

**Tennessee State University
Facilities Management and Campus Police Collaboration
Crime Drill and Campus Safety Overview**

Executive Summary

A mock crime drill exercise was held on the campus of Tennessee State University on February 11, 2009. This exercise provided the University with an excellent opportunity to discover and pinpoint underdeveloped areas in the campus Emergency Response Plan.

The drill consisted of an active shooter simulation in the Floyd Payne Campus Center. Participants included members of the student body, the TSU Police Department (TSUPD), the Metro Nashville Police Department, Facilities Management (FM) personnel, and administrative staff and faculty members. Building coordinators were identified and assigned academic, administrative, and residential buildings on campus. Their responsibility was to notify building occupants of the emergency procedures. Members of the staff senate volunteered to serve as facility evaluators of the drill.

Emergency notification methods used during the drill included text messaging, e-mail messaging, telephone calls, flat screen monitors, and the outdoor warning system. The drill lasted approximately 35 minutes.

Findings

A written assessment of the drill was conducted utilizing the following categories: Quality of Notification; Response to Notification; Clarity of Message Received; Response to Emergency; Orderly Movement; Checking for Others; Taking Position; Facility Evacuation; Simulate Emergency; and Overall Exercise. Additionally, an electronic survey was conducted to provide an opportunity for campus wide participation and feedback. While the majority of the ratings submitted were “good”, there were some areas that received “fair” or “poor” ratings. One major concern was in the timeliness and quality of the notification methods utilized in the drill with several respondents stating that messages were late or never received. Others stated that they could not hear the emergency warning system inside their building. Indifference of students to the drill was also cited. (See attached summary of evaluation and survey)

Recommendations

The feedback received and reviewed from the exercise can be divided into four major recommendation areas. These include Prevention, Preparedness, Response, and Recovery.

I. Prevention

Prevention involves the identification of potential dangerous situations and initiating plans to respond to them. For the purpose of this report the following items detail steps to take in preventing dangerous situations to the extent possible.

- Update the TSU Emergency Response Plan on a regular basis.

- Create a threat assessment team consisting of members representing various populations of the TSU community to conduct risk assessments of the University.
- Develop a behavioral assessment team to develop programs dealing with identification, assessment, and assistance of students, faculty and staff members evincing mental health issues and dangerous behaviors.

II. Preparedness

Once potential problem areas have been identified, steps must be taken to prepare for their eventuality and plan how the university will deal with them.

- Practice and update the actions indicated in the emergency plan. Tabletop exercises, field exercises, fire drills, etc. need to be scheduled, carried out, and evaluated.
- Become involved with the larger Nashville community by developing MOU's with local health agencies, first responders, and the Metropolitan Nashville Office of Emergency Preparedness.
- Continue to educate the student body, faculty and staff about emergency preparedness.
- Develop a "Safety-at-glance" web page to draw attention to dangerous situations and include easy to follow links to more in depth information such as the complete Emergency Response Plan. One step further could be to develop an interactive Web site that will provide updated information concerning emergency planning preparedness
- Continue to encourage the student body, faculty and staff to sign up for the text messaging notification feature.
- Involve student government leaders and student service organizations in emergency planning in order to gain more student compliance and participation.
- Building coordinators have been identified and recruited for the majority of buildings on campus. Their responsibilities should be clearly defined and they should be provided with additional emergency preparedness training as necessary. Administrative support and influence is key to ensuring participation.
- Residence Hall public address systems should be repaired and/or updated and tested on a monthly basis.
- Media Relations to develop media kits with relative information needed during the emergency.
- The outdoor warning system should be tested on at least a quarterly basis.
- Have on hand and easily accessible, campus maps that are clear and concise.
- Ensure that parents and students are aware of emergency management procedures by implementing workshops and information sessions for incoming freshmen and their parents.
- Additional "informers", internal warning system boxes, should be purchased and installed.

III. Response

Unfortunately, violent events and disasters occur in spite of the best laid plans. Being prepared and knowing what to do in the event of emergency can make all the difference in the outcome.

