Emergency Response Plan

ERP

June 21, 2016

APPROVAL PAGE

EMERGENCY RESPONSE PLAN

To All Recipients:

Attached is the updated integrated Emergency Response Plan for The Citadel. This plan supersedes the plan of the same name dated 28 September 2010 and any previous emergency management plans.

This plan attempts to outline an all-inclusive framework for operations at The Citadel should an emergency scenario occur, including providing for a chain of command for immediate response, and delineating the respective duties and responsibilities of each department for managing emergency response through recovery to normal operations.

This plan is in accordance with all existing government statutes, and shall be revised and updated as required in the future.

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Senior Vice President for Operations and Administration

Approved this _21ST_ **day of** _JUNE_ **20 16**

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I.   INTRODUCTION

A.   Purpose

The purpose of this Emergency Response Plan is to establish policies, procedures and an organizational hierarchy for response to emergencies occurring on campus. It describes roles and responsibilities of Citadel personnel during an emergency.

The plan fulfills the college's responsibilities to comply with U.S. Department of Homeland Security Presidential Directive 5 (HSPD 5) mandating the adoption of the National Incident Management System (NIMS).

This plan utilizes the National Fire Protection Association (NFPA) Standard 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*, as the basis of plan and program development.

B.   Scope

This campus-level emergency response plan guides the response of Citadel personnel and resources during an emergency. It is the official emergency response plan for The Citadel and supersedes previous plans, and precludes employee actions not in concert with the intent of this plan, or the emergency organization created by it. Appropriate support documents for specific emergencies or actions are attachments which expand on the information contained in this plan.

C.   Authority

This Plan is promulgated under the authority of the President of The Citadel, and constitutes an executive policy as described in NFPA 1600. Day-to-day management and implementation of this plan is delegated to campus Public Safety. The Director of Environmental Health and Safety is assigned to oversee the program. An Emergency Management Committee made up of representatives from staff and faculty including: Public Safety, Environmental Health and Safety, and Facilities and Engineering provides guidance and input regarding this plan.

D.   Mission

It is the mission of the Citadel's emergency response activities to mitigate emergency situations in a safe and timely manner. College personnel and resources will be mobilized to protect college assets in the following order of priority:

- Priority I: Life Safety
- Priority II: Property Protection and Damage Assessment
- Priority III: Restoration of Critical Campus Systems and Operations

II.   MANAGEMENT OF EMERGENCY OPERATIONS

A.   Incident Command System

This Emergency Response Plan incorporates a management system widely known as the Incident Command System (ICS).   This system is a standardized, on-scene, all-hazards incident management approach that provides an organizational structure capable of responding to all levels of emergencies, from simple to complex.   It also provides flexibility that promotes efficiency of response as an incident escalates in severity.

The purpose of the ICS is to:

- Provide an organizational structure that can grow rapidly in response to the requirements of the emergency;
- Provide the Incident Commander with the control necessary to direct and coordinate all operations and all agencies responding to the incident;
- Assign employees with reasonable expertise and training to critical functions without loss of precious time;
- Activate only those positions needed to manage a particular incident or level of incident; and,
- Maintain proper span of control and unity of command.

The organizational structure of the ICS may not resemble the typical day-to-day organizational structure of the college.   Employees may be temporarily reassigned to other duties outside of their normal assignments.   Furthermore, as the severity of the incident increases, assignments may change within the ICS organizational structure. This means that an employee's position in the ICS may change during the course of a single incident.

As incident management objectives are achieved and emergency response activities cease, the administrative control of the College will move from the Incident Command System (ICS) organization back to the normal Citadel organizational structure.

B.   Command Authority and Reporting Structure

During an emergency incident, the <u>first-arriving emergency responder</u> (e.g. Police, Fire, and Safety) will establish incident command. The first-arriving responder will continue to exercise Incident Command authority until relieved by the senior official having legal or assigned responsibility relative to the type of incident occurring.

For incidents where a multi-disciplinary response is necessary, a Unified Command shall be established to ensure that the priorities of each discipline are represented in the Incident Action Plan.

The Incident Commander has the authority to request additional resources needed to help mitigate an on-campus emergency. Such resources typically consist of police officers, fire and rescue units, hazardous materials squads, medical teams, search teams, equipment operators, and other emergency response specialists and equipment.

C. Emergency Level Classification

Three (3) levels of emergency operations have been identified relative to the magnitude of the situation or threat. Depending upon the character, scope, and severity of any particular emergency incident, a variety of responders may be mobilized.

- Level 1: The emergency incident can be managed with currently available resources and normal response operations. Only partial or no EOC activation is necessary. CMT Leader may be alerted.

- Level 2: Multi-unit or multi-agency response is required. Campus EOC is at least partially activated. The Incident Commander is typically the most senior campus safety representative on-site. IC may be established as a Unified Command with multi-agency or multi-discipline representation. Based upon incident scope and severity, selected IC functional areas and EOC positions are staffed. Notifications are made at the discretion of the Incident Commander. CMT Leader is alerted, and CMT may be activated.

- Level 3: The emergency incident cannot be managed using currently available campus resources. IC will likely develop into a Unified Command structure consisting of multiple agencies. Campus EOC begins full activation and IC functional areas and EOC positions are staffed in accordance with Incident Action Plan. Notifications are made and additional resources are requested as needed. CMT will be activated.

In addition to the three levels of emergency operation, the term ***threshold incident*** is used to describe any emergency incident which requires notification of senior college officials. These include serious incidents involving a loss of or threat to life, major property damage, major regulatory or legal risk, and/or significant media interest.

By definition, all Level 2 and Level 3 emergencies are considered threshold incidents. Level 1 incidents involving the following are also automatically considered threshold incidents, even though they may not actually require a large-scale response:

- Fatalities or serious injuries to students, faculty, staff or visitors.

- Injuries or illnesses requiring air-med transport or other specialized rescue/response.

- Injuries to three or more individuals resulting from any single incident.

- Assaults or other criminal activities involving deadly weapons or a serious threat.

- Fires that injure, damage property, or initiate evacuation of a facility or campus area.
- Hazardous materials spills or releases.

D.   Incident Action Plan (IAP)

An incident action plan formally documents incident response goals, objectives, and the overall response strategy defined by incident command. The IAP serves as an outline of the general tactics used to achieve goals and objectives within the overall strategy, while providing important information about current conditions and response parameters. The IAP organizes critical information used to develop incident briefings and facilitate efficient transfer of command at the end of each response period.

The incident action planning process is built upon the following phases:

1. Understand the situation
2. Establish objectives
3. Develop a plan to achieve objectives
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan

Incident action plans shall be developed by the Incident Commander for all threshold emergency events that impact campus operations (*see Section II-C, Emergency Level Classification*).

Form ICS-201 is included as Annex C to this *Emergency Response Plan (ERP),* and shall be used by the Incident Commander as a template for incident action plan development and documentation.

III.   CRISIS MANAGEMENT TEAM (CMT)

The Citadel's Crisis Management Team has been established to serve as the primary group charged with managing and guiding internal campus administrative operations during response to an on-campus or off-campus emergency. The Team's organization, responsibilities, and authority are outlined within The Citadel's *Crisis Management Plan* (Annex A).

A.   Initial Notification and Activation of CMT

The Incident Commander of any campus emergency that meets threshold incident classification criteria (*as defined in section II-C of this plan*) shall ensure that the Senior Vice President for Operations and Administration is immediately notified of the incident.

The following order of precedence will be followed until initial notification is made. Additional CMT notifications will be made by the CMT Leader or his/her designee.

1. Senior Vice President for Operations and Administration
2. Provost
3. Commandant of Cadets
4. Vice President for Finance and Business (designated alternate for CMT Leader)
5. Vice President for Communications and Marketing
6. Vice President for Institutional Development
7. Associate Vice President for Facilities, Engineering and Safety

If an incident warrants further implementation of this plan, once the Crisis Management Team Leader (or another in the order of precedence) is informed of such, he/she will determine the level of CMT response required. This response may include: full (or partial) activation of the Crisis Management Team, notification and deployment of campus Event Response Team(s); and, upon further assessment, notification of the college President and/or other college officials.

       B.   Initial Notification of the Campus Community

<u>Indoor Occupants</u>

Where an emergency threatens the occupants of a specific campus building, and an evacuation of the affected building is warranted, emergency building alarm systems shall be activated and Public Safety shall be immediately notified of the emergency via 811 (from an on campus telephone) or 843-953-5114 (from any phone).

All primary college buildings are equipped with fire evacuation alarm systems.

Fire alarm systems are the most efficient means to rapidly communicate an emergency evacuation order throughout a building.

Facility fire alarm systems can be triggered in one of three ways:

1. Pull stations located throughout the building can be activated manually.
2. Smoke detectors located in corridors, common areas, dormitory rooms, fire panel rooms, and in areas adjacent to elevators will also activate the emergency alarm system.
3. Heat sensors in some mechanical spaces will activate the emergency alarm system.

The use of manual pull stations is the primary method of activation to be employed. In cases when pull stations are not readily accessible, an alternate method of system activation will need to be employed.

When the emergency alarm system is triggered, all building occupants must exit the building as quickly and as safely as possible. Only stairs and designated emergency egress paths and exits shall be used. Elevators should not be used for emergency evacuation under any circumstances, regardless of how safe they may appear.

Building occupants shall refer to posted Emergency Evacuation Plans located throughout all primary campus buildings for specific building or area evacuation information.

Outdoor Occupants

Where an emergency threatens the occupants of an exterior campus facility or area, notification shall be accomplished using all practical means available, to include: verbal communication between on-site supervisors or activity leaders, electronic communication devices (walkie-talkies, cell phones), and/or event PA systems. In certain instances where Public Safety has already responded to an affected area, vehicle PA systems may also be used to communicate emergency instructions.

All personnel involved in communicating any notification of a threat and/or evacuation must remain conscious of the need to maintain a calm demeanor and strive to avoid or reduce the spread of panic.

C.   Alarm Response and Administrative Notification Protocol

Senior Ranking Occupant of Building or Area Evacuated:

If Public Safety or another safety official did not initiate the alarm, the senior occupant of the affected area will inform Public Safety that emergency alarm system has been activated, and will provide any known information regarding: nature of incident, current status of evacuation, persons trapped or otherwise unable to evacuate, and any other pertinent information.

Public Safety:

If not already on-scene, an officer will respond to alarm location; and, once on-scene: will assess the nature and magnitude of the situation, make contact with senior occupant, assist with the evacuation of occupants, and determine need for additional response.

The responding officer will attempt to maintain continuous contact with Public Safety Dispatch, during response to an incident.

Public Safety Dispatch will receive reports from responding officer(s) and will make additional notifications as necessary, to include notification of the Senior Vice President

for Operations and Administration. The following order of precedence will be followed until notification is made. Any additional necessary notifications will be determined at this time:

1. Senior Vice President for Operations and Administration
2. Provost
3. Commandant of Cadets
4. Vice President for Finance and Business (designated alternate for CMT Leader)
5. Vice President for Communications and Marketing
6. Vice President for Institutional Development
7. Associate Vice President for Facilities, Engineering and Safety

If an incident warrants further implementation of this plan, once the Crisis Management Team Leader (or another in the order of precedence) is informed of such, he/she will determine the level of CMT response required.

Notification of Emergency – Entire Campus

Upon becoming aware of an emergency that poses a potential threat to multiple campus locations, immediately report the emergency to Campus Public Safety by calling 811 (campus phone) or 843-953-5114 (all phones) and take action to warn others in your immediate area.

