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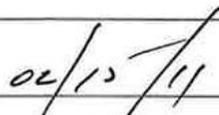
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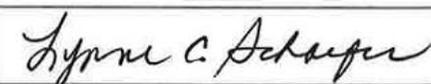
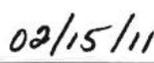
## **Emergency Response Plan**

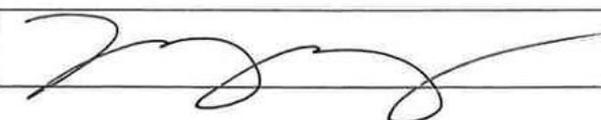
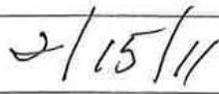
## Plan Authority and Date of Effect

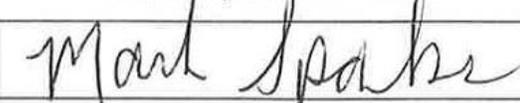
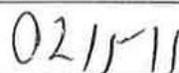
As the President of this University, I direct that this Plan shall be in full force and effect as of 12:01 A.M. on February 15, 2011, as evidenced by the signatures as affixed below.

**This Emergency Response Plan has been reviewed and approved by:**

	
<b>University President</b>	<b>Date</b>

	
<b>Vice President, Administration and Finance</b>	<b>Date</b>

	
<b>Vice President, Student Affairs</b>	<b>Date</b>

	
<b>Chief of UMBC Police</b>	<b>Date</b>

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## **Purpose of the Plan**

This Emergency Response Plan has been designed as a strategic plan to provide the administrative procedures necessary to cope with most campus emergencies. UMBC's overall ability to respond to an emergency will rely upon tactical plans and business continuity plans developed by its individual departments.

The purpose of this plan is to enable emergency responders and staff to perform essential emergency planning and response functions that will save lives; establish responsibilities necessary to performing these functions; to prevent, minimize and repair damage; and to ensure continuity of operations so that essential services may continue to be provided to the University and its clients.

This plan assigns roles and responsibilities to departments and individuals that are directly responsible for emergency response efforts and critical support services, and provides a management structure for coordinating and deploying essential resources. This plan is designed to be in compliance with the National Incident Command System (NIMS) requirements.

## **Scope of the Plan**

Numerous natural or man-made disasters and hazards can affect the University and pose an actual or potential threat to public health and safety on the university campus. A comprehensive emergency plan is needed to provide for the protection of students, employees and the public from the effects of critical incidents and emergencies.

This plan may be activated in response to a University emergency, or to a regional or national crisis that affects the University system. Any emergency that affects UMBC students, faculty, and/or staff community is considered a University emergency.

This plan is designed to enable faculty, staff, and students to successfully cope with campus critical incidents and emergencies. The overall ability of University personnel to respond to any incident will rely primarily upon preplanned procedures, Incident Action Plans, business continuity plans, university building or facility Emergency Action Plans, and existing or newly promulgated SOPs and directives.

This plan, while primarily local in scope, is intended to be able to support a comprehensive, national, all-hazards approach to domestic incident management across a spectrum of activities including mitigation, preparedness, response, and recovery.

An Emergency Response Plan guides preparedness, response, recovery, and mitigation actions. Typical incidents or events leading to the activation of the Emergency Response Plan include, but are not limited to:

- Active Shooters
- Aircraft Incidents

- Animal Facility Disasters
- Bombs
- Chemical, Biological, Radiation, Nuclear, Explosive (CBRNE) incidents
- Civil Disorder/Disturbances
- Cyber Attacks
- Earthquakes
- Explosions
- Fires
- Floods
- Hostage Situations
- Hurricanes
- Medical Emergencies: Severe/Mass Casualty incidents
- Snow Emergencies
- Structural Collapse
- Tornados
- Utility Emergencies

## **Objectives of the Emergency Response Plan**

Managing any crisis requires coordinating university resources to meet the following objectives:

- Provide for safety and security of community.
- Attend to victims of both direct and indirect consequences of critical incidents.
- Minimize any adverse psychological or cultural impact.
- Provide maximum preparation to reduce the potential for injury or damage.
- Reassure the campus community and general public by providing factual and timely information.
- Reduce the severity and duration of indirect trauma to the campus community.
- Evaluate the university's response to an actual crisis and revise this plan, as needed.

## **Overview**

This Emergency Response Plan provides a structure and protocols to follow when dealing with a traumatic experience or emergency response. The plan is divided by the type of trauma or emergency. Specific information regarding the University's response to an outbreak of a pandemic flu or other serious health outbreak is available, but is not part of this document. Other than a pandemic outbreak, this plan will address most conceivable emergency and traumatic incidents.

A traumatic experience is an event in which an individual experiences or witnesses an actual serious injury or death. When traumatic events occur in the university environment, crisis situations may create serious disruption to the campus environment.

Emergencies are unplanned events that can cause trauma, disrupt university operations, cause physical or environmental damage, or threaten the facility's financial standing or public image. Obviously, numerous events can be categorized as emergencies.

For access to the Pandemic Flu Plan, please refer to the UMBC website, [www.umbc.edu](http://www.umbc.edu), or to the Student Affairs site in Blackboard.

## **Incident Commander Organizational Elements and Leadership Positions**

Crisis Management Table of Organization

### **Crisis Management Executive Team (CMET)**

The overall management of crisis planning on campus is the responsibility of the Crisis Management Executive Team. This group will oversee the plans, practices, education and resources for pre-planning and evaluation of any incident on campus. The Co-Chairs of the Crisis Management Executive team will convene meetings and determine specific assignments as needed. This group is made up of:

- Vice President for Administration and Finance, Co-Chair, (VPAF)
- Vice President for Student Affairs, Co-Chair, (VPSA)
- Vice President for Division of Information Technology
- Chief of Police
- Academic Affairs, Associate Provost
- Associate Vice President, Marketing and Public Relations
- General Counsel

Others may be called to serve on the team depending on the nature of the crisis or emergency. The following persons may assist the CMET upon invitation of the co-chairs:

- Assistant Vice President, Infrastructure and Support, DoIT
- Assistant Vice President for Student Affairs
- Director, Residential Life
- Director, University Health Services
- Director, Counseling Services
- Executive Director, The Commons/Transportation Services
- Food Services Representative
- Director, The Center for Emergency Education and Disaster Research
- Director, Facilities Management
- Director, Communications

- Director, Environmental Safety and Health
- Associate Director, Internal Communication/Institutional Advancement

Others may be added as the situation dictates. The General Counsel will be notified in all incidents that result in a serious injury or loss of life on campus, or an incident of mass destruction.

### **Initial Communication**

Since each crisis is unique, a communications plan has been established so that appropriate and accurate information can be quickly made available to those individuals making decisions. When possible, appropriate consultation will take place with affected administrative personnel who will be involved as the situation requires.

### **Activation of Crisis Management Executive Team**

In instances when safety and security issues are involved, the Chief of Police, or a designee, will serve as Incident Commander. In incidents when damage is limited to University infrastructure and buildings the Director of Facilities Management will serve as the Incident Commander. The VPAF will activate and lead the CMET. In the event the VPAF is not available, the VPSA will activate and lead the CMET. When the CMET is activated the following process will be followed:

- The on-scene commander will **Identify the Crisis (Purpose of implementation)**.
- The CMET leader will designate a team member to **Initiate Communication Protocols**.
- The CMET will:
  - **Formulate a plan of action,**
  - **Identify anticipated resources needed to implement the plan, and**
  - **Assign responsibilities – dependent upon the nature of the situation – to coordinate needed responses/resources.**

The following sections provide descriptions for functions of the Incident Commander and members of the Command Staff.

It should be mentioned that the nature, size, and scope of the incident will determine what positions are required to most effectively resolve the situation. Smaller scale incidents may be most effectively handled by the unit most closely associated with the incident. **The on-scene commander will confer with the Co-Chairpersons of the CMET to determine if a situation will be handled by a particular unit, or if additional resources should be requested.**

## **Incident Command System Adoption and Training**

In Homeland Security Presidential Directive (HSPD-5), Management of Domestic Incidents, the President directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). On March 1, 2004, the Secretary of the Department of Homeland Security issued the NIMS document to provide a comprehensive national approach to incident management, applicable to all jurisdictional levels across functional disciplines. The NIMS provides a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. *The NIMS establishes standard incident management processes, protocols, and procedures so that all responders can work together more effectively.* NIMS components include:

- Command and Management
- Preparedness
- Resource Management,
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

See **ADDENDUM 1** for information about the National Incident Command System, command positions and functions of each position.

The duties and responsibilities of the most common positions needed to handle a major situation are described below.

### **The Incident Commander**

The duties of the Incident Commander include the following:

- Responsible for the overall emergency response effort of the University
- Works with the Incident Command Staff to assess the emergency and to prepare the specific response of the University
- Declares and ends the Campus State of Emergency as appropriate
- Notifies and conducts liaison activities with University Administration, and the Administration of Baltimore County and of any Federal Emergency Management agencies

### **The Director of Public/Media Relations**

The Director of Public/Media Relations:

- Is responsible for developing communications to be disseminated to internal and external audiences
- Establishes the media center and provides information to the media
- Establishes an emergency telephone center to respond to inquiries from parents, family, and other relatives of students, and to staff and faculty
- Acts as the University PIO for the duration of the incident

## **The Senior UMBC Police Officer on duty**

The Senior UMBC Police Officer on duty:

- Maintains UMBC Police Department facilities in a state of constant readiness during an incident.
- Initiates the Emergency Notification System as directed.
- Takes immediate and appropriate action to protect life and property and to safeguard University records as required.
- Obtains law enforcement assistance from city, county, state or federal governments as required.
- Provides traffic control, access control, perimeter and internal security patrols and coordinates fire and EMS services as needed.

## **The Director of Facilities Management (DFM)**

The Director of Facilities Management

- May consult with Residential Life staff as appropriate.
- Provides equipment and personnel to perform shutdown procedures, establish hazardous area controls, erect barricades, and perform damage assessment, debris clearance, emergency repairs and equipment protection.
- Provides vehicles, equipment and operators for the movement of personnel and supplies, and assigns vehicles as needed.
- Requests the assistance of utility companies as required during emergency operations.
- Furnishes emergency power and lighting systems.
- Surveys habitable spaces and relocates essential services and functions.
- Provides and equips primary and alternate sites for the Emergency Operations Center.
- Assists in the dissemination of all information and directives intended for the on-campus student population, and faculty and staff. If necessary, via personal contact.
- Assist in providing temporary or alternate housing and food service facilities for the on-campus student population affected by the disaster or emergency, and faculty and staff.
- Assist in providing temporary housing and food services for off campus students, faculty and staff, who have been directed to remain on campus or who are unable to leave the campus
- Assists in providing temporary housing and food services for emergency response personnel and University staff directed to remain on campus for extended periods of time
- Assists in providing temporary beds, food, water or other resources as required

## **The Vice President for Division of Information Technology**

The Vice President for Division of Information Technology:

- Provides the personnel and expertise necessary to maintain telephone service or establishes emergency landline services or other communications facilities.
- Provides for the security of computer and information systems.
- Provides for temporary computer and information services to facilitate the business procedures necessary and related to emergency purchases, personnel services and accounting functions.

## **The Director of Environmental Safety and Health**

The Director of Environmental Safety and Health:

- Coordinates with other Operations Section members (See Page 102).
- Provide a summary of the financial impact of the emergency response, clean-up and recovery efforts.
- Ensures that rescue and clean-up operations are conducted in as safe a manner as possible to prevent injury to rescue and clean-up personnel, or to prevent unnecessary or further injury to victims.
- Coordinates rescue and clean-up operations so as to conform to applicable safety, health, and environmental regulations.
- Coordinates with the Baltimore County Fire Department to ensure the safe and successful clean-up and disposal of all hazardous materials.
- Coordinates and has oversight of the activities of outside regulatory, investigative or insurance related agencies.
- Initiates the request for the spending authority necessary to conduct emergency operations.
- Obtains funding provided for clean-up and recovery expenses.
- Monitors campus emergency warning and evacuation systems.

## **Maintains liaison with County or State Disaster and/or Emergency Services for telecommunications support if necessary.**

The head of each campus department or organization with emergency response duties and functions shall prepare and maintain current written Standard Administrative Procedures (SAPs), Standard Operating Guidelines (SOGs), resource lists, checklists, and other documentation as may be required to support the operations of those organizations during critical incident or emergency operations.

## **Duties of Building/Facility Managers**

Each Building Manager, who shall either act as; or shall appoint a Building/Facility Safety Officer, or a Safety Committee for each campus building/location under their supervision or control, has the following responsibilities prior to and during any emergency:

Prepare, maintain, and submit an Emergency Action Plan to the Director of Environmental Safety and Health (ESH). Director of ESH shall provide a comprehensive list of Department plans to the Chief of Police on the 1st day of November of each year or more often if needed.

The Emergency Action Plan for each building and facility should be as concise as possible. Each Department/Division within a specific building shall have at least one copy of the Emergency Action Plan for their building/facility prominently displayed within each major or significant workspace area, this includes classrooms, and laboratories.

## **Other Building/Facility Manager Duties**

**Report every emergency to the University Police at Tel. 410-455-5555 (X55555).**

- Serve as the primary building contact person to receive emergency information from the UMBC Police Department.
- Inform all building occupants, students, faculty and staff of any emergency conditions.
- Evaluate the impact of any emergency on persons or property, and take appropriate action including ceasing operations and initiating evacuation of the building or facility.
- Maintain emergency telephone communications with University officials from the building or facility or from an alternate site if necessary. The Facilities Manager may have to designate personnel to perform these functions after normal business hours.

## **Develop a Building/Facility Telephone Tree**

The building/facility manager shall develop a phone tree of both work/home/mobile phone numbers for all persons who normally work or reside in the building or facility.

## **General Faculty/Staff Supervisor Responsibilities**

Each faculty or staff member who directly supervises university students or other university employees has the responsibility to:

- Educate the supervised students or employees to relevant emergency procedures including evacuation procedures for their building or facility.
- Inform the supervised students and/or staff of any perceived emergency and initiate emergency procedures as prescribed within the Building/Facility Emergency Plan, and the Emergency Response Plan.

- Report all safety hazards as soon as possible to the building manager or safety officer
- Submit a work order to reduce hazards and to minimize accidents promptly to the Building Manager or Director of Facilities Management.

**IMPORTANT:** Inform all students, staff, and faculty to conform to building evacuation guidelines during any emergency and to report to their appropriate assembly area outside the building so that a head count can be taken.

### **Deans, Department Heads, Other Campus Employee Duties**

Each University Dean and Department Head will develop and implement a business continuity plan for each of their respective areas of responsibility.

It is the responsibility of every campus employee to become familiar with the Emergency Action Plan for their work area(s).

**Business Continuity Plans will be updated at least once every three years, or more often as the need arises, due to the reassignment of Deans and Department Heads, or other critical circumstance that affect the suitability of such plans. A copy of each revised plan will be submitted to the Planning Section Chief within thirty days of such revision for approval and retention.**

### **The Emergency Notification System**

#### **Communications methods used to implement the Emergency Notification System**

During any critical incident or emergency, the University will attempt several methods of communication to disseminate information. The methods to be used, in the following descending order of preference, will include these listed devices:

- *The University Telephone System*  
The telephone landline system is to be used as a primary means of communication, unless it is compromised.
- *Two-way Radios and Pagers*  
Key members of the Incident Command Staff will be equipped with two-way radios and alphanumeric pagers.
- *Cellular Telephones*  
Incident Command Staff members will use cellular phones, including those that incorporate satellite technology or prior arrangement of cellular channels set aside for use during emergencies when land lines or regular cellular telephones are likely to become inoperative or unusable (Wireless Priority Service).
- *Voice-mail*  
A special voicemail box has been established (X53100) for use during emergencies.
- *E-mail*  
System-wide e-mails will be disseminated. This will be a primary means of communication.
- *E2Campus*

Emergency messages will be disseminated to the cellular phones of e2Campus participants.

- Web messages  
Emergency messages will be disseminated through the emergency notification information box on the home page of University's website.
- Signage  
Signs detailing the status of the University will be posted on University buildings.
- Fax Machines  
Fax messages may be used to transmit timely or preplanned messages, checklists, assignment sheets, and other information, as required

### **Plan Implementation**

Whenever an emergency affecting the campus reaches such proportions that it cannot be handled by routine measures, the VPAF, or in his/her absence, the VPSA, or in their absence their designee, with appropriate consultation with the President of the University, may declare a State of Emergency and shall cause implementation of this Plan by a designated Incident Commander, or in the absence of an Incident Commander, the ranking university police official on the scene.

The Incident Commander shall so apprise the VPAF, the VPSA, or in their absence their designee, of an emergency situation or the possibility thereof; as appropriate, so that a request for additional assistance can be forwarded promptly to municipal, county, or state authorities in a timely and effective manner.

### **Plan as Primary Source Instrument, Exceptions**

This University Emergency Response Plan shall be used as the primary source for guiding University administrators, students, and staff whenever an emergency or a disaster occurs on campus.

It is recognized that, in addition to the procedures outlined in this Plan, there are functional and geographic areas of the campus that have specific procedures in place that are to be followed first in a developing emergency. These additional procedures, including SOPs, checklists, Field Operations Guides, and other similar guidelines, shall remain in effect as long as they do not conflict with the provisions of this Plan.

