



EMORY
UNIVERSITY

CEPAR

Office of Critical Event
Preparedness and Response

Emory University

Emergency Operations Plan

February 2020

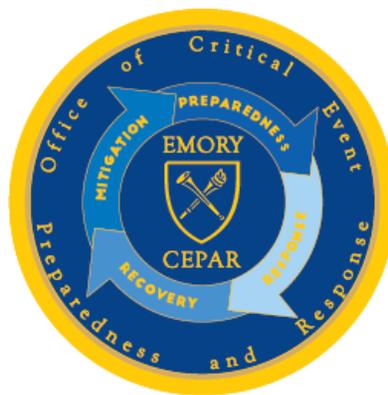


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Executive Summary

Emory University is one of the nation's leading private research universities, located in Atlanta, Georgia, the country's ninth largest metropolitan area with over 6 million residents. Emory's main campus is home to eight schools which include Emory College and the graduate/professional schools of arts and sciences, medicine, public health, nursing, law, business, and theology. In addition, the university encompasses Yerkes National Primate Research Center, one of eight National Institute of Health funded national primate research centers providing sensitive and specialized scientific research expertise and educational opportunity. The campus is also home to Emory Healthcare, Georgia's largest and most comprehensive healthcare system.

Emory has a combined enrollment of approximately 15,451 students and a combined workforce of 38,500 dedicated faculty and staff. Emory University is the largest employer in DeKalb County and the largest private employer in metro Atlanta. Emory's campus covers over 631 acres, includes 170 major buildings and is intertwined with the Centers for Disease Control and Prevention's (CDC) headquarters and administrative/research complex. These research laboratories use and store chemicals and gases in sufficient quantities to trigger mandatory reporting and tracking under the United States Department of Homeland Security (DHS) Chemical Facility Rule. Also, a CSX "heavy-rail" line bisects the campus.

On the campus, or immediately adjacent, are four hospitals, including a veteran's administration facility, and several large specialty medical clinics. Medical helicopters approach the hospitals' landing pads by flying over the campus. Crises or emergencies affecting the hospitals, or any of the entities sharing the congested campus "corridor," unavoidably impact activities on campus. Additionally, the enterprises that comprise the Clifton corridor have a commuting population that approaches 60,000 people.

Plan Fundamentals

Purpose

The Emergency Operations Plan (EOP) is designed to effectively coordinate the use of resources to protect life and campus facilities immediately following a major incident. The plan clearly defines the emergency management command structure as well as the priorities and responsibilities for each position within the structure. It is activated whenever an emergency affecting the campus cannot be managed through normal channels. Examples of the types of emergencies where the plan may be activated include:

- Severe Weather Emergencies
- Fires and Explosions
- Hazardous Material Incidents
- Extended Utility Outages

This plan is structured, so it is consistent with the National Incident Management System (NIMS). Federal Homeland Security Presidential Directive (HSPD) 5 established the NIMS. NIMS provides a single, comprehensive approach to domestic incident management to ensure that all levels of government across the nation have the capacity to work together efficiently and effectively using a

national approach to domestic incident management. The NIMS concept is a consistent nationwide approach for federal, state and local governments to work together to prepare for, respond to and recover from domestic incidents, regardless of the cause, size or complexity. The NIMS approach establishes interoperability and compatibility among federal, state, and local capabilities and includes a set of concepts, principles, terminology and technologies covering the Incident Command System (ICS), Unified Command, training, management of resources and reporting.

