

THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, South Carolina 29409

MEMORANDUM
NUMBER 7

27 JUNE 2003

TERRORIST THREAT STANDARD
OPERATING PROCEDURES

1. PURPOSE:

The purpose of this memorandum is to provide procedures for Citadel personnel and organizations on actions to be taken when faced with terrorist threats, incidents or activities. Actions taken by The Citadel's Department of Public Safety and Citadel personnel will involve levels of countermeasures that are consistent with Citadel Security Options (CSOPs). The CSOPs are based upon terrorist threat situations or an actual event. An explanation of the CSOPs and actions to be taken are outlined below, consistent with our Federal Government's "color-coded" terror warning or alert. However, The Citadel may employ a CSOP that is not consistent with the warning level or alert implemented by the Federal Government in that our actions will be dictated by the local terrorist threat situation.

2. BACKGROUND:

Terrorism is the systematic use of terror to incite fear or anxiety. Those that carry out terrorism are called terrorists. Terrorists carefully plan their operations, using time as their greatest asset. Normally, they will attack or seize what they consider a "soft target." Criminals will do the same, looking for patterns or people who either let their guard down or do not maintain an awareness of changes in their surroundings.

The following procedures will be followed at The Citadel in response to various levels of terrorist or related threats in order to minimize the possibility of such incidents, and the potential loss of personnel or property. Procedures followed to secure Citadel facilities and react to bomb threats are included as a part of the actions to be taken herein.

3. Citadel Security Options (CSOPs):

A. CSOP-1 Normal (Green) - U.S. Color Code (Green) This signifies there is a low risk of terrorist attack.

1) Situation: This applies to normal, day-to-day security operations. A general threat of possible terrorist activity exists, but

warrants only a routine security posture. Public Safety is configured in normal shifts and manned for normal security and law enforcement operations.

2) Mission: Provide for the protection of Citadel personnel and property during periods of low terrorist threat by employing the minimum amount of security forces and resources consistent with operational needs.

3) Tasks: The Department of Public Safety will maintain a constant awareness of the potential for terrorist and related type threats.

4) Execution: A secure environment will be maintained by Public Safety and those charged with the protection and/or responsibility for Citadel personnel and property. Protection of Citadel resources will involve vigilance, detection, reporting, alerting, and armed response to counter and neutralize any perceived or actual threat.

B. CSOP-II (Increased Vigilance) (Blue) - U.S. Color Code (Blue) Guarded. This will signify a continuing and enhanced general threat of terrorist activity.

1) Situation: Intelligence information has been received that warrants the declaration of CSOP-II. This condition is declared as a general warning of possible terrorist activity when the nature and extent are unpredictable. However, the circumstances do not justify full implementation of the measures contained in a higher CSOP. The measures listed for CSOP-II may be required over an extended time period. CSOP-II may be implemented in response to an increased local threat and may be implemented upon direction of higher authority in response to possible terrorist threats within a specific geographical area or region.

2) Mission: Provide an increased detection and protection capability through an increased state of awareness/vigilance on the part of assigned Public Safety forces charged with the protection of resources located on Citadel property.

3) Tasks:

Public Safety:

Restrict access points for vehicles and personnel; yet, still allow the necessary flow of traffic to meet operational requirements.

Restrict Hagood and Summerall Gate openings to peak hours (from 6 am - 9 am and 4:30 pm to 5:30 pm), upon the approval of the President/Provost.

Restrict the distribution of campus maps to visitors and alert campus activities not to distribute campus maps, diagrams, or building plans and specifications unless approved by someone on the Executive Staff.

The frequency of random identification checks at entry points to the campus will be increased.

The entrance of tour buses to campus will be restricted, upon the approval of the President/Provost.

Public Safety and Public Affairs:

Implement its crisis communications plan in dealing with inquiries from the outside.

Provide current information on security changes and intelligence inputs to all Citadel activities via Email and the DAWG line.

Physical Plant:

Physical Plant will be prepared to provide and position vehicles to block Hagood and Summerall Gates at night, as directed by Public Safety. Vehicle keys will be provided to Public Safety/Provost. Vehicles will be positioned only upon the approval of the President/Provost.

Every Department/Individual:

Conduct start and end of day security checks of classrooms and other facilities to observe any unusual changes that could indicate someone has tampered with the rooms.

Maintain an increased awareness in dormitories and strictly enforce visitor policies.

When checking mailboxes, be aware of suspicious packages and letters.

Secure buildings, rooms and storage areas not in use.

4) Execution: Awareness, detection and response capabilities will be enhanced through a combination of threat awareness briefings, improved day to day protection measures, and a limited expansion of the Public Safety staff commensurate with the perceived threat. CSOP-II Warning Signs will be posted on all primary campus entrances. Public Safety will provide CSOP signage.