- All appropriate personnel should be trained in the National Incident Management System (NIMS) to facilitate a smooth, positive response to emergency events.
- In addition to the outdoor warning system and text message notification system utilized on campus, multiple, redundant notification systems should be regularly tested and evaluated which include automatic e-mail messages, digital message boards, and more.
- Partner with local law enforcement and first responders in order to ensure that communication devices are interoperable.
- An incident command center should be established. Kean Hall is being reviewed for a possible location.
- Media Relations must be utilized to ensure the lines of communication to the public are kept open and accurate information is distributed.

IV. Recovery

In the event of a disaster or incident, a plan must be in place to return the University to a normal state of operation and to deal with the aftermath.

- A business continuity plan must be in place to ensure that the University can continue to function and carry out business function.
- Develop an academic continuity plan that will assure the integrity of instructional delivery during a crisis.
- Post –incident plans must include dealing with mass casualties.
- Counseling and support services should be available to students, faculty, staff and family members as necessary.
- Establish a system of regular briefings for the families of victims.
- Establish a review and assessment team to evaluate the incident and lessons learned. All plans should be reviewed and modified as needed.

Conclusion

While Tennessee State University is familiar with the process of conducting drills and exercises, we do not have actual experience with full scale emergency management exercises. Participation in the February 11th drill is not a culmination of preparedness and response efforts for the university, but a progression of the understanding of how complex interdepartmental relationships can be during an event. There is an increasing emphasis on campus safety as well as the potential of a homeland security event anywhere in the nation, thus preparation and response planning is paramount to all educational institutions. A larger part of that process is having a clear, operational understanding of internal and external roles and responsibilities of all constituencies involved in emergency response services and programs. Tennessee State University will therefore continue to build on lessons learned from this exercise and partnerships developed through its team building efforts. We will also continue to research best practices from other educational institutions and seek training opportunities as funding and schedules permit.

Tennessee State University
Summary of Crime Scene Drill Evaluator Assessment
February, 2009

Building	Quality of Notification	Response to Notification	Clarity of Message Received	Response to Emergency		Checking for Others	Taking Position	Facility Evacuation	Simulate Emergency	Overall Exercise
Academic Facilities										
<i>Avon Williams</i>	NO RESPONSE FROM EVALUATOR									
<i>Clay Education</i>	NO RESPONSE FROM EVALUATOR									
<i>Clement Hall</i>	POOR	GOOD	FAIR	GOOD	N/A	N/A	N/A	N/A	GOOD	FAIR
Comments: Could not hear PA; communications patchy; clarity on whether to allow students in after door locked										
<i>Crouch Hall</i>	FAIR	GOOD	FAIR	GOOD	GOOD	GOOD	FAIR	N.A	POOR	GOOD
Comments: P.A. muffled; text stating drill ended came before drill started text came; no urgency because people knew it was a drill										
<i>Dental Hygiene</i>	GOOD	N/A	FAIR	N/A	GOOD	GOOD	GOOD	N/A	FAIR	GOOD
Comments: Heard P.A.; notification of conclusion not clear enough over the PA system										
<i>Elliott Hall</i>	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	N/A	FAIR	GOOD
Comments: Received call @1:08 and text @ 1:14 p.m.; proximity to incident did not simulate actual emergency but helpful in formulating plan for real emergency										
<i>Farrell-Westbrook</i>	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD
<i>Gentry Center</i>	NO RESPONSE FROM EVALUATOR									
<i>Greenhouse</i>	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD
<i>Harned Hall</i>	GOOD	N/A	GOOD	N/A	GOOD	GOOD	GOOD	N/A	GOOD	GOOD
Comments: Need multiple means to communicate events to targeted audiences; heard siren; received text @ 1:18; received voice mail 1:13; should have sent text to coordinator										
<i>Holland Hall</i>	GOOD	N/A	GOOD	N/A	N/A	POOR	POOR	N/A	POOR	POOR
Comments: E-mail received; everything went on as normal; no participation										
<i>Humanities</i>	FAIR	GOOD	FAIR	FAIR	N/A	FAIR	FAIR	N/A	FAIR	FAIR
Comments: Heard the horns; received web message after the fact; no confirmation if drill was over										
<i>Industrial Arts</i>	POOR	POOR	POOR	GOOD	GOOD	GOOD	GOOD	N/A	FAIR	GOOD
Comments: No security on campus students walking around; notification text received @ 1:15 e-mail notification 1:17.										
<i>Lawson/CARP</i>	FAIR	GOOD	FAIR	FAIR	GOOD	FAIR	GOOD	N/A	FAIR	FAIR
Comments: No notification per e-mail, TSU website or to students; could hear PA but message unclear; people went outside to hear PA										
<i>LRC</i>	NO RESPONSE FROM EVALUATOR									
<i>Library</i>	NO RESPONSE FROM EVALUATOR									
<i>McCord Hall</i>	GOOD	GOOD	GOOD	N/A	GOOD	GOOD	GOOD	N/A	GOOD	GOOD
Comments: Facilities notified us of emergency as well as via TSU home page; notification and response procedures seemed to follow plan well										
<i>Phy/Math/Chem</i>	POOR	POOR	FAIR	GOOD	GOOD	FAIR	GOOD	N/A	N/A	N/A