### **Plan Conflicts**

This Emergency Response Plan supersedes all previously developed administrative policies and procedures that address campus emergency operations. Conflicts with existing plans, including university SOPs and similar directives shall be reconciled with this Plan, or shall be immediately brought first to the attention of the Incident Commander, and then to the Planning Section Chief as soon as possible for resolution.

## **After Action Reports**

As soon as reasonably possible, after the conclusion of emergency operations concerned with a critical incident, crisis, or disaster, the Incident Commander shall cause the preparation and publication of an After Action Report.

The After Action Report shall be written by the Operations Section Chief with the assistance of the Director of Risk Management and any other section of the Incident Command Group, as required. After Action Report documents shall be submitted within a reasonable time frame and typically within 30 days of termination of incident operations.

The After Action Report shall detail pertinent facts and circumstances known about incident causation, the quality and nature of the response effort, and the incident resolution. In addition, the After Action Report shall identify both deficiencies and highlights that occurred during the resolution of the incident and shall make recommendations about planning, training, and operational needs and improvements for consideration to enhance the efficiency of future responses.

Each original After Action Report shall be retained on file within the Office of the Chief of the UMBC Police Department for a period of 20 years. Copies of the After Action Report shall be contemporaneously forwarded to all Chiefs of the Incident Command Group, including the Incident Commander.

## **Classification of Campus Conditions**

The following four definitions are provided to identify campus conditions and to assist in determining the appropriate response to situations on campus. The Chief of Police will determine the classification of an incident.

### **Normal Campus Conditions-(No Emergency)**

When normal campus conditions exist, no unusual response or planning activities are necessary.

### **Critical Incident (Minor Emergency)**

A critical incident, or minor emergency, is any event whose initial impact is limited to a specific segment or subgroup of the university. A critical incident causes significant disruption to the subgroups which they affect, but does not disrupt overall institutional operations. During a critical incident an Incident Command Post may be established as determined necessary by the University Chief of Police or his/her designee.

Many minor emergencies may be handled by the affected department with assistance from the police department.

### **Crisis (Major Emergency)**

A crisis or major emergency is any event which disrupts the orderly operations of the University or its institutional missions. A crisis affects all facets of the institution and often raises questions or concerns over closing or shutting down the institution for any period of time. Outside emergency resources will probably be required, as well as a major effort from available campus resources. A crisis on campus will require establishment of an Incident Command Post and may require an Emergency Operations Center. Major policy considerations and decisions will usually be considered by the VPAF in consultation with the University President as needed during a crisis.

### **Disaster (Severe Emergency)**

A disaster is an event whose nature and impact extends beyond the University and disrupts not only operations and functions of the institution, but also those of surrounding communities. During a disaster, resources that the University might typically rely on may be delayed or unavailable because they are being employed within the broader community. In some instances, mass casualties or severe property damage may have been sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation and outside emergency services and resources will be essential. In all cases of a disaster, an Incident Command Post and an Emergency Operations Center will be activated, and appropriate support and operational plans will be executed.

### **Declaration of a Campus State of Emergency**

The decision to declare a Campus State of Emergency rests with the VPAF with appropriate consultation with the University President.

Upon notification of a critical incident or emergency by the Chief of UMBC Police Department, the VPAF will decide whether a Campus State of Emergency is necessary. If so, the Chief of UMBC Police Department will direct the UMBC Police Department Dispatch to make necessary notifications.

### **The Initial Incident Response**

#### **Involvement of the UMBC Police Department is required**

Whenever conditions are present that meet the definition of a crisis or disaster, or whenever a Campus State of Emergency is declared by the VPAF, the UMBC Police Department will immediately place into effect procedures that are designed to meet the emergency by safeguarding persons and property and maintaining the functioning of the institution.

On-duty UMBC Police Department personnel shall immediately consult with the Chief of Police regarding the emergency, and shall follow established notification procedures.

### **Persons on campus must be controlled**

During a Campus State of Emergency, only registered students, faculty, staff, and their affiliates (i.e., persons required by employment) are authorized to enter or remain on campus. Persons who cannot present proper identification (such as a student or employee identification card or other suitable identification showing that they have a legitimate purpose on campus) will be directed to leave the campus. Unauthorized persons remaining on campus may be subject to expulsion, detention, or arrest in accordance with applicable laws.

### **Non-essential persons shall be restricted from the Incident Site**

Only faculty, staff, and student volunteers who have been assigned to Incident Management duties or who have been issued a University Emergency Identification Pass by the UMBCPD will be allowed to enter the immediate incident site.

Since any terrorist incident is considered to be a criminal act, that incident site is to be managed as a crime scene that requires the collection and preservation of evidence and other procedural requirements that are critical to the performance of a criminal investigation.

### **Perform Communications and Media Relations duties**

Effective communication plays a critical role during any emergency. In almost all emergencies, the University will need to communicate with internal audiences, including students, faculty, and staff. Depending on the severity of the situation, it is likely that the University will need to communicate with external media sources and through them to wider audiences.

### **Direct all media inquiries to Public Relations**

All media inquiries should be directed to the Public Relations Office. It is important that information provided to outside media persons be coordinated through Public Relations to ensure consistency concerning communications about the status of the University during a critical incident or emergency. If the incident involves entities from other jurisdictions, the external communications function of the Public Relations Office shall be coordinated through an established Joint Information Center.

### **Mutual Aid Agreements**

The University maintains mutual aid assistance agreements with appropriate law enforcement agencies, details of which can be obtained from the Office of the Chief of Police. UMBC does not operate its own Fire Services. The campus is protected by the Baltimore County Fire Department.

Any mutual aid agreement contracts should be retained on-file by the Office of the UMBC General Counsel with copies distributed to all affected police, fire, and EMS agencies, as well as, to other appropriate court and regulatory agencies and entities.

## **Other Notifications**

The Public Relations Office, in coordination with the Incident Commander, shall determine when and by what methods it is appropriate to issue timely warnings, emergency alerts, and other informational releases to key government officials, community leaders, emergency management response agencies, volunteer organizations, and any other persons and entities essential to mounting a coordinated response to an incident.

It is critical that adjoining jurisdictions be notified whenever an incident has an actual or potential impact on residents, buildings, traffic, or otherwise has an impact on civic health or well being.

Sufficient factual information should first be gathered and evaluated for accuracy to minimize the effects of spreading false rumors and misinformation, prior to disseminating any release of information.

## **Seven Critical Tasks will be performed by the first responding supervisor**

According to current Incident Commander System doctrine, the first responding supervisor in the crisis phase of any initial response must perform the following seven critical tasks, as necessary, as soon as possible:

- Secure and Establish Communications and Control
- Identify the “Hot Zone”
- Establish an Inner Perimeter
- Establish an Outer Perimeter
- Establish an On- Scene Command Post or Incident Command Post
- Establish a Staging Area for Personnel and Equipment
- Identify and Request necessary Resources

## **The Initial Responses to a Reported Emergency**

Each emergency occurring on-campus shall be reported immediately to the University Police. Upon receiving notification of a reported emergency, the UMBCPD shall initiate the following chronology of events:

### **Dispatch a Public Safety Officer to the Scene**

One or more police officers shall be dispatched to the scene to confirm the existence of a critical incident, crisis, or disaster.

### **Dispatch Appropriate EMS/Fire Services**

UMBC Police Department dispatch shall request appropriate assistance from Fire or Emergency Medical Services personnel.

### **Dispatch Facilities Management Staff**

UMBC Police Department dispatch shall request appropriate assistance from the Office of the Director of Facilities Management once an emergency or disaster has been identified as one that affects University buildings or other infrastructure in a manner that requires DFM corrective action.

### **Contact the Chief of Police**

UMBC Police Department dispatch will immediately contact the Chief of Police or his/his/her designee.

### **The Chief of Police shall contact CMET**

The Chief of UMBC Police Department shall immediately contact one of the following persons in the following descending order of preference:

- Vice President of Administration and Finance
- Vice President of Student Affairs
- Director of Facilities Management

After consulting with the CMET, the UMBC Chief of Police will activate the Emergency Notification System (e2 Campus and Campus email alert) as appropriate, as described below:

### **Critical Incident (Minor Emergency)**

During a Critical Incident or Minor Emergency, the campus will be notified by Emergency notifications. Incident Command staff members may not necessarily meet as a group, but will be still be advised of conditions. An Incident Command Post may be established.

### **Crisis (Major Emergency)**

During a Crisis or Major Emergency, the Emergency Notification Systems will be activated. Command Staff members shall report as directed by the Chief of Police. An Emergency Operations Center (EOC) may be established at the [REDACTED], or if that facility is compromised in any way, an alternate EOC may be established at the [REDACTED]

### **Emergency Operations Center (EOC) Site**

The primary UMBC Emergency Operations site in the [REDACTED] building. This site offers the best combination of security, structural integrity, relative isolation, redundant systems, and emergency power source of any building on campus. The emergency generator of the building has been tested at full load, and generated power is sufficient to power every system in the building, with zero degradation of building/system functionality. In the unlikely event that the [REDACTED] is compromised in any manner, the EOC may be moved to the [REDACTED] as an alternate site.

## **Emergency Operations Center Equipment List**

The following types and quantities of equipment suitable for an Emergency Operations Center should be considered for staging as determined:

- An emergency power source (gas generator & fuel sufficient for an initial 72 hour period)
- Tables, desks and chairs sufficient to accommodate Incident Command Staff and all support staff, to include a refrigerator and coffee maker
- Copy machine
- Two-way radio base station, battery operated AM/FM radio and a television, a cable connection is preferred.
- Telephone equipment as follows:
  - Dedicated lines for Incident Commander use (min. of 2)
  - Dedicated lines for Incident Command Staff use (min. of 2)
  - Cellular telephones (min. of 3)
- Sanitary facilities
- Campus maps and drawings/blueprints of buildings
- Computer work stations and printers that have network capabilities
- Office Supplies
- A Fax machine with broadcast capabilities
- Cots suitable for temporary sleeping areas.

## **Disaster**

During a Disaster, Emergency Notifications will be made. All Incident Command Staff members shall report to the Incident Command Post or Emergency Operations Center as directed. If a primary site is not available, an alternate Incident Command Post or Emergency Operations Center site will be established by the Chief of Police. Command Staff members shall report as requested and shall also provide the following items, as appropriate:

- All University property keys checked out to them.
- Pagers
- Cellular phones with extra batteries
- Laptop PC with extra batteries, if any
- Two way radios with extra batteries, if any

## **Staging Areas**

One or more staging areas for arriving off-campus responders, equipment, and other resources shall be established by the Director of Facilities Management. For operations of the Incident Command Staff, a permanent conference room with facilities for emergency response elements that is designed to accommodate multiple telephone and/or electrical devices shall be established at [REDACTED] building. In the event this established facility is not available, another suitable alternate site shall be chosen.

Staging areas should be located either on or as near to the campus as possible, but not in such close proximity to the incident site as to interfere with site operations or to be endangered by the incident.

### **Media Center/Joint Information Center**

If a campus incident is expected to last for more than eight hours, a site for a Media Center/Joint Information Center will be established in the Lecture Room V Auditorium, or in the University Center at the direction of the Director for Public/Media Relations. Parking adjacent to these facilities will be reserved for media and staff vehicles.

The Media Center/Joint Information Center will include space for the media reporters, a podium, a multimedia box, backdrop, and appropriate signage. If a Joint Information Center is established, the site should contain enough space for meeting rooms and have the capacity to support Joint Information Center operations.

Backup media facilities will be located at the Administration building.

### **Campus Telephone Center**

At the direction of the Director of Public/Media Relations a Campus Telephone Center will be established in the Commons and/or in the Public Policy building. The telephone center will be used to answer inquiries from students, employees, and relatives regarding the nature and consequences of the emergency.

### **Area Maps**

Insert maps of potentially affected campus and surrounding areas in this section. Show building and facilities sites, roads, parking areas, areas of particular concern and other elements that may have an impact on campus infrastructure during any critical incident or emergency.

### **Deactivation of Emergency Incident Operations**

At the close of Incident Operations, the Incident Commander will notify the Operations Section Chief to begin the stand-down phase of operations according to the procedures developed as part of the Incident Action Plan for that incident.

### **Incident Documentation**

Each participating department, section, building, or function manager or supervisor is responsible for documenting activities and expenditures associated with the discharge of his/her emergency functions. Additionally, each emergency response entity will retain documents associated with its activities during the response. These documents, although local in origin, will be based primarily on the formats and purposes devised for federal Incident Commander System forms for the following purposes:

- Provide a basis to assess the emergency and evaluate the response

- Identify areas where campus preparedness activities worked well and those areas that need improvement
- Verify all emergency related expenses and document efforts to recover such expenses
- Assist recovery in the event of litigation

### **Annual Training**

Training will be conducted on at least an annual basis for all designated first responders. This training will include tabletop exercises and other contextual training. The UMBC Chief of Police or the Fire Chief, as appropriate, will supervise and coordinate such training.

To the extent necessary, institutional training will occur to provide members of the UMBC community with the level of knowledge necessary to appropriately respond to campus emergencies. Minimally, the entire campus will be notified, via mass email, that UMBC has an Emergency Operations Plan, the location of non-sensitive public portions of the plan for review, and an instructional overview of pertinent emergency situations and appropriate community response to these emergency situations. This information shall be available on the UMBC Police website.

Additionally, critical members of the UMBC community, such as Building Managers, shall receive proactive training on their responsibilities during an emergency event. This training will be provided using the WebNet training system, and will be delivered to appropriate campus personnel and tracked for completion minimally on a yearly basis.

Members of the CMET have received Crisis Management Overview training as a part of the System initiative to provide an executive level briefing on crisis management. Any new additions to the CMET will be provided this overview training.

### **Exercises and Evaluations**

The Planning Section Chief shall develop a program of periodic evaluation and training that is compatible with the federal, state and local governments that coincides with the goals and doctrines of the U.S. Department Homeland Security, Office of Domestic Preparedness, Homeland Security Exercise and Evaluation Program. The Homeland Security Exercise & Evaluation Program (HSEEP) contains doctrine and policy for designing, developing, conducting and evaluating exercises. HSEEP is a threat-and performance-based exercise program that includes a cycle, mix and range of exercise activities of varying degrees of complexity and interaction.

### **EMS and Medical Training shall be monitored**

The Planning Section Chief, in coordination with others, shall devise and research training opportunities to access or ensure that EMS and medical training is available and appropriately delivered to local responders according to applicable federal, state, and local standards, including licensing and certification.

## **Infrastructure Protection**

### **Threat Assessment and Evaluation (T&RA) Program**

As soon as practicable, and periodically hereafter, the Director of Facilities Management shall devise and implement a program whereby each physical asset and/or facility of the University shall be inspected and evaluated for risk potential.

#### **Purpose**

The purpose of this program will be to perform a Threat and Vulnerability Assessment and to implement solutions identified during these assessments to enhance security and improve campus preparedness.

#### **Methodology**

As soon as practicable, upon completion of such assessment, a report shall be filed with Facilities Management that details the evaluation of risk and makes recommendations on ways to decrease the vulnerability of the asset or facility. The Texas Engineering Extension Service/National Emergency Response and Rescue Training Center Campus Preparedness Assessment Instrument or its equivalent may be used to collect and evaluate the necessary data.

In addition, diagrams, blueprints and similar materials shall be assembled, and updated as necessary, for each campus facility and shall be submitted to the Director of Facilities Management for use during both routine and emergency operations.

All such reports shall be used by the Director of Facilities Management to document the deficiencies found and make recommendations for the purpose of improving campus preparedness and security.

Two instruments detailing the institutional threat assessment and potential target vulnerability pertaining to anticipated threats/hazards can be found in Addendum 2 and Addendum 3 of this document. These two instruments, Addendum 2, Potential Target Vulnerability Summary Worksheet, and Addendum 3, UMBC Hazard and Vulnerability Analysis, will provide the basis for a yearly review of institutional threats, hazards, and vulnerabilities.

### **The Law Enforcement Information Sharing Program**

A Law Enforcement Information Sharing Program should be devised and initiated as soon as practicable by the UMBCPD Chief of Police.

#### **Purpose**

The purpose of this program shall be to increase communications between campus public safety and other law enforcement agencies at all levels of government to enhance safety and security

measures against criminal and terrorist threats against the campus and surrounding communities and to enhance cooperative efforts to combat such threats.

### **Methodology**

As soon as practicable, the UMBC Chief of Police shall devise and implement a program designed to maximize the interaction of the University law enforcement community with the appropriate members of government law enforcement agencies, and other campus police departments. In order to ensure the timely receipt of threat information, The UMBC Police Department, Chief of Police, shall establish a working relationship with:

- The SAC of the FBI field office,
- The regional Joint Terrorism Task Force,
- State and local law enforcement officials, and
- Others, as appropriate.