C. CSOP-III (Advanced Readiness) (Yellow or Orange) - U.S. Color Code (Yellow) – Serious. Yellow indicates an increased and predictable threat of terrorist activity. U.S. Color Code (Orange) – Critical. This will warn that a terrorist threat may be likely.

1) Situation: The President of The Citadel or declaration by higher authority dictates CSOP-III be implemented locally in response to a terrorist incident that is likely to occur or, as a result of intelligence information received indicating that some form of terrorist action is directed in the vicinity, and is probable or imminent. CSOP-III is implemented when local threat analysis reveals that the probability of a terrorist attack against The Citadel is high.

2) Mission: Decrease the vulnerability of campus personnel and property to attack by terrorist, and provide immediate and effective response to terrorist incidents that could occur on campus. Expand detection and response capabilities commensurate with the increased threat, and continue to sustain operations while in an enhanced state of readiness. Be prepared to respond to an attack on Citadel property or repel it.

3) Tasks:

The President / Provost:

Call the Emergency Council to meet. Consider the recommendations of the Emergency Council and provide appropriate guidance.

Vice President For Facilities and Engineering / Emergency Council:

Upon declaration of CSOP-III, a terrorist incident, or upon notification by the President, Provost or Vice President for Facilities and Engineering, the Emergency Council, (as defined in The Citadel's Hurricane Operations Plan) will be called to meet in the Bond Hall Executive Conference Room to review the situation

and consider the subsequent actions to be taken to minimize damage or injury. A Public Safety Officer will participate as a member of the Emergency Council. The chain of command, and procedures and responsibilities outlined in the Hurricane Operations Plan will generally apply to actions taken by The Citadel in response to a terrorist threat or incident. If appropriate, the Emergency Council will make specific recommendations to the President/Provost as to whether the campus be closed for business, classes be cancelled, students be sent home or the work of any employees be restricted. Actions indicated below for Physical Plant, Public Safety and the Commandant will be considered by the Emergency Council, and implemented only if approved by the President/Provost.

Every Department:

Keep shades/blinds closed in dormitories and other facilities to prevent someone from observing/monitoring your activities and presence in rooms.

If possible, remain in the classroom, dormitory or work place in the event of an attack.

Take no actions to endanger your life or the life of others except in self-defense.

Try to comply with the terrorists demands if confronted. Remember your safety!

Stay aware of the situation, remain calm, use common sense and think!

Physical Plant (If approved by the President/Provost.):

Remove dumpsters away from buildings and place them at a distance.

Provide Public Safety with 2 vehicles from the campus motor pool.

Pre-position large vehicles, in addition to those already positioned, at all gates for use as expedient barriers. The vehicle keys are to be left at Public Safety.

Erect barriers to create a serpentine maze at the Lesesne Gate entrance and exits. (Vehicles may be used)

Public Safety (If approved by the President/Provost.):

Notify and brief the campus leadership on the emergency.

Notify City, County, State, and Federal law enforcement organizations to standby for immediate response.

Close all gates except Lesesne Gate.

Recall all Public Safety personnel and establish 12-hour shifts.

Take control of Lesesne Gate and man it with two Public Safety Officers, 24 hours per day.

Inspect and allow only the passage of vehicles having a requirement to be on campus.

Stop and check all vehicles entering.

Search all passenger vehicles and delivery vehicles entering the campus.

Restrict visitors and non essential delivery vehicles from entering the campus.

Close Lesesne Gate at 1600 hrs until 0600 hrs daily.

Alert and publish situation reports (SITREPS) for the campus leadership as the situation dictates.

Publicize throughout campus that cars (private or government) will be searched and locked. The owner or user will be responsible for securing their vehicle.

The Commandant (If approved by the President/Provost.):

Have all cadets with parking spaces close to the barracks move their vehicles at least 200' away. Lee Avenue may be used for parking.

Restrict all cadets to the barracks.

Secure all barracks sallyport gates.

Establish a 24-hour surveillance post for each barracks.

Contact Public Safety if confronted with a terrorist threat.

Provide radios to all cadet posts.

Provide Public Safety with a cadet radio.

Citadel Activities and Departments:

Initiate stringent control of all work areas and workspaces.

Inspect each work place at the beginning and end of each workday for suspicious items.

Initiate other reasonable security initiatives in addition to those implemented.

Postpone events and close sports facilities, the Library, the Chapel and other buildings where large groups of people congregate.

D. CSOP IV (Defensive Reaction) (Red) - U.S. Color Code (Red) Severe – Terrorist activity on a specific target may be imminent under this warning.

1) Situation: The President of The Citadel or declaration by higher authority dictates that CSOP IV be implemented in response to the occurrence of a terrorist attack, or in response to intelligence information that indicates a terrorist attack at The Citadel is likely.

2) Mission: In addition to those actions noted above, decrease The Citadel's vulnerability to attack by implementing measures to alert personnel of terrorist activity, and by taking added actions to increase the level of protection afforded Citadel personnel and property. Immediate and effective response to a terrorist attack will be taken in order to contain, counter, and neutralize an attack directed against Citadel personnel or property. Post attack and recovery operations will be initiated as soon as possible to facilitate the continuity of operations.

