Emergency Response Plan

ERP

4 JANUARY 2023

This plan updates the 21 July 2016 version andall previous emergency management plans.

The Emergency Response Plan (ERP) is a high-level, all-inclusive framework for emergency operations at The Citadel, from planning and emergency response through recovery.

The plan fulfills the college's responsibilities to comply with U.S. Department of Homeland Security Presidential Directive 5 mandating the adoption of the National Incident Management System. It further mirrors the Incident Command System developed by the Federal Emergency Management Agency.

The ERP is the cornerstone document for emergency operations at The Citadel. While every emergency is unique, and portions of this plan may be altered as operations require, the ERP is the guide to planning, response, and recovery.

Related documents include The Citadel's policy 2-016 Annual Safety Awareness, Training and Exercises," and "The Citadel Emergency Action Plan." These plans and policies are to be reviewed and updated biennially. College departments are directed to review these documents annually, participate in drills and exercises as directed, and develop departmental plans as necessary.

The Citadel works in conjunction with local, state, and federal authorities as necessary during emergency or disaster situations. While The Citadel's response to each emergency may differ and may include unique aspects reflecting The Citadel's role as a higher education entity, coordination with these outside agencies is critical. The Citadel ERP anticipates broad contingencies for such coordination and integration.

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Chief of Staff

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I. INTRODUCTION

A. Purpose

This Emergency Response Plan establishes policies, procedures and organizational hierarchy for response to emergencies on campus. It describes roles and responsibilities of Citadel personnel during an emergency.

The ERP further refences the National Fire Protection Association (NFPA) Standard 1600, *Standard on Disaster/Emergency Management and Business Continuity Programs*.

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 expanding on 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. Representatives from staff and faculty including Public Safety, Environmental Health and Safety, and Facilities and Engineering provided guidance and input regarding the original 2016 version of the ERP from which the current plan is adapted.

D. Mission

The Citadel's emergency response activities mitigate emergency situations in a safe and timely manner. College personnel and resources protect college assets in this 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 the Incident Command System (ICS). This system is a standardized, on-scene, all-hazards incident management approach providing organizational structure capable of responding to all levels of emergencies. It provides flexibility and efficiency of response as an incident escalates.

The purpose of the ICS is to:

- Provide adaptive organizational structure in response to the emergency;
- Provide the Incident Commander with the control necessary to direct and coordinate operations and agencies responding to the incident;
- Assign employees with reasonable expertise and training to critical functions without loss of precious time;
- Activate only positions needed to manage a particular incident or level of incident;
- Maintain unity of command.

The ICS may not always resemble typical day-to-day organizational structure of the college. Employees may be reassigned to other duties. As the severity of an incident changes, assignments may change within the ICS.

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) establishes incident command. The first-arriving responder continues to exercise Incident Command authority until relieved by the senior official having legal or assigned responsibility.

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

The Incident Commander has authority to request additional resources to mitigate an 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.

   C.   Emergency Level Classification

Three (3) levels of emergency operations are identified relative to the magnitude of the situation.

- Level 1: The incident is managed with available resources and normal response operations. CMT Leader may be alerted.

- Level 2: Multi-unit or multi-agency response required. The IC 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 on incident scope, selected IC functional areas are staffed. Notifications are made at the discretion of the IC. CMT Lead is alerted, and CMT may be activated.

- Level 3: The emergency incident cannot be managed with available campus resources. IC will likely develop to a Unified Command structure consisting of multiple agencies. Notifications are made and additional resources requested. CMT will be activated.

In addition to the three levels of emergency operation, the term ***threshold incident*** is describes any incident requiring notification of senior college officials. These are delineated in Citadel Memorandum 7-005, *Communications Policy*. For purposes of the ERP, college leadership is altered any time there is death on campus or of a cadet, student, faculty or staff member; serious injuries on campus or to the same; or significant damage or events impacting college operations.