### **Campus Response to National Threat Alert Levels**

The UMBC Police Department, Chief of Police may consider any of the following steps, as well as any others, calibrated to local, state, or national threat alert levels:

- Consider assigning officers as liaisons with international student groups on campus (in addition to potentially eliciting life saving information, these officers may build trust and allay the fears such groups may have)
- Establish a management team responsible for directing implementation of the campus Emergency Response Plan
- Review the campus Emergency Response Plan, Terrorism Incident Annex, and mutual aid agreements with the CMET, command staff and jurisdictional partners.
- Ascertain the need for additional staff training
- Consider assigning a campus liaison officer to the local Emergency Operations Center
- Review leave policies and SOPs for reassignment of plainclothes officers to uniform duty to enhance visibility and coverage to critical areas
- Update the most recent risk assessment inventory
- Increase physical checks of critical facilities during periods of increased alert
- Establish a single point of access for each critical facility and institute 100% identification checks
- Limit public access to critical facilities and consider escort procedures for authorized persons
- Increase administrative inspections of persons and their possessions entering critical facilities
- Increase administrative inspections of vehicles and their contents
- Assess adequacy of video monitoring
- Assess adequacy of physical barriers outside sensitive buildings and the proximity of parking areas
- Ensure adequacy of the emergency alert and communication system for students, faculty, staff and visitors
- Review parent communication and reunification plan and educate all stakeholders

## **Annual Plan Reviews**

The Emergency Response Plan shall be reviewed at least once each year

CMET shall cause an annual review of the Emergency Response Plan to be conducted. As a result of this review, any updates and/or changes shall be incorporated into this Plan and shall be distributed to users appropriately.

### Emergency Action Plans (EAP)

Annually, each Building/Facility Emergency Action Plan shall be reviewed, updated and submitted to the Office of Facilities Management for approval with the Chief of Police.

### Reporting Status of Plan Revisions

The Director of Facilities Management shall devise a system to manage and track the updating of all Building/Facility Plans and shall notify the CMET of the status of this project, in writing, no later than April 1 of each year.

## **Crisis Communication Protocols**

- Initial notification of an incident should be made to the University Police Department by calling (410) 455-5555. Depending on the situation, police may respond first to the crisis, taking appropriate action to quell any threat, and then activate the notification protocol. The Chief of Police will be immediately notified.
- In addition to responding to the crisis, the Chief of Police/Designee will notify the VPAF, who will immediately notify the appropriate members of the CMET to determine course of action. If VPAF is not available the Chief of Police will contact the VPSA, or the next CMET member in the chain of command.

During the initial call, the Chief of Police will specify the category of the incident. This will determine how long the CMET has to release information, determine an action plan for protecting life first, then property.

- Upon making a decision, the CMET will notify the Communications Department to initially contact the functional team.
- VPAF will notify the Public Relations Office with regard to any public announcement. Concurrently, OIT representatives will be notified for the message to go out to campus community via the emergency notification system. The Media Relations designee will be responsible for all media inquiries and official statements relating to the emergency
- The VPSA will be responsible for facilitating notification of the student body with support from DoIT.

- Essential employees will be notified of their responsibilities during the emergency and may be called upon to report immediately.

### **Shared Information/Community Outreach**

Timely notification to the President's Council on the nature and extent of a crisis affecting the campus is imperative to facilitate the exchange of accurate information about the crisis and to initiate recovery efforts to restore routine University functions. Outreach to the University Senates will provide timely accurate information on the status of the crisis, and provide an important communication link between the organizations and those responsible for resolving the crisis.

In the event of a campus emergency, UMBC will provide information to the UMBC campus community, the UM System and Board of Regents, and the larger community that surrounds the UMBC campus as appropriate. UMBC will utilize existing campus communication platforms, such as E2Campus, the mass email system, the automated telephone response system, the Building Manager System, and the voice capabilities of the Emergency Siren to reach the widest range of members of the campus community.

In the event of an emergency, UMBC will contact the Board of Regents, utilizing the Emergency Notification list provided by the Board of Regents, and found in Addendum 1 of this document.

UMBC will provide information to the surrounding community, as appropriate, through the local media. The sharing of information with the surrounding community will be coordinated by the Institutional Advancement Division, Communications Department of UMBC. UMBC is additionally working on a method to allow enrollment in the E2Campus text alert system by non-affiliated persons. Once this capability is operationalized, UMBC will offer this information vehicle to the surrounding community.

### **Crisis Response Communication Center**

The [REDACTED] is designated as the primary control point for coordination and handling of the University's response to emergencies occurring on campus. The Chief of Police will coordinate the Crisis Response Communication Center operations. Affected departments will assign a representative (see appendix 1) from their respective organizations to coordinate communications with the Crisis Response Communication Center. The center is also equipped with a data-line and cable television access. All department emergency response equipment will be initially stage at the Crisis Response Communication Center. The equipment will then be escorted, or directed, to other locations on campus when needed.

The Director Facilities Management and/or the Chief of Police are the points of contact for weather emergencies. They have access to a National Oceanic Atmosphere Administration weather emergency-based system that provides 24/7 updates on any weather-related situations which requires monitoring,

Dedicated telephone lines are available in the Crisis Response Communication Center that can be used to publicize information or gather weather-related information. Police Communication's

Operators, with assistance from other university staff, will manage the telephones and other emergency communications equipment in the Crisis Response Communication Center. The telephone number is (410) 455-8800 (ext. 8800 on campus). Telephone calls to ext. 8800 will provide the caller with an open line search to ext. 8805 if extension 8800 is busy.

An Emergency Operations Center or strategic planning and evaluation location will be located in the [REDACTED]

Should the ECS be negatively affected, the Emergency Operations Center should be moved to an alternative site: [REDACTED]

Emergency Operations Center representatives of major functional disciplines within the University including any University System of Maryland representatives will have access to the Emergency Operations Center. UMBC representatives are those who have administrative oversight of the resources needed to respond to a crisis on the campus.

### **Staging Areas for Resources**

The following areas have been identified as possible staging areas for emergency vehicles, contractor vehicles, earth moving equipment, waste management equipment, etc. The area used will be dependent upon the emergency, and it is possible that any combination may be used; the area will be open for emergency vehicles and one for service vehicles. These areas were chosen as being accessible to the majority of the campus without crossing municipal roadways and being out of the general flow of traffic.

- [REDACTED]
- [REDACTED]
- [REDACTED]

### **Community Warning and Communication**

Whenever possible, prior notification of emergencies or disasters that may affect the University community should be made on any or all of the following avenues:

1. Email bulletin to all University Email Addresses
2. Broadcast message to all University Voice Mail Boxes
3. Radio announcements on Local channels.
4. e2Campus Text Notification System
5. Site specific postings in buildings
6. Notification to Contractors by Facilities Management.

In the event that notification must occur as/after an incident occurs, the emergency siren system will be implemented as well as telecomm emergency phone notifications to all campus phones. During regular business hours designated offices will be contacted within each facility so that notification can be given to classroom and other non-office locations. After regular business

hours, the University Police will provide notification to non-residential facilities that are not staffed in the evening.

## **Individual Department Crisis Plan**

Individual department responsibilities include:

- Identify and monitor potential safety and accident problems within their functional areas.
- Take necessary actions to remedy the problem through notification to appropriate authority, if known, or to Environmental Safety and Health.
- Ensure that emergency planning is accomplished in their functional areas.
- Provide appropriate emergency preparedness training for their personnel.
- Submit individual department plans, through the appropriate Vice President, to the Assistant the Director Environmental Safety and Health for review and coordination with the University's Emergency Response Plan.

## **Specific Incident Protocols**

### **UMBC Civil Disturbances/Demonstrations Procedures**

#### **Civil Disturbances and Demonstrations**

##### **Peaceful, Non-Obstructive Demonstrations**

- (1) Demonstrations of this kind should not be interrupted. Demonstrations should not be obstructed or provoked. Efforts should be made to conduct University business as normally as possible.
- (2) If demonstrators are asked to leave, but refuse, upon regular facility closing time:
  - a. Arrangements will be made by the Chief of Police to monitor the situation during non-business hours, or
  - b. Treat the situation as a violation of regular closing hours and, thus, a disruptive demonstration. (See section on non-violent, disruptive demonstrations below)

##### **Non-violent, Disruptive Demonstrations**

In the event that a demonstration blocks access to University facilities or interferes with the operation of the University:

- (1) Demonstrators will be asked by the Chief of Police, or designee, to terminate the disruptive portion of the activity or to relocate.
- (2) The Chief of Police, or designee, will consider having a photograph available.
- (3) Key University personnel and student leaders may be asked by the Chief of Police or campus designee, to go to the area and persuade the demonstrators to discontinue their disruptive activities.
- (4) If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action, including suspension and/or dismissal, or possible intervention by civil authorities, Attachment A), The VPAF will be consulted before civil authorities are brought onto campus.
- (5) Efforts should be made to secure positive identification of demonstrators in violation to facilitate later testimony, including photographs and video, if deemed advisable.
- (6) The VPAF, in consultation with General Counsel, and the Chief of Police, will determine the possible need for a court injunction.

### **Violent, Disruptive Demonstrations**

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the Chief of Police will be notified.

- (1) During Business Hours:
  - a. The Chief of Police will contact the Baltimore County Police Department.
  - b. The Chief of Police will then call a photographer to report to an advantageous location for photographing the demonstrators.
  - c. The police will provide an officer with a radio for communication between the UMBC Police Department and the Baltimore County Police Department as needed.
- (2) After Business Hours:
  - a. The UMBC Police Department should be immediately notified of the disturbance.
  - b. The University Police will investigate the disruption and report and notify the Chief of Police.
  - c. The Chief of Police will report the circumstances to the VPAF and VPSA.

- d. The Chief of Police will notify key administrators and, if appropriate, the administrator responsible for the building area.

### **DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION (SAMPLE LANGUAGE)**

“This assembly and the conduct of each participant are disrupting the operations of the university and are in violation of the rules and regulations of UMBC. You have previously been called upon to disperse and terminate this demonstration. You have been given the opportunity to discuss your grievances in the manner appropriate to the university administration. In no event will the Administration accede to demands backed by force. Accordingly, you are directed to terminate this demonstration. If you have not done so within 15 minutes, the University will take whatever measures are necessary to restore order. Any individual who continues to participate in this demonstration may be subject to possible arrest for criminal violations.”

### **DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION WITH THE ASSISTANCE OF POLICE (SAMPLE LANGUAGE)**

“You have previously been directed to terminate this demonstration and you have been put on notice as to the consequences of your failure to do so. Since you have chosen to remain in violation of the rules and regulations of UMBC, the Police will now be called to assist in dispersing this assembly. Those who fail to leave immediately will be subject to arrest, (for such things as Criminal Trespass, Destruction of Property, Disorderly Conduct, etc.)”

## **UMBC Criminal or Violent Behavior Procedures**

### **Criminal or Violent Behavior**

Everyone is asked to assist in making the campus a safe place by being alert to suspicious situations and promptly reporting them.

If you observe a criminal act or are a victim, immediately notify the campus police via phone or emergency call box at:

- Campus phone ext. 55555
- Public phone: 410-455-5555
- Blue Light Emergency Phones

The UMBC Police Headquarters is located in the Central Plant Building and provides 24-hour help and protection. This service is provided seven days a week on a year-round basis.

1. When notifying the police of an incident provide the following information:
  - Nature of the incident.
  - Location of the incident.
  - Description of person(s) involved.
  - Description of property involved.

2. Assist the officers when they arrive by supplying them with all additional information and ask others to cooperate.
3. In the event of gunfire or discharged explosives take cover immediately using all available cover. After the disturbance, seek emergency first aid if necessary.

### **WHAT TO DO IF TAKEN HOSTAGE:**

- a. Be patient. Time is on your side. Avoid drastic action.
- b. The initial 45 minutes are the most dangerous. Follow instructions and be alert.
- c. Don't speak unless spoken to and then only when necessary. Do not talk down to the captor who may be in an agitated state. Avoid appearing hostile. Maintain eye contact with the captor at all times if possible, but do not stare. Treat the captor like royalty.
- d. Remain calm and avoid speculating. Comply with instructions as best you can. Avoid arguments. Expect the unexpected.
- e. Be observant. You may be released or escape if the opportunity presents itself. The personal safety of others may depend on your actions.
- f. Be prepared to answer the Police on the phone. Be patient and wait. Attempt to establish rapport with the captor. If medications, first aid, or restroom privileges are needed by anyone, say so. The captors in all probability do not want to harm the persons held by them. Such direct action further implicates the captor in additional offenses.

### **Hostile Intruder(s) on the Grounds of the Campus**

This is a police response situation. Responding campus police officers will make every effort to safeguard lives in this situation.

When a hostile person(s) is actively causing death or serious physical injury or the threat of imminent death or serious physical injury to person(s) on the campus, the following procedures will be implemented:

- Run away from the threat if you can, as fast as you can.
- Contact campus police at X5-5555 if possible or dial 410-455-5555 on a cell phone.
- Do not run in a straight line.
- Stay behind vehicles, bushes, trees, and anything that could possibly block your view from the hostile person(s) while you are running.
- If you can get away from the immediate area of danger, summon help and warn others.
- If you decide to hide, take into consideration the area in which you are hiding. Will I be found here? Is this really a good spot to remain hidden?

- If the person(s) is causing death or serious physical injury to others and you are unable to run or hide you may choose to play dead if other victims are around you.
- The last option you have if caught in an open area outside may be to fight back. This is dangerous, but depending on your situation, this could be your last option.
- If you are caught by the intruder and you are not going to fight back, do not look the intruder in the eyes, and obey all commands. Do not appear to pose a challenge—be submissive.
- Once the police arrive, obey all commands. This may involve your being handcuffed or made to put your hands in the air. This is done for safety reasons, and once circumstances are evaluated by the police, they will give you further directions to follow.

This training guide cannot cover every possible situation that might occur but it is a training tool that can reduce the number of injuries or death if put into action as soon as a situation develops. Time is the most important factor in the optimal management of these types of situations.

### **Hostile Intruder in a Non-Residence Hall Building**

When a hostile person(s) is actively causing death or serious bodily injury or the threat of imminent death or serious bodily injury to person(s) within a building, we recommend the following procedures be implemented.

*While the guide refers primarily to academic buildings, it should be stated that these procedures are also relevant to administrative buildings and other common buildings on the campus:*

- Faculty should immediately lock the students and themselves in the classroom if possible. Cover any windows or openings that have a direct line of sight into the hallway.
- If communication is available, call X 5-5555.
- Do not sound the fire alarm. A fire alarm would signal the occupants to evacuate the building and thus place them in potential harm as they attempted to exit.
- Lock the windows and close blinds or curtains.
- Stay away from the windows.
- Turn off lights and all audio equipment.
- Try to remain as calm as possible.
- Keep everyone together.
- Keep classrooms secure until police arrive and give you directions.
- If you are not in a classroom, try to get to a classroom or an office.
- Stay out of open areas and be as quiet as possible.
- If for some reason you are caught in an open area such as a hallway or lounge, you must decide what you are going to do. This is a very crucial time and it can possibly mean life or death.
  1. You can try to hide, but make sure it is a well-hidden space or you may be found as the intruder moves through the building looking for victims.
  2. If you think you can safely make it out of the building by running, do so. If you decide to run, do not run in a straight line. Attempt to keep objects such as, desks,

cabinets, fixtures, etc. between you and the hostile person(s). Once outside, do not run in a straight line. Use trees, vehicles, and other objects to block you from the view of intruders.

3. If the person(s) are causing death or serious physical injury to others and you are unable to run or hide, you may choose to play dead if other victims are around you.
4. Your last option if you are caught in an open area in a building may be to fight back. This is dangerous, but depending on your situation, this could be your last option.
5. If you are caught by the intruder and are not going to fight back, obey all commands and do not look the intruder in the eyes.
6. Once the police arrive, obey all commands. This may involve your being handcuffed, or keeping your hands in the air. This is done for safety reasons, and once circumstances are evaluated by the police, they will give you further directions to follow.

### **Hostile Intruder(s) in a Residence Hall**

When a hostile person(s) is actively causing deadly harm or the imminent threat of deadly harm within the residence hall, the following procedures will be implemented:

- Lock yourself in your room.
  - If communication is available, call X 5-5555.
  - If away from your room, join others in a room that can be locked.
  - Do not stay in the open hall.
  - Do not sound the fire alarm. A fire alarm would signal the occupants in the rooms to evacuate the building and thus place them in potential harm as they attempted to exit.
  - Barricade yourself in your room with desks, beds, or anything you can push against the door.
  - Lock your window and close blinds or curtains.
  - Stay away from the window.
  - Turn all lights and audio equipment off.
  - Try to stay calm and be as quiet as possible.
  - If you are caught in the open such as hallways and lounge areas, you must decide what you are going to do. This is a very crucial time and can possibly mean life or death depending on your actions.
1. You can try to hide, but make sure it is a well-hidden space or you may be found as the intruder moves through the dorm looking for more victims.
  2. If you think you can safely make it out of the building by running, do so. If you decide to run, do not run in a straight line. Keep any objects you can between you and the hostile person (s) while in the building. Once outside, do not run in a straight line.

3. If the person(s) are causing death or serious physical injury to others and you are unable to run or hide, you may choose to play dead if other victims are around you.
4. The last option you have if caught in an open area in the dorm maybe to fight back. This is dangerous, but depending on your situation, this could be your last option.
5. If you are caught by the intruder and are not going to fight back, obey all commands and do not look the intruder in the eyes.
6. Once the police arrive, obey all commands. This may involve your being handcuffed or made to put your hands in the air. This is done for safety reasons, and once circumstances are evaluated by the police, they will give you further directions to follow.

## **UMBC Explosion or Bomb Threat Procedures**

### **Explosion or Bomb Threat Procedures**

A suspicious-looking box, package, object or container in or near your work area may be a bomb or explosive material. Do not handle or touch the object. Move to a safe area and call the campus police immediately at X 5-5555. Use a telephone in a safe area. Do not operate any power switch, and do not activate the fire alarm.