Upon receipt of information about an emergency that could pose a threat to the safety of the general campus population, campus Public Safety will immediately act to:

1. Activate Campus-Wide Emergency Notification System[1]
2. Alert and request assistance from outside agencies in accordance with applicable standing orders, protocol, or policy.
3. Alert Crisis Management Team (CMT) Leader or Alternate[2]
4. Respond to situation and take appropriate action as outlined within applicable official college policy, departmental standing operational procedure, or other appropriate action as dictated by the circumstances of the incident, good judgment, and common sense.

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[1] See Appendix A
[2] See Section III-A of *Emergency Response Plan*

D.   Activation of the CMT

Upon being notified of an emergency, the SVP for Operations and Administration (or designated alternate - VPFB) will determine whether or not the CMT needs to be activated and which, if any, additional personnel need to be notified and/or activated based upon the scope and severity of the incident.

If the CMT is activated, the Team will assemble and respond as outlined in the Citadel's Crisis Management Plan (Annex A).

If the SVP for Operations and Administration (or designated alternate - VPFB) chooses not to activate the CMT, the Incident Commander will ensure that periodic updates on the status of the incident are provided. The SVP for Operations and Administration may choose to activate the CMT at a later time based upon these status updates.

E.   Deactivation of the CMT

The SVP for Operations and Administration will determine when to deactivate the CMT. This determination shall be made after consultation with the CMT and will generally occur at the same time that the EOC is fully or partially deactivated.

IV.   EMERGENCY OPERATIONS CENTER (EOC)

The EOC, located at the Facilities & Engineering building, serves as the centralized location to manage sustained emergency operations. During the course of an emergency, staff personnel designated to provide support to the EOC shall report directly to the EOC. Other responding personnel should report to their normal work site or other area as directed.

The EOC Center Guide can be referenced in its entirety on The Citadel's BulldogAlert homepage at

http://www.bulldogalert.info/root/images/campus-eoc-manual.pdf

The purpose of the EOC is to provide:

- Centralized incident management based upon campus-wide needs.
- Coordination of responders and resources.
- Coordination of non-response related functions.

A.   Activation of the EOC

For major incidents or incidents requiring a significant commitment of campus resources from many activities, the Emergency Operations Center (EOC) may be activated. Request for EOC activation may be initiated by the on-scene Incident Commander (IC), SVP for Operations and Administration, or alternate CMT Leader (VPFB).

Requests for EOC activation are made through the Public Safety's dispatch center. The dispatch center maintains an initial notification list for EOC activations.

Upon declaration of a Level 2 or Level 3 emergency, the EOC Director, in consultation with the CMT Leader, shall: determine functional support sections to be activated, designate Section Leaders, and begin coordination of support activities.

B.   Notifications

The Director of Public Safety shall maintain notification lists for various levels and priorities of EOC activation. These lists shall be on file at the campus dispatch center to allow for rapid notification of essential personnel.

Upon request of the officials designated in Section A above, the dispatch center will initiate notification of personnel from the appropriate notification list.

C.   EOC Staffing Assignments (typical)

Response Phase

Campus Evacuated:

> Associate Vice President for Facilities, Engineering and Safety
>> Director of Public Safety
>>> Six (6) PSAF Officers – *(On Call)*
>> Resident Engineer
>> Director of Environmental Health & Safety *(Liaison to County EOC)*
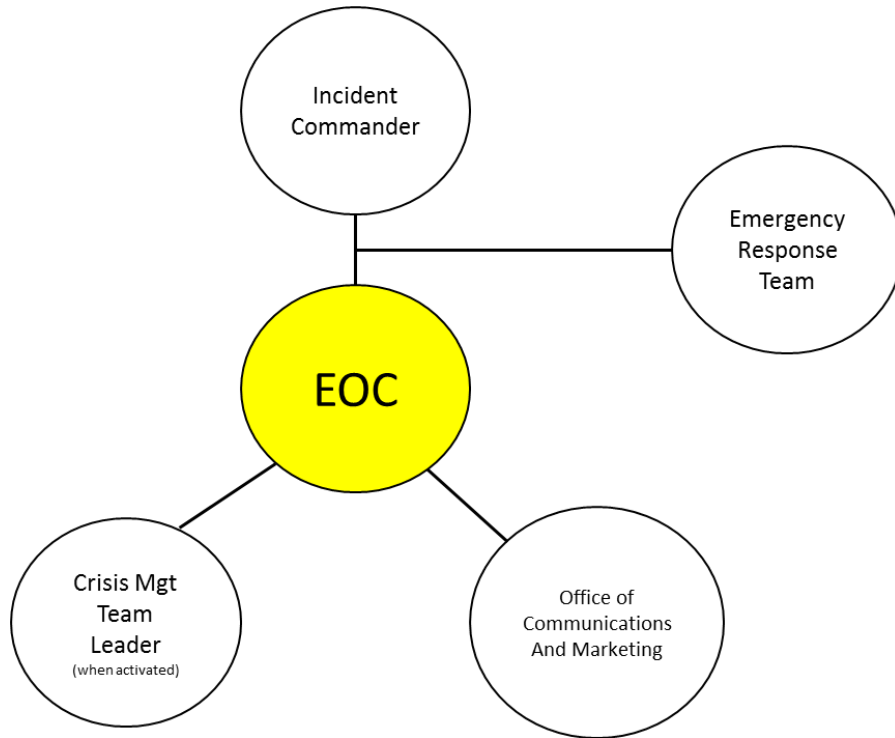>> Others as requested by EOC Director or assigned by President.

Campus Not Evacuated:

> Associat*e* Vice President for Facilities, Engineering and Safety
>> Director of Public Safety
>>> Six (6) PSAF Officers – (*On Call*)
>> Resident Engineer
>> Director of Environmental Health & Safety (*Liaison to County EOC*)
>> Vice President for Communications & Marketing Liaison
>> Commandant of Cadets Liaison (*TBA by CMDT*)
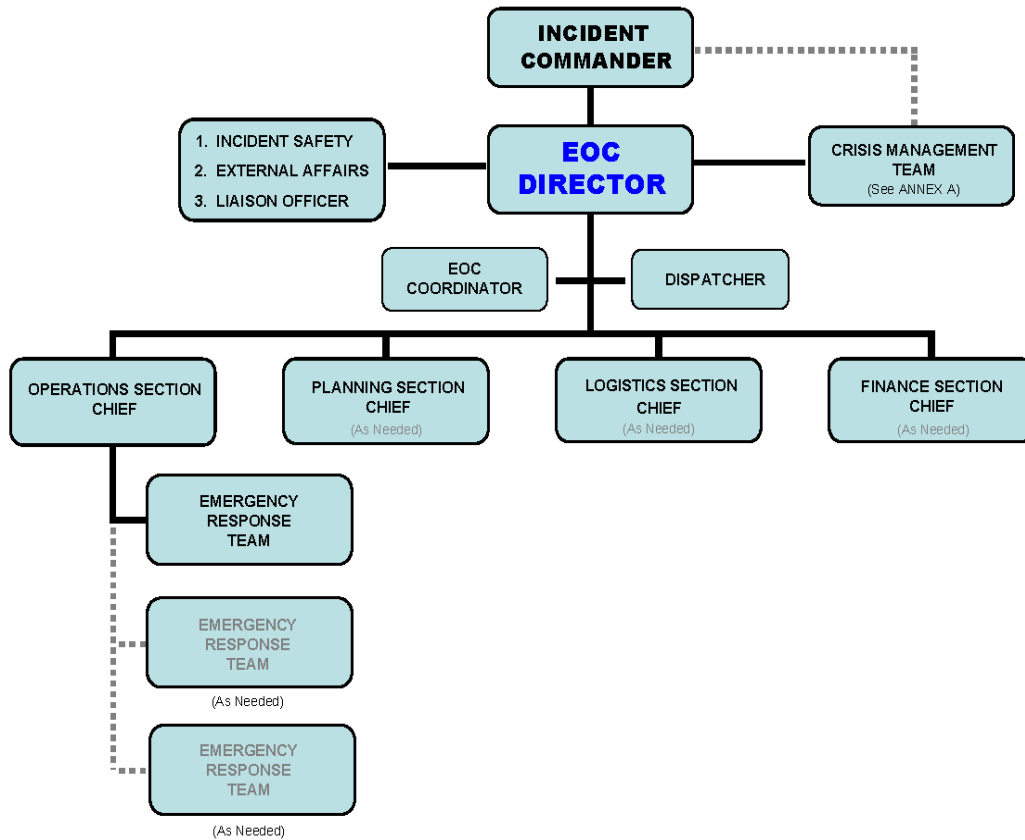>> Others as requested by EOC Director or assigned by President.

Recovery Phase

Associate Vice President for Facilities, Engineering and Safety – EOC
Director
Director of Public Safety
Six (6) PSAF Officers (On Call)
Resident Engineer
Resident Architect
Director of Environmental Health & Safety
Commandant of Cadets Liaison
Medical
Vice President for Communications Liaison
Director of Government Relations and Community Affairs
Information Technology Services Liaison
Human Resources
Director of Auxiliary Activities
Vice President for Communications & Marketing Liaison
Vice President for Finance and Business Liaison
Procurement Services
Faculty Liaison
Athletics Department Liaison
Other Support Personnel (as assigned)

D. Organization

LEVEL 1 (BASIC) INCIDENT COMMAND / EOC ORGANIZATION – EXAMPLE

Incident Commander

Emergency Response Team

EOC

Crisis Mgt Team Leader
(when activated)

Office of Communications And Marketing

LEVEL 2, 3 (COMPLEX) INCIDENT COMMAND / EOC ORGANIZATION – EXAMPLE

E.   Deactivation of the EOC

The Incident Commander (IC) will determine when to deactivate the EOC. This determination shall be made after consultation with the CMT Leader and response team section leaders. A partial deactivation may be warranted when structure for support and recovery activities is required. Partial deactivation may also include moving the EOC to a more convenient or practical location, depending upon the nature of the emergency.

V.   EMERGENCY OPERATIONS: ROLES AND RESPONSIBILITIES

Certain units have pre-designated roles during an emergency. Some units may be pre-assigned duties based on specific response plans or agreements. The following basic outline of duties and responsibilities does not represent all potentially assigned responsibilities, but provides a general guide.

A.   Public Safety Units

Public Safety Units (Police, Fire, and Safety) are responsible for response, on-scene management, and mitigation of situations which threaten the safety and operation of the college. These units shall develop and maintain separate response plans and protocols

that provide an outline of specific (tactical) response action to be implemented by Event Response Teams and emergency responders.

Protocols that address *general* response to specific incident types are located at **Appendices A - N** of this plan. These protocols outline the basic steps to be taken by the campus-at-large in response to an emergency event.

B. Facilities, Engineering and Safety (FES) and Construction Management (CM)

FES and CM provide direct support to the Emergency Response Teams, as requested. FES and CM are responsible for coordination of the return of facilities to normal operation once an emergency has been controlled.

C. Departmental Responsibilities

Each department of the college is responsible for ensuring that its reporting units have the following in place:

1. Emergency Action Plan for each workplace or activity.
2. Personnel accountability system (including students).
3. Continuity of operations/recovery plan.
4. Plan for dissemination of information and training to staff and students.

D. Unit or Activity Responsibilities

Each unit is responsible for ensuring that its employees and students are trained in how to react to an emergency which impacts their area. Units are also responsible for ensuring that the plans and systems required for any subordinate divisions are in place and maintained.

During an emergency, each unit is responsible for: ensuring that its employees, students and visitors have evacuated the workplace, accounting for those evacuated, and communicating needs to the Incident Commander or Emergency Operations Center (EOC), as appropriate.

