Emergency Management
2016 Year in Review
Our vision is to be the standard of excellence in higher education emergency management.

Mission Statement: The Washington University Emergency Management Department exists to provide a comprehensive and sustainable framework fostering a disaster resilient campus that allows our faculty, staff and students to learn, perform research and deliver patient care. We will do this through an integrated, all-hazards approach encompassing mitigation, preparedness, response and recovery. Success will be rooted in strong collaboration with all of our school departments, our campus partners, affiliated hospitals, the university as a whole and a wide range of government and community organizations.

Program Updates

• In order to increase the overall level of service to the university and reduce duplication of efforts, the Danforth Campus Emergency Management (EM) Department merged with the School of Medicine Emergency Management Department in the spring of 2016. The combined department provides a shared mission and strategic vision to enhance university disaster resilience.

• During 2016, five new staff members were added: Assistant Director, Chet Hunter; Business Continuity Program Manager, Brandon Robbins; Administrative Coordinator, Sarah Rennier; Communications Coordinator, Jacquelyn Stearns; Training & Exercise Program Manager, Catherine Dalton.

In his role as Assistant Director, Chet Hunter is responsible for the overall coordination of mitigation, preparedness, response and recovery planning for the Danforth Campus. Previously, Chet served as the director of the Springfield-Greene County Office of Emergency Management. He has over 19 years of combined public safety experience.

• The new emergency.wustl.edu website launched in late 2016. The redesigned site is more customer-friendly and includes information on emergency alerts, training updates, business continuity and preparedness planning.

• Members of the EM staff have joined the International Travel Oversight Committee to assist with risk assessment and emergency response in the event of an international incident that involves WashU travelers.
Emergency Operations Plan (EOP): The Washington University EOP was updated to include five additional emergency support functions: fire, emergency assistance and human services, health and medical, search and rescue and hazardous materials. The EOP is currently undergoing additional revisions to include operations across all campuses.

WUMC Medical Surge Plan: The Washington University Medical Center (WUMC) Medical Surge Plan was developed by Barnes-Jewish Hospital, St. Louis Children’s Hospital and the Faculty Practice Plan for Washington University School of Medicine. This plan outlines the response roles and responsibilities of each organization in the event of an influx of patients on the Medical Campus in the wake of a disaster.

WUMC Memorandum of Understanding (MOU): The MOU for cooperation during emergency situations was updated and signed by all campus partners, including Barnes-Jewish Hospital, St. Louis Children’s Hospital, Goldfarb School of Nursing and Washington University School of Medicine. This agreement outlines the framework for interagency coordination and sharing of resources, equipment, facilities and personnel during an emergency.

Standard Operating Guides: Twenty-three standard operating guides (SOGs) were developed or significantly revised. SOGs provide detailed procedures for critical emergency management processes, such as emergency notifications and usage of emergency communications systems.

Planning for Success

In 2016, WashU officially launched the Business Continuity (BC) program within the EM Department. The goal of the BC program is to provide support and technical assistance in the development of continuity plans for schools, work groups and business units.

A multidisciplinary steering committee was formed to guide the implementation of the program and ensure that it meets the needs of academic and research departments, business units and patient care areas.

To aid in plan development, the Fusion Framework® Continuity Risk Management System™ software was selected. The system will help identify key functions that must continue following an emergency. Strategies are then developed to maintain those vital functions.

In collaboration with WashU IT and external planning partners, the software platform has been adapted to the unique planning needs of the university. The BC staff will collaborate with university officials and utilize the software to organize departmental information into an effective business continuity plan.
In recognition of their outstanding work and dedication, **three staff members earned promotions** in 2016. Anna Taylor was promoted to planning specialist, Eric Wilkinson was promoted to life safety program manager and Ryan Nicholls was promoted to assistant director for the School of Medicine.

Emergency Management (EM) staff also pursued several professional development opportunities.

**Certification:** Brandon Robbins, Business Continuity Program Manager, completed the Certified Business Continuity Professional program through the Disaster Recovery Institute.

**Training:**
- Ryan Nicholls completed FEMA’s Executive Academy, which is designed to hone strategic leadership and critical thinking skills for senior executives in the field of EM.
- Catherine Dalton, Sarah Rennier and Jacquelyn Stearns took part in Emergency Management Accreditation Program (EMAP) Assessor training.
- Sarah Rennier and Jacquelyn Stearns completed FEMA’s Professional Development Series and the Homeland Security Exercise and Evaluation Program.
- Catherine Dalton and Anna Taylor completed Planning Section Chief training.
- Eric Wilkinson completed Operations Section Chief training.
- Catherine Dalton, Ty Davisson, Sarah Rennier and Jacquelyn Stearns completed basic Public Information Officer and Joint Information System training.

**Community Involvement**

Emergency management is a community effort. From preparedness to response, building relationships with the community is essential. EM staff partner with multiple local, state and national organizations.

**Missouri Emergency Management Association:** Chet Hunter, assistant director, served as the President.

**Local Emergency Preparedness Commission (LEPC):** Anna Taylor, planning specialist, served as the secretary for the St. Louis County LEPC.

**St. Louis Area Regional Response System:** Ryan Nicholls, assistant director, served as a board member and the member at large officer for the Coalition of Organizations Active in Disaster. Catherine Dalton, training & exercise program manager, served on the Training and Exercise Committee.

