employee should then notify his/her supervisor. The following officials should be notified (in priority order) by either Campus Police, the employee or his/her supervisor:

- Chancellor
- Dean or Vice Chancellor
- Departmental Chair or Director
- Director of Facilities
- Director of Marketing and Communications
- General Counsel's Office

Depending upon the nature of the disturbance, a University official may approach the violators, and, if possible, determine the nature of their grievance. If these violators wish to speak to any particular University official, and that official is available and believes that discussion of the grievance is appropriate and beneficial to the University; the University official in contact with the violators may suggest a location for a meeting.

CONTINUED DISRUPTIVE ACTIVITIES

Assuming the decision is made that nothing can be gained from talking to the violators and/or the disruptive action continues, the following steps should be taken by the University official present on the scene:

- Notify the demonstrators that they are in violation of University policy and ask them to quietly leave the scene.
- If University employees or students are part of the group of demonstrators, they should be notified that they are subject to disciplinary action that could include termination of employment or expulsion from school.
- If the demonstrators do not disperse, inform them that they are trespassing and subject to arrest.
- If a small group, Campus Police may determine that it is appropriate for them to arrest the demonstrators, turning the violators over to the Memphis Police Department upon arrival.
- If a larger group, Campus Police should call for assistance from the Memphis Police Department.

FOLLOWING DISRUPTIVE ACTIVITIES

If someone from Marketing and Communications is not present during the demonstration, the University official present should immediately contact Marketing and Communications. No one present should talk to any member of the media unless they have received permission to do so from Marketing and Communications or from the Chancellor's Office. The University official present during the demonstration should make a written report to his/her superior of the incident. Copies should be sent to the Chief of Staff, the Chief of Police, the appropriate Dean or Vice Chancellor, the Director of Facilities, the Director of Marketing and Communications, and the General Counsel's Office.

BOMB THREAT

Experience indicates that most bomb threats are simply “threats” and do not actually exist. However, none can be ignored. With any bomb threat, the decision that is faced is whether or not to evacuate, or partially evacuate, the building involved. The following guidelines should be followed by University personnel whenever a bomb threat occurs:

- **TELEPHONE THREATS**

Most bomb threats are made by telephone and are directed to a specific building or department. The University employee who receives such a call should:

- a. Keep the caller on the phone as long as possible. Have someone else immediately notify Campus Police. Ask the caller to repeat the message. If possible, write down every word spoken by the caller.
- b. Note the date and time of the call and the telephone number that was called.
- c. Ask the following questions:
 1. When is the bomb going to explode?
 2. Where is the bomb right now?
 3. What kind of bomb is it? Dynamite? Black Powder? TNT? Plastic?
 4. What does it look like?
 5. How will the device be set off? Timing device? Heat? Chemical?
 6. Why did you place the bomb?
 7. Where are you calling from?
 8. What is your name and telephone number?
- d. Get a description of the caller’s voice. If possible, include approximate age (old or young), sex, accent, and tone of voice.
- e. Pay attention to and record any background noises such as motors running, music playing, or any other noise, which may give a clue as to caller’s location.
- f. Was the voice familiar? If so, who did it sound like?
- g. Record the time that the caller hung up, and anything else that appears pertinent.

- **WRITTEN THREATS**

When a threat is written, it is important to save all materials, including the envelope. Notify Campus Police immediately and try to avoid any unnecessary handling. Every effort should be made to retain evidence such as fingerprints, writing or typewriting paper, or postal marks.

- **COURSE OF ACTION**

- a. Once the bomb threat has been received and Campus Police has been notified, the bomb threat should be communicated to the Vice Chancellor for Chief of Staff, the Director of Facilities, and the appropriate Dean or Vice Chancellor.
- b. If the threat appears real, Campus Police will notify the Memphis Police Department and the Memphis Fire Department for assistance and will ask the Memphis Police Department Explosive Disposal Team to stand by.
- c. A judgment will be made by Campus Police, in conjunction with the Memphis Police Department, and appropriate University officials, as to whether or not to evacuate the building.
- d. If the building is to be evacuated, the following steps will be taken:
 1. All departments in the building will be notified to evacuate.
 2. Occupants should follow the fire evacuation plan. Elevators should not be used. Campus Police will assist in clearing the building.
 3. Once evacuation of the building is complete, Campus Police and the Memphis Police Department will control entrances to the building, and entry will only be permitted for purposes of bomb search or other extenuating circumstances.
 4. Facilities personnel will shut off power, gas, and fuel lines to the building or appropriate sections of the building.

5. Campus Police, Memphis Police and Fire Department personnel, and key University personnel who are familiar with the building will make search efforts. Communication during the search should be by telephone. Two-way radios should not be used.
6. If a bomb is located, the Memphis Police Department Explosive Disposal Team will remove it.