VI. RESOURCES AND ASSISTANCE

A. Incident Commander

No agency has all of the resources needed to effectively manage every type of emergency incident. The Incident Commander (IC) may request local, county and state mutual-aid resources, as necessary to appropriately mitigate an incident.

The IC shall request additional resources by communicating a request through the Emergency Operations Center (EOC) and/or in consultation with the Crisis Management Team (CMT), when either is activated. Upon receipt of requests for assistance from the IC, the Dispatcher (or EOC Director) will ensure that requests are forwarded to the appropriate agency for action, and that all responding resources are documented.

As an incident grows in complexity, and additional resources are requested, the IC or EOC Director may elect to establish a resource staging area and assign a staging area manager to perform unit identification, tracking, and other resource unit management functions.

When a resource staging area is established, Form ICS-214, *Resource Unit Activity Log*, shall be used by the designated unit manager to track and document resource assignment and activity. Form ICS-214 is provided at Annex D.

Note: The resource staging area (unit manager) typically falls under the Operations Section Chief, whenever that functional area is formally activated as part of ICS.

> B.   Mutual-aid

As part of the pre-emergency planning process, the Director of Public Safety shall establish minimum-level resource requirements necessary to effectively manage various types of emergency events that could occur on campus. For all cases where it is determined that outside agency response and assistance is likely to be required, mutual-aid agreements and/or memorandum of understanding (MOU) documents may be developed and executed to ensure that required resources will be available without delay in the event of a campus emergency.

VII.   TRAINING AND EXERCISES

> A.   Annual Exercise Program

The college has established an *Annual Exercise Program for Safety & Security*. In accordance with the provisions of that Program, various drills, exercises, and training sessions shall be conducted annually to ensure that college personnel remain proficient in their ability to effectively implement the procedures outlined within The Citadel's *Emergency Response Plan* and associated response protocols.

For incident types where the pre-emergency planning process has identified some likelihood that external resources will be required to facilitate an effective response, and for those cases where an agreement or MOU has been executed in accordance with section VI-B of this plan, annual drills, exercises, or other training conducted in accordance with this section shall include the participation of all associated parties, whenever practical.

B.   Emergency Action Plans (EAP)

Department Heads are hereby tasked with responsibility for ensuring that activities under their control have developed executable Emergency Action Plans that include minimum elements as outlined within 29 CFR 1910.38(c), OSHA's standard for Emergency Action Plans.

All emergency plans developed under this section shall remain in concert with the goals and objectives outlined within The Citadel's *Emergency Response Plan.* The Citadel's Director of Public Safety and/or Director of Environmental Health & Safety should be consulted for assistance with EAP development, as necessary.

Emergency Notification System (ENS)   **Appendix A**

The Citadel has implemented a campus-wide emergency notification system which can be activated in the event of an emergency to alert the campus community. The system consists of three primary components:

1. **Emergency warning sirens located on the roofs of Byrd Hall and McAlister Field House.**

Upon notification of an emergency that presents a potential threat to the campus population, campus Public Safety will activate the emergency siren for three minutes to alert campus occupants.

When the emergency siren is activated, all campus occupants are to:

- Immediately increase awareness of surroundings and be alert for any type of potential threat.

- Activate personal communication devices to prepare for receipt of emergency information messages (e.g. cell phones, pagers)

- If outdoors, prepare to move to an area of shelter or safety.

- If indoors, prepare to execute evacuation, shelter-in-place, or emergency lockdown procedures.

2. **The Bulldog Alert mass notification messaging service**

Upon notification of an emergency that presents a potential threat to the campus population, designated users of the Bulldog Alert messaging system will activate the system and send a combination of text, email, and voice messages to all communication devices that are entered into the college's notification database. These messages will contain important information about the emergency and/or specific response instructions.

In the event of a campus emergency, all personnel are directed to activate their communication devices (e.g. cell phone) and await information or instructions that may be sent via the Bulldog Alert messaging system.

3. **The Bulldog Alert web page**

The Citadel has established a web page at**: www.bulldogalert.info**

This page can be accessed via any internet web browser. In the event of a campus emergency, this page will be updated as frequently as possible by VPCM with response instructions or other important information.

Emergency Lockdown   **Appendix B**

There are a number of emergency situations in which the immediate, mass evacuation of buildings and/or classrooms is not advisable (e.g. hostile intruder, hazardous material release, terrorist attack). In cases such as these, personnel will be advised to initiate emergency lockdown.

Communication

An emergency lockdown will be announced campus-wide by communication via the campus emergency siren, the **BulldogAlert** emergency messaging system, and through verbal, person-to-person communication.

If a situation that may require an emergency lockdown is discovered, the individual making the discovery shall immediately call Public Safety at 811 or 843-953-5114 and provide as much information as possible, and persons in the immediate area should be notified of the emergency by passing information person-to-person.

Fire evacuation alarms are not to be sounded to initiate an Emergency Lockdown!

Lockdown Procedures

- Those in hallways or other public, open areas are to immediately seek shelter in the nearest classroom or lockable space.

- Immediately lock or barricade all doors.

- Close windows, blinds and any window treatments present.

- Turn off lights.

- Remain concealed as much as possible by crouching down in areas out of sight from doors and windows. Sit on floor and do your best to remain out of view, still, and quiet.

- Once secured, do not open doors for anyone who cannot be clearly identified as a law enforcement officer.

- Do not enter hallways or any open areas until a message has been received indicating that the emergency is over.

- People in outdoor areas should immediately take cover, preferably in an area or space that can be locked or barricaded.

- Use natural barriers, structural components or room contents for protection (shielding), whenever possible.

- Activate communication devices and await further emergency communications.

Building Evacuation	Appendix C

Building evacuations will occur when a fire alarm sounds or upon notification by emergency personnel.

If necessary, or if directed to do so by a designated emergency official, activate the building evacuation alarm.

Be aware of people with disabilities who may require assistance in an emergency evacuation. Be prepared to render assistance if necessary.

Note: It is suggested that people with disabilities prepare for emergencies by learning the locations of exit corridors and enclosed stairwells and by informing co-workers, professors, or classmates of the best methods to assistance you an emergency.

If you have a disability or are otherwise unable to evacuate via stairs:

> **Emergency Action**
>
> 1. When the alarm sounds, exit the building immediately.
>
> 2. Do not use elevators unless instructed to do so by emergency personnel.
>
> 3. Report immediately to your pre-designated muster location.

Stay calm and take steps to protect yourself. If possible, call 811 or 843-953-5114 and tell Public Safety where you are or where you will be moving. If the safety of your current location is questionable:

1. Move to the landing within an enclosed stairwell.
2. Advise others using the stairway of your situation, and request that they notify emergency responders of your location.
3. Stay calm and await emergency personnel.

Do not rely on elevators during an emergency evacuation. Most elevators will shut-down if the building fire alarm is activated. Use exit stairwells.

When the building evacuation alarm is sounded, or when told to leave by a designated emergency official, walk quickly to the nearest marked exit and ask others to do the same.

Once outside, quickly move clear of the building, and report to your department's pre-designated muster location.

Do not return to an evacuated building until advised by emergency personnel.

Ensure that personal communication devices are activated and prepare to receive Bulldog Alert messages that may be sent.

Shelter-In-Place	Appendix D

Shelter-in-place simply means seeking immediate temporary shelter inside a building or other enclosed area. This course of action may necessary during a fire, severe weather, acts of violence, or other emergencies where exiting via normally available escape routes is problematic.

Sheltering in place can be employed by individuals or large groups depending on the situation.

Notification

Notification of the need to shelter in place may come through several ways:

- Emergency Alert Siren
- Bulldog Alert message broadcast
- Direct observation or sense of a dangerous situation
- Directly from campus staff or other emergency personnel

> ### *Emergency Action*
> 1. Stay calm.
> 2. Stay inside.
> 3. If outside, seek shelter indoors.
> 4. Seal and secure area as much as possible.
> 5. Remain in place until you are told that it is safe to leave.

Additional Actions

- Secure all doors and windows to the outside
- Do not use elevators (as they may "pump" air into or out of the building)
- If possible, close or seal vents, ducts or gaps
- Activate communication devices and prepare to receive additional emergency information and instructions via Bulldog Alert.
- People in outdoor areas should immediately take cover, preferably in an area or space that can be locked or barricaded.
- Use natural barriers, structural components or room contents for protection (shielding), whenever possible.

Bomb Threat	**Appendix E**

Note: See Annex B: *Response to Bombs, Explosives and Threats* for first-responder guidelines.

If a bomb threat is received via telephone:

- Stay calm and keep your voice calm.

- Pay close attention to details. Talk to the caller to obtain as much information as possible.

- **Ask Questions** (Take notes!)**:**

    1. *When will it explode?*
    2. *Where is it right now?*
    3. *What does it look like?*
    4. *What kind of bomb is it?*
    5. *Where did you leave it?*
    6. *Did you place the bomb?*
    7. *Who is the target?*
    8. *Why did you do this?*
    9. *What is your address?*
    10. *What is your name?*
    11. *Are there secondary devices?*

> ### *Emergency Action*
> 1. Keep the caller on the line as long as possible.
> 2. Ask for specifics!
> 3. DO NOT HANG UP!
> 4. Notify PUBLIC SAFETY using an alternate line.

- **DO NOT HANG UP THE PHONE!**
- Keep the caller on the line as long as possible.
- Use another telephone line to have someone call Public Safety at 811 or 843-953-5114 or make the call yourself immediately after call ends.
- Write down what the caller says (every word, exactly as spoken, if possible). Pay particular attention to any discernible background sounds and make notes of such.
- Try to identify voice characteristics (accent, slur, pronunciation, etc.)
- Try to get specifics on the bomb, i.e. locations, detonation time, etc.
- Record the number the call was received on
- Record the time, date and duration of the call

If a suspected bomb or explosive device is discovered:

☐ **Do not touch or handle any suspect device**!

☐ **Do not use cell phones or radios near the device!**

☐ Clear all personnel from immediate area

☐ Attempt to isolate room or space by closing doors as you leave area

☐ Notify Public Safety at 811 or 843-953-5114 (via landline telephone) and stand by to provide further information.

If you are told by emergency responders to evacuate the building (see Building Evacuation procedures):

☐ Check your work area for unfamiliar items. Do not touch suspicious items; report them to campus authorities.

☐ Take personal belongings with you when you leave.

☐ Leave doors and windows open; do not turn light switches on or off.

☐ Use stairs only; avoid elevators.

☐ Move well away from the building and follow instructions from emergency responders.

If there is an explosion:

☐ Shield yourself by taking cover under sturdy furniture, structural components or other physical barriers. **Beware of possible secondary explosions**.

☐ Evacuate building if able and directed to do so by emergency responders. Move well away from site to a safe location, or in accordance with departmental plan.

☐ Stay away from windows.

☐ Do not light matches or lighters. Do not operate switches or electrical equipment.

☐ Use stairs only; do not use elevators.

☐ Call 811 from a campus phone or (843)953-5114 from a non-campus phone, if no one has called. If at all possible, use a campus phone and avoid using a cell phone. If there are other explosive devices at the scene it is possible, though unlikely, that they could be detonated by the radio waves from a cell phone.

.

Unlike other emergencies, the procedures to deal with an earthquake are much less specific. Since earthquake magnitude cannot be predetermined, everyone must initiate emergency precautions within a few seconds after the initial tremor is felt, assuming the worst possible case.

The best earthquake instruction is to take precaution before the earthquake (e.g., secure or remove objects above you that could fall during an earthquake).