3) Tasks:

All Citadel Personnel and Activities:

Follow procedures outlined above under CSOP-III.

Public Safety (Upon approval of the President/Provost.):

Close all gates. (However, manage traffic flow at Lesesne Gate.)

Ensure local police are on campus and positioned to respond accordingly.

Restrict all vehicles and personnel entering the campus.

Plan and coordinate all emergency response.

Do not permit visitors or deliveries on campus.

Search all hand carried items.

Close and evacuate all or select building.

4) Execution: Maximizing personnel and facility protection will achieve the necessary degree of security response. Depending upon the situation (targeted facilities, size of terrorist force, type of armament employed by terrorist elements, etc.), a full recall of off-duty Public Safety personnel will be initiated. On-duty police officers will provide the first line of defense and will be reinforced by responding outside police agencies. The level of advanced warning, if any, prior to an attack will directly influence the accomplishment of specific actions taken to limit property damage and injury to personnel.

FOR THE PRESIDENT:

OFFICIAL

Charles B. Reger
Colonel, USAF, Retired
Executive Assistant to the President

Attachments

Facility Security Checklist, Bomb Threats

FACILITY SECURITY CHECKLIST

Morning Actions:

- _____ Before entering in the morning, do a quick exterior check.
- _____ Scan the area for suspicious packages, and vehicles or person(s) loitering.
- _____ Check the doors of the facility for illegal entry.
- _____ If classes are located in temporary facilities, such as a trailer, check underneath them.
- _____ Keep blinds closed to the extent possible.

End Of Day Checks:

- _____ Ensure windows and doors are locked and secured before leaving.
- _____ Ensure entrances/exits lights are operating. Report inoperative lighting to campus maintenance.

BOMB THREATS

Precautionary Steps:

- _____ Be knowledgeable of your campus emergency plans.
- _____ Have pre-established notification procedures.
- _____ Have an idea where to tell cadets and cadre to evacuate to.

Before A Bomb Threat:

- _____ When it is determined to evacuate, do so immediately! Do not stop to get personal effects.
- _____ Treat all bomb threats seriously, no matter how many times they occur.
- _____ Know what to do if the news media shows up. Refer them to Public Affairs representatives.

NOTE:

- _____ Don't evacuate people into an adjacent parking lot. A bomber may lure people outside as a hoax, into the blast zone of a bomb planted in a vehicle or fixed object.
- _____ Stay clear of classroom or dormitory windows if you hear an explosion.
- _____ Have an established chain of command to direct actions.
- _____ Have emergency numbers readily available.
- _____ Be familiar with your facilities (know what belongs).
- _____ Create a bomb threat kit (include building layout diagrams or photographs of offices, classrooms, or laboratories).
- _____ Keep facilities clean.
- _____ Exercise your action plan.

Telephonic Bomb Threat Actions:

- _____ Keep the caller on the line as long as possible

_____ **DO NOT HANG UP THE PHONE THAT THE CALL CAME IN ON!**

_____ Use another telephone to contact the police.

_____ Write down what the caller said or record the call (every word spoken should try to be recorded/written down). Pay particular attention to background noises.

_____ Try to identify voice characteristics, accents, gender, age, etc.

_____ Try to get specifics on the bomb, such as the location or detonation time.

_____ Record the number the call was received on.

_____ Record the time, date and duration of the call.

_____ Remain available to law enforcement personnel for interviews.

Written Bomb Threat:

_____ Do not disturb or excessively handle the document/envelope.

Search Procedures (If asked to help police search for devices):

_____ Search teams will be made up of two people, when possible.

_____ One member should be very familiar with the area.

_____ One person can act as a runner to get authorities if something is found.

_____ Search teams should be limited to the absolute minimum.

_____ One search team per floor is usually the norm.

_____ It is important to conduct a systematic and thorough search.

If a bomb is found during a security check:

_____ ***Do not touch it!*** Also, do not disturb the surrounding area.

Leave the room and get the word out immediately.

Make an accurate identification of the location and a description of the bomb. Inform Public Safety.

Make sure people evacuating or searching know a device was found and to stay clear of the area in which it is located.

Suspicious mail (explosives, chemical/biological hazards):

Do not shake or submerge packages or letters in water.

Do not open it!!!

Contact the campus police immediately and follow their instructions!

Indicators of possible mail or package bombs are:

An unusual or unknown place or origin.

No return address

Excessive postage.

Abnormal size and /or weight.

Oily stains on the wrapping or package.

Wires or strings protruding from or attached to the package/letter.

Different return address than the postmark.

Misspellings on the package.

Peculiar odors (almonds, shoe polish, etc.)

White or colored powdery substance on or inside the envelope.

Note: If a bomb threat is received, all activities will refrain from using radio communications.