TERRORIST ACTIVITY (HOSTAGE TAKING)

If terrorist activity, including sabotage resulting in explosion or in a bomb threat occurs, procedures outlined earlier in this manual should apply. In many cases, however, terrorist activity involves hostage taking. If such an incident should occur, the following steps should be taken:

- The following officials should be notified in priority order:
 - a. Campus Police
 - b. Chancellor
 - c. Chief of Staff
 - d. Dean or Vice Chancellor
 - e. Departmental Chair or Director
 - f. Director of Facilities
 - g. Director of Marketing and Communications
- Employees involved should respond to the threats of the terrorists by doing whatever is requested of them if it is within reason. Do not attempt to disarm or confront the terrorists.
- Most acts of terrorism are violations of city, state and federal laws. Thus, jurisdiction rests with the Memphis Police Department whose tactical squads are trained and equipped to deal with terrorism and who will assume control of the incident upon their arrival on the scene.
- Facilities personnel should provide the Memphis Police TAC Squad with building floor plans and schematics for utilities shutoff.

BIOLOGICAL OR CHEMICAL TERRORISM

The onset of an incident of Biological or Chemical Terrorism on the campus may or may not be immediately detectable. The approach to the management of a response is therefore predicated upon being aware of the signs and symptoms that indicate that an event has occurred. Hopefully, if there were an obvious indication that something unusual has occurred, it would be early enough to mitigate the impact. For instance if the discovery of a suspect letter is known early, there is a better chance that emergency responders can isolate the incident and little disruption to the University and its employees, students, faculty and visitors will occur. Likewise, the risk for harm could be lessened. However, if those signs detected by human health indicators have occurred, it is likely that the event is in some stage of being underway. Correspondingly, the character of the response will be focused on preventing further injury or illness and treating those who may have been victims.

The UTHSC response is to train ourselves to recognize the warning signs; to be vigilant in watching for the warning signs of an incident; to isolate the incident to the extent it is safely possible; to communicate with community responders; to provide on site knowledge concerning our facilities, people and programs and to aid the community response with our medical facilities under the direction of an appropriate incident manager.

BIOLOGICAL TERRORISM

Biological Materials Management is the responsibility of those Departments, Faculty, Employees, or Students authorized to use any of the materials or whose laboratory or other facilities are capable or storing, developing, or otherwise manipulating agents or organisms which are or could be classified as Biological Agents according to Center for Disease Control (CDC) Regulations. Each authorized user or Principal Investigator will prepare as a part of their Exposure Control Plan a supplement indicating the management procedures followed for those agents identified by the CDC (<http://www.bt.cdc.gov/Agent/Agentlist.asp>). The plan will include sources of the agents, amount and type stored, how stored, security measures implemented to assure their control, proper disposal methods and emergency response measures for local spills and or exposure.

CHEMICAL TERRORISM

Chemical Materials Management is the responsibility of those Departments, Faculty, Employees, or Students authorized to use any of the materials or who's laboratory or other facilities are capable or storing, developing, or otherwise manipulating chemicals or compounds which are or could be classified as Chemical Agents according to Center for Disease Control (CDC) Regulations. Each authorized user or Principal Investigator will prepare as a part of their Chemical Hygiene Plan a supplement indicating the management procedures followed for those chemicals identified by the CDC (<http://www.bt.cdc.gov/Agent/Agentlist.asp>). The plan will include sources of the chemicals, amount and type stored, how stored, security measures implemented to assure their control, proper disposal methods and emergency response measures for local spills and or exposure.

ANIMAL RESEARCH DISRUPTION

Because of the recent outbreak of disturbances by animal welfare activists, a special section on animal research disruption is included in this manual. It is UTHSC policy to provide optimal protection for people and property (animals) on or in facilities or property owned by UTHSC, assuring that all persons (demonstrators or suspects) are controlled with proper regard, both legal and constitutional. Implementation of a policy relative to the control of an incident or demonstration will be the responsibility of the Chief of Police or the designated representative. In the case of demonstrations that do not disrupt University business, or are otherwise non-violent, the Chief of Police shall discuss potential alternatives to any arrest or control with the Chair of the Department of Comparative Medicine, the Director of Marketing and Communications, and/or other UTHSC officials as determined on a need-to-know basis. Avoidance of overreaction is essential.

Purpose

Operating crisis procedures for potential or actual animal research disruption have been established for the purpose of controlling demonstrations, sit-ins and civil disorders. These procedures are not meant to replace or conflict with existing policies or procedures. The Chief of Police, or designated alternate, is responsible for necessary advance planning for execution of these procedures. The Chief of Police will insure that the Campus Police force is fully trained and able to respond in a competent and judicious manner to any demonstration or incident. Because an incident may occur with little or no warning, advance preparation is essential.