The top priorities of the Incident Command System are:

- Protect the health of the students, faculty, staff, and visitors to the university
- Contain the incident
- Protect Emory property
- Communicate clearly with internal and external constituencies
- Protect and maintain Emory's brand
- Restore normal operations
- Act to restore well-being on campus

Standards and Requirements

The University's emergency operations plan is written cognizant of the following voluntary standards related to maintaining compliance with NIMS:

- National Fire Protection Association NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs
- National Fire Protection Association NFPA 1561 Standard on Emergency Services Incident Management System and Command Safety
- National Fire Protection Association NFPA 3000 Standard for an Active Shooter/Hostile Event Response (ASHER)
- Stafford Act
- Homeland Security Presidential Directive HSPD-5
- Higher Education Opportunity Act HEOA
- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

This plan assigns roles, responsibilities, and crisis management structure to business units, departments and individuals that are directly responsible for emergency response and critical support services. It also provides a management structure for coordinating and implementing Emergency Support Functions (ESF).

This plan also serves as a template for our coordinate campuses; however, the details of each campus plan will vary depending on local procedures and resources.

- Oxford Campus
- Yerkes Field Station
- Emory Healthcare facilities

Scope

Tornadoes, floods, winter storms and other natural disasters can affect the Emory enterprise. In addition, critical events such as fire, transportation accidents, explosions, accidental releases of hazardous materials and national security emergencies pose a potential threat to public health and safety for Emory's community. A comprehensive emergency plan is designed to facilitate the protection of the Students, Staff, Faculty, Visitors, and Public from the effects of these hazards.

This plan guides the preparedness, response, recovery, and mitigation actions for the Emory enterprise and may be activated during the following incidents:

- Active Shooter
- Bomb Threat/Suspicious Package
- Civil Disturbance/Demonstration
- Continuity of Governance
- Dignitary Management
- Emergency Notification Systems
- Evacuation
- GTRI Systems
- Hazmat
- Rail Incident with Hazardous Materials Release
- International Crisis Response
- Crisis Communications Plan
- Radiation Injury Treatment Network (RITN)
- Traffic Management Plan
- Utility Failure
- Weather Emergencies

This plan also may be activated in response to a regional, national or international crisis that impacts the Emory community. Any critical event that negatively impacts our students, faculty, staff, visitors, or surrounding community may potentially be considered a University emergency.

Authority

This Plan is promulgated under the authority of the President of Emory University. Primary responsibility for the EOP rests with the Office of Critical Event Preparedness and Response (CEPAR), in its creation, updates, distribution and implementation.

Emory University Emergency Operations Plan

Emory University adheres to the “all hazards” concept for emergency planning whereby all emergencies or disasters are recognized as being different with unique issues, but typically having similar consequences. This plan sets forth the operational fundamentals that will be used to manage response activities in the event of a disaster or critical event at any of the Emory University campuses. All members of the University community are expected to take personal responsibility for following the policies and procedures of Emory University and in the event of an emergency act in accordance with instructions given them by the appropriate University personnel. Colleges, departments and divisions are responsible for developing specific emergency operation plans for the unique situations they may have, as well as planning for emergencies that are expected.

Concurrent with planning is mitigation or identifying areas where hazards can be eliminated or at a minimum the consequences can be reduced. Hazard analysis or risk assessments identify the hazards most likely to occur and the consequences associated with the hazard. Some hazards are likely, such as fires and weather events. Other hazards are less likely, but can have a high consequence, such as campus violence, or a critical event that occurs on campus involving a dignitary.

Although the University is decentralized, all campus colleges and administrative departments are stakeholders in the business continuity, student well-being and faculty interests and research. A well-conceived emergency plan will enhance the university’s ability to protect lives and property, to recover from disasters, reduce liability, and support Emory University’s image as a fully engaged partner in the community.

The actions outlined in this emergency operations plan constitute the existing strategy of Emory University in response to a critical event (disaster). The President of the University or designee has the authority to alter this operations plan during the course of an emergency to the extent that is deemed necessary.

Emergency Operations Plan Management

Emory’s Office of Critical Event Preparedness and Response (CEPAR) will assist in coordination of crisis management and will be the university’s contact point for local, state, and Federal emergency management agencies. The University’s Emergency Operations Plan will be maintained and updated by CEPAR.