**MidAmerica Contingency Planning Forum:** Ryan Nicholls serves as the membership director.

**Emergency Management Accreditation Program (EMAP):** Ty Davisson, Ryan Nicholls and Anna Taylor served as assessors for EMAP. Ty also served on the Technical Committee.

**International Association of Emergency Managers:** Ty Davisson, director, served as a representative for region VII of the University Colleges Caucus. He also served as a commissioner for the Certification Commission.
Training

- Stakeholders from the Washington University Police Department (WUPD), Washington University School of Medicine Protective Services and Environmental Health & Safety came together with the EM staff to draft the 2017-2019 Multi-Year Training and Exercise Plan.
- The Training Needs Assessment was expanded to include internal and external stakeholders who would be active during an emergency response.
- The introductory course for Emergency Preparedness Coordinators had 145 attendees. An additional 85 took the refresher course.
- WashU faculty and staff members completed 282 Incident Command System (ICS) courses. Fifty-four regional partners also completed ICS courses through the university.
- Active Shooter Response training was attended by more than 350 people.
- First responders on the medical school campus attended HazMat Awareness training.

Exercises

- In June 2016, the EM team conducted the first ever functional exercise for the university’s Executive Leadership Team. The goal of the exercise was to evaluate communication processes and lines of succession during a crisis.
- A discussion-based tabletop exercise was conducted with the command staff from WUPD that tested the campus disruption policies.
- WashU EM participated and evaluated two functional hospital exercises. The spring exercise simultaneously tested Barnes-Jewish Hospital’s surge plans and policies for three locations. The fall exercise tested the hospital’s planning and policies regarding the release of a biological agent.

Life Safety

- The fire drill program was organized and revitalized to incorporate the Danforth campus. A total of 161 drills were conducted, including both the Danforth and the medical campuses. Partnerships with Barnes-Jewish Hospital and St. Louis Children’s Hospital extended fire drills to off-site locations and allowed coordination of drills in shared facilities.
- Building walkthroughs were completed as part of the ongoing Best Available Refuge Area (BARA) project. The goal of the project is to identify and map the safest interior building locations for sheltering during a tornado.
- The “Quick Guide to Emergencies” was developed and posted in pooled classrooms on the Danforth campus. The guide offers short, bullet point instructions for responding to a variety of emergency situations.
Emergency Responses

- Emergency Management (EM) staff responded to multiple incidents in 2016, including several power outages, water main breaks, gas leaks and coolant releases.

- In coordination with the Washington University Police Department (WUPD), the Emergency Operations Center (EOC) was activated during three planned protests on the Danforth Campus.

- During the attempted coup in Turkey in July 2016, EM worked with the International Travel Oversight Committee to contact students who were in the effected area and coordinated their safe return to the U.S.

- Three separate incidents involving a person with a weapon occurred on or near Washington University in the spring of 2016. These incidents required varied activation levels of the EOC to manage information sharing and provide timely updates to the media and campus community. Based on lessons learned, many initiatives have been put in place to ensure the university is better prepared.

Presidential Debate 2016

On October 9, 2016, Washington University hosted a debate for a record-breaking fifth time. Previously, the university had hosted one vice presidential and three presidential debates.

The 2016 debate between Hillary Clinton and Donald Trump was held in the newly completed Athletics Complex. A small audience of students and undecided voters watched from inside, while viewing events across campus drew hundreds of attendees. The university also welcomed nearly 3,000 members of the media to cover the event.

To ensure the safety of the campus community and all of the visitors, Emergency Management worked closely with partners from WUPD, Protective Services, Public Affairs, and many other regional public safety partners.

Debate by the Numbers

- 4,800 feet of security fencing installed
- 235+ student volunteers
- 4,000 public safety personnel
- 23 Incident Action Plans created
- 7 day activation of the formal Incident Command Post
- 5,000 meals served to public safety personnel
2017 Goals

• Establish the new Joint Public Safety Center at the MCC
• Establish a formal internship program
• Enhance disaster education and training across all campuses
• Conduct a comprehensive program assessment and develop a multi-year strategic plan for Emergency Management
• Complete the continuity planning initiative and pilot program for the Business Continuity program
• Continued professional development for EM staff, including the Certified Emergency Manager program, Master Exercise Practitioner certification, Master Business Continuity Professional certification and academy completions
• Complete the university-wide, comprehensive Emergency Operations Plan
• Transition all emergency notification system training to the Learn@Work platform
• Establish and implement a consistent and comprehensive process for corrective action planning

Mid Campus Center

The Mid Campus Center (MCC) officially opened in December 2016. MCC is a 12-story administrative building that houses staff offices and training facilities for Emergency Management.

Construction will continue in 2017 to complete the Joint Public Safety Center. The Joint Public Safety Center is a partnership between WUSM Protective Services, Emergency Management and Barnes-Jewish Hospital Public Safety department. This collaboration will contain a security infrastructure including access control, centralized 911-type communications and radio communications, as well as a shared Emergency Operations Center (EOC) and Joint Information Center.

The shared EOC will allow public safety employees from Washington University School of Medicine and Barnes-Jewish Hospital to work side-by-side during emergency situations that impact shared spaces across the Medical Campus.