#### **If there is an explosion:**

**Take cover under sturdy furniture, or leave the building if directed to do so by emergency responders**

- Stay away from windows
- Do not light matches, lighters, etc.
- Move well away from the site of the hazard to a safe location
- Use stairs only; do not use elevators

Call campus police at X 5-5555 from a campus telephone or 410-455-5555 from a public telephone.

#### **If you receive a bomb threat (via the telephone):**

- Stay calm and keep your voice calm
- Pay close attention to details. Talk to the caller to obtain as much information as possible
- Take notes. Ask questions:
  - When will it explode?
  - Where is it right now?
  - What does it look like?
  - What kind of bomb is it?
  - Where did you leave it?
  - Did you place the bomb?
  - Who is the target?

- Why did you plant it?
- What is your address?
- What is your name?
- Observe the caller's:
  - Speech patterns (accent, tone)
  - Emotional state (angry, agitated, calm, etc.)
  - Background noise (traffic, people talking and accents, music and type, etc.)
  - Age and gender
- Write down other data:
  - Date and time of call
  - How threat was received (letter, note, telephone)
- Call the campus police and submit your notes from the telephone call or the bomb threat letter or note to campus police
- Follow Police instructions

**If you are told by emergency responders to evacuate the building (see General Evacuation Procedures):**

- Check your work area for unfamiliar items. Do not touch suspicious items; report them to campus authorities
- Take personal belongings when you leave
- Leave doors and windows open; do not turn light switches on or off
- Use stairs only; do not use elevators
- Move well away from the building and follow instructions from emergency responders (See Table 1 Evacuation Distance Table)

## **Continuity of Operations Plans**

UMBC has put in place the necessary procedures and infrastructure for continuation of IT services, communications and essential business functions in the immediate aftermath of an incident. These efforts are based on the actions taken in February 2010 when weather related incidents caused UMBC to cancel classes for an entire week.

The Division of Information Technology has set up an infrastructure that system administrators can connect to campus through the established VPN network to monitor and administer servers, allowing for information technology services to be remotely managed from off-campus. Based on this, the following essential business functions can remain operational in the immediate aftermath of an incident:

- Information technology (web access, network, server and communications);
- Academic (courses, learning management and advising);
- Administrative (payroll, financial, procurement) services; and,
- All critical systems – email, voice communications, web site, course management, emergency notification and administrative systems can remain operational.

For Academics, the Provost and Deans utilize established email lists to communicate with Departments and instruct faculty to utilize alternate instructional delivery methods. Most faculty

members are able to communicate remotely with their students, and last February many were able to communicate instructional materials and class assignments during the week long weather closure.

Administratively, all PeopleSoft functionality is accessible through a web-based interface, allowing all finance, human resource and procurement staff to leverage the VPN Systems by connecting from their home computers to perform essential duties.

Our final step is the incorporation of the above plans into the UMBC Emergency Preparedness Plan document.

In an effort to expand continuity of operations planning further, a campus wide Business Continuity Committee continues its work on comprehensive continuity plans beyond the recommendation of this audit. The update of this committee's work is as follows:

- On June 4, 2010 the business and academic continuity committee members participated in a seminar on continuity of operations led by a nationally recognized subject matter expert.
- A poster session on UMBC business and academic continuity was presented at the two day campus leadership retreat in August 2010 to educate and raise campus awareness at the highest levels.
- UMBC completed the campus-wide business and academic continuity survey in August 2010 and the committee has begun analyzing this data.
- The results of this survey, including but not limited to identifying best practices and prioritization of units and departments for training, will be included in a report to the Council of Vice Presidents and Deans in May 2011.

## **Campus Emergency Evacuation Guidelines**

An evacuation is defined as the emptying of an occupied area and the transference of its occupants to a safe location. A critical element of any evacuation is transportation. In many campuses and communities, auto-dependent commuters congest roadways to the point of "gridlock." The dense urban population, high number of resident students, and use of transportation alternatives at the University must be taken into account when planning the steps necessary to evacuate all campus occupants, whether they arrived by public transit, single-occupant auto, carpool, vanpool, or bicycle.

The character and immediacy of the emergency directly affects the means by which people will leave their building or area of campus. There are two stages of evacuation:

### **Stage 1**

**Emergency Preparedness Coordinators (EPCs)**, or their designees, will attempt to ensure that all members of their department/unit (and any related students or visitors) proceed to the **Emergency Assembly Area (EAA)** for their particular building. The Department/Unit

Safety Coordinator (if applicable) serves as liaison with the EPC to ensure that the building is appropriately secured and that all known personnel are accounted for, utilizing available resources and information.

### **Stage 2**

In a campus-wide emergency, EPCs, or their designees, will report to the Incident Command Post and deliver a status report on their individual buildings and occupants to the Incident Commander. Resources and emergency response teams will be coordinated from the Incident Command Post.

**In a major emergency**, the decision to implement evacuation procedures is made by the VPAF. In situations requiring immediate action, public safety responders (Police, Fire, and Environmental Safety & Health) can also order an evacuation. The possible evacuation, consideration will be given to the specific threat (bomb, fire, storm, explosion, hazardous materials release, etc.), its context (time of day, likelihood, etc.), and the recommendation of the public safety officials.

**In building-specific emergencies**, follow these evacuation guidelines:

When a fire alarm sounds everyone must evacuate, in accordance with laws of the State of Maryland.

In the event of a bomb threat, the UMBC Police Department has sole authority to assess the credibility of the threat and to determine whether to evacuate the site.

For incidents involving hazardous materials, established department protocols for notification and response should be followed.

## **UMBC Evacuation Procedures**

### **General Evacuation Procedures**

*If evacuation is ordered, follow these procedures:*

Stay calm, do not rush, and do not panic.

Safely stop your work.

Gather your personal belongings if it is safe to do so. (Reminder: take prescription medications out with you if at all possible; it may be hours before you are allowed back in the building.)

If safe, take all quickly accessible personal property, close your office door and window, but **do not lock them**.

Use the nearest safe stairs and proceed to the nearest exit. Do not use the elevator.

Proceed to the designated Emergency Assembly Area (EAA) and report to your roll taker.

Be attentive to any instructions from emergency responders.

Do not re-enter the building or work area until you have been instructed to do so by the emergency responders.

### **Evacuation, Shelter-in-place and Relocation**

Due to incidents or emergencies, The University or city, county, state or Federal agencies may require partial or complete evacuation, relocation, or shelter-in-place procedures.

Evacuation is the time-critical movement of personnel away from danger or contaminated areas.

Shelter-in-place involves taking shelter in secure areas of buildings or other infrastructure until hazardous material dissipates or the danger passes. Shelter-in-place may be ordered for those unable to evacuate or if it is decided that this is the optimum procedure for reducing exposure to hazardous materials.

Relocation refers to the movement of personnel to temporary housing due to damage or contamination of such infrastructure.

### **Evacuations**

Evacuations may involve a single building, multiple buildings, a general evacuation (with essential personnel remaining) or a complete evacuation of the campus.

### **General and Complete Campus Evacuation Plans**

Because the release of hazardous materials may involve a dangerous plume that moves according to environmental conditions especially wind currents, it is necessary to have several plans for evacuation. The objective is to avoid evacuation of personnel into the anticipated plume areas. The choice of which plan will depend on environmental conditions. Each plan must have one or more rally points where personnel report that they have successfully evacuated and may receive further instructions.

Multiple means of transportation will be used in evacuation to include:

- Walk/Bicycle
- Personal Vehicle
- Other campus Vehicles (Vans)
- Public Transportation (Buses, Trains)
- Commercial Transportation (Buses, Trains and Airlines)

### **Relocation Plans**

CMET will develop relocation plans. Arrangements for temporary housing may involve movement:

- From closed building/area to other open buildings/areas on campus outside of threat area, i.e., Stadium and RAC for large numbers, other safe academic/administrative buildings not in use for smaller numbers.
- From campus to employee/student homes.
- From campus to available commercial facilities (hotels, motels).
- From on-campus campus facilities to off-campus campus facilities.
- From campus to other University System facilities.
- From campus to other County designated shelter areas.
- From campus to other State designated shelter facilities.

### **Communications Methods for Evacuation, Shelter-in-place, Quarantine and Relocation**

Communications from The University emergency officials to students and staff will involve all available means to include:

- Telephone to Building Managers with phone, public address, word of mouth within each building.
- UMBC Home page disseminated by hardwire or wireless.
- e2Campus
- Campus radio.
- Reverse 911 telephones.
- Pre-positioned street signs providing directions or electronic kiosks that provide voice and electronic signage.
- Megaphones by campus police or Building Managers

## **CAMPUS EVACUATION PROCEDURES FOR PEOPLE WITH DISABILITIES**

The following guidelines have been adopted by the University to assist in planning for the evacuation of people with physical disabilities.

### ***In all emergencies: AFTER AN EVACUATION HAS BEEN ORDERED:***

- Evacuate people with disabilities if possible
- DO NOT use elevators, unless authorized to do so by police or fire personnel. Elevators could fail during a fire or major earthquake
- If the situation is life threatening UMBC police will request paramedics.
- Check on people with special needs during an evacuation. A “buddy system,” as a method to arrange for volunteers (co-workers/neighbors) to alert and assist people with disabilities in an emergency, is a good method.
- Attempt a rescue evacuation ONLY if you have had rescue training or the person is in immediate danger and cannot wait for professional assistance
- Always ASK someone with a disability how you can help BEFORE attempting any rescue technique or giving assistance. Ask how he or she can best be assisted or moved, and whether there are any special considerations or items that need to come with the person.

## **Emergency Preparedness Guidelines for People with Disabilities**

- Make your environment fire safe (make sure your exit route is clear).
- Keep sufficient emergency supplies to last three days (include food, water, *prescription medicines* and any other supplies you might need).
- Become familiar with alternate routes in buildings you use frequently.
- Learn what may constitute a safe area in buildings you use frequently.
- Consider various disaster scenarios and decide ahead of time what you would do in different emergencies.
- If these “Emergency Procedures” guidelines do not apply to you, develop other strategies for your protection. For example, if you use a wheelchair and cannot duck and cover under a table:
  - Protect your head as much as possible.
  - Move away from windows, filing cabinets, bookcases, light fixtures, and heavy objects that could shatter, fall, or tip over.
  - Engage the electronic brake or wheel locks on your wheelchair.

For example, people with power wheelchairs should consider the following:

- In evacuations, it is standard practice to evacuate disabled people without their wheelchairs. Where should you be located while waiting for your wheelchair?
- Are there certain medications or support systems that you need?
- Do you have access to another wheelchair if yours cannot be evacuated?
- Know your limitations and be aware of your needs in different emergencies.
- If you need assistance, ask for it. People may not be aware of your circumstances or know how they can help.
- Consider how people will give you emergency information and how you will communicate your needs if you have impaired speaking, hearing, or sight.
- Consider arranging a buddy system with friends or colleagues so that someone will check with you, alert you as necessary, and see whether you need any assistance.
- If you need to be evacuated, help yourself and rescuers by providing them with information about your needs and the best ways to assist you.

### **Blindness or Visual Impairment**

#### **Bomb Threat, Fire, Hazardous Materials Releases, and Power Outages:**

- Give verbal instructions to advise about safest route or direction using compass directions, estimated distances, and directional terms
- DO NOT grasp a visually impaired person’s arm. Ask if he or she would like to hold onto your arm as you exit, especially if there is debris or a crowd present
- Give other verbal instructions or information (i.e. the elevators cannot be used)

## **Deafness or Hearing Loss**

### **Bomb Threat, Fire, Hazardous Materials Releases, and Power Outages:**

- Get the attention of a person with a hearing disability by touch and eye contact. Clearly state the problem. Gestures and pointing are helpful, but be prepared to write a brief statement if the person does not seem to understand
- Offer visual instructions to advise of safest route or direction by pointing toward exits or evacuation maps.

## **Mobility Impairment**

### **Bomb Threat, Fire, and Hazardous Materials Releases:**

- It may be necessary to help clear the exit route of debris (if possible) so that the person with a disability can move out or to a safer area
- If people with mobility impairments cannot exit, they should move to a safer area, e.g.:
  - Most enclosed stairwells
  - An office with the door shut which is a good distance from the hazard (and away from falling debris in the case of earthquakes)
- If you do not know the safer areas in your building, call the Building Manager as designated through this plan
- Notify police or fire personnel immediately about any people remaining in the building and their locations
- Police or fire personnel will decide whether people are safe where they are, and will evacuate them as necessary. The Fire Department may determine that it is safe to override the rule against using elevators
- If people are in immediate danger and cannot be moved to a safer area to wait for assistance, it may be necessary to evacuate them using an evacuation chair or a carry technique

### **Power Outages:**

If an outage occurs during the day and people with disabilities choose to wait in the building for electricity to be restored, they can move near a window where there is natural light and access to a working telephone. During regular building hours, Building Managers should be notified so they can advise emergency personnel.

If people would like to leave and an evacuation has been ordered, or if the outage occurs at night, call the campus police at X 5-5555 from a campus telephone to request evacuation assistance. The campus police will contact the Fire Department.

Prepare occupants in your building ahead of time for emergency evacuations. Know your building occupants. Train staff, faculty, and students to be aware of the needs of people with disabilities and to know how to offer assistance. Hold evacuation drills in which occupants

participate, and evaluate drills to identify areas that need improvement. Plans must cover regular working hours, after hours, and weekends.

Every person needs to take responsibility for preparing for emergencies. People with disabilities should consider what they would do and whether they need to take additional steps to prepare.

## **UMBC Fire Procedures**

### **Fire Procedures**

#### **If there is a fire in your work area:**

- Make sure that you have a safe exit from the fire area
- Leave the area immediately and pull the fire alarm. From a safe location on campus, call X 5-5555 or 410-455-5555 from a public telephone and report the fire.
- Evacuate the building as soon as the alarm sounds and proceed to the designated Emergency Assembly Area.
- On your way out, warn others nearby.
- Move away from fire and smoke. Close doors and windows if time permits
- Touch closed doors. Do not open them if they are hot. Use stairs only; do not use elevators. Elevator shafts and stairwells can produce a chimney effect that draws up heat and smoke. The elevator should be programmed to go to a pre-designated floor when the fire alarm is activated to be available to emergency responders using manual controls.
- Move well away from the building and go to your building's designated Emergency Assembly Area.
- Do not re-enter the building or work area until you have been instructed to do so by the emergency responders.
- If the route does not contain excessive smoke and heat, proceed with evacuation.
- If there is excessive smoke and heat, or the door is warm or hot to the touch, remain in the room and follow these procedures:
  - Stuff the cracks around the door with towels, lab coats, throw rugs, etc. to keep out as much smoke as possible.
  - Go to the window, and if it is clear outside (no smoke or flames), open the window at the top (to exhaust any heat or smoke in the room) and at the bottom (for a source of outdoor air). Signal for help by hanging a "flag" (sheet, jacket, etc.) out of the window. If a telephone is available, call X 5-5555 (or 410-455-5555 as appropriate) and inform them of the situation. Never attempt to jump from the upper floors of a multi-story building—jumps from heights of 3 floors or more are usually fatal.

## **UMBC Hazardous Materials Spill Procedures**

If you suspect or witness a release of a hazardous material to the environment (air, water, ground) call the campus police at X5-5555. If you witness a hazardous materials spill, evacuate

the spill site and warn others to stay away. Notify University Police by dialing X5-5555 from campus or 410-455-5555 from a public telephone.

If, as a user, you spill a hazardous material or materials:

- Leave the area of the spill first and proceed to a safe location nearby. Consult your supervisor.
- Isolate the spill area to keep everyone away, and post signs as necessary.

If you are a hazardous material user, you should be trained by your supervisor on proper use and storage of hazardous materials. This training should include hazard information, proper procedures for preventing spills, and emergency procedures when a spill happens.

### Minor\* Chemical Spills

- ***Response Summary***

<b>Discovery</b>	
Initial assessment (do not spend undue time assessing)	<ol style="list-style-type: none"> <li>1. Look for injured personnel; use safety shower and/or eyewash, as needed</li> <li>2. Identify chemical(s) and location</li> <li>3. Identify physical state and quantity spilled</li> <li>4. Identify situational hazards (e.g., water near water-reactive chemical)</li> <li>5. Evacuate, close area, alert others, and call for help</li> <li>6. Consult MSDS for detailed information</li> </ol>
Notification	<ol style="list-style-type: none"> <li>1. University PD, on ext. 5-5555</li> <li>2. Environmental Safety and Health on ext. 5-2918</li> </ol>
Source control	<ol style="list-style-type: none"> <li>1. Turn off control valves</li> <li>2. Contain spill with spill kits</li> </ol>
Mitigation and removal	<ol style="list-style-type: none"> <li>1. Continue utilization of spill kits</li> <li>2. Decontaminate or neutralize material</li> <li>3. Containerize residual materials including spill kits, rinse aids, and clean-up supplies</li> </ol>
Critique and follow-up	<ol style="list-style-type: none"> <li>1. Account for injuries and property damage</li> <li>2. Modify procedures to prevent future recurrence</li> </ol>
Available on-site equipment	

Notifying the UMBC Police Department is recommended to ensure that Environmental Safety & Health, and the Poison Control Center are notified, as appropriate. Environmental Safety and Health, typically do not respond to contain or clean-up minor chemical spills. ES&H will provide guidance, coordinate assistance, and provide site assessment to verify clean up prior to re-occupancy of the affected space(s).