> **Emergency Action**
>
> 1. Take cover.
>
> 2. Call 811 (campus phone), 843-953-5114 (all phones) or use Emergency Call Box if emergency assistance is necessary.
>
> 3. Evacuate if alarm sounds or if told to do so by emergency personnel.

During the Earthquake

1. Remain calm and act, don't react.

2. If indoors, seek refuge under a desk or table or in a doorway and hold on. Stay away from windows, shelves, and heavy equipment.

3. If outdoors, move quickly away from buildings, utility poles, overhead wires, and other structures. CAUTION: Avoid downed power or utility lines as they may be energized. Do not attempt to enter buildings until you are advised to do so by the proper authorities.

4. If in an automobile, stop in the safest place available, preferably an open area away from power lines and trees. Stop as quickly as safety permits and stay in the vehicle for the shelter it provides.

After the Initial Shock

1. Be prepared for aftershocks. Aftershocks are usually less intense than the main quake, but can cause further structural damage.

2. Protect yourself at all times.

3. Evaluate the situation and call for emergency assistance, if necessary.

4. Do not use lanterns, torches, lighted cigarettes or open flames since gas leaks could be present.

5. Open windows, etc. to ventilate the building. Watch out for broken glass.

6. If a fire is caused by the earthquake, implement fire procedures.

7. Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.

Elevator Failure   Appendix G

If you become trapped in an elevator, use the emergency telephone or activate the elevator emergency alarm within the elevator car. If you hear an elevator alarm, please notify Public Safety at 843-953-5114.

Provide the Dispatcher with the following information:

1. Name of the building
2. Location within the building
3. Where the car is stopped, if known
4. If a medical emergency exists.

Keep the occupants calm and wait for help to arrive. Do not attempt to exit the car unless directed to and assisted by emergency personnel.

Elevators have mechanical safety brakes that will operate in all situations, even during power failures.

DO NOT attempt to open the elevator car door or in any way "shake" or "jar" the car to move.

Note: The activation of an elevator lobby smoke detector or building fire alarm will cause building elevators to return non-stop to the main floor and lock with the doors open. Never attempt to use an elevator to evacuate a building.

> ### *Emergency Action*
>
> 1. Stay calm.
>
> 2. Use emergency telephone or alarm found inside elevator car to notify others.
>
> 3. If a bystander, Call 843-953-5114 or use an Emergency Call Box and report incident.
>
> 4. Keep occupants calm.

In the Event of a Fire Alarm

- Leave the building immediately; use the stairwells, not the elevators

- If you are a mobility-impaired person on an upper floor, proceed to the stairwell landing on your floor and instruct someone to notify emergency response personnel of your location.

- Never presume a fire alarm is a false alarm. Take action immediately

- Upon reaching a place of safety, call Public Safety at 811 or 843-953-5114 to confirm notification of the alarm and provide any information specific to the situation.

- No personnel will be allowed to re-enter the building without permission of the Fire Department, Building Coordinator, or Campus Fire Marshal.

> ### *Emergency Action*
>
> 1. Activate and/or shout the alarm.
>
> 2. Call 811 (campus phone), or 843-953-5114 (all phones) from a safe location or use Emergency Call Box
>
> 3. Evacuate the building.

In the Event of a Fire

- Assist any person in immediate danger to safety, if it can be accomplished without risk to yourself.

- Immediately activate the building fire alarm system. This will activate the audible and visual warning system to evacuate the building and will automatically notify Public Safety and Fire Department.

- If the fire is small enough, and you have received fire extinguisher training, use a nearby fire extinguisher to attempt extinguishment. Do NOT attempt to fight a fire if these conditions exist:

  o The fire is: too large, growing rapidly, or involves hazardous materials

  o The atmosphere is becoming dangerous (i.e. smoke, heat)

- If the first attempt to extinguish the fire does not succeed, evacuate the building immediately.

- Doors and, if possible, windows should be closed as the last person leaves a room or area.

- Do not use elevators; use building stairwells.

- When a building fire alarm is activated, all personnel in affected areas shall immediately evacuate to pre-designated departmental muster sites.

- Once outside, quickly move away from exit openings and egress paths to avoid slowing the progress of those behind you.

- After reaching a safe location, report fire to Public Safety at 811 or 843-953-5114, and be prepared to provide:

  o Campus address or location of emergency

  o Specific department or area within building (if known)

  o Description of fire type and conditions

  o Information on injured, trapped, or missing persons

- If you become trapped in a building during a fire:

  - Stay calm and take steps to protect yourself.

  - If possible, move to a room with an outside window.

  - If there is a telephone, call 811 or 911 and tell the Emergency Dispatcher where you are. Do this even if you can see fire department personnel from the window.

  - Stay where rescuers can see you through the window, and wave a light colored item to attract their attention.

  - Stuff clothing, towels, or paper around door cracks and vents to help keep smoke out of your refuge area.

  - If possible, open the window at the top and bottom. Be ready to shut the window quickly if smoke rushes in.

  - Be patient. Rescue of occupants within large structures will take time.

  - No occupants will be allowed to re-enter the building without permission of the Fire Department or authority having jurisdiction.

To obtain emergency medical treatment, call 811 or 843-953-5114. Be prepared to provide the following information:

- Your name and telephone number
- Specific location of emergency
- Nature and extent of injury or illness
- Location where someone will meet responders and direct them to the victim(s).

The individual making the call should continue to stay on the phone with the dispatcher and answer as many questions as possible regarding the condition of the injured person so that information can be forwarded to the responding emergency personnel.

> ### *Emergency Action*
>
> 1. Call 811 (campus phone), 843-953-5114 (all phones) or use Emergency Call Box and report incident.
>
> 2. Do not move the patient unless safety dictates.
>
> 3. If trained, use pressure to stop bleeding and provide basic life support as needed.

First Aid

If you provide first aid, consider the following:

- Is immediate action needed in order to save a life?
- Will I place myself in harm or jeopardy?

First aid is just that. Do not jeopardize your health or the health of the patient. Wait for professional help if you are not able to provide proper first-aid safely.

Illness or injury to students

Cadets with minor illnesses or injuries will be referred to the Infirmary. Non-cadet students, Faculty, and Staff with minor injuries may come to the Infirmary for First Aid. All personnel with serious injuries or illnesses will be transported directly to an area Emergency Room for treatment.

Illness or injury to faculty, staff, visitors and guests

Emergency treatment for medical illness or injury may be obtained by calling Public Safety at 811 (campus phone) or 843-953-5114 (all phones).

Severe Weather – Tornado	Appendix J

A tornado is defined as a violent rotating column of air extending from a thunderstorm to the ground. The most violent tornadoes are capable of tremendous destruction with wind speeds of 250 mph or more. Damage paths can be in excess of one mile wide and 50 miles long. Tornados may occur with little or no advance warning.

> **Emergency Action**
> 1. Avoid automobiles and open areas.
> 2. Move to a basement, first floor or corridor.
> 3. Stay away from windows.

Before the Storm

- Preplan a location to be used for refuge- this action is a key to your safety!
  - Seek refuge in a basement area or an interior, windowless room on the first floor.
  - Interior corridors/hallways are an acceptable second choice if no windowless rooms are available.
  - DO NOT seek refuge in the following areas:
    - Gymnasiums, auditoriums, dining halls, workshops, laboratories, classrooms, exterior rooms with windows, elevators, stairwells, non-masonry buildings, barns, utility areas, mobile units, and vehicles.
    - Outside areas; unless there is no other choice - in which case you should plan to lie flat in a ditch, culvert, or other low area.
- Stay informed through local media sources on days when severe weather is expected
  - A *Tornado Watch* indicates that conditions are favorable for tornadoes.
  - A *Tornado Warning* indicates that a tornado has been sighted in the area.
- Keep a good reliable flashlight in or nearby your office / work area

During the Storm:

- Possible indicators of a Tornado:
  - Dark, often greenish sky
  - Large hail and/or heavy raindrops
  - Loud roar (similar to a train) or rumbling noise
  - Visible storm cone or "funnel cloud"

- o Rotating cloud of debris

- o Wind suddenly changing from gusty to calm and still

- o Multi-directional or rotating wind gusts

- o Frequent lightning

    <u>Note</u>: Tornadoes generally occur near or along the trailing edge of a storm as it moves through an area.

- **If a <u>Tornado Warning</u> is issued, proceed immediately to an area of safe refuge and prepare to shelter-in-place.**

  - o Even when a warning is not issued, if you observe indicators listed above, proceed immediately to a safe place of refuge!

  - o Sudden loud roaring, rumbling, or buzzing sounds may indicate that dangerous conditions are already upon you. Take cover immediately!

  - o Whenever possible, campus emergency sirens will be activated to warn of the threat. However, stay alert! Tornadoes can strike suddenly, and siren activation may not always occur well in advance of any danger.

  - o Once you reach safe refuge, stay low and curl up into a ball as the storm passes over. Use your hands to cover your face and head.

  - o Once the threat passes, remain alert. Report to your pre-determined departmental muster areas when safe to do so.

  - o **Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.**

Utility Failure | Appendix K

The Citadel campus has a utility system that is as complex as some small cities and communities. Utility system failure can sometimes present hazards to the occupants of affected facilities and areas.

If you discover a water leak, gas leak, or other major utility failure which presents some immediate threat to personnel, call Public Safety at 811 or 843-953-5114.

Do not attempt to correct the problem on your own!

Public Safety will notify the necessary response personnel. Please do not call the Emergency Dispatcher unless you have an emergency and need assistance.

Non-emergency repairs or information may be obtained through the Facilities & Engineering work desk at 843-953-5093.

Electrical / Light Failure

It is recommended that you consider keeping a flashlight in your work area. Low-light conditions present a higher risk for trip and fall type injuries. Minimize movement and activity until power is restored.

Do not call Public Safety unless you have an emergency, or you have information that could help identify the source of the utility failure.

Plumbing Failure / Water Leak

Stop using all electrical equipment. Shut down equipment whenever possible and safe to do so. Notify Facilities & Engineering at 843-953-5093. Use caution around wet floors and stairs.

Natural Gas Leak

Cease all operations. Call Public Safety and exit the area immediately. Do not attempt to correct the problem yourself. Do not concern yourself with appliances or equipment. Evacuate to a safe outdoor area.

> ### *Emergency Action*
>
> 1. Remain Calm.
>
> 2. Do not call Public Safety for Information concerning utility failures unless you have an emergency.
>
> 3. If you discover a water leak, gas leak, or utility failure, call Public Safety at 843-953-5114.
>
> 4. Call 811 (campus phone) or 843-953-5114 (all phones) if you or another are injured or require emergency assistance.

Hazardous Materials Spill / Release   Appendix L

For spills, releases or incidents requiring special training, procedures, or equipment that is beyond the capability of personnel on scene, take the following steps:

Immediately notify affected personnel and evacuate the spill area. Pull the building fire evacuation alarm if evacuation is required.

Call 811 or 843-953-5114 to report the incident to Public Safety. Be prepared to provide the following information:

- Your name, telephone, and location
- Type of incident and current conditions
- Name and quantity of the material, if known
- Extent of injuries or damage

> ### *Emergency Action*
>
> 1. Call 811 (campus phone), 843-953-5114 (all phones) or use an Emergency Call Box to report incident.
>
> 2. Evacuate and isolate.
>
> 3. Stop or slow the spread of contamination.
>
> 4. Assist the injured.
>
> 5. Decontaminate.

The senior person on-site should begin evacuation of those who may be threatened, and isolate the affected area to prevent spread of contamination until the arrival of emergency personnel.

Whenever possible, contain the spread of contamination by securing building ventilation systems, shutting doors, and/or covering drains.