Responsibilities for Specific Emory Functions

1. Administration – Presidents Leadership Team

- Confer with the incident management team (virtual or physical)
- Determine nature and status of the event
- Work with Communications to develop public statements and briefings
- Provide policy guidance
- Approve action:
 - Class cancellation
 - Special event cancellation
 - Routine business operations cancellation
- Provide additional notifications to the Board, Trustees, etc.

2. Emergency Management – Office of Critical Event Preparedness and Response (CEPAR)

CEPAR staff will be responsible for convening the Crisis Management Team and opening the Emergency Operations Center. CEPAR will facilitate coordination among the responding parties and also with other University functions as necessary.

- Serve as Incident Command for the University
- Facilitate a unified command structure
- Provide unified command support in the field for large-scale events and incidents
- Facilitate enterprise-wide incident management team activation and coordination
- Facilitate information exchange among internal and external leaders and responders
- Incident action planning
- Liaison with internal and external supporting public safety and emergency management agencies
- Manage the emergency notification system after the initial alert is activated by Emory Police Department

3. Campus Life

Campus Life is responsible for managing the well-being of the students. This includes student housing and shelter. Additionally, they assist with parent/family communications and serve as a counseling first responder to students.

- Assess impact on the student body
- Provide shelter for displaced residents
- Assist with locating shelter for students evacuated from campuses
- Manage parent/family queries
- Account for students and inquire about their welfare

4. Communications/Public information

The Office of Communications and Public Affairs (CPA) is responsible for managing the media and facilitating official Emory communications regarding the event. The communications team will assume responsibility for release of all public information, updates and alerts via the Emory home page, social media, press briefings, etc. CPA will identify and staff briefing rooms, and designate appropriate location and general accommodations for arriving media.

- Crisis communication – keeping community informed
- Media and community relations – manage a joint information center (JIC)
- With partners, manage influx of inquiries from concerned constituents

5. Emory Healthcare

Emory Healthcare (EHC) operations are managed by EHC leadership. The Emory Healthcare liaison is responsible for sharing information between the University and healthcare Emergency Operation Centers. The liaison also facilitates resource mobilization within the healthcare system.

- Liaison for healthcare response
- Patient assessment, decontamination, triage and treatment
- Ensure continuity of healthcare operations

6. Facilities and Engineering

Facilities and Engineering are responsible for maintaining physical plant operations on the Emory campuses.

- Assess damage
- Securing and safeguarding facilities
- Make available and assist with review of blueprints and building plans
- Maintenance of roads and walkways
- Maintain building utilities

7. Finance & Administration

- Financial impact assessment
- Procurement and purchase of supplies and resources
- Tracking personnel and operational expenses

8. General Counsel

- Assure compliance with applicable laws

- Provide input as required

9. Governmental Affairs

- Coordinate and support communication with governmental agencies as needed

10. Office of Environmental Health and Safety

- Assessment and identification of potential chemical, biological, radiological and similar hazards
- Identification of appropriate steps to assure health and safety of students, faculty, staff and visitors
- Ensure compliance with Occupational Safety and Health Administration (OSHA) and other regulations
- Coordination with external hazardous materials responders

11. Human Resources

- Account for staff and inquire about their welfare
- Coordinate workforce issues
- Manage any required HR policy changes (compensation and benefits)
- Evaluate worker's compensation implications
- Provide guidance for workforce augmentation initiatives (volunteer management)
- Coordinate with communications for dissemination of information to employees
- Coordinate activity of the Faculty Staff Assistance Program (FSAP) for provision of faculty and staff support (i.e. counseling, Mental Health Crisis Incident Response Team)

12. IT and Communications Infrastructure

- Maintenance and restoration of key systems and programs
- Facilitate access to required systems
- Facilitate capacity in context of increased demand

13. Logistics and Resource Support

- Identify and arrange delivery of resources and materials needed to resolve or mitigate situation

14. Police

- Initial activation of the Emergency Notification System
- Coordination and unified command functions with public safety agencies
- Traffic management