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Skin and eyes directly exposed to the chemical shall be flushed with water for a minimum of 15 minutes. Exposed persons should be medically examined; guidance can be obtained from the Poison Control Center.

Consult the Laboratory Safety Manual for additional information.

### Major Chemical Spills

#### ***Response Summary***

<b>Discovery</b>	
Initial assessment (do not spend undue time assessing)	<ol style="list-style-type: none"> <li>1. Look for injured personnel; use safety shower and/or eyewash, as needed</li> <li>2. Identify chemical(s) and location</li> <li>3. Identify physical state and quantity spilled</li> <li>4. Identify situational hazards (e.g., water near water-reactive chemical)</li> <li>5. Evacuate, close area, alert others, and call for help</li> <li>6. Consult MSDS for detailed information</li> </ol>
Notification	<ol style="list-style-type: none"> <li>1. UMBC police on ext. 5-5555</li> <li>2. Environmental Safety and Health on ext. 5-2918</li> <li>3. Poison Control Center (800) 282-5846</li> </ol>
Source control	<ol style="list-style-type: none"> <li>1. If trained personnel are present, utilize available spill kits to contain spill and control run-off</li> <li>2. Close open valves contributing to spill</li> <li>3. Shut off natural gas utility</li> <li>4. Close doors, hoods, etc. to limit spread of vapors</li> </ol>
Mitigation and removal	Coordinate with ES&H and spill clean-up contractor
Critique and follow-up	<ol style="list-style-type: none"> <li>1. Account for injuries and property damage</li> <li>2. Modify procedures to prevent future recurrence</li> </ol>
Available on-site equipment	

### **Major Petroleum Spills—Response Summary**

Major petroleum spills typically involve more than 40 gallons of product. The Baltimore County Fire Department will be the primary agency to coordinate the safe handling of a major chemical spill. Environmental Safety and Health may provide guidance, coordinate assistance, and provide site assessment to verify clean up prior to re-occupancy of the affected space(s)

### **Blood Borne Pathogens**

#### **EXPOSURE INCIDENT**

An exposure incident is defined as “specific eye, mouth, other mucus membrane, non-intact skin, or parenteral contact with blood or other potentially infectious materials.

**THE FOLLOWING STEPS ARE TO BE TAKEN AFTER EACH EXPOSURE INCIDENT:**

Emergency Medical Technicians (EMT), paramedics, and trained medical personnel shall determine the appropriate first-aid measures in these situations.

1. First Aide will be administered.
2. Each incident should be reported immediately.
3. An Incident Report will be completed as soon as possible after the exposure incident.
4. Each incident is to be evaluated by a licensed health care professional.

## **UMBC Hazardous Weather Emergencies**

*Generally, Facilities Management will serve as the first point of contact with the VPAF about weather-related emergencies*

### **Hazardous Weather Emergencies**

Weather (or other emergency situations) may make it necessary for the University to declare either CLASSES CANCELED or CAMPUS CLOSED conditions. Which declaration is made will determine which employees are required to come to work.

When CLASSES CANCELED condition is in effect, all classes and instructional laboratories are canceled. Students and instructional faculty are not to report to campus. Administrative and research activities not directly tied to the instruction function will generally continue as normal, unless otherwise instructed by a supervisor. Other support employees may also be instructed not to report to work at the discretion of the administrator responsible for each major division (see attached list).

When a CAMPUS CLOSED condition is in effect, no employees are to report to work, except those previously designated as "essential" by their department, or otherwise instructed by a supervisor.

Classes canceled due to inclement weather or an emergency closing of UMBC will be rescheduled for the first Saturday following the canceled class at the normal meeting time and place. Instructors may also choose to schedule an alternate make-up day or time for their courses at their discretion.

For information on campus closings and class cancellations during inclement weather, call any of the numbers below for a recorded message:

410-455-8881 or -8882 -8883 -8884 -8885

Additionally, when the decision is made by the VPAF (or alternate) to declare either CLASSES CANCELED or CAMPUS CLOSED, the Director of Media Relations will immediately notify local radio and television stations (see attached list) and place the campus status decision on the university's MAIN Web Page. The Campus Police will also immediately use e2Campus to notify everyone of the status of the campus.

### **Tornado Safety Information**

If a tornado warning is issued for this area, faculty, staff, and students should seek shelter in the basement or in the interior corridors, stairways, or rooms of the lowest floor of the building. Occupants should stay away from windows.

### **Hazardous Weather/Emergency Conditions Notification List**

Upon being alerted to hazardous weather, weather-related hazardous conditions, or other emergency situations that affect the campus, the UMBC police will notify the Director of Facilities Management (or designated alternates) of the hazardous weather, campus and area conditions, or other emergency factors.

## **UMBC Utility Failure Procedures**

### **Utility Failure**

In the event of a major utility failure during regular business hours, notify Facilities Management at ext. 53219 . During non-business hours or on weekends and holidays, notify UMBC police on ext. 5-5555 on campus, or 410-455-5555 from a non-campus phone.

A major power outage may not in itself be destructive, but a possible resulting panic or fire could endanger life and property. Evacuate the building if the fire alarm sounds and/or upon notification by the police. Panic can be partially avoided by an immediate decision whether or not to cancel classes and meetings in progress, or to evacuate the building.

In laboratory buildings, fume hoods do not operate during a power outage and most laboratories should not be used until the ventilation is properly operating.

*(The following materials present additional information related to utility failures)*

### **Utility Failure Procedures**

In response to any electrical outage, regardless of the duration:

- Facilities Management and Residential Life staff will check all impacted buildings to ensure that there is no one trapped in any elevators.
- Residential Life staff will attempt to identify the possible location of all persons with known disabilities and/or other impairments.
- Residential Life staff will check on residential faculty, staff, and students who require the use of any electrical device for basic needs, including mobility.
- During the outage Facilities Management personnel will be providing updates and reports to the Emergency Operations Center as requested. These reports shall enable

any affected faculty and researchers to adjust or cancel classes and protect any vulnerable research.

- Upon the restoration of electrical power, Facilities Management personnel will conduct building inspections to verify that all systems are restored and functioning properly. They will also clear the building for re-entry by all persons.

### **Power Outage Notification**

1. In the event of a major utility failure, immediately notify the UMBC police along with Facilities Management.

UMBC Police, ext. 5-5555  
Public phone 410-455-5555  
Facilities Management, ext. 5-3219  
Public phone: 410-455-3219

2. In the event of an electrical power outage, be aware that all residence halls, the Commons, and Retriever Activities Center (RAC) have emergency power and lighting, and therefore can be used as a staging area for affected individuals.
3. If a vapor, fume, or gas leak is apparent, leave the area immediately. Post a “DO NOT ENTER” sign on all doors. Be sure UMBC police are aware of the situation.
4. If an emergency exists, activate the building alarm. **CAUTION:** If the alarm fails to go off, report the emergency by telephone.
5. All building(s) evacuations will occur when the alarm sounds continuously and/or when an emergency exists.
6. **ASSIST THE DISABLED IN EXITING THE BUILDING!**
7. If requested, assist the emergency crews as necessary.
8. Keep clear of the Coordination Post unless you have official business.
9. **DO NOT RETURN TO AN EVACUATED BUILDING** until told to do so.

### **Flood Procedures**

**IF FLOODING OCCURS, OR CONDITIONS EXIST THAT COULD CAUSE FLOODING TO OCCUR, OBSERVE THE FOLLOWING:**

- 1) Listen to the radio or watch television weather broadcasts to keep apprised of weather watches or warnings. If flooding occurs, try to:
  - Listen to the National Weather Service/National Oceanic and Atmospheric Administration radio broadcasts if a weather radio is available.
  - Go online to track the storm and be aware of weather alerts/warnings at <http://www.nws.noaa.gov>

- 2) If a flood watch or warning occurs for the area you are in, move to higher ground immediately. Do not delay if a warning is posted.
- 3) If you are in a campus building that begins to flood notify University Police immediately at: Campus phone ext. 55555 or Public phone: 410-455-5555 then leave the building for a facility that is not flooding.
- 4) When traveling DO NOT drive through flooded roadways. Remember a relatively small amount of running water can sweep your car downstream. The depth of the water is not always obvious.
- 5) If a vehicle stalls in water, leave the vehicle immediately and move to higher ground.
- 6) Be extra cautious when driving at night, for it is more difficult to recognize flood signs or water depth.
- 7) During heavy rains or flood alerts, etc., do not park a vehicle near streams, rivers, or known flash flood areas.
- 8) If caught outdoors, climb to high ground and stay there.
- 9) DO NOT walk through or drink floodwater. Floodwater may contain fecal and other toxic matter from sewage, industrial chemicals, agricultural by-products and others sources. If you must come into contact with floodwater wash with soap and clean water as soon as possible after the contact.

**10) If told to evacuate, do so immediately. AFTER THE FLOOD**

- 1) Do not walk near flooded areas, buildings, etc., unseen dangers such as submerged electrical lines may be present.
- 2) Be aware of abnormal animal activity, especially poisonous snakes that may have come into the area. Animals can be disoriented, defensive, or carry rabies.
- 3) If walking into a building that has water damage be aware of loose plaster on ceilings, unstable door jams and floors, or walls that can cave in.
- 4) Be aware of broken or leaking gas lines, electrical lines, flammable materials, and explosive materials that have been carried down from another area.
- 5) Do not eat any food including canned goods that have come in contact with floodwaters.
- 6) Be aware of cracked or damaged building foundations.
- 7) Notify University Police of any hazardous situation you observe at:  
Campus phone ext. 55555 Public phone: 410-455-5555

# UMBC Disaster Plan for Animal Facilities

## Introduction

This plan is designed to

- Guide you *during* emergencies
- Inform you of potential emergency situations *before* an emergency occurs, and
- Help you to avoid and anticipate dangerous situations.

Emergencies, accidents, and injuries can occur at any time, without warning. The ability to handle emergencies is a responsibility of each individual as well as a responsibility of UMBC. The better prepared you are, the more quickly you can take appropriate action and minimize confusion that may occur during an emergency.

Take the time to read this plan all the way through. All personnel will have the opportunity to attend training to review the emergency procedures and terms described and answer any questions you may have regarding animal facility emergencies.

Be familiar with your building's floor plan and evacuation routes. Participate in practice fire drills and training programs. Know how to use a fire extinguisher.

Prepare yourself and your family at home so they will know what to do, where to go, and how to cope until you are able to get home.

## Preparedness Actions

Know the locations of the following:

- Emergency information: manuals, telephone numbers
- Telephones
- Stairs
- Fire alarms and fire extinguishers
- First Aid kits
- Eyewash
- Emergency shower

## Levels of Emergencies

Emergencies may be categorized by level of impact, ranging from equipment failure at a single site, to building damage at multiple sites, such as may be caused by a major earthquake. The operational organization needed to respond to each level of emergency depends upon the size and complexity of the emergency and of the facility impacted. A brief, general description of these levels, whom to contact and potential responses to actions is below. Specific types of emergencies and responses to animal care situations are found in the next section.

Veterinarians and animal care staff have a responsibility to the animals in the research program. However, in an emergency, human life will take precedence over animal life. Animal care personnel must not place themselves or their co-workers in danger to evacuate animals.

A Level 1 emergency may be localized and require only that animals be relocated to another room or floor within the facility or to another USM facility. A Level 2 or 3 emergency may require the evacuation and/or euthanasia of animals. A mutual aid arrangement between UMBC and Maryland Emergency Management Agency allows for the exchange of veterinary care and husbandry support as well as animal transportation, housing, feed and water in the event of a serious emergency. These services would be available to UMBC animal facilities if UMBC’s buildings were damaged enough to be unsafe, but the consortium partners’ facilities were still operational (and vice versa).

The UMBC Veterinarian will determine if an animal evacuation is necessary and initiate the process. If the extent of building damage at UMBC and its consortium partners is catastrophic, euthanasia of animals may be necessary. Because of the potential detrimental effect on research outcomes, animals will be euthanized only as a last resort, when relocation or evacuation options are unavailable. Euthanasia will be performed in a humane manner by the veterinarian.

<i>Level of Emergency</i>	<i>Description</i>	<i>Contact</i>	<i>Response Action</i>
1: Handled entirely by facility personnel	Minor illness/injury	Facility Manager/Campus Police	First aid; notify the facility manager or supervisor
	Small chemical, radiation or biohazard exposure or spill	Facility Manager	First aid; clean-up; notify the facility manager/supervisor
	Equipment alarm, power failure	Facility Manager Facilities Management	Check that critical equipment is connected to emergency power. Check room temperature; open doors to vent rooms if ventilation is out.
	Peaceful demonstration	Facility Manager/Campus Police	Be courteous; leave area
	Bomb threat; suspicious items	Campus Police	Evacuate the facility

2: Requires outside assistance from other departments and possibly from Baltimore County emergency response providers.	Major medical	Campus Police	First aid; notify facility manager or supervisor
	Large chemical, radiation or biohazard exposure or spill	Campus Police	Leave room, post sentry, call maintenance, first aid as needed
	Fire	Pull alarm	Call 5-5555 if closer to telephone; evacuate building
	Illegal/criminal activity	Campus Police	
	Localized flooding	Facilities Management Campus Police	
3: emergencies will likely exceed the capability of local county or state agencies to provide immediate emergency response and may require resources from outside the community.	Major earthquake Severe storm Serious flooding	Campus Police	First aid; safety check; damage assessment; evacuate

## Specific Incidents and Responses

### Fire

Smoke, heat, and toxic gases from a fire are the most common cause of fire related deaths and injuries, not flames. Be aware that these deadly fire elements rise and collect at ceiling levels, pushing cooler, cleaner air toward the floor. While toxic gases and heat are often fire's invisible killers, rising smoke may cover and hide exit signs above doorways. To get out of the building safely, you need to be able to find the exits even if the signs are covered by smoke.

#### ► Animal Observation and Health Maintenance

All animals will be checked as soon as access to the facility is permitted by the fire safety personnel. Dead animals will be removed from cages and put into freezers. If the fire damages the freezers, the dead animals may be taken to a cold room in another facility and stored until arrangements can be made.

Animals that need to be relocated due to fire damage to a facility will be moved as soon as possible to another suitable housing facility.

Animals suffering from smoke inhalation will be examined as quickly as possible and treated or euthanized as necessary.

▶ Food

Feed is monitored to keep approximately a one-month supply on hand at all times. Should a fire or subsequent water damage destroy any or all of the feed supply we will have vendors overnight-ship feed to us. Spoiled/contaminated feed will be discarded and replaced as soon as possible.

▶ Water

If the water system is compromised due to fire, water will be brought in from other building in plastic water containers such as plastic barrels, carboys, etc.

▶ Personnel to Care for Animals

If a fire occurs during working hours, all employees must vacate the facilities immediately and report to a predetermined place and await further instructions. If a fire occurs after regular operating hours, an attempt will be made to notify all employees to report to work using the phone tree. The Facility Manager (or designee) will be notified of any fire and report to assess any resulting damage.

▶ Transportation

If a fire has destroyed proper housing ability in any facility, any remaining animals will be transported to another facility on campus. Undamaged equipment and supplies will be taken to the storage areas.

▶ Environmental Support

If needed generator(s), gasoline for generators, electric cords, lights and fans will be taken to the animal facilities. The generator will supply power to run the exhaust, emergency exit signs and emergency power outlets.

▶ Contamination Control

Contamination control will be handled by cleaning up of any smoke and/or water damage and putting any dead animals in cold storage. If the air handling system is functioning, all air filters in the affected areas will be changed. Facilities Management will be consulted regarding cleanup and safety and re-occupation of space.

▶ Security

Assistance from the UMBC police department and maintenance department will be requested in securing the building.

▶ Research Support

Research investigators will be notified of the status of their animals as soon as possible and any alterations in routine plans of proper care for them (room or building relocation, etc.).

**Utility Failure**

The building will automatically transfer to a backup power system. Emergency power is supplied to heating, ventilation, and air conditioning (HVAC) systems including fume hood exhaust systems. Emergency lighting supports exiting only. Elevators will recall to preset levels and will not be available.

**Power Outage**

▶ Animal Observation and Health Maintenance

Emergency portable lighting should be available from Facilities Management.

▶ Environmental Support

Air handlers and fans for the animal rooms in the animal facilities that are connected to each individual buildings emergency power supply, their air supply and ventilation will continue to be provided. If the power failure occurs in the animal facilities only, steam and chilled water will continue to be supplied to the facility. If power failure occurs campus wide, the facilities will lose the chilled water supply, causing a loss of air cooling, resulting in an increase in room temperature if the failure occurs during the warmer months of the year. Should this be the case, Facility Managers should monitor the animal room temperatures and request fans and/or portable chillers from Facilities Management as needed. Animals will be relocated as deemed necessary.

If needed, generator(s), gasoline for generators, electric cords, lights and fans will be obtained from campus maintenance and taken to the animal facilities.

▶ Contamination Control

The freezers for dead animals in the animal facilities are connected to the building's emergency power. Animal carcasses being stored in these freezers will be removed to other facilities on campus.

▶ Security

Assistance from the UMBC police department and maintenance department will be requested in securing the building.

▶ Research Support

Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible. Ensure that essential equipment such as freezers and insulators are on emergency power.

### **Break Down of Air Handling System**

#### ▶ Animal Observation and Health Maintenance

Depending upon the estimated time for repair, animals may be relocated to a more suitable area. Animals that cannot be readily relocated (e.g. in testing chambers) will be monitored frequently.