Contaminated persons should avoid direct contact with others and report to arriving emergency personnel. Rinsing and decontamination should be started as soon as possible (use emergency showers, where available). Administer first-aid, if necessary.

No effort to contain or clean-up spills should be made unless you have been trained.

If an evacuation alarm sounds, follow established building evacuation procedures.

A campus emergency command post may be set up near the emergency site. Keep clear of the command post unless you have official business.

Do not re-enter the area until directed by emergency personnel.

Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.

Types of violence

- Physical assault and/or threat with or without weapons involved
- Stalking or continuous harassment that causes fear, worry or intimidation.
- Actions aimed at disrupting or sabotaging operations.
- Indirect threats, such as "I know where you live."

If you are a victim or witness

- If the violence is life-threatening, call 811 or 843-953-5114 and report your location, any weapons involved, injuries and a description of the person making threats.
- If not life-threatening, advise your supervisor or Human Resources of the incident as soon as possible.
- Try to move to a safe area and avoid further contact with person making threat.

If you are confronted by a threatening person

- If possible, immediately leave the area or try to stay a safe distance away.
- Dial 811 (campus phones) or 843-953-5114 (all phones) at first opportunity.
- If you are unable to speak to Public Safety, leave the phone off the hook.
- Don't panic. Stay calm and try to calm the person.
- Try to get the attention of a bystander who can call for help.
- Listen to the person and let them do most of the talking.
- Don't belittle, criticize, agitate or argue with the person.
- Don't use body language or speech that challenges the person.
- Don't make sudden movements.
- Don't make false statements or promises.

Criminal Activity **Appendix N**

The occurrence on The Citadel campus or the involvement of a member of The Citadel Corps of Cadets, day/evening student, faculty, staff or campus dependent, as the suspect or victim in a crime incident will be immediately reported by the first member of The Citadel community learning of the occurrence.

Crime incidents include, but are not limited to, murder, rape, robbery, aggravated assault, simple assault, burglary, motor vehicle theft, liquor law violations, drug abuse, weapon possession violations, driving under the influence, theft (grand and/or petty larceny), trespass, hazing, telephone violations, computer violations, ATM card violations, and mail violations. The following responsibilities apply:

1. Individual responsibilities:

    A. Notify the Department of Public Safety.

2. Public Safety responsibilities:

    A. Initiate an incident report and investigation as necessary

    B. Contact the appropriate law enforcement agency (agencies) as necessary to ascertain the facts in the situation.

    C. Notify:

        Director of Public Safety and Deputy Director

        The Senior Vice President for Operations and Administration

        Commandant (if cadet involved)

        Appropriate Vice President*

        Vice President for Communications and Marketing

*The Senior Vice President of Operations and Administration will normally direct which of these is to be notified.

    D. If a member of the Corps of Cadets has been accused or is involved as a victim:

        1. Notify the Commandant immediately. In his absence, notify the Assistant Commandant or Officer of the Day.

            a. Determine whether or not it is appropriate to have an offending cadet released to Public Safety custody; if so, follow standard operating procedures to accomplish same.

            b. Determine the current location and disposition of cadet victims.

E.   Maintain police blotter, recording actions taken and personnel notified.

Crisis Management Plan

Annex A to The Citadel's Emergency Response Plan

CMP

Crisis Management Plan

INTRODUCTION

This plan outlines the administrative incident management component of the college's comprehensive *Emergency Response Plan (ERP),* and is to be implemented in the event of a major emergency as declared by the President of the college, or another college administrator acting on his behalf.

The plan addresses the college's <u>internal response</u> to a broad range of emergencies and events. Specific response activities are included within some sections of the plan. However, a crisis or major disaster will often present circumstances that are dynamic and unpredictable. Therefore, this plan is intended to act as general guide of actions that should be taken by college personnel in response to an identified crisis.

It is important to recognize that as a crisis incident unfolds, it is likely that assistance from outside agencies of multiple jurisdictions will be requested. As this assistance arrives, tactical command of those responders will be established in accordance with law, and will not be a function of The Citadel's Crisis Management Team (CMT). The actual Incident Commander (IC) in these cases will typically be either a senior law enforcement officer or senior fire officer on scene, depending upon the nature of the crisis. The operational interface between the Incident Commander (IC) and the college's Crisis Management Team (CMT) will be coordinated via the Event Response Team (ERT) or Emergency Operations Center (EOC) as outlined within other parts of this plan.

Adjustments to this plan may become necessary in certain circumstances. The President, or, in his absence, the senior college official present, is assigned responsibility for evaluating and authorizing adjustments to the implementation of this plan.

GOALS OF THE PLAN

The goals of this plan are:

- To protect the health and safety of the campus population.
- To protect campus assets.
- To preserve the college's ability to operate.
- To establish clear lines of authority and coordination applicable to crisis response.
- To centralize and define procedures to be implemented in response to a crisis event.
- To ensure a timely recovery from a crisis event.

ACTIVATION OF PLAN

The President or designee shall declare a college emergency when an event:

- disrupts normal operations of the college or poses a serious threat to persons or property; and

- requires a timely response and coordinated, efficient management; and

- requires the application of resources beyond the capability of those in the area or facility where the event has occurred; or

- results in a declaration of emergency by civil authorities and such declaration includes a likely impact on campus operations.

Examples of incidents that may warrant activation of this plan are:

- Serious environmental threats to health and safety:
  - Bioterrorism
  - bomb threat or explosion
  - hazardous materials release
  - communicable disease
  - fire

- Incidents of actual or potential harm to individuals:
  - serious accident or injury
  - missing or suspicious person or activities
  - death
  - violent crime

- Threat or actual disruption of critical college operations
  - civil disturbance
  - power failure
  - telecommunications service failure
  - widespread data system disruption
  - water supply loss
  - weather-related threat

This above list is not exhaustive. Any potential threat to individual safety or to critical college assets can quickly become a serious emergency if not reported, evaluated, and managed without delay.

Each member of the campus community has a responsibility for maintaining an awareness of their surroundings and for staying alert to the development of potential threats. Sound judgment must be used at all times to avoid the unnecessary disruption of college activities; however, no person should delay the report of a concern. Supervisors and campus Public Safety should be immediately informed of such concerns so that further assessment and appropriate response can be initiated without delay. Once notified, supervisors shall report known facts through their chain-of-command.

In accordance with the college's comprehensive *Emergency Response Plan (ERP)*, Public Safety shall provide the initial response to investigate reported concerns and determine potential threat. In the event that the responding officer identifies a threat that meets or is likely to meet the criteria listed above under the heading "ACTIVATION OF PLAN", that officer shall initiate notification of college administrators using the following order of precedence:

1. Senior Vice President for Operations and Administration
2. Provost
3. Commandant of Cadets
4. Vice President for Finance and Business
5. Vice President for Communications and Marketing
6. Vice President for Institutional Advancement
7. Associate Vice President for Facilities, Engineering and Safety

Current contact Information for these administrators can be found within the college's "KEY PHONE NUMBER LIST" maintained and published by the Office of the President.

Upon successful notification of one of the listed officials, or the transfer of that duty to another responsible party, the reporting officer is released from notification duty and will resume duties related to incident response. The first administrative official that receives notification of an incident shall assume the responsibility for making further notifications and preparing for activation of this plan. Once notified of an incident, the Senior Vice President for Operations and Administration or, in the absence of the SVP for Operations and Administration, the senior official notified, will determine the need for further notifications (including notification of the college President) and whether or not further activation of this *Crisis Management Plan* will be recommended.

PLAN PRIORITIES

The following general objectives have been developed in order to help meet the goals of this plan. Not all listed objectives will apply to every possible situation, but are included here to provide a framework of global priorities to be considered at any incident.

PRIORITY I: Ensure Health and Life Safety

Objectives:

- Attempt to identify nature and severity of threat and all affected areas or zones.
- Establish incident command and emergency communications
- Assess personal injuries, begin triage, and track status of injured or missing individuals
- Evacuate and isolate affected locations pending additional assessment
- Identify and rescue persons trapped or in imminent danger
- Determine support needed and request additional resources
- Communicate critical information and instructions to students, faculty and staff, families, and public
- Provide emergency medical support, shelter, food, and water, as needed

PRIORITY II: Life Support & Assessment: Protect Buildings, Facilities, Record Systems

Objectives:

- Assess facilities, systems, and infrastructure
- Reinforce, barricade, and secure damaged facilities and areas that may present a hazard
- Shutdown and protect critical utility, data, and telecommunications systems
- Rescue or protect critical records, backups and other data, where possible
- Determine need for specialized resources and/or expertise – request as needed
- Document damages and emergency repairs

PRIORITY III: Restore Normal Operations

Objectives:

- Initiate reactivation and restart of shutdown systems
- Establish temporary facilities for displaced activities
- Normalize delivery of supplies and equipment to campus
- Provide psychological and personal assistance to those affected by event
- Provide space, equipment, or materials to external agencies, as necessary

ORGANIZATIONAL STRUCTURE

Three (3) primary functional response units are hereby established to address crisis events:

1. Crisis Management Team (CMT)
2. Event Response Team(s) (ERT)
3. Support Groups

It is possible that some events will not require deployment of all three units. In such cases, units will be deployed as needed. In general, crisis response activities will be divided between the 3 functional groups, as follows:

CRISIS MANAGEMENT TEAM (CMT)

Primary Responsibilities

The Crisis Management Team coordinates overall campus response, including coordination and communication of follow-up activities. The Senior Vice President for Operations and Administration will convene the Crisis Management Team when appropriate. Under the direction of the Team Leader, the team will meet regularly during the course of the event. **The primary CMT meeting site is Bond Hall 514.**

Upon activation, the Crisis Management Team will provide both direct and indirect support to the Event Response Team(s) and/or Incident Commander (IC) by: coordinating appropriate support groups and activities, establishing necessary communication with outside agencies, monitoring progress of the event, and assisting with recovery operations.

Departmental units and individual personnel may be directed to suspend routine operations for temporary reassignment to assist in emergency operations. The Crisis Management Team, once convened, should be understood to be acting with the full authority of the President.

CRISIS MANAGEMENT TEAM: Core Members

- Senior Vice President for Operations and Administration - **Team Leader**
- Provost
- Commandant of Cadets
- Vice President for Finance and Business – **Designated Alternate for Team Leader**
- Vice President for Communications and Marketing
- Vice President for Institutional Advancement

- Associate Vice President for Facilities, Engineering and Safety - **EOC Director**[3]

CRISIS MANAGEMENT TEAM: Standby or Alternate Members

- Executive Assistant to the President
- General Counsel
- Athletics Director
- College Physician
- Chief of Compliance
- Director of Counseling Center
- Director of Environmental Health and Safety
- Chaplain
- Director of Government Relations and Community Affairs

CRISIS MANAGEMENT TEAM: Member Responsibilities

Senior Vice President for Operations and Administration

- Oversees activities and strategies related to crisis
- Develops and coordinates contingency plans to provide for continuation of critical campus operations impacted by incident
- Coordinates activities of response and support groups in conjunction with the IC/EOC.
- Communicates with President, as necessary

Provost

- Develops and coordinates contingency plans to provide for continuation of academic operations and schedules impacted by incident.
- Coordinates roles of support groups through appropriate Vice Presidents

Commandant of Cadets

- Coordinates activities of the Corps of Cadets
- Assists Team Leader with coordination of critical support and continuity activities (counseling, infirmary, external support agencies, etc…).

Vice President for Communications and Marketing

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[3] When EOC is activated, AVPFE assumes role as EOC Director.