- Interaction with the Clifton Corridor security services
- Provide timely updates to the Emergency Operations Center

15. Office of the Provost

- Assess and manage impact of incident on faculty/academic affairs
- Manage with faculty the consequence of class/exam cancellations
- Consider policies addressing student absences in the aftermath of the crisis
- Account for faculty and inquire about their welfare

16. Research Infrastructure

- Research infrastructure assessment
- Safety and well-being of the research enterprise (i.e. animals, core research specimens and infrastructure)

17. Risk Management

- Provide risk management consultation to crisis management team
- Claims management and coordination with insurance partners

18. Student Health and Counseling Services

- Coordinate care and treatment of injured and ill students
- Support care of faculty and staff
- Liaison with EHC regarding student health issues
- Manage activity of Student Counseling and Psychological Services (CAPS) for provision of student support (i.e. counseling, Mental Health Crisis Incident Response Team)

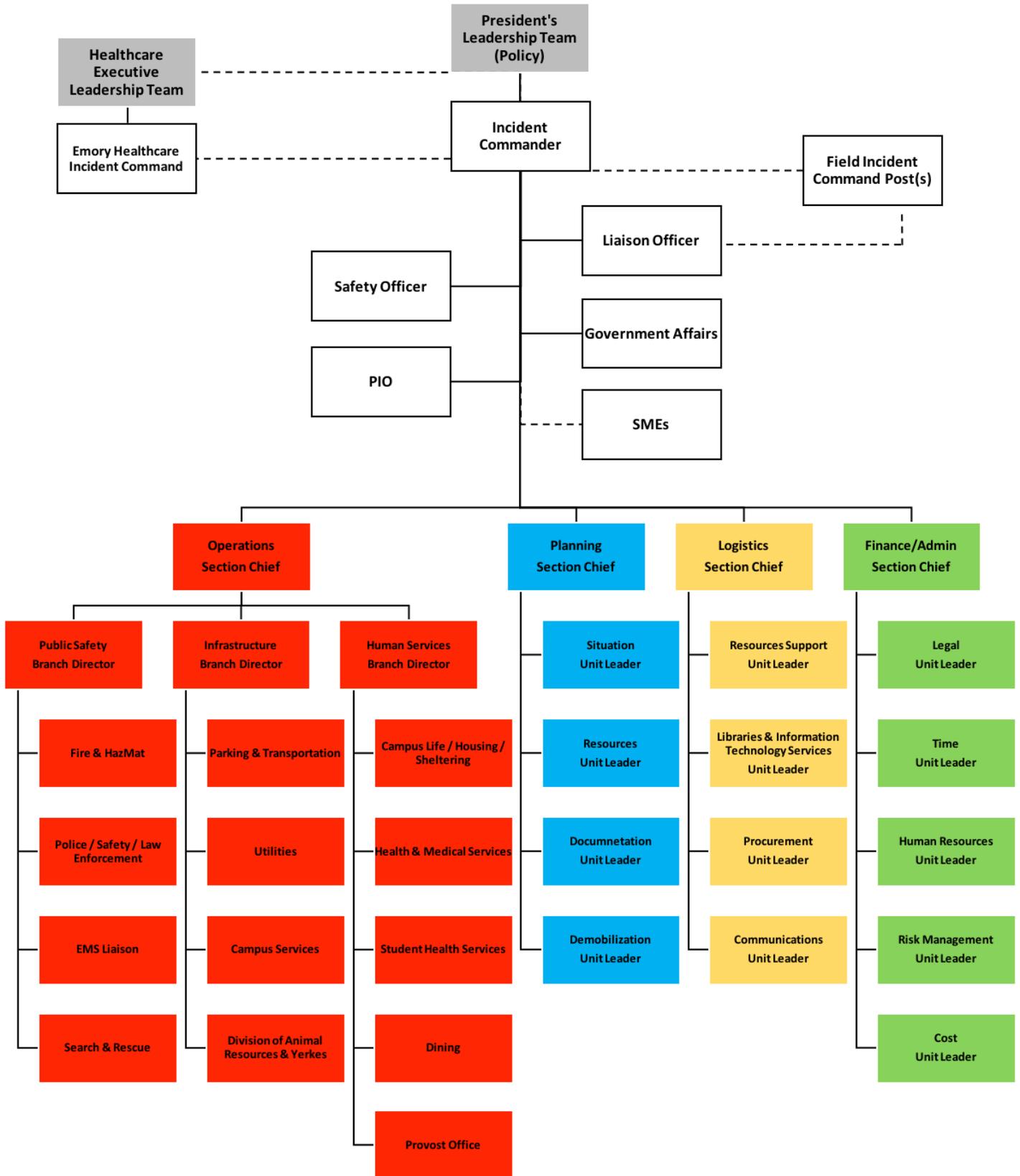
19. Transportation

- Ability to address Cliff Shuttle Service, routes and stops based on the specific incident
- Non-emergency transportation to medical facilities
- General transportation services support

20. Utilities

- Utility infrastructure assessment, repair, and restoration
- Coordination with local utility providers

Emory Incident Management Structure



Emory University Crisis Leadership Team

Name	Role
Claire Sterk	Executive Leadership and Policy Guidance
Christopher Augostini	Executive Leadership and Policy Guidance
Steve Sencer	Executive Leadership and Policy Guidance
Christopher Augostini	President's Leadership Team
Jan Love (interim)	President's Leadership Team
Steve Sencer	President's Leadership Team
Enku Gelaye	President's Leadership Team
Robert Franklin	President's Leadership Team
Susan Cruse	President's Leadership Team
Allison Dykes	President's Leadership Team