Comments: No e-mail or exchange alert; receive phone message after alert was over; happened to see on website; did evaluation based on window observation

RSP	FAIR	GOOD	GOOD	FAIR	GOOD	GOOD	FAIR	N/A	FAIR	FAIR
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Comments: Did not hear siren; text message 10 min late

Strange/Perf Arts	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	N/A	GOOD	GOOD
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Torrence	FAIR	FAIR	FAIR	POOR	FAIR	POOR	FAIR	N/A	POOR	POOR
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Comments: At 1:00 all faculty were safe; no alarm heard; no one knew what went on until call came informing that drill was over

Resident Halls

Boyd Hall	GOOD	GOOD	GOOD	GOOD	GOOD	POOR	FAIR	N/A	POOR	GOOD
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Comments: To simulate a real emergency I recommend that the students have less of an awareness about the event. Students will take it more seriously.

Eppse Hall	FAIR	POOR	POOR	GOOD	FAIR	N/A	GOOD	GOOD	POOR	POOR
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Comments: Not organized; should have been rehearsed so volunteers will know what to do; students did not take seriously; poor communication

Ford Apts. NO RESPONSE FROM EVALUATOR

Hale Hall NO RESPONSE FROM EVALUATOR

Rudolph Hall NO RESPONSE FROM EVALUATOR

NRC Apts. NO RESPONSE FROM EVALUATOR

Watson Hall NO RESPONSE FROM EVALUATOR

Wilson Hall	POOR	FAIR	GOOD	GOOD	GOOD	POOR	GOOD	GOOD	GOOD	GOOD
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Comments: Students did respond in an orderly matter; some students unaware of problem

Support Facilities

Auto Shop	POOR	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	N/A	GOOD	FAIR
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Central Receivng	GOOD	FAIR	GOOD	N/A	GOOD	FAIR	GOOD	N/A	FAIR	N/A
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Comments: Received cell text

Floyd Payne NO RESPONSE FROM EVALUATOR

Kean Hall	GOOD	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
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Comments: Notification received; did not affect us on this end of Kean Hall

General Services (HR)	GOOD	GOOD	GOOD	GOOD	GOOD	FAIR	GOOD	N/A	FAIR	GOOD
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Comments: Receive call @ 1:04 p.m.; received text @ 1:17 p.m.; heard sirens could not hear message; many staff unaware of notification signup

Goodwill Manor	POOR	GOOD	FAIR	GOOD	GOOD	GOOD	GOOD	N/A	FAIR	FAIR
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Comments: Notified after emergency over

Health Research	FAIR	FAIR	POOR	N/A	POOR	N/A	N/A	N/A	N/A	POOR
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Comments: Received cell text at 1:17 p.m.; notification on intercom 1:00 p.m; notification drill FPCC heard intercom notification drill over 1:35