By definition, all Level 2 and Level 3 emergencies are considered threshold incidents. The following are also considered threshold incidents, even if not requiring large-scale response:

- Fatalities or serious injuries to students, faculty, staff or visitors.
- Injuries or illnesses requiring specialized rescue/response.
- Injuries to three or more individuals resulting from any single incident.
- Assaults or other criminal activities involving weapons or a serious threats.
- Fires resulting in injury, property damage, or evacuation.
- Hazardous materials spills or releases.

      D.   Incident Action Plan (IAP)

An incident action plan documents incident response goals, objectives, and overall response strategy defined by IC. The IAP serves as an outline of methods used to achieve goals and objectives, while providing important information on 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.

Phases of Incident Response:

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

Incident action plans are developed by the IC for all threshold emergency events. (*see Section II-C, Emergency Level Classification*).

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

As a State institution, and part of Charleston County, The Citadel will mirror County and State closure directives in times of emergency. Further, Citadel responses and detailed operational synchronization will generally parallel County and State Operational Control (OPCON) levels as guide to preparation and execution. These are delineated in The Citadel "Emergency Action Plan."

III.   CRISIS MANAGEMENT TEAM (CMT)

The Citadel's Crisis Management Team is charged with managing and guiding internal campus operations during response to an 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 IC of any campus emergency meeting threshold incident classification criteria (*as defined in section II-C of this plan*) shall ensure the Chief of Staff (CoS) and/or Senior Vice President for Operations (SVP)   are informed of the incident.

Order of CMT and communications precedence:

1. Chief of Staff (CMT Lead)
2. Senior Vice President for Operations and Administration (Alternate CMT Lead)
3. Provost
4. Commandant of Cadets
5. Vice President for Facilities and Engineering
6. Vice President for Finance and Business
7. Vice President for Communications and Marketing
8. Vice President for Institutional Development

The CMT Lead or Alternate 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 notification of the President and/or other college officials.

B.   Initial Notification of Campus Community

<u>Indoor Occupants</u>

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

Applicable buildings are equipped with fire alarm systems. Fire alarm systems are the most efficient means to communicate an emergency evacuation order.

Emergency Response Plan, Appendix A

Fire alarm systems can be triggered in one of three ways:

1. Pull stations located throughout the building.
2. Smoke detectors in corridors, common areas, barracks rooms, fire panel rooms, and areas adjacent to elevators.
3. Heat sensors in some mechanical spaces.

Manual pull stations are the primary method of activation in non-fire detection situations. In cases when pull stations are inaccessible, alternate methods of activation are required.

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

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

Where an emergency threatens an exterior campus facility or area, notification is accomplished using any means available, to include: campus audio address systems, in-person verbal communication, electronic communication devices (walkie-talkies, cell phones), and/or event/facility PA systems. Public Safety vehicle PA systems are another option.

All personnel involved in communicating any notification in an emergency must strive to avoid or reduce 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 the alarm system was activated, and will provide information regarding the nature of incident, status of evacuation, persons trapped or otherwise unable to evacuate, and other pertinent information.

Public Safety:

An officer will respond, and once on-scene will assess the nature and magnitude of the situation, make contact with senior occupant, assist with evacuation, and determine need for additional response.

The responding officer will maintain continuous contact with Public Safety Dispatch.

Public Safety Dispatch will make additional notifications as necessary, to include notification of the CoS and/or SVP.

Threats to campus should immediately be reported to Public Safety by

calling 811 (campus phone) or 843-953-5114 (all phones) or 911, and action taken to warn others in immediate area.

Upon receipt of information about a campus-wide emergency, campus Public Safety will immediately act to:

1. Activate Campus-Wide Emergency Notification System.
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.
4. Respond to situation and take appropriate action as outlined by law, regulation, policy, best practice, or common sense.

D.   Activation of the CMT

Upon notification, the CoS will determine CMT activation status, and if additional personnel be activated.