Jonathan Lewin	President's Leadership Team
Deborah Bruner	President's Leadership Team
Joshua Newton	President's Leadership Team
David Sandor	Public Information Officer
Rus Drew	Emory Police Chief
Alex Isakov	Office of Critical Event Preparedness & Response
Sam Shartar	Office of Critical Event Preparedness & Response
Jonathan Lewin	Emory Healthcare
William Bornstein	Emory Healthcare
Sharon Pappas	Emory Healthcare

Emory University Emergency Support Functions Group

Name	Role
Adele Clements	Parking and Transportation
Chris Wagner	Parking and Transportation
Deidre Brown	Parking and Transportation
Richard Mendola	IT and Communications Infrastructure
John Ellis	IT and Communications Infrastructure
Paul Petersen	IT and Communications Infrastructure
David Forbes	Facilities and Engineering
Lisa Underwood	Logistics and Resource Support
Del King	Human Resources
Scott Rausch	Campus Life/Housing/Sheltering
Betty Willis	Government Affairs
David Pugh	Health and Medical Services
Catherine Maloney	Health and Medical Services
Mike Mason	Health and Medical Services
Sharon Rabinovitz	Student Health and Counseling Services
Michael Allen	Student Health and Counseling Services
Gertrude Thompson	Student Health and Counseling Services
Scott Thomaston	Hazardous Materials
Todd Sherer	Research Infrastructure
Kristin West	Research Infrastructure
Michael Heurkamp	Division of Animal Resources
Joyce Cohen	Yerkes National Primate Research Center
Belva White	Finance and Administration
Nancy Seideman	Communications and Public Affairs
Laura Diamond	Communications and Public Affairs
Dannielle Britton	Risk Management

Name	Role
Shulamith Klein	Risk Management
Steve Sencer	General Counsel
Adrian Jackson	General Counsel
Christa Acampora	Provosts Office
Joseph Moon	Oxford College
Michelle Hemphling	Oxford College
Bob Walker	Oxford College

APPENDIX

Annexes:

1. Active Shooter
2. Bomb Threat/Suspicious Package
3. Civil Disturbance/Demonstration
4. Continuity of Governance
5. Dignitary Management
6. Emergency Notification Systems
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