Incubation Ctr NO RESPONSE FROM EVALUATOR

McWherter	POOR	POOR	N/A	POOR	POOR	N/A	N/A	N/A	POOR	POOR
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Comments: President not notified properly; heard sirenes; received message; heard not taken as emergency; notified 10-15 min. after drill was over

Operations	GOOD	GOOD	FAIR	FAIR	FAIR	FAIR	FAIR	GOOD	GOOD	FAIR
Comments: Received e-mail and text message; office staff notified building coordinators;drill was complete before it started										
President's House	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD
Comments: Overall exercise was good										
Power Plant	POOR	GOOD	FAIR	GOOD	GOOD	GOOD	GOOD	N/A	FAIR	GOOD
Comments: No emergency notification heard; no details until after drill; received text at 1:17 with no details of what was actually happening										
Queen Washington	GOOD	GOOD	GOOD	N/A	GOOD	GOOD	GOOD	N/A	N/A	N/A

The data listed below is a composite listing of overall ratings by categories of facilities

Building	Quality of Notification	Response to Notification	Clarity of Message Received	Response to Emergency	Orderly Movement	Checking for Others	Taking Position	Facility Evacuation	Simulate Emergency	Overall Exercise
Academic Facilities	n=21									
Good	50%	50%	50%	50%	75%	63%	63%	13%	38%	56%
Fair	31%	31%	31%	31%	6%	19%	25%	0%	38%	25%
Poor	19%	19%	19%	19%	0%	13%	6%	0%	19%	6%
N/A	0%	0%	0%	0%	19%	6%	6%	88%	6%	13%
	100%	100%	100%	100%	100%	101%	100%	101%	101%	100%
Residence Halls	n=8									
Good	33%	33%	67%	100%	67%	0%	67%	67%	33%	67%
Fair	33%	33%	0%	0%	33%	0%	33%	0%	0%	0%
Poor	33%	33%	33%	0%	0%	67%	0%	0%	67%	33%
N/A	0%	0%	0%	0%	0%	33%	0%	33%	0%	0%
	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%
Administrative / Support Facilities	n=13									
Good	55%	64%	45%	45%	64%	45%	64%	18%	27%	27%
Fair	9%	18%	27%	9%	9%	27%	9%	0%	27%	27%
Poor	36%	9%	9%	9%	18%	0%	0%	0%	18%	18%
N/A	0%	9%	18%	36%	9%	27%	27%	82%	27%	27%
	100%	100%	99%	99%	100%	99%	100%	100%	99%	99%

**MOCK CRIME DRILL CAMPUS E-SURVEY
FEBRUARY, 2009**

n=121

Quality of notification received (text, email, PA system, message board)						
	GOOD	FAIR	POOR	NA		
	31%	35%	31%	3%	100%	
Response to notification (Campus Community)						
	GOOD	FAIR	POOR	NA		
	33%	31%	20%	16%	100%	
Clarity of message received						
	GOOD	FAIR	POOR	NA		
	36%	31%	28%	5%	100%	
Response to emergency (Key university staff-TSUPD, Med Rel, Fac Mgmt)						
	GOOD	FAIR	POOR	NA		
	38%	26%	14%	22%	100%	
Orderly movement to safe and designated areas						
	GOOD	FAIR	POOR	NA		
	38%	20%	17%	25%	100%	
Checking for others who may not have heard warning						
	GOOD	FAIR	POOR	NA		
	41%	11%	26%	22%	100%	
Taking appropriate position for greatest safety						
	GOOD	FAIR	POOR	NA		
	39%	23%	18%	20%	100%	
Facility evacuation (if applicable)						
	GOOD	FAIR	POOR	NA		
	13%	9%	9%	69%	100%	
Did exercise simulate actual emergency?						
	GOOD	FAIR	POOR	NA		
	25%	27%	31%	17%	100%	
Overall exercise						
	GOOD	FAIR	POOR	NA		
	28%	35%	30%	7%	100%	