#### ▶ Research Support

Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible. Open doors, use portable fans and backup humidifiers as necessary. Restrict use of hazardous/odorous materials.

### **Interruption of Chilled Water Supply**

In the event of failure of provision of chilled water during the warmer months, portable chiller units will be requested from Facilities Management.

#### ▶ Animal Observation and Health Maintenance

Depending upon the estimated time for repair, animals may be relocated to a more suitable area. Animals, which cannot be readily relocated (e.g. in testing chambers) will be monitored frequently.

#### ▶ Personnel to Care for Animals

Facility Managers will be notified by Facilities Management when an unplanned chilled water interruption occurs.

#### ▶ Environmental Support

The main reason UMBC may lose chilled water would be due to a major power failure. If the chilled water is totally shut down, a request will be made to Facilities Management to supply portable chillers. Should they not have the quantity that is needed, animals will be combined into larger groups in rooms that have the portable chillers.

#### ▶ Contamination Control

The freezers/refrigerators in the animal facilities will not be affected by an interruption of chilled water supply.

### **Interruption of Steam Supply**

If there is a steam outage in UMBC during the cooler months, portable space heaters will be requested from Facilities Management.

► Research Support

Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible. No building heat or humidity control. Cage washers will not operate properly. Use space heaters and backup room humidifiers if necessary.

► Animal Observation and Health Maintenance

All animals will be checked as soon as access to the facility is permitted by the safety personnel. Dead animals will be removed from cages and put into freezers. If the freezers are damaged by the tornado, dead animals may be taken to a cold room in another facility and stored until arrangements can be made.

## **UMBC Terrorism Incidents**

### **Terrorism Incidents**

#### **Terrorism Incident Annex -- Administration**

##### **Purpose**

This Terrorism Incident Annex provides additional communication and coordination mechanisms that applies to all annexes when the cause of the emergency is determined by the federal government to be a terrorist act and when that determination is made, under the authority of the National Response Plan and Homeland Security Presidential Directive-8 (HSPD-8)

Coordination and communication processes outlined in this annex do not supersede or replace existing local operational systems, but instead provide supplemental mechanisms to insure timely and complete links from the lead federal agencies to key decision makers in each participating jurisdiction.

##### **Scope**

The Terrorism Annex is intended to focus on enhancing existing communications and coordination processes for potential or actual terrorist events at the University that require inter-jurisdictional coordination and information sharing.

### **Responsibilities**

##### **Primary**

The initial responsibility of the UMBC Police Department is to provide direction and control at incidents involving possible acts of terrorism. In conjunction with the UMBC Police Department, local law enforcement or fire department will operate in a Unified Command System using the State Incident Management System (SIMS). Once federal agencies arrive, then the UMBC Police Department will take a supportive role in the command structure. The overall incident will follow the National Response Plan once federal agencies arrive and assume overall command of the incident response.

### **Supporting Agencies**

Mutual-aid resources will be used at the large-scale incidents involving terrorism. All responders will operate within the IMS. This annex will support the communication of timely and appropriate incident information before, during, and after an incident to support local jurisdictions and organizations in determining appropriate actions based on the collective regional knowledge of the situation. The Terrorism Annex will also support information sharing among jurisdictions related to the need for local, regional, state, or federal assistance.

Supporting agencies include;

- Local Law Enforcement, Fire & EMS agencies
- State Hazardous Materials Teams
- Civil Support Team

## ***Terrorism Incident Annex -- Operations***

### **General**

A terrorist event within the University will necessitate timely and comprehensive coordination among local, state, and the federal government and other agencies.

### **Weapons of Mass Destruction**

Title 18, U.S.C. 2332a, defines a Weapon of Mass Destruction as: (1) any destructive device as defined in section 921 of this title, [which reads] any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one-quarter ounce, mine or device similar to the above; (2) poison gas; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

### **Consequence Management**

The Federal Emergency Management Agency (FEMA) defines consequence management as measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.

### **Crisis Management**

The FBI defines crisis management as measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.

### **Terrorism Incident Assumptions**

*To enable all first responders to conduct a safe and effective initial response to a terrorism incident, and to allow the University to respond to the consequences presented as the act of terrorism unfolds, the following assumptions are established:*

#### **The event can and will be both a disaster and a crime scene.**

The event will ultimately come under federal jurisdiction. The response phase may take several hours to several days to complete. Local and regional resources will be needed to maintain security of the incident and to maintain the integrity of the crime scene while mitigation efforts are in progress.

The progression of the incident response will be dynamic. The response of numerous emergency response personnel may overwhelm the scene, and the personnel dealing with the effects of the incident.

The terrorist may observe the response and recovery processes and behaviors, taking notes and identifying potential weaknesses within the system.

#### **A secondary device and hazard may be present.**

At an incident involving an explosion, all patients and victims will be searched for a secondary device by qualified bomb experts. Secondary devices will be mitigated by a bomb squad. Teams of Fire, EMT, Law Enforcement, and Bomb Squad personnel may be put together to help minimize the risk for an accidental secondary device activation. Fire and EMT personnel will not enter a scene until law enforcement has made it safe to enter.

Consequence Management may take an extensive period of time to complete. The University views the roles of Crisis Management and Consequence Management as mutually supportive and largely sequential. In the case of a terrorism event, fire, EMS, law enforcement, and health and medical facilities should expect to function without federal support. A full federal response and support could take 24 hours or longer to be operational. Local and regional resources will need to respond accordingly. No single agency, at the local, state, federal, or private sector level, possesses the expertise to act unilaterally on the many difficult issues that may arise in response to a threat or act of terrorism, particularly if a Weapon of Mass Destruction is used.

### **Notification (Pre- Incident)**

- The University’s Terrorism Alert Level System will coincide with the State Department of Homeland Security and the Emergency Management Alert System.
- The University will use the Alert Level System to help identify pre-incident actions to minimize the impact from a potential terrorist act.

### **Notification (Incident Response)**

- When the UMBC Police Department or the local authorities believe an incident involves an act of terrorism, they will notify the FBI through the State Duty Officer.
- When the FBI determines that terrorist response authorities are to be exercised, this determination will be distributed via the State Incident Management System. To the extent possible, and with consideration of national security issues, FBI will utilize the SIMS system to provide critical information to state and local jurisdictions
- When FEMA determines that terrorist response authorities for Consequence Management are to be exercised, this determination will be conveyed to and distributed through the SIMS system. FEMA will manage Consequence Management operations through the NRP, and, to the extent possible, utilize SIMS for conveying critical information to affected state and local jurisdictions

### **Coordination**

- A field command post will be utilized to coordinate all “on-scene” agencies. When deemed necessary, the Emergency Operations Center may be opened. The Emergency Operations Center will assist in the coordination of resources for the “on-scene” Incident Commander.
- The Office of Homeland Security will be responsible for coordinating the non-NRP activities and information from Federal agencies, such as determinations to evacuate federal buildings or to exercise continuity of operations plans.

### **Crime Scene Activities at a Terrorism Incident**

The response to an incident involving a chemical agent will follow the *Annex I- Hazardous Materials Protection* in the Emergency Response Plan. However, the incident will be considered a “crime scene”. Once the threat to the public has been contained by hazmat teams and the patients removed from the scene, the incident will be sealed off from further actions and properly processed.

The UMBC Police Department will be a part of the investigation through the Incident Command Post, however, the UMBC Police Department will not be the primary lead investigative agency for the incident.

### **Planning Cycle**

The key to a successful incident response is in the proper pre-incident planning and training. The Planning Cycle is a means of assuring a high level of readiness through a continuous improvement cycle. This cycle begins with sound planning practices, followed by training of personnel who will be

engaged in executing operational plans and concludes with tabletops, exercises or simulations designed to check planning assumptions against a range of scenarios. The performance of the respective organizations is evaluated as a means of refining plans, and the cycle repeats.

## **Planning**

- The State Department of Homeland Security and the State Emergency Management along with the UMBC Police Department are responsible for coordinating and planning under the Terrorism Annex, including review and revisions of the Terrorism Annex. All University
- departments that could be potentially involved in a terrorism response will contribute to this planning effort.
- Planning will include a comprehensive assessment of the current capabilities of the University Departments and local jurisdictions to respond to, and recover from, a terrorist attack.

## **Exercises**

In order for the Emergency Response Plan to be effective, a series of simulations/exercises are to be conducted on a regularly scheduled basis. The exercise series is comprised of tabletop exercises, functional communications, coordination drills, and field exercises.

# **Hazard-Unique Planning Considerations Attachment – Terrorism**

## **A. PURPOSE**

The purpose of this attachment is to aid State and local emergency planners in developing and maintaining a Terrorist Incident Appendix ), Emergency Response Plan for incidents involving terrorist-initiated Weapons of Mass Destruction. The planning guidance in this Attachment was prepared with the assistance of the Departments of Defense, Energy, Agriculture, Health and Human Services, Justice, and Veterans Affairs; the Environmental Protection Agency; the Nuclear Regulatory Commission; the National Emergency Management Association; and the International Association of Emergency Managers.

State and local governments have primary responsibility in planning for and managing the consequences of a terrorist incident using available resources in the critical hours before Federal assistance can arrive. The information presented in this Attachment should help planners develop a Terrorism Incident Annex that integrates the Federal, State, and local responses. The Terrorism Incident Annex resulting from this guidance should supplement existing State and local Emergency Response Plans.

Federal departments and agencies have developed plans and capabilities for an integrated Federal response to a Weapons of Mass Destruction incident. This Attachment summarizes that response for State and local planners. The Federal Response Plan (FRP), including its Terrorism Incident Annex, provides additional information.

While primarily intended for the use of planners, this Attachment contains information that may be of value to first responders. Planners should consider whether, and how best, to incorporate such information into their plans, procedures, and training materials for first responders.

## **B. THE HAZARD**

The Terrorism Incident Appendix should identify and discuss the nature of the Weapons of Mass Destruction hazard(s), the hazard agents, potential targets, and release areas, as described below.

1. **Nature of the Hazard.** The hazard may be chemical, biological, nuclear/radiological, and/or explosive.
  - a. **Initial Warning.** While specific events may vary, the emergency response and the protocol followed should remain consistent. When an overt Weapons of Mass Destruction incident has occurred, the initial call for help will likely come through the local 911 center. This caller probably will not identify the incident as a terrorist incident, but rather state that there was an explosion, a major “accident,” or a mass casualty event. Information relayed through the dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data to begin responding to the incident. With increased awareness and training about Weapons of Mass Destruction incidents, first responders should recognize that a Weapons of Mass Destruction incident has occurred. The information provided in this Attachment applies where it becomes obvious or strongly suspected that an incident has been intentionally perpetrated to harm people, compromise the public’s safety and well-being, disrupt essential government services, or damage the area’s economy or environment.
  - b. **Initial Detection.** The initial detection of a Weapons of Mass Destruction terrorist attack will likely occur at the local level by either first responders or private entities (e.g., hospitals, corporations). Consequently, first responders and members of the medical community—both public and private—should be trained to identify hazardous agents and take appropriate actions. State and local health departments, as well as local emergency first responders, will be relied upon to identify unusual symptoms, patterns of symptom occurrence, and any additional cases of symptoms as the effects spread throughout the community and beyond. First responders must be protected from the hazard prior to treating victims.

The detection of a terrorism incident involving covert biological agents (as well as some chemical agents) will most likely occur through the recognition of similar symptoms or syndromes by clinicians in hospital or clinical settings. Detection of biological agents could occur days or weeks after exposed individuals have left the site of the release. Instead, the “scene” will shift to public health facilities receiving unusual numbers of patients, the majority of whom will self-transport.

- c. **Investigation and Containment of Hazards.** Local first responders will provide initial assessment or scene surveillance of a hazard caused by an act of Weapons of Mass Destruction terrorism. The proper local, State, and Federal authorities capable of dealing with and containing the hazard should be alerted to a suspected Weapons of Mass Destruction attack after State/local health departments recognize the occurrence of symptoms that are highly unusual or of an unknown cause. Consequently, State and local emergency responders must be able to assess the situation and request assistance as quickly as possible.

2. **Hazard Agents**

- a. **Chemical.** Chemical agents are intended to kill, seriously injure, or incapacitate through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. (See Table 1 for Possible Chemical Agents).

Early in an investigation, it may not be obvious whether an outbreak was caused by an infectious agent or a hazardous chemical; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and nonpersistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Nonpersistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

**Table 1. General Indicators of Possible Chemical Agent Use**

<b>Stated Threat to Release a Chemical Agent</b>
<b>Unusual Occurrence of Dead or Dying Animals</b> <ul style="list-style-type: none"> <li>• For example, lack of insects, dead birds</li> </ul>
<b>Unexplained Casualties</b> <ul style="list-style-type: none"> <li>• Multiple victims</li> <li>• Surge of similar 911 calls</li> <li>• Serious illnesses</li> <li>• Nausea, disorientation, difficulty breathing, or convulsions</li> <li>• Definite casualty patterns</li> </ul>
<b>Unusual Liquid, Spray, or Vapor</b> <ul style="list-style-type: none"> <li>• Droplets, oily film</li> </ul>

<ul style="list-style-type: none"> <li>• Unexplained odor</li> <li>• Low-lying clouds/fog unrelated to weather</li> </ul>
<p><b>Suspicious Devices or Packages</b></p> <ul style="list-style-type: none"> <li>• Unusual metal debris</li> <li>• Abandoned spray devices</li> <li>• Unexplained munitions</li> </ul>

- b. **Biological.** Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data).

When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, or incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community.

Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process.

Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Table 2.

**Table 2. General Indicators of Possible Biological Agent Use**

<b>Stated Threat to Release a Biological Agent</b>
<b>Unusual Occurrence of Dead or Dying Animals</b>
<ul style="list-style-type: none"> <li>• <i>Unusual Casualties</i></li> <li>• Unusual illness for region/area</li> <li>• Definite pattern inconsistent with natural disease</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Unusual Liquid, Spray, or Vapor</i></li> <li>• Spraying and suspicious devices or packages</li> </ul>

- c. **Nuclear/Radiological.** The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the

fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. Unless confirmed by radiological detection equipment, the presence of a radiation hazard is difficult to ascertain. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Table 3 lists some indicators of a radiological release.

**Table 3. General Indicators of Possible Nuclear Weapon/Radiological Agent Use**

• A stated threat to deploy a nuclear or radiological device
• The presence of nuclear or radiological equipment (e.g., spent fuel canisters or nuclear transport vehicles)
• Nuclear placards or warning materials along with otherwise unexplained casualties

The scenarios constituting an intentional nuclear/radiological emergency include the following:

- (1) Use of an **Improvised Nuclear Device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials of less than weapons grade can still be used.
  - (2) Use of a **Radiological Dispersal Device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. Any improvised explosive device could be used by placing it in close proximity to radioactive material.
  - (3) Use of a **Simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.
- d. **Conventional Explosive Devices.** The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions to construct such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted

with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature, and are not readily detectable. Secondary devices may be targeted against responders.

- e. **Combined Hazards.** Weapons of Mass Destruction agents can be combined to achieve a synergistic effect—greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or intoxications may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial Weapons of Mass Destruction agent.
3. **Potential Targets.** In determining the risk areas within a jurisdiction (and in multiple jurisdiction areas participating in an emergency response), the vulnerabilities of potential targets should be identified, and the targets themselves should be prepared to respond to a Weapons of Mass Destruction incident. In-depth vulnerability assessments are needed for determining a response to such an incident. Reference Risk Management Plans and Emergency Planning and Community Right-to-Know Act (EPCRA) Plans, which include potential target areas and information on industrial chemical facilities, can be obtained from the Local Emergency Planning Committee .
  4. **Release Area.** Standard models are available for estimating the effects of a nuclear, chemical, or biological release, including the area affected and consequences to population, resources, and infrastructure. Some of these models include databases on infrastructure that can be useful in preparing the Terrorism Incident Annex. A good source of information on available Federal government models is the *Directory of Atmospheric Transport and Diffusion Consequence Assessment Models*, published by the Office of the Federal Coordinator for Meteorology (OFCM). The directory is available both in print and online on OFCM’s web page, <http://www.ofcm.gov> (select “Publications,” then “Publications Available Online,” then the directory). The directory includes information on the capabilities and limitations of each model, technical requirements, and points of contact.

**Table 4. Suggested Emergency Response Plan Elements**

<b>Maps</b>	<ul style="list-style-type: none"> <li>• Use detailed, current maps and charts.</li> <li>• Include demographic information.</li> <li>• Use natural and manmade boundaries and structures to identify risk areas.</li> <li>• Annotate evacuation routes and alternatives.</li> <li>• Annotate in-place sheltering locations.</li> </ul>
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<b>Environment</b>	<ul style="list-style-type: none"> <li>• Determine response routes and times.</li> <li>• Include bodies of water with dams or levees (these could become contaminated).</li> <li>• Specify special weather and climate features that could alter the effects of a Weapons of Mass Destruction (e.g., strong winds, heavy rains, etc.).</li> </ul>
<b>Population</b>	<ul style="list-style-type: none"> <li>• Identify those most susceptible to Weapons of Mass Destruction effects or otherwise hindered or unable to care for themselves.</li> <li>• Identify areas where large concentrations of the population might be located, such as sports arenas and major transportation centers.</li> <li>• List areas that may include retirement communities.</li> <li>• Note location of correctional facilities.</li> <li>• Note locations of hospitals/medical centers/schools/day care centers where multiple evacuees may need assistance.</li> <li>• Identify non-English-speaking populations.</li> </ul>
<b>Metropolitan</b>	<ul style="list-style-type: none"> <li>• Identify multi-jurisdictional perimeters and boundaries.</li> <li>• Identify potentially overlapping areas for response.</li> <li>• Identify rural, urban, suburban, and city (e.g., city-sprawl/surroundings) mutual risk areas.</li> <li>• Identify specific or unique characteristics such as interchanges, choke points, traffic lights, traffic schemes and patterns, access roads, tunnels, bridges, railroad crossings, and overpasses and/or cloverleaves.</li> </ul>

<sup>a</sup> The Environmental Protection Agency (EPA) will work with local and State officials on environmental planning issues.