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

If the CMT not activated, the Incident Commander ensures periodic updates on the incident are provided. The CoS may choose to activate the CMT at a later time.

E.   Deactivation of the CMT

The CoS determines when to deactivate the CMT, in consultation with the CMT.

IV.   EMERGENCY OPERATIONS CENTER (EOC)

The size and composition of The Citadel campus and its leadership team does not require a formal EOC as delineated in NIMS structure. The CMT shall provide oversight to campus emergency response, and direct interagency requests and coordination as required.

Campus leadership and execution below CMT level requires representation across campus departments. Recommended adjuncts to the CMT are recommended but not limited to:

Response Phase

Vice President for Facilities
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

Vice President for Facilities, Engineering and Safety
Director of Public Safety, with extra Officers as required
Resident Engineer
Resident Architect
Director of Environmental Health & Safety
Commandant of Cadets Liaison
Vice President for Communications Liaison
Information Technology Services Liaison
Human Resources
Director of Auxiliary Activities
Vice President for Communications & Marketing Liaison Vice
President for Finance and Business Liaison
Faculty Liaison
Athletics Department Liaison

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 does not represent all potential responsibilities.

A.   Public Safety Units

Public Safety Units (Police, Fire, and Safety) are responsible for response, on-scene management, and mitigation of emergency situations. These units maintain plans and protocols outlining tactical responses.

General responses to specific incident types are found in **Appendices A - N**. These protocols outline basic steps for the campus-at-large in response.

B.   Facilities and Engineering (F&E)/ Construction Management (CM)

F&E and CM provide direct support to Emergency Response Teams, as requested. FE and CM coordinate facilities return to normal operation post-incident.

C.   Departmental Responsibilities

Each department should ensure reporting units have the following in place:

1. Emergency Action Plan for each workplace or activity.
2. Personnel accountability system (including cadets).
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 should familiarize employees, cadets and students on how to react to various emergencies.

During an emergency, cadets, students, staff and visitors evacuate spaces as required, account for those evacuated, and communicate needs to the Incident Commander.

VI.   RESOURCES AND ASSISTANCE

A.   Incident Commander

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

The IC shall request additional resources by communicating a request through the CMT. The Dispatcher or CMT lead ensures requests are forwarded to the appropriate agency for action, and all responding resources are documented.

As an incident grows in complexity, and additional resources requested, the IC or CMT 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* (Annex D), shall be used by the designated unit manager to track and document resource assignment and activity.

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

The Director of Public Safety shall establish minimum-level resource requirements necessary to manage various types of emergency events. For all cases requiring outside agency response, mutual-aid agreements and/or memorandum of understanding (MOU) documents may be developed and executed to expedite response and coordination.

VII.   TRAINING AND EXERCISES

A.   Annual Safety and Security Training Exercise Program

The college has established an *Annual Safety and Security Exercise Program* (Memorandum 2-16). Various drills, exercises, and campus communications shall be conducted annually ensuring college personnel gain and maintain awareness of procedures and associated response protocols in emergency situations.

Where pre-emergency planning identifies external resources will be required, and for cases where an agreement or MOU is executed in accordance with Section VI-B, annual drills, exercises, or other training shall include outside agencies whenever practical.

B.   Emergency Action Plans (EAP)

Vice Presidents and/or Department Heads are tasked to develop executable Emergency Action Plans as needed, to include minimum elements as outlined within 29 CFR 1910.38(c), OSHA's standard for Emergency Action Plans.

All emergency plans developed should 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's ENS has three components:

1. "Big Voice" public address and sirens.

In an emergency, PSAF will activate sirens and/or use voice functions to warn campus and pass pertinent information.

If you hear the siren:

- Increase awareness, and be alert.
- Monitor phone, text and email for more information.
- Move to an area of shelter or safety if outdoors.
- Prepare evacuate, shelter-in-place, lock down based on further information.

2. Bulldog Alert mass notification messaging service

The