- Primary coordination of internal and external communications
- Monitors media coverage and responds to information requests (internal and external)
- Coordinates recording and documentation of response activities.
- Serves as (or appoints) designated spokesperson for the college

Vice President for Finance and Business

- Substitutes as Crisis Management Team leader if SVP for Operations and Administration is unavailable
- Develops and coordinates contingency plans to provide for continuation of financial operations and financial/budgetary areas impacted by incident.

Vice President for Institutional Advancement

- Assists with coordination of critical support operations
- Develops and coordinates contingency plans to provide for continuation of institutional support activities impacted by incident

Associate Vice President for Facilities, Engineering and Safety

- Primary coordination of critical support operations
- Assists Team Leader with coordination of special resources and equipment
- Serves as EOC Director (when activated)

EVENT RESPONSE TEAM (ERT)

Primary Responsibilities

Upon activation, and in coordination with the needs of the Incident Commander (IC), Event Response Teams respond to the scene of a crisis event or otherwise as directed. Their role is to assess the situation quickly, determine and initiate actions to ensure the immediate safety of persons and property, communicate requests for outside assistance through the EOC, and serve as an interface between the Incident Commander and the CMT Leader, defined above. ERT members may be assigned direct supporting roles within the incident command structure, at the direction of the Incident Commander.

EVENT RESPONSE TEAM: Core Members

- Director of Public Safety (or Deputy Director) Public Safety Staff
- Director of Environmental Health and Safety
- Resident Engineer
- Assistant Commandant for Operations

EVENT RESPONSE TEAM: Standby or Alternate Members

- Infirmary Staff
- Counseling Center Staff
- Commandant's Department Staff
- Director of Financial Services
- Director of Auxiliary Services
- Director of Information Technology Services (or IT Staff)
- Director of Procurement Services
- Other Faculty and Staff

EVENT RESPONSE TEAM: Member Responsibilities

Director of Public Safety (or Deputy Director)

- Acts as Incident Commander (IC) or part of Unified Command Team. Oversees incident management activities and directs Emergency Response Teams (ERT).
- Develops incident objectives and executes response plans
- Assessment and coordination of security and law enforcement related issues.
- Conducts incident briefings and provides regular reports to the CMT via the EOC.

Public Safety Staff

- On-scene emergency services and/or EOC staff assignments.
- Assessment and coordination of security and law enforcement related issues.
- Coordination of on-scene emergency response units and resources.

Director of Environmental Health and Safety

- Assists IC as appropriate.
- Develops plans and conducts operational risk assessments related to event.
- Provides technical support and oversight related to site safety, hazard identification and mitigation, protective equipment selection and actions, and rescue or recovery operations.
- Serves as liaison to external agencies.

Director of Facilities Operations

- Conducts assessment of affected facilities, utilities and components.

- Provides technical support and oversight on facilities and systems issues.
- Develops plans and directs repair teams and other response activities.

Assistant Commandant for Operations

- Coordinates and controls activities of students and cadets at incident scene
- Provides support and technical expertise with student, Corps, and related matters.
- Assists with coordination of external response units, as necessary.

SUPPORT GROUPS

Primary Responsibility

The following groups will provide ongoing support and oversight during a crisis and will often play a significant role in recovery. Regular reporting lines to Vice Presidents are to be followed unless otherwise specified. The following is an overview of the area of responsibilities assigned to each support group for all types of events. Specific individual responsibilities may vary greatly depending upon the type of crisis and shall be assigned, as necessary, per event.

Senior Vice President for Operations and Administration

- Assists with passing information to the President from the Event Response Team (ERT) and other involved parties.
- Maintains contact with the President (if the President is off-campus)
- Serves as the primary information control center during the course of the event and is the primary source of administrative support for the Crisis Management Team (CMT).

Vice President for Communications and Marketing

- Sole campus office authorized to release event related information both internally and externally of the college.
- Provides coordination and oversight of all external affairs.
- Implements crisis incident communications protocol.

Director of Government Relations and Community Affairs Office

- Provides coordination and oversight of all local, city, state and federal governmental activities.

Deans and Faculty Members

- Implement emergency action plans as established within areas under their control

- Provide leadership, guidance and assistance to students and building occupants with evacuations or shelter-in-place response activities.

- Maintain a ready posture to perform other duties as may be directed by the Provost or Crisis Management Team (CMT)

Information Technology and Media Services

- Secure campus IT facilities and infrastructure where appropriate.

- Provide coordination and oversight of data management and equipment protection.

- Assist with communications support to External Affairs as necessary.

- Initiate protocol to activate remote server and data access in the event that the primary campus IT system or critical host facilities are compromised.

Human Resources

- Coordinate personnel recall, work schedules and similar issues.

- Assist with the tracking and recording of hours worked by personnel assigned to response.

- Provide coordination and assistance with employee benefits.

- Maintains a current database containing assigned work locations and telephone numbers of employees.

- Serves as liaison with Public Safety Department and the Event Response Team to identify and relocate affected disabled employees and students to designated safe areas.

Infirmary and Counseling Center

- Provides ongoing crisis intervention support.

- Provides on-scene medical assistance and triage of victims.

- Provides technical support and coordination of medical or health issues.

- Coordinates liaison with public health authorities

- Coordinates setup and staffing of temporary morgue facility

GENERAL PROVISIONS

Crisis Management Team Meeting Center

During the course of a crisis event, the Crisis Management Team will meet in **Bond Hall 514** as directed by CMT Leader or Alternate.

In the event Bond Hall 514 is inaccessible or undesirable during a crisis event, the 5th floor conference room of Padgett-Thomas Barracks (Tower) is the designated primary alternate site. Other alternate sites will be selected and announced by the CMT Leader.

In the event of a campus-wide power failure or a catastrophic incident that renders the primary and alternate sites unusable, the CMT will initially assemble at the Parade Ground flagpole (south end). Once assembled, the team leader will determine the most suitable location for continued CMT operations.

Crisis Incident Communications Protocol

The Citadel's Office of Communications and Marketing, under the direction of the Vice President for Communications and Marketing, is the sole campus activity authorized to release event related information both internally and externally for the college. Information related to a crisis event will be disseminated by the Vice President for Communications and Marketing, or an authorized representative, as follows:

1. Ensure appropriate notifications are accomplished or underway.
2. Gather and analyze information related to incident scope and current response activities.
3. Meet with key people to discuss status of operations and develop "talking points" (will vary depending upon the situation and nature of the event).
4. Determine the official college position/stance and develop a response to queries,
5. Coordinate with President and Board of Visitors, as necessary.
6. Consider communications needs of all internal and external constituents and develop messages or talking points that might be appropriate for the following groups:
    - Board of Visitors
    - Students and Prospective Students
    - Faculty & Staff
    - Media
    - Alumni

- Parents

- Board members of affiliate foundations

- Donors/Friends

- Elected officials

- Neighborhood Associations, local leaders, etc.

7. Take care to protect the privacy students as required by law, and coordinate appropriate approvals for all information released.

RECOVERY

Once assured that campus conditions are safe, the Crisis Management Team will focus on returning the campus to normal operations. See Annex F of this *Emergency Response Plan* to reference The Citadel's *Disaster Recovery Plan (DRP)* in its entirety.

Depending on the nature of the crisis, the President, through the Vice President for Communications and Marketing, will provide the campus community with factual information regarding the crisis situation as well as details about recovery activities. In the event that an emergency requires closure of the campus, the college's web-site, bulldogalert.info and www.citadel.edu, will be used to provide up-to-date information on the college's status and other related critical information or directives.

Staff and students should not return to campus until the college is officially reopened. All administrators, maintenance and Public Safety personnel should report to work unless otherwise notified. On a case-by-case basis, various support group members will be asked to report to work to assist in recovery efforts.

In the event of serious facilities damage, the recovery process will include a repair and clean-up component led by the Associate Vice President for Facilities, Engineering and Safety. If regularly scheduled classes cannot be held, the Provost, with the assistance of Deans, will immediately begin efforts to reschedule classes to other locations. Since these efforts may result in time changes as well, information regarding schedule changes will be posted on the college's web site, www.citadel.edu, and in writing to student and faculty home addresses, if possible.

If the crisis situation affects the well being of members of the campus community, the Counseling Center and Human Resources will provide additional support information and/or services.

ANNEX B: RESPONSE TO BOMBS, EXPLOSIVES & THREATS

1.   First Responders: Safety First! Upon initiating response to an emergency incident involving bombs or explosives (or a threat), the <u>first-arriving emergency responder</u> (e.g. Police, Fire, and Safety) will immediately establish incident command in accordance with the protocol outlined in Section II, MANAGEMENT OF EMERGENCY OPERATIONS, of The Citadel's Emergency Response Plan. The first-arriving individual will continue to exercise Incident Command authority until relieved by the senior official having legal or assigned responsibility relative to the type of incident occurring.

For incidents where a multi-disciplinary response is necessary, a Unified Command shall be established to ensure that the priorities of each responding agency are represented in the Incident Action Plan.

To maximize the safety of responders, the Incident Commander (IC) shall consider the following when deploying response units to a bomb threat or other incident involving explosives:

      a.   Communications

The use of radio, cell phone, Mobile Video Recording System (MVRS) or other transmitter devices is forbidden within 1, 000 feet of any area suspected of harboring an explosive device. Radio Magnetic Frequency (RMF) can trigger blasting caps and other explosives under certain conditions. Explosive devices may be radio controlled. **Use hard-wired phones only to communicate with the EOC/Dispatch.**

      b.   Safe Zone and Evacuation

Responding personnel will evaluate all currently available information to determine if a credible threat exists (see "*Threat Analysis"*). Once it is determined that a credible threat may exist, a safe zone will be established at least 1,000 feet from the nearest point threatened. Personnel occupying facilities and areas within the "hot zone" (inside 1,000 ft.) will be immediately evacuated to the established safe zone.

Evacuations required per this section shall be conducted in a safe and orderly manner, and in accordance with existing departmental or facility evacuation plans.

The senior first-responder on-scene will immediately establish an incident command post (CP) as outlined within Section II of The Citadel's Emergency Response Plan. The command post will be setup within the safe zone (never within the hot zone!). Once established, Command Post location will be communicated to the EOC/Dispatcher.

c.   Use of Shielding

Responding personnel who enter hot zones must use shielding (cover) as much as possible. Shielding is anything that may provide some degree of protection against heat, pressure and shrapnel moving outward from an explosion. Stay away from glass or objects that would not withstand an explosion.

d.   Specialist Response

IC shall request specialist teams immediately upon determining that a credible threat may exist. The IC will request mutual-aid EOD/K-9 teams respond to the scene. No comprehensive search will be conducted under credible threat conditions without the assistance of specialist search and recovery teams. When threat credibility level is low, cursory searches to establish safe perimeter zones and

e.   Secondary Devices

Responding personnel must remain vigilant for secondary explosive devices. The minimum safe distance from any suspect device is 1,000 feet. Stay alert and use shielding as much as possible while within 1,000 feet of the area. As soon as possible, K-9 and other "specialist" explosive search teams should be requested. The incident Command Post and other critical operations areas should be swept and cleared immediately upon arrival of these teams.