Crisis Management Team for Animal Research Disruption

A crisis management team will manage an animal research disruption. This team will be composed of: the Chair of the Animal Care and Use Committee, the Chair of the Department of Comparative Medicine, the Chief of Police, the College of Medicine Associate Dean for Research, the Director of Marketing and Communications, the Principal Investigator (in the case of a specific research target), the Chief of Staff, and a member of the General Counsel's staff. Membership will depend on the UTHSC components affected. Alternates should be defined for key persons, and additional persons may be involved, depending on the situation. The Chief of Police will determine whether to activate the Crisis Management Team for Animal Research Disruption. The extent of action will be determined by the type of incident (see next page). This may range from minimal contact by phone with involved departments, to full and immediate activation of the team with the arrest of perpetrators.

If the incident occurs off campus, an individual will be appointed to coordinate the immediate response (referring to this document) and establish communication with the Crisis Management Team for Animal Research Disruption. If the Crisis Management Team for Animal Research Disruption is activated, information flow and response must be coordinated through the team.

The Crisis Management Team for Animal Research Disruption should determine who (in addition to the Chancellor) needs to be notified during or after an incident. In particular, funding agencies, UT Research Administration, and the Office for Protection from Research Risks of NIH should be kept informed. If advance notice of the incident is obtained, the Director of Marketing and Communications should convey UTHSC's position to the media in advance.

Advance Notice of an Incident

Non-routine telephone inquiries and letters should be directed to Marketing and Communications for referral to the appropriate department head, the Chair of the Department of Comparative Medicine, and the principal investigator, before formulating a reply consistent with UTHSC policy. The responsibility to reply may be transferred to a department head or a principal investigator upon their request, providing they agree to coordinate appropriately on potentially sensitive issues.

If advance notice of an incident is obtained, the following fact-finding questions should be reviewed:

- Is there a clear, articulated complaint? Does it have the potential for being true and damaging? If so, what are the avenues for redress?
- Does this incident present any physical threat?
- Is the activity illegal or contrary to UTHSC policies?
- Does the group have a leader who can act as point of contact?
- Are members of the media present or expected?
- Is it primarily a UTHSC (student or employee) activity, or are outside elements the prime movers?
- What is the political objective of the incident, if any seems apparent?

Types of Incident

Types of an animal research disruption incident may be any one or combination of the following:

- Verbal or written protests of a philosophical nature, or accusations or threats regarding animal use or alleged abuse, directed to University staff or faculty, politicians, alumni, benefactors, funding agencies, or the media.
- Demonstrations or sit-ins, on or off campus.
- Threats of physical action against persons or property.
- Actual physical action against persons or property, including illegal entry of animal facilities and theft or release of animals.

Managing an Incident

Steps for managing an incident are as follows:

- Upon discovery of an animal research disruption, the following action will be completed by the staff person recognizing the problem:
 - a. Campus Police will be contacted and provided all known information by telephone (extension 8-4444).
 - b. The Campus Police Shift Supervisor (supervisor in charge) will notify the following persons (in priority order):
 1. Chief of Police (or designated alternate), who will determine the need to activate the Crisis Team.
 2. Chair of the Department of Comparative Medicine, who will notify the Chair of the Animal Care and Use Committee.
 3. Director of Marketing and Communications
 4. College of Medicine Associate Dean for Research
 5. Chief of Staff
- The Chair of the Department of Comparative Medicine will notify the Facility Coordinator and Faculty Heads of the Department of Comparative Medicine (if available) or immediate supervisors to secure the facility in the case of a break in. The safety and well being of the Department of Comparative Medicine staff will be secured in the case of an incident occurring during working hours.
- If the incident occurred earlier, at an unknown time, an assessment of damage to the facility and equipment, and an inventory of any loss of animals will be made by the Comparative Medicine Facility Coordinator in concert with the respective faculty unit heads, as soon as possible. This will provide necessary information for the Crisis Management Team for Animal Research Disruption or Campus Police.

- The principal investigator(s) using the facility or rooms involved in the incident will be determined using the information from the investigator ACUC protocol files and ID room information. This will be relayed to Campus Police, and the investigator will be notified.
- A briefing will be given to the Crisis Management Team for Animal Research Disruption as soon as possible after the incident.
- The Crisis Management Team for Animal Research Disruption will formulate a plan of action based on the ramifications of the incident.

In cases where University buildings or facilities are improperly or illegally occupied, the following statement should be read to the persons and/or organizations involved:

“You are violating *University of Tennessee Health Science Center* policies and state laws concerning improper occupation of buildings and facilities. If you leave within the next 10 minutes, no further action will be taken. If you do not leave within 10 minutes, you will be arrested and charged with trespassing. If you are a University of Tennessee Health Science Center student, you also will be called to appear before your dean at an early date for appropriate disciplinary action. If you are a University of Tennessee Health Science Center employee, you are subject to disciplinary action which could include termination.”