<sup>b</sup> The Department of Veterans Affairs (VA), in close cooperation with the Department of Health and Human Services (HHS), will work with State and local officials on these issues.

- e. Jurisdictional areas of responsibility and working perimeters defined by local, State, and Federal departments and agencies may overlap. Perimeters may be used to control access to the affected area, target public information messages, assign operational sectors among responding organizations, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which will impede the overall response if adequate coordination is not established.

## D. CONCEPT OF OPERATIONS

The Terrorism Incident Annex should include a concept of operations section to explain the jurisdiction's overall concept for responding to a Weapons of Mass Destruction incident. Topics should include division of local, State, Federal, and any intermediate interjurisdictional responsibilities; activation of the Emergency Response Plan; and the

other elements set forth in Chapter 4 (Basic Plan Content) of State and Local Guide (SLG) 101.

1. **Direction and Control.** Local government emergency response organizations will respond to the incident scene(s) and make appropriate and rapid notifications to local and State authorities (Table 5).<sup>1</sup> Control of the incident scene(s) most likely will be established by local first responders from either fire or police. The Incident Command System that was initially established likely will transition into a Unified Command System (UCS) as mutual-aid partners and State and Federal responders arrive to augment the local responders. It is recommended that local, State, and Federal regional law enforcement officials develop consensus “rules of engagement” early in the planning process to smooth the transition from Incident Commander to UCS. This UCS structure will facilitate both crisis management and consequence management activities. The UC structure used at the scene will expand as support units and agency representatives arrive to support crisis and consequence management operations. The site of a terrorist incident is a crime scene as well as a disaster scene, although the protection of lives, health, and safety remains the top priority.

*Figure 1* summarizes the coordination relationships between the UC and other response entities. It is assumed that normal disaster coordination accomplished at State and local emergency operations centers (Emergency Operations Centers) and other locations away from the scene would be addressed in the basic Emergency Response Plan. Any special concerns relating to State and local coordination with Federal organizations should be addressed in the Terrorism Incident Annex.

Local, State, and Federal interface with the FBI On-Scene Commander (OSC) is coordinated through the Joint Operations Center (JOC). FEMA (represented in the command group) will recommend joint operational priorities to the FBI based on consultation with the FEMA-led consequence management group in the JOC. The FBI, working with local and State officials in the command group at the JOC, will establish operational priorities.

Response to any terrorist event requires direction and control. The planner must consider the unique characteristics of the event, identify the likely stage at which coordinated resources will be required, and tailor the direction and control process to merge into the ongoing public health response.

**Table 5 Responses to Weapons of Mass Destruction Incident and the Participants Involved**

Events	Participants
1. Incident occurs.	

<sup>1</sup> Table 5 provides an overview of events likely to occur in a Weapons of Mass Destruction incident. It is designed to help planners better understand the interface that State and local response will likely have with Federal response organizations. The table includes both crisis management and consequence management activities that would be operating in parallel and is intended to illustrate the complex constellation of responses that would be involved in a Weapons of Mass Destruction incident.

- |    |   |  |
|----|---|--|
| 2. | 911 center receives calls, elicits information, dispatches first responders, relays information to first responders prior to their arrival on scene, makes notifications, and consults existing databases of chemical hazards in the community, as required.  | 911 Center, first responders.  |
| 3. | First responders arrive on scene and make initial assessment. Establish Incident Command. Determine potential weapon of mass destruction (Weapons of Mass Destruction) incident and possible terrorist involvement; warn additional responders to scene of potential secondary hazards/devices. Perform any obvious rescues as incident permits. Establish security perimeter. Determine needs for additional assistance. Begin triage and treatment of victims. Begin hazard agent identification. | Incident Command: Fire, Law Enforcement, Emergency Medical Services (EMS), and HazMat unit(s). |
| 4. | Incident Command manages incident response; notifies medical facility, emergency management (EM), and other local organizations outlined in Emergency Response Plan; requests notification of Federal Bureau of Investigation (FBI) Field Office.   | Incident Command.  |
- 

**Events**

**Participants**

- |    |   |  |
|----|---|--|
| 5. | Special Agent in Charge (SAC) assesses information, supports local law enforcement, and determines Weapons of Mass Destruction terrorist incident has occurred. Notifies Strategic Information and Operations Center (SIOC), activates Joint Operations Center (JOC), coordinates the crisis management aspects of Weapons of Mass Destruction incident, and acts as the Federal on-scene manager for the U.S. government while FBI is Lead Federal Agency (LFA). | FBI Field Office: SAC.   |
| 6. | Local Emergency Operations Center (Emergency Operations Center) activated. Supports Incident Command, as required by Incident Commander (Incident Commander). Coordinates consequence management activities (e.g., mass care). Local authorities declare state of emergency. Coordinates with State Emergency Operations Center, State, and Federal agencies, as required. Requests State and Federal assistance, as necessary.                                   | Local Emergency Operations Center: Local agencies, as identified in basic Emergency Response Plan (Emergency Response Plan). |

7. Strategic local coordination of crisis management activities. Brief President, National Security Council (NSC), and Attorney General. Provide Headquarters support to JOC. Domestic Emergency Support Team (DEST) may be deployed. Notification of FEMA by FBI/SIOC triggers FEMA actions.
8. Manage criminal investigation. Establish Joint Information Center (Joint Information Center). State and local agencies and FEMA ensure coordination of consequence management activities.
9. State EMS support local consequence management. Brief Governor. Declare state of emergency. Develop/coordinate requests for Federal assistance through FEMA Regional Operations Center (ROC). Coordinate State request for Federal consequence management assistance.
10. DEST provides assistance to FBI SAC. Merges into JOC, as appropriate.
11. FEMA representative coordinates Consequence Management Group. Expedites Federal consequence management activities and monitors crisis management response to advise on areas of decision that could impact consequence management response.
12. Crisis management response activities to incident may continue.
13. Federal response efforts coordinated and mission assignments determined. A consequence management support team deploys to incident site. All Emergency Operations Centers coordinate.
14. An Emergency Response Team - Advance Element (ERT-A) deploys to State Emergency Operations Center and incident site, as needed. Base installation sites identified for mobilization centers. Liaisons from Weapons of Mass Destruction-related agencies requested for Emergency Support Team (EST) and ROC. Disaster Field Office (DFO) liaisons as needed

SIOC: FBI, Department of Justice (DOJ), Department of Energy (DOE), Federal Emergency Management Agency (FEMA), Department of Defense (DOD), Department of Health and Human Services (HHS), and Environmental Protection Agency (EPA).

FBI; other Federal, State, and local law enforcement agencies. Local Emergency Management (EM) representatives. FEMA, DOD, DOE, HHS, EPA, and other Federal Response Plan (FRP) agencies, as required. State Emergency Operations Center: State EMS and State agencies, as outlined in Emergency Response Plan.

DEST: DOD, DOJ, HHS, FEMA, EPA, and DOE.

FBI, FEMA, EPA, DOD, DOE, HHS, and other FRP agencies.

FBI, Incident Command System, Special Operations, Hazardous Materials Response Unit (HMRU), Joint Technical Operations Team, Joint Inter-Agency Intelligence Support, and additional authorities, as needed. ROC and regional-level agencies.

ERT-A: Regional-level FEMA and FRP primary support agencies, as needed.

- (may be after extended response phase).
15. A consequence management support team provides operational technical assistance to Unified Command. FEMA, DOE, DOD, HHS, EPA, and FBI.
16. Recovery operations. Transition of LFA from FBI to FEMA.

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<sup>a</sup> FEMA may initiate FRP response prior to any FBI/SIOC notification.

## Potential Target Vulnerability Summary

The UMBC Police Department conducted a vulnerability assessment to determine the level of risk to UMBC's facilities in December 2009.

Using a standardized vulnerability worksheet, members of the UMBC Police Department physically inspected each building and facility at UMBC. Each facility was rated on seven factors and then a total score was tallied to assign a level of vulnerability to each facility. The higher the total score rating, the higher the vulnerability of the specific facility.

The seven factors that each building was rated on are as follows: (see sample Vulnerability Assessment Worksheet)

*Level of Visibility*

*Criticality of Target Site to Campus*

*Impact Outside of the Campus*

*Access to Potential Target*

*Presence of Hazardous Materials*

*Site Population Capacity*

*Potential for Collateral Mass Casualties*

Each building was identified by its assigned building number and building code as recorded on the Facilities Name and Code List-2006 (see Facilities Name and Code List).

# Sample Vulnerability Assessment Worksheet

Potential Target Name or Number	Total Score Rating:	Value
Duplicate this form and use one for each potential target.		
<p>1. Level of Visibility: Assess the awareness of the existence and visibility of the target to the general public.</p> <p>0= Invisible: Existence Secret/Classified Location            1= Very Low Visibility: Existence not publicized            2= Low Visibility: Existence public but not well known nationally</p> <p>3= Medium Visibility: Existence known locally            4= High Visibility: Existence known regionally.            5= Very High Visibility: Existence known</p>		
<p>2. Criticality of Target Site to Campus: Assess importance of asset to the mission of the institution. Potential targets impact the continuity of the operations of campus.</p> <p>0= No impact            1= Minor impact            2= Moderate impact</p> <p>3= Significant impact            4= High impact            5= Essential</p>		
<p>3. Impact Outside of the Campus: Assess the affect loss will have outside of the campus to the local community, economy, government, etc.</p> <p>0= None            1= Very low            2= Low</p> <p>3= Medium            4= High            5= Very High</p>		
<p>4. Access to potential Target: Assess the availability of the target to a PTE.</p> <p>0= Restricted: Security patrol 24/7, fenced, alarmed, CCTV, controlled access prior clearance, cleared deliveries only, designated parking, no unauthorized vehicle parking within 300 feet of facility, protected air intakes.            1= Controlled: Security 24/7, alarmed, controlled access of personnel and vehicles, controlled delivery entrance, designated parking, no vehicle parking within 50 feet, protected air intakes.            2= Limited: Alarmed, authorized personnel only, controlled delivery entrances, designated parking, no parking within 50 feet, protected air intakes.            3= Moderate: Alarmed, public access limited to designated areas, controlled delivery entrance, designated parking adjacent to facility, protected air intakes.            4= Open: Alarmed, unlimited access during business hours, public parking adjacent to facility, unprotected air intakes.            5= Unlimited: Continuous open access, public parking in or adjacent to facility, unprotected air intakes.</p>		
<p>5. Presence of Hazardous Materials: Assess the presence and control of legal CBRNE in quantities that could be the target of a terrorist attack or would complicate the response to an incident at that facility.</p> <p>0= None: No CBRNE materials present.            1= Minimal: CBRNE materials present in moderate quantities, under positive control, and in secured locations.            2= Low: CBRNE materials present in moderate quantities and controlled.            3= Moderate: Major concentrations of CBRNE materials that have established control features and are secured in that site.            4= High: Major concentrations of CBRNE materials that have moderate control features.            5= Very High: Major concentrations of CBRNE materials that are accessible to non-staff personnel.</p>		
<p>6. Site Population Capacity: Assess the maximum number of individuals at a site at any given time.</p> <p>0= 0            1= 1-250            2= 251-500</p> <p>3= 5,001-15,000            4= 15,001-50,000            5= &gt;50,001</p>		
<p>7. Potential for Collateral Mass Casualties: Assess potential collateral mass casualties within a one-mile radius of target site.</p> <p>0= 0            1= 1-250            2= 251-500</p> <p>3= 5,001-15,000            4= 15,001-50,000            5= &gt;50,001</p>		

## **Glossary**

For the purposes of this Plan, the following terms and definitions, extracted from the NIMS unless otherwise specified, apply to this Plan:

### **Agency**

An Agency is a division of government with a specific function offering a particular kind of assistance. In Incident Commander System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

### **Agency Representative**

An Agency Representative is a person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

### **Area Command (Unified Area Command)**

Area Command is an organization established (1) to oversee the management of multiple incidents that are each being handled by an Incident Commander System organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than the Incident Command Post.

### **Assessment**

An Assessment is the evaluation and interpretation of measurements and other information to provide a basis for decision-making.

### **Assignments**

Assignments are tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

### **Assistant**

An Assistant is a title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

### **Assisting Agency**

Assisting Agency is an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Available Resources**

Available Resources are resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch**

Branch is the organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Chain of Command**

Chain of Command is a series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In**

Check-In is the process through which resources first report to an incident. Check-in locations include the Incident Command Post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief**

Chief is the Incident Commander System title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command**

Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff**

In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions, as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Communications Unit**

Communications Unit is an organizational unit in the Logistics Section responsible for providing communication services at an incident or an Emergency Operations Center. A Communications Unit may also be a facility (e.g., trailer, mobile van) used to support an Incident Communications Center.

**Cooperating Agency**

Cooperating Agency is an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate**

Coordinate is to advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Deputy**

A Deputy is a fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch**

Dispatch is the ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division**

Division is the partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the Incident Commander System organization between the branch and resources in the Operations Section.

**Emergency**

Emergency, absent a Presidential declared emergency, is any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an Emergency also means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Operations Centers**

An Emergency Operations Center is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. Emergency Operations Centers may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Response Plan**

An Emergency Response Plan is the “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information**

Emergency Public Information is information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider**

Emergency Response Provider, or Emergency Responder, includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Evacuation**

Evacuation is the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event**

An Event is a planned, non-emergency activity. Incident Commander System can be used as the management system for a wide range of events (e.g., parades, concerts, or sporting events).

**Federal**

Federal means of, or pertaining to, the Federal Government of the United States of America.

**Function**

Function refers to the five major activities in Incident Commander System: Command, Operations, Planning, Logistics, and Finance/Administration. The term Function is also used when describing the activity involved (e.g. the planning function). A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff**

General Staff is a group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group**

A Group is established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division*.)

**Hazard**

A Hazard is something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident**

An Incident is an occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan**

An Incident Action Plan is an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post**

An Incident Command Post is the field location at which the primary tactical-level, on-scene incident command functions is performed. The Incident Command Post may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System**

Incident Command System is a standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander**

The Incident Commander is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team**

The Incident Management Team is composed of the Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives**

Incident Objectives are the statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident Scene/Site**

Incident Scene or Site is defined as “the location where activities related to a specific incident are conducted, including the entire area subject to incident related hazards and all areas used by response personnel and equipment in proximity to the incident.”

**Initial Action**

Initial Action is the actions taken by those responders who are first to arrive at an Incident Site.

**Initial Response**

Initial Response means the Resources initially committed to an Incident.

**Intelligence Officer**

The Intelligence Officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g. classified information, law enforcement sensitive information, proprietary information, export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Joint Information Center**

The Joint Information Center is a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

**Joint Information System (JIS)**

The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction**

Jurisdiction means a range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison**

Liaison is a form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer**

The Liaison Officer is a member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government**

Local Government is a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics**

Logistics means providing resources and other services to support incident management.

**Logistics Section**

The Logistics Section is the section responsible for providing facilities, services, and material support for the incident.

**Major Disaster**

As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a Major Disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective**

Management by Objective is a management approach that involves a four-step process used to achieve the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Mitigation**

Mitigation is the activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization**

Mobilization is the process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity**

A Multi-agency Coordination Entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, remove conflict from agency policies, and provide strategic guidance and direction to support incident management activities.

### **Multi-agency Coordination Systems**

Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, Emergency Operations Centers, specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

### **Multi-jurisdictional Incident**

A Multi-jurisdictional Incident is an action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In Incident Commander System, these incidents will be managed through the use of Unified Command.

### **Mutual-Aid Agreement**

A Mutual Aid Agreement is a written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

### **National**

National means of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

### **National Disaster Medical System**

The National Disaster Medical System is a cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

### **National Incident Management System (NIMS)**

NIMS is a system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Commander System; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

### **National Response Plan (NRP)**

The NRP is a plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

### **Nongovernmental Organization (NGO)**

An NGO is an entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with

government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

### **Operational Period**

Operational Period is the time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

### **Operations Section**

The Operations Section is the section responsible for all tactical incident operations. In Incident Commander System, it normally includes subordinate branches, divisions, and/or groups.

### **Personnel Accountability**

Personnel Accountability is the ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Commander System principles and processes are functional and that personnel are working within established incident management guidelines.

### **Planning Meeting**

A Planning Meeting is a meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan

### **Planning Section**

The Planning Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

### **Preparedness**

Preparedness is the range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

### **Preparedness Organizations**

Preparedness Organizations are the groups and forums that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness Organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention**

Prevention includes the actions taken to avoid an incident or to intervene to prevent an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector**

The Private Sector is organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

**Procedure**

A procedure is defined as “an organizational directive issued by the authority having jurisdiction or a department that establishes a specific policy that must be followed.”