2.   Threat Analysis

a.   Threat Indicators

Possible indicators of credible threat (not inclusive):
- Suspect package present (to include obvious explosive device)
- Suspicious person(s) in area - current or past reports
- Signs of forced entry on windows or doors, or other indication of unauthorized access
- Notes or messages indicating that a suspect may have accessed the facility
- Identification of disgruntled individuals who may have a motive to disrupt the facility and/or opportunity to place an explosive
- Previous threats or actual incidents
- Detailed information from caller about device and/or location

      b.   Building Managers

As soon as practical, the building manager or other building attendant should be notified of threat and asked to provide specific information regarding recent events/activities, observations and potential hazards.   Note: High profile speakers or guests scheduled to use a facility automatically increase threat credibility.

      c.   Brainstorming

Threat analysis should include a brainstorming session to identify and evaluate all possible reasons that someone may want to disrupt normal activities associated with the affected building or areas (final exams, controversial activities, etc). The results of this brainstorming session can help add or subtract threat credibility.

      d.   Identifying Characteristics

- Excessive postage on packages and envelopes

- No return address or unexpected package from overseas

- Misspelled address or label items

- Oily stains seeping through a package

- Obvious protruding wires, screws, unexplained holes, or battery shaped objects

- Strange odors (Nitroglycerine may cause headache)

- Ticking sound

Note: If a package has <u>any</u> of these characteristics, treat it as a possible explosive device. Do not touch it. Evacuate the area and call for a Bomb Technician. Your common sense and judgment are crucial. When in doubt, get out!

3.   Searches and Sweeps

The following guidelines should be used when conducting a search for an explosive device:

- Start outside and work inside

- Start at lowest level and work upwards

Areas to be searched:

      1.   *Exterior* – The exterior search begins at the ground level. Close attention should be given to piles of leaves and refuse, fresh dirt or disturbed mulch, shrubbery,

trees, flower boxes, trashcans, manholes, sewers, building ledges, and parked vehicles (described below).

      2.   *Public Areas* – Extended outward from the building to some natural divider (curb or wall, usually 25 to 50 feet).

      3.   *Interior* - Whenever possible, building managers or other staff members familiar with area to be   searched should be called upon to assist with searches; however, **non-trained personnel should never be sent to search areas on their own**.

If regular occupants are unavailable, responders who are familiar with the area are the next best alternatives. Those assisting in search activities must be instructed not to touch a suspicious package under any circumstances. Teams of 2 or more shall be used whenever practical.

K-9 teams should be used to safely search areas such as:

- Locked containers, including personal lockers
- Storage rooms / mail rooms/ mechanical rooms
- Large open areas
- Vehicles

Planned Area Search – Zone/Level Sweep:

Prior to entering space, conduct a thorough visual search from doorway or window. Look for obvious signs of a suspicious package or device, and attempt to identify potential hazards or hindrances that may impact effectiveness of sweep. Develop plan to resolve any issues identified.

Step 1. – Observe and Inspect

Upon entering an area to be searched, sweepers should move to various parts of the room, stand quietly and listen for timer sounds and smell for unusual odors. Components of "homemade" explosives often produce detectible vapors (e.g. Ammonium Nitrate fertilizer, fuel, sulfur, etc…)

Step 2. - Establish Sweep Levels

After entering, divide the space into two equal parts and determine the average height of the majority of items resting on the floor. The first search will include room and contents up to this height (about 2.5 ft.). This technique is sometimes called a "level sweep" or "zone sweep".

1st Sweep *- (Floor to hip height)*

Search team members move to a point on the established division line and start from a back-to-back position. This "search start point" shall be used to begin each successive level sweep. Each searcher will work his/her way around the perimeter of the room, working toward the other person, while checking items around the walls of the room. When both return to the start point, searchers will have completed a "wall sweep."

2nd Sweep – *(Hip to chin/top of head level)*

Again, using objects in the room, determine the height limit of the next zone to be swept (This usually falls from approximately hip level to chin or head level for the second search).

Return to the starting point and continue to repeat the "level sweep" technique for each successive height chosen until all areas have been swept.

Step 3. - **Final Sweep**

The final sweep of any area will include an inspection of false/suspended ceiling areas and other not normally occupied or readily accessible areas, to include: lighting fixtures, ventilation ducts, sound system housings, accessible voids, electrical wiring chases, and structural components.

As the sweep of each space is completed, place colored tape or other agreed upon marking device to identify the space has been cleared and help prevent duplicate searches.

Note: If a suspicious object is found, all searches must cease until the item has been cleared.

Vehicle Searches

Whenever possible, suspicious vehicles should be searched by a specialist team (K-9, EOD). Note: Suspicious vehicles present at high-visibility events will always warrant assessment.

Exterior Search – Vehicle:

Start search on exterior at about waist level. Make complete circle back to your starting point. Continue this method until you reach the top of the vehicle. Tall vehicles may require a ladder.

Next, look at the undercarriage beginning at the front of the vehicle and working to the rear (use extending mirrors when available).   Look for electrical wires or vehicle components which appear cleaner or newer than surrounding areas.

Small pieces of wire or insulation fragments, areas that appear freshly rubbed or scraped, wires run outside of conduit or shielding- especially clean wiring that leads to engine compartment or fuel tank – all indicate a "red flag".

Interior Search – Vehicle:

Inspect the interior from the outside, beginning at the front floorboard (especially under the dashboard and seats) and work towards the rear of the passenger area.

Whenever possible, the vehicle exterior shall be thoroughly swept by a K-9 team before operating doors or latches. If practical, door handles and compartment latches should be operated remotely using cords, poles, or other acceptable means. Once any vehicle compartment latch has been operated, response personnel should retreat to safe zone and wait at least fifteen (15) minutes before re-approaching.

Note: The Standard Operating Procedure (SOP) that outlines tactical response to an explosive   incident or threat is developed and maintained by The Citadel Police Department, and is not published as part of the campus ERP.

ANNEX C: ACTIVE SHOOTER RESPONSE GUIDELINES

1.   General Information

Active Shooter – One or more subjects who participate in a random or systematic shooting spree, demonstrating intent to continuously harm others. The overriding objective of the active shooter appears to be that of mass murder, rather than other criminal conduct, such as robbery, hostage taking, etc.   For the purposes of this document, the term "active shooter" is used to describe anyone who uses any type of deadly weapon to systematically or randomly inflict death or serious bodily injury on the others over a continuous or extended period of time.

The campus community should understand that:

1. There is no standard profile of a school shooter.

2. School shootings are rarely impulsive acts.

3. School shootings are typically thought out and planned in advance.

4. Prior to most school shootings, other students knew the shooting was to occur but failed to notify anyone.

5. Very few attackers ever directed threats to their targets before the attack.

6. The most common goal was retribution.

7. In many cases, other students were involved in the attack, in some capacity.

2.   Reporting Threats or Concerns

If you believe that some type of threat may exist, immediately call The Citadel Police Department at 8-1-1 (from any campus phone) or 843-953-5114. Even in cases where the threat may not be immediate, but there is some concern about a possible future threat, notify Campus Police.

When calling Citadel Police Department to report a shooting incident, be prepared to provide information about:

a.   Assailant(s)

(1)   Specific location

(2)   Number of assailant(s)

(3)   Race, Sex, and Gender

(4)   Clothing color and style

(5)   Type of weapons

b.   Your specific location

(1)   Building name

(2)   Office/classroom number

c.   Number of people at your specific location

d.   Injuries

(1)   Number of people injured

(2)   Types of injuries

3.   If Shots or Shooting Sounds are Heard

Take the threat seriously! Although specific response action depends upon several factors, always consider sheltering in a locked room, distancing yourself from the shooter; or, if trapped with little chance of escaping, fight back.

4.   Emergency Response Procedures

a.   Students/Faculty/Staff

(1)   In a classroom or office:

(a)   STAY THERE, Secure the door – Call Campus Police at 843-953-5114

(b)   If the door doesn't have a lock and the door opens in, a good heavy door wedge can be kept on hand and driven in as hard as you can, otherwise look for heavy furniture to barricade the door.

(c)   Turn off lights and close blinds

(d)   Turn off televisions, radios, and computer screens.

(e)   Attempt to calm, quiet and account for students and employees.

(f)   If the door has a window, cover it if you can.

(g)   Depending on the shooter's location, consideration may also be made to exit through window opening. Have someone watch as you get as many students out of the windows (ground floor) as calmly and quietly as possible.

(h)   If police units are not yet on scene, move well away from the incident and find safe cover positions and wait for the police to arrive.

(i)   When officers arrive on scene, move toward any Police vehicle when safe to do so while keeping hands in view and following exact directions of the officers.

(j)   Don't leave the area entirely, you may have information that responding Police Officers will need. Once in a safe place, stay put.

(k)   If the windows don't open, or you cannot break them, or you are not on a ground floor, get out of sight from the door and stay low and quiet.

(l)   Ignore any fire alarm bells; it may be a trick to draw people into the open.

(m)   The shooter may bang on the door and yell for help to entice you to open the door.

(2)   In hallways or corridors:

(a)   Get in a room that is not already secured and secure it.

(b)   Unless you are very close to an exit, don't run through a long hall to get to one, you may encounter the gunman or hostage taker. Don't hide in restrooms!

(3)   If trapped with a gunman:

(a)   Don't do anything to provoke. If the gunman is not shooting, follow the gunman's orders and don't move suddenly. Only you can draw the line on what you will or will not do to preserve your life, or the lives of others.

(b)   If the gunman starts shooting, you need to make a choice, (at this point it is your choice): stay still and hope they don't shoot you, run for an exit while zigzagging, or perhaps even attack the shooter(s). Note: although an offensive response can be very dangerous, depending upon the actual circumstances, such action may be your only "last resort" option. Remember, a moving target is much harder to hit than a stationary one, and the last thing that the shooter will expect is to be attacked by an unarmed person.

b.   Police Response

Officers are authorized to protect life by any legal means necessary. Responding officers will accomplish this goal through any legal means at   their disposal, and will move swiftly to locate and stop the shooter(s). Those means may include arrest, containment, or the application of deadly physical force. The time frame for the use of deadly physical force continues until the suspect(s) surrenders or is incapacitated.

The prioritization of activities in order of importance is:

1. Locate, isolate, and stop the shooter
2. Establish containment with inner and outer perimeters
3. Treat and evacuate the injured
4. Safety sweep for unknown hazards and other possible suspects
5. Complete evacuation
6. Preserve the crime scene

While it is important to provide first-aid to the wounded, it is The Citadel Police Department's duty to first protect lives by stopping the actions of the active shooter(s) engaged in a continuing criminal episode.

Note: The Standard Operating Procedure (SOP) that outlines tactical response to an Active Shooter incident is developed and maintained by The Citadel Police Department, and is not published as part of the campus ERP.

ANNEX D: INCIDENT ACTION PLAN
INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)**:**

5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command)**:** Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

| 6. Prepared by: | Name: | Position/Title: | Signature:
_____ |

ICS 201, Page 1   Date/Time: Date

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:	Actions:
HHMM	
HHMM	
HHMM	
HHMM	

The Citadel
The Military College of South Carolina
Emergency Response Plan
Annex D: Incident Action Plan

rev. 10.12
Form ICS-201

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated:
		Date: Date Time: HHMM

7. Current and Planned Objectives:

HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	

6. Prepared by:	Name:	Position/Title:	Signature: _____
ICS 201, Page 2	Date/Time: Date		

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated:
		Date: Date Time: HHMM

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

9. Current Organization (fill in additional organization as appropriate)**:**

```
                    ┌─────────────────────┐      ┌─────────────────────┐
                    │ Incident Commander  │──────│   Liaison Officer   │
                    │                     │      └─────────────────────┘
                    │                     │      ┌─────────────────────┐
                    │                     │──────│   Safety Officer    │
                    │                     │      └─────────────────────┘
                    │                     │      ┌─────────────────────┐
                    └─────────────────────┘──────│ Public Information  │
                              │                  │      Officer        │
                              │                  └─────────────────────┘
        ┌──────────┬──────────┴──────────┬──────────┐
┌─────────────┐ ┌─────────────┐ ┌─────────────┐ ┌─────────────┐
│ Operations  │ │  Planning   │ │  Logistics  │ │Finance/Admin│
│Section Chief│ │Section Chief│ │Section Chief│ │Section Chief│
└─────────────┘ └─────────────┘ └─────────────┘ └─────────────┘
```

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

6. Prepared by:	Name:	Position/Title:	Signature: _____

ICS 201, Page 3	Date/Time: Date

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

10. Resource Summary:

				☐	
				☐	
				☐	

6. Prepared by:	Name:	Position/Title:	Signature: _____
ICS 201, Page 4	Date/Time: Date		

ICS 201

Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1–2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3–4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).

- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Initiated** • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	**Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.

Block Number	Block Title	Instructions
5	**Situation Summary and Health and Safety Briefing (**for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	**Current and Planned Objectives**	Enter the objectives used on the incident and note any specific problem areas.
8	**Current and Planned Actions, Strategies, and Tactics** • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	**Current Organization** (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	**Resource Summary**	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.

Block Number	Block Title	Instructions
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

ANNEX E: UNIT ACTIVITY LOG

	1. Incident Name	2. Date Prepared	3. Time Prepared

4. Unit Name/Designators	5. Unit Leader (Name and Position)	6. Operational Period (Date/Time)

7. Personnel Roster Assigned

NAME	ICS POSITION	HOME BASE

8. ACTIVITY LOG (CONTINUE ON REVERSE)

TIME	MAJOR EVENTS

	9. Prepared By:

Disaster Recovery Plan
Annex F to The Citadel's Emergency Response Plan

DRP

Recovery Plan

This plan is predicated upon the concept that the response and recovery operations that follow a natural disaster or other serious incident will begin at the agency and local government level.

State assistance will be provided upon request, only when agency needs exceed the capability of local resources. Federal assistance is supplemental to that of state and local governments, and is available only upon approval of a request submitted by the Governor to the appropriate federal agency, or to the President of the United States.

Campus departments and activities will use this plan and other established campus emergency management plans to develop departmental emergency response and recovery plans that can be implemented to facilitate continuity and coordination during campus response to a serious emergency event.

I. INITIAL RECOVERY ACTIVITIES

A. General

1. This section addresses the initial steps to be taken in recovery operations in the event that a major disaster affects The Citadel campus; however, these steps may also be implemented and adjusted, as necessary, to recover from a smaller disaster or serious event.

2. While local governments are implementing local emergency response actions necessary to protect public health and safety, a team of recovery planners from the Campus EOC and Crisis Management Team (CMT)[1] will work with local agencies to prepare for the rapid deployment of resources necessary to facilitate immediate response and implement short-term recovery actions.

3. The Campus EOC Director will establish and coordinate Emergency Response Teams (ERTs) that will be assigned to survey The Citadel campus to identify:

   a. Number of fatalities, injuries and level of damage sustained;

   b. Needed and anticipated emergency resources;

   c. Locations for local Points of Distribution (PODs);

   d. Locations for staging areas, as required; and

   e. Local points of contact (POC).

4. Initial planning for disaster-specific recovery will begin before the disaster occurs for incidents providing advance warning. At that time, the EOC is staffed in accordance with existing policy. For no-warning disasters, disaster-specific planning for recovery begins as soon as the response efforts permit.

5. The Campus EOC Director will maintain constant contact with on-campus and local authorities to monitor the details of the disaster. Once details are coordinated, initial recovery activities will begin. Damage assessment is the first step in recovery activities.

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[1]*Refer to Campus Emergency Response Plan, Annex A - Crisis Management Plan*

B. **Preparations for Damage Assessment**

1. Once conditions allow, rapid and thorough assessments must be conducted to identify the immediate unmet emergency needs of disaster victims; to assess the overall damage to campus facilities and equipment; to assess the overall damage to critical infrastructure; and to provide for those emergency needs. Damage Assessments are also required to determine whether impacts are of such magnitude as to warrant additional outside assistance.

2. Damage and impact assessment teams will be designated, and preparations will be made to deploy them into the affected area(s) as quickly as possible. These teams may consist of any necessary combination of available personnel from college staff and faculty or local responders.

    The types and number of teams to be deployed, their estimated times of arrival, projected length of stay, and need for additional communications and logistical support will be coordinated with the Campus EOC Director, and, if warranted, the County EOC Director, in advance of their deployment.

3. In the event that local assessment capability is exceeded, State Assessment Teams (SAT) comprised of State personnel who possess the expertise required to make accurate assessments of the immediate resources required to save lives, prevent human suffering, and mitigate additional property damage may be requested through the County EOC. The SCEMD Director determines the composition of the SAT based upon the nature and magnitude of the disaster. Depending upon the situation, there may be federal participation from the Federal Emergency Management Agency (FEMA) Rapid Needs Assessment (RNA) teams. Air transportation and ground logistical support may be provided by the SC Army National Guard as required and available.

4. For long term damage assessment activities following a significant disaster, maximum use will be made of local and State supporting agencies and staff, South Carolina Volunteer Technical Assistance Group (VOLTAG) and other qualified volunteer organizations such as private businesses, insurance companies, and associations to support operations in the field under the overall supervision of the Division of Procurement Services.

C. **Access to Damaged Area(s)**

1. General

   A catastrophic disaster will require that extraordinary steps be taken to provide resources and assistance quickly and effectively.

2. Access

   The Campus EOC Director in conjunction with the Crisis Management Team Leader (and other local/state officials, as necessary) will review impacts within the disaster area and make recommendations to the College President that any in-place evacuation orders be modified or rescinded. As the College President modifies or rescinds evacuation orders, college officials will coordinate and control the timing for re-entry/return of staff, faculty and students as the situation and public safety considerations allow.

3. Conducting the Damage Assessment

   The Campus EOC Director will establish the overall strategy for conducting damage assessments.

D. **Damage Assessment Documentation**

1. Basic, initial damage assessment reports will be forwarded to the campus EOC Director using any means available (radios, cell phones, written notes, runners, etc…)

2. As damage reports are received and recorded, care shall be taken to record information as accurately as possible, as all serious damage report information will eventually need to be transferred to special forms established by the State for such reporting.

3. The SCEMD maintains three damage assessment forms to assist in conducting damage assessments by local, State, and/or federal officials. These forms are the Local Initial Damage Assessment Form, the Housing and Business Losses Supplement Form, and the Public Assistance Supplement Form. These forms are provided as Attachments 1-3, respectively, of the South Carolina Emergency Operations Basic Plan. These forms should be used to document damage whenever possible to provide consistency in reporting to State and Federal agencies.

4. The *Local Initial Damage Assessment* form is used by local officials to quickly determine the scope of the disaster and the initial impact on buildings.

E. Hazardous Materials (HAZMAT) Issues

1. The Local Fire Department will be contacted to manage the recovery from all hazardous materials issues related to any on-campus disaster.

   a. If further assistance is needed, SCDHEC or the Environmental Protection Agency (EPA) may be called in to coordinate the clean-up, oversee the clean-up, or advise the state on procedures.

   b. If there is a spill or release in a navigable waterway, the National Response Center (NRC) of the U.S. Coast Guard may be contacted.

F. Occupational Safety and Health Administration (OSHA)

Depending upon the nature and severity of the disaster, and the complexity of the recovery operations involved, OSHA may be requested through the County EOC (and subsequently their state/federal administration) to provide technical assistance after a disaster declaration. This agency can relinquish their normal operations of enforcement to provide assistance in order to assist in safety measures for an area. OSHA is able to provide inspectors for monitoring of safety issues.

G. Planning

In accordance with the provisions of NIMS, the National Incident Management System, an Incident Action Plan (IAP) will be developed and maintained which identifies, prioritizes, and tracks the achievement of critical operational goals, and objectives. Operational priorities, goals, and objectives will be established by the Campus EOC and coordinated with the Local, County and the State EOC, as warranted.

Prioritization of issues having immediate concern may include, but will not be limited to:

1. Securing the disaster area;

2. Conducting search and rescue and other public safety protective actions;

3. Restoring or establishing communications systems;

4. Providing emergency services;

5. Assessing the immediate unmet emergency needs of those impacted by the disaster and executing measures to meet those needs; and,

6. Identifying and eliminating health hazards; assessing damages to essential facilities and services (health and medical, energy production and distribution, telecommunications, transportation systems, etc.); and executing appropriate measures to restore essential facilities and services.

II. RESTORATION OF ESSENTIAL SERVICES

A. Debris Removal

The Associate Vice President for Facilities, Engineering and Safety will be responsible for the overall coordination of local debris removal efforts to include securing necessary environmental permits and legal authorities for debris clearance and disposal. If it is anticipated that significant numbers of personnel with engineering and construction skills, along with special equipment, will be necessary to accomplish this task, the acquisition of such will be coordinated through the Campus EOC and County EOC.

Roadways and access paths that may be critical to emergency or recovery responders shall be considered a first priority.

Construction and demolition debris should be separated and disposed of accordingly. Appliances and electronic waste, for example, should be stockpiled (rather than taken to a landfill) until necessary arrangements can be made for disposal. To the extent possible, recycling should be utilized. Household garbage should be taken to permitted sanitary landfills. Hazardous waste must be segregated and disposed of by properly trained and licensed personnel.

B. Electricity and Fuel

As soon as possible, the Campus EOC will analyze damage assessments of electric power and fuel systems across campus.

The Associate Vice President for Facilities, Engineering and Safety will be responsible for coordinating with local utility officials to establish priorities for the repair of damaged energy systems and the provision of emergency sources of fuel and power.

C.   Telecommunications and ITS

Immediately after emergency conditions subside, damage assessment teams will determine the extent of damage to existing telecommunications and primary computing systems. The Crisis Management Team Leader, in coordination with the Campus EOC Director, will establish communications restoration priorities and needs. The Director of Telecommunications and Director of ITS will then review inventories of available, serviceable communications equipment, computer equipment, and other resources to support recovery efforts (local and State) and make necessary arrangements to have them deployed to the disaster area(s).

D.   Water and Waste Water Systems

1.   The Associate Vice President for Facilities, Engineering and Safety will make efforts to determine the suitability of potable water and identify potential hazards to drinking water supplies.

2.   If campus potable water systems are found to be contaminated, Charleston County Water shall be notified (through the County EOC, if necessary).

3.   Public works and engineering support necessary to repair or restore damaged water and waste water systems will be coordinated by The Associate Vice President for Facilities, Engineering and Safety. Additional equipment (such as generators, pumps, etc.) may be necessary for wells supplying water, operating lift stations, and repairing broken water mains.

E.   Food Service

1.   As soon as possible, the Director of Auxiliary Services, in coordination with the campus food service contractor, will assess the condition of Coward Hall and associated services to determine condition and availability of food storage and preparation capabilities.

2.   The status of food service capabilities and level of service available will be reported to the Senior Vice President for Operations and Administration.

F.   Structural Repairs

1.   The Associate Vice President for Facilities, Engineering and Safety shall coordinate the repair (temporary) of any structural damage. Such repairs shall be intended to reduce or eliminate further damage to structures and contents.

2. Structures that cannot be adequately repaired to safely reassume occupancy will be immediately evacuated (if not already accomplished) and clearly marked and secured. Regular occupants of those facilities will not be permitted to re-enter until adequate repairs can be made.

3. Those regular campus residents (housed employees and students of the Corps of Cadets) who are evacuated from their regular assigned residences or barracks will be re-located in accordance with policies established by the Senior Vice President for Operations and Administration (residents) and Commandant of Cadets (students).

G. Registration for Disaster Assistance

The college's Risk Management Officer, in coordination with the VP for Finance and Business, will request disaster assistance as provided for within Annex C of The Citadel's Hurricane Operations Plan.