If it becomes necessary to summon Campus Police forces to manage physical threats or for crowd control, they should be requested to maintain a low profile and use only that force which is absolutely necessary to control the incident. If the security force is not under the direct control of University of Tennessee Health Science Center, it will be the responsibility of the Chief of Police, or designated alternate, to establish coordination with a SENIOR security officer in control of the incident to attain the above goals.

Actions that give legitimacy to protestors should be avoided. Protestors should not be allowed to address a meeting officially unless they have the standing to do so and are acting lawfully; in a public meeting, the chair must determine this. Arrangements should be made for the Director of Marketing and Communications (or alternate) to meet with the protestors informally to elicit information, to hear any complaint, and to present UTHSC’s position.

Specific complaints concerning animal misuse should be referred through the established complaint procedure. Statements should not be made that could be construed as agreeing with specific complaints; thus, one should avoid answering hypothetical questions. Specific answers should be postponed until all the facts are available and the principals have been consulted. Actions that may generate further sympathy or support for protestors should be avoided, especially use of force, disregard for their concerns, or other insensitive actions. It is important to recognize that protestors may have a legitimate complaint.

Investigation of Complaints

If specific complaints about the care and use of animals appear to contradict accepted standards of humane care, an investigation should be launched through established channels. This will be coordinated by the Crisis Management Team for Animal Research Disruption, Campus Police, and the Animal Care and Use Committee. It should be determined whether or not the problem is one that has already been identified by the University and for which corrective measures are being planned or implemented. If not, a plan should be immediately developed. UTHSC must be absolutely frank about its findings (subject to contract or grant confidentiality as determined by the Office of Research Administration).

If physical damage occurs, its extent should be fully documented with photographs, written narrative, etc.

Follow up

To the extent that the protestors have made their views known through the media, letters to politicians, and others, the UTHSC designated spokesperson should respond by stating the University’s position, correcting any misrepresented facts, or stating any corrective measures taken. If the protestors have used unethical or illegal methods, this should be presented and supported by documentation in a clear and forthright manner. At the discretion of the College of Medicine Associate Dean for Research, the position of UT Memphis may be presented to the Board of Trustees, University staff, students, legislators, alumni, funding agencies, or the general public.

Misplaced public criticism or information must not go un rebutted, whether it originates in a letter to the editor or a major protest. In the case of a major incident, the Crisis Management Team for Animal Research Disruption should be prepared to hold a press conference to disclose the impact (for example, damaged or destroyed property and research). This must be coordinated with, and approved by, the Director of Marketing and Communications.

WATER DISRUPTION

A water supply disruption occurs when the distribution system becomes contaminated or when the system's pumping ability is lost. Almost all of the water disruption experienced by UTHSC will be limited and will not require emergency action.

In any type of water disruption, the following procedure is in effect:

- Departments should call the regular maintenance repair number in Plant Engineering (extension 5661). Information concerning the call should be reported immediately to the Manager of Buildings and Grounds, or, in his absence, to the Manager of Plant Operations.
- Unless it is self evident that a major water disruption has occurred, the Manager of Buildings and Grounds should immediately visit the site to determine the level of the problem.
 - a. If the problem is minor or relatively limited, the Manager of Buildings and Grounds should contact the appropriate department at Memphis Light, Gas, & Water Division to assist in resolving the problem.
 - b. If the problem is major, the Manager of Buildings and Grounds should contact the Director of Facilities.
- If the emergency is a major one, and cannot be resolved at the site:
 - a. The Director of Facilities should contact the Executive Vice Chancellor and the Campus Police Shift Supervisor.
 - b. The Shift Supervisor should contact Memphis Light, Gas, & Water (if they have not already been contacted), the Memphis Police and Fire Departments and the Memphis/Shelby County Emergency Management Agency.
 - c. The Campus Communications Network (pp. 3-4 of this manual) should be activated.

There are a number of responsive actions that can be taken in the event of a major water disruption. Some actions can be as severe as canceling UT classes and activities or as simple as disabling drinking fountains and restrooms. The actual actions to be taken will be determined by the Director of Facilities after consultation with the Chief of Staff, and, if appropriate, with the Chancellor.

[1] For each person indicated in these responsibilities, an alternate should be contacted if the principal is not available.

[2] It should be noted that in a major disaster, a principal investigator might have tremendous drive to get back inside a building to determine the damage to what in many cases may be a life's work. Unless a building is deemed to be totally unsafe for re-entry as the result of an earthquake, tornado, fire, or other major disaster, a principal investigator should be given priority for an early entrance back into the building.

[3] This list is not complete. Other situations may arise which would require first aid treatment prior to professional medical care.

[4] It is recognized that in most instances the availability of fax or electronic communication may be highly unlikely, as the emergency situation rendering telecommunications unavailable will do the same for fax or electronic mail.