**Processes**

Processes are systems of operation that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer (PIO)**

The PIO is a member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management**

Publications Management is a subsystem that includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification**

Qualification and Certification is a subsystem that provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area**

The Reception Area is a location separate from staging areas, where resources report for in-processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of Incident Action Plans, supplies and equipment, feeding, and rest areas.

**Recovery**

Recovery is the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan**

The Recovery Plan is the plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore an affected area.

**Resources**

Resources include personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

**Resource Management**

Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource Management, under the NIMS, includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit**

The Resource Unit is a functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Responder/Response Personnel**

The National Response Plan (NRP) defines responder/response personnel as “local and nongovernmental police, fire, and emergency personnel, who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment.”

**Response**

Response includes activities that address the short-term, direct effects of an incident. Response also includes immediate actions to save lives, protect property, and meet basic human needs.

Response also includes the execution of Emergency Response Plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health

and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

### **Safety Officer**

The Safety Officer is a member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

### **Section**

Sections are the organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence). The section is organizationally situated between the branch and the Incident Command.

### **Span of Control**

Span of Control means the number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7)

### **Staging Area**

The Staging Area is the location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

### **Standard Operating Procedure (SOP)**

An SOP is defined as “a written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of a designated operation or actions.”

### **State**

When capitalized, State refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

### **Strategic**

Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

### **Strike Team**

A Strike Team is a set number of resources of the same kind and type that have an established minimum number of personnel.

### **Strategy**

Strategy means the general direction selected to accomplish incident objectives set by the Incident Commander.

### **Supporting Technologies**

Supporting Technologies means any technology that may be used to support the NIMS is included in this subsystem. These technologies include Orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

### **Task Force**

A Task Force is any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

### **Technical Assistance**

Technical Assistance is support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity such as mobile-home park design and hazardous material assessments.

### **Terrorism**

Under the Homeland Security Act of 2002, Terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

### **Threat**

A Threat is any indication of possible violence, harm, or danger.

### **Tools**

Tools include those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

### **Type**

Type is a classification of resources in the Incident Commander System that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

### **Unified Area Command (UAC)**

A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See *Area Command*.)

### **Unified Command (UC)**

UC is an application of Incident Commander System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.**Unit**

A Unit is the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command**

Unity of Command is the concept by which each person within an organization reports to one, and only one, designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer**

For purposes of the NIMS, a Volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101

## **ADDENDUMS**

### **ADDENDUM 1**

#### **NATIONAL INCIDENT MANAGEMENT SYSTEM and Incident Command System (ICS)**

##### **Incident Management Team**

The Incident Management Team is defined by NIMS as the Incident Commander and the appropriate Command and General Staff personnel assigned to manage an incident.

##### **Incident Commander**

The Incident Commander has overall control of any incident. All decisions that reference campus evacuation, closure or restrictions, postponements and resumptions, and special circumstance personnel policies fall within the purview of the Incident Commander. The Chief of Police of the UMBC Police Department or designee will serve as Incident Commander.

##### **The Command Staff**

The Command staff consists of the Incident Commander and the special staff positions of PIO, Safety Officer, Liaison Officer, and other positions that report to the Incident Commander. The functions of the Command Staff shall include, but not be limited to the following:

- Command Staff shall advise the Incident Commander of all campus-wide policy matters as they relate to the campus crisis or disaster
- Command Staff shall assist in the implementation of policy strategies developed to mitigate the effects of the crisis or disaster
- Command Staff shall establish a priority list of issues that reference specific crisis and/or disaster situations, and shall approve all communications initiatives and emergency directions
- Command Staff shall maintain liaison with the Baltimore County, State of Maryland, Federal agencies and other University leaders.

##### **The Public Information Officer (PIO)**

Preparedness and training for emergency media communications procedures shall be conducted under the direction of the UMBC **Director for Public/Media Relations, acting as the Public Information Officer.**

The PIO will coordinate all communications functions during a Campus State of Emergency. Using information provided by others, the PIO will provide timely information on the status of the University and information regarding any emergency measures being undertaken.

Communication methods may include, but shall not be limited to, the following:

- E-mail messages to all students, faculty and staff or subsets of those groups
- E2Campus Text Message Notification
- Voicemail messages, including the establishment of an “emergency message” voicemail box to provide a status update message for phone inquiries
- Web-based messages
- Establishment of a phone center with a special hotline number that would be staffed during emergencies
- Emergency signage
- News releases to the media
- News conferences for the media

The University has two basic guidelines to observe in any emergency incident:

- Only authorized spokespersons such as the University President, or a designee, or the Director of Public/Media Relations, or a designee, will meet or talk with the media
- Only factual information is released; no speculation is to be offered

#### Additional Guidelines

- All executive and supervisory personnel are notified to report emergencies to the police. They also should be reminded not to discuss the situation and instruct their subordinates not to discuss the situation with anyone, especially the media, on behalf of the University
- The President, other senior administrators, and the Director of Public/Media Relations are to be immediately informed of an existing emergency. Complete details are to be made available to these officials
- The President and the Director of Public/Media Relations and any other appropriate personnel involved shall confer and decide on appropriate actions
- All calls from the news media are to be referred directly to the Director of Public/Media Relations at: Campus phone ext. ---- Public phone \_\_\_\_\_

#### **The Safety Officer (SO)**

The UMBC **Director of Environmental Safety and Health, acting as the Safety Officer**, monitors incident operations and advises the Incident Commander on all matters related to operational safety, including the health and safety of emergency response personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander and supervisors at all levels of incident management. The SO is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiple agency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations.

## **The Liaison Officer (LNO)**

The UMBC Special Assistant to the President, is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. Representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.

## **Additional Command Staff Positions**

Additional Command Staff positions may also be necessary depending on the nature and location of the incident, and/or specific requirements as established by the Incident Commander. For example, UMBC General Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bio-terrorism event

## **Conduct of Operations**

Day to day operations shall be initially directed by the senior police or fire official at the scene until the arrival of the **Chief of Police, UMBC Police Department, acting as the Incident Commander (Incident Commander)**. In the absence of the Chief of Police, or a designated alternate, one of the administrators that fill the positions listed below shall assume the role of the Incident Commander, in descending order of preference:

- Operations Section Chief
- Planning Section Chief
- Liaison Section Chief
- Logistics Section Chief
- Other designee of the University President

## **The General Staff**

The General Staff is responsible for the functional aspects of the incident command structure and typically consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs.

## **The Operations Section Chief**

The direct operational control of any campus critical incident, crisis, or disaster is the responsibility of the UMBC **Deputy Chief of Police, acting as the Operations Section Chief**. The Operations Section is responsible for managing tactical operations at the site, directed toward the coordination of all on-campus emergency functions and campus provided emergency response teams.

### **Operations (Tactical)**

The Operations Section directs tactical operations at the incident site to reduce the immediate hazard, save lives and property, establish situational control, and restore normal campus conditions.

#### **The Operations Section is responsible for implementation of the UMBC Emergency Response Plan, to include:**

- Determine the type and magnitude of the emergency and initiate the appropriate Incident Action Plan.
- Establish the appropriate Incident Command Post or Emergency Operations Center
- Initiate an immediate liaison with the University President
- Notify and use UMBCPD personnel, outside law enforcement agency personnel, student aides and/or other available resources to maintain safety and order
- Notify members of the Command Staff and advise them of the nature of the incident
- Liaison with outside organizations such as police, fire, EMS, and other emergency response personnel
- Ensure that notifications are made to appropriate staff members located off-campus
- Perform related duties as needed during the campus emergency, and
- In conjunction with Director of Environmental Safety and Health, prepare and submit an After Action Report directed to the University President appraising of the final outcome of the emergency.

In some jurisdictions, the senior fire official at a fire scene or incident site where EMS services must be employed is in charge of the actual incident site pursuant to state law. The Operations Section Chief would still have overall operational control of the incident as it relates to site security and other duties, but not necessarily as it relates to fire-fighting operations and/or rescue duties. Suitable working arrangements should be preplanned for these types of instances.

## **The Planning Section Chief**

Training and planning activities to ensure the preparedness of the campus community in dealing with emergency situations shall be conducted as necessary under the direction of the UMBC Director of Environmental Safety and Health, **acting as the Planning Section Chief**.

The Planning Section shall collect, evaluate, and disseminate tactical information pertaining to any preplanned or actual incident. This section shall maintain information and intelligence on any current and forecasted situation, as well as prepare for and document the status of all resources assigned to the incident. The Planning Section prepares and documents Incident Action Plans and incident maps and gathers and disseminates information and intelligence critical to the incident.

The Planning Section has four primary units: the Resources, Situation, Demobilization, and Documentation Units, and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment. The Documentation Unit devises and distributes all Incident Commander Forms and other forms as necessary.

### **The Logistics Section Chief**

Emergency communications equipment and other materials necessary for the operation of an Emergency Operations Center and/or an Incident Command Post shall be maintained in a state of readiness by the UMBC Director of Communications and Security, **acting as the Logistics Section Chief**.

The Logistics Section function includes the supply, food, ground support, communications, facilities, and medical units, and meets all of the support needs for the incident, including ordering resources through appropriate procurement authorities from off-site locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food services, communications, and medical services for incident personnel.

The Logistics Section Chief may also have a deputy. Having a deputy is encouraged when all designated units are established at an incident site. When the incident is very large or requires a number of facilities with many items of equipment, the Logistics Section may be divided into two branches.

### **The Finance/Administration Section Chief**

When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section should be established. The Finance/Administration Section includes the Compensation, Claims, Cost, Procurement, and Time Units and is headed by the UMBC Associate Vice President of Administration and Finance, **acting as the Finance/Administration Section Chief**.

Under the Incident Commander System, not all agencies will require every facet of assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of Incident Commander System.

In addition to monitoring multiple sources of funds, this Section Chief must track and report to the Incident Commander the financial “burn rate” as the incident progresses. This allows the Incident Commander to forecast the need for additional funds before operations are negatively

impacted. This is particularly important if significant operational assets are provided under contract by private sector suppliers.

The Finance/Administration Section Chief may also need to monitor cost expenditures to ensure that statutory rules which apply are met. Close coordination with the Planning Section and Logistics Section is essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist assigned to the Planning Section could provide.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit need not be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned in the Planning Section.

## UMBC Building Managers

<b>Building</b>	<b>Number</b>	<b>Building Manager</b>	<b>Phone #</b>	<b>Email Address</b>
Biological Science	851	Bob Dietrich	<b>410 455 3130</b>	<a href="mailto:dietch@umbc.edu">dietch@umbc.edu</a>
Albin Kuhn Library	852	Larry Wilt	<b>410 455 2356</b>	<a href="mailto:wilt@umbc.edu">wilt@umbc.edu</a>
Lecture Hall 1	854	Bob Dietrich	<b>410 455 3130</b>	<a href="mailto:dietch@umbc.edu">dietch@umbc.edu</a>
Shriver Center	855	Michele Wolf	<b>410 455 2493</b>	<a href="mailto:wolff@umbc.edu">wolff@umbc.edu</a>
Sondheim Building	856	Joe School	<b>410 455 2900</b>	<a href="mailto:school@umbc.edu">school@umbc.edu</a>
University Center	857	Joe Regier	<b>410 455 3454</b>	<a href="mailto:regier@umbc.edu">regier@umbc.edu</a>
Chemistry	858	Frank Tyminski	<b>410 455 2552</b>	<a href="mailto:tyminski@umbc.edu">tyminski@umbc.edu</a>
Lecture Hall 2	859	Dennis Cuddy	<b>410 455 2522</b>	<a href="mailto:cuddy@umbc.edu">cuddy@umbc.edu</a>
Math/Psychology	860	Elaine O’Heir	<b>410 455 2488</b>	<a href="mailto:ohair@umbc.edu">ohair@umbc.edu</a>
RAC	861	Sam Williams	<b>410 455 3083</b>	<a href="mailto:Swilli3@umbc.edu">Swilli3@umbc.edu</a>
Central Plant	862	Mark Sparks	<b>410 455 2872</b>	<a href="mailto:sparks@umbc.edu">sparks@umbc.edu</a>
Green House	863	Carol Greitner	<b>410 455 2067</b>	<a href="mailto:greitner@umbc.edu">greitner@umbc.edu</a>
Theater	864	Wendy Salkind	<b>410 455 2949</b>	<a href="mailto:Salkind@umbc.edu">Salkind@umbc.edu</a>
Fine Arts	865	Bill Tudor	<b>410 455 3101</b>	<a href="mailto:tudor@umbc.edu">tudor@umbc.edu</a>
Administration Building	866	Nancy Abell	<b>410 455 3634</b>	<a href="mailto:nabell@umbc.edu">nabell@umbc.edu</a>

Alumni House	901	Sandra Dzija	<b>410 455 2210</b>	<a href="mailto:dzija@umbc.edu">dzija@umbc.edu</a>
Dining Hall	870	Darryl Wolod	<b>443 612 8382</b>	<a href="mailto:darrylw@umbc.edu">darrylw@umbc.edu</a>
Facilities Management	890	Joe Hill	<b>410 455 2547</b>	<a href="mailto:Jhill1@umbc.edu">Jhill1@umbc.edu</a>
Warehouse	871	Bill Walker	<b>410 455 2317</b>	<a href="mailto:wwalker@umbc.edu">wwalker@umbc.edu</a>
Academic IV	877	Joan Costello	<b>410 455 3685</b>	<a href="mailto:jcostello@umbc.edu">jcostello@umbc.edu</a>
TRC	883	Tim Buckheit	<b>410 455 3508</b>	<a href="mailto:buckheit@umbc.edu">buckheit@umbc.edu</a>
ECS	886	Mark Cather	<b>410 455 3783</b>	<a href="mailto:Mark.Cather@umbc.edu">Mark.Cather@umbc.edu</a>
Tech 2	887	Brian Reed	<b>410 455 8649</b>	<a href="mailto:reedb@umbc.edu">reedb@umbc.edu</a>
Day Care	889	Ariel Rainey	410 455 6830	<a href="mailto:arielrainey@umaryland.org">arielrainey@umaryland.org</a>
Tech Center South Campus	891	Walt Schulz	<b>410 455 5798</b>	<a href="mailto:schulz@umbc.edu">schulz@umbc.edu</a>
Physics Building	892	Paul Ciotta	<b>410 455 2545</b>	<a href="mailto:Ciotta@umbc.edu">Ciotta@umbc.edu</a>
The Commons	895	Joe Regier	<b>410 455 3454</b>	<a href="mailto:regier@umbc.edu">regier@umbc.edu</a>
Satellite Plant	896	Joe Hill	<b>410 455 2547</b>	<a href="mailto:Jhill1@umbc.edu">Jhill1@umbc.edu</a>
ITE Building	897	Victor Fulda	<b>410 455 3426</b>	<a href="mailto:fulda@umbc.edu">fulda@umbc.edu</a>

<b>Building</b>	<b>Number</b>	<b>Building Manager</b>	<b>Phone #</b>	<b>Email Address</b>
Public Policy Building	898	Sally Helms	<b>410 455 3202</b>	<a href="mailto:helms@umbc.edu">helms@umbc.edu</a>
Research Park 1	RP1	Ellen Hemmerly	<b>410 455 8400</b>	<a href="mailto:hemmerly@umbc.edu">hemmerly@umbc.edu</a>
Research Park 2	RP2	Ellen Hemmerly	<b>410 455 8400</b>	<a href="mailto:hemmerly@umbc.edu">hemmerly@umbc.edu</a>
Susquehanna Hall	869	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Chesapeake Hall	872	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Patapsco Hall	873	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
West Hills	878	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Terrace Hills	879	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Hillside	880	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Potomac	888	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Erickson	893	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Harbor	894	Katie Boone	<b>410 455 2591</b>	<a href="mailto:kboone@umbc.edu">kboone@umbc.edu</a>
Walker North	899	Hermand Lawson	<b>410 455 1116</b>	<a href="mailto:hermond@walkeravenueapts.com">hermond@walkeravenueapts.com</a>
Walker South	902	Hermand Lawson	<b>410 455 1116</b>	<a href="mailto:hermond@walkeravenueapts.com">hermond@walkeravenueapts.com</a>
Surge Facility 1	868	Mike Pound	<b>410-455-2948</b>	<a href="mailto:michaelp@umbc.edu">michaelp@umbc.edu</a>
Natorium	875	Sam Williams	<b>410 455 1536</b>	<a href="mailto:Swill3@umbc.edu">Swill3@umbc.edu</a>
Stadium	876	Sam Williams	<b>410 455 1536</b>	<a href="mailto:Swill3@umbc.edu">Swill3@umbc.edu</a>
Surge Facility 2	SF2	Bernadette Darby	<b>410 455 2904</b>	<a href="mailto:darby@umbc.edu">darby@umbc.edu</a>
Surge Facility 3	SF3	Amanda Youngblood	<b>817 808 8981</b>	<a href="mailto:amanda.youngblood@us.army.mil">amanda.youngblood@us.army.mil</a>
Lot Admn	950	Paul Dillon	<b>410 707 6012</b>	<a href="mailto:pdillon@umbc.edu">pdillon@umbc.edu</a>
Lot Commons	951	Paul Dillon	<b>410 707 6012</b>	<a href="mailto:pdillon@umbc.edu">pdillon@umbc.edu</a>
Lot Walker	952	Paul Dillon	<b>410 707 6012</b>	<a href="mailto:pdillon@umbc.edu">pdillon@umbc.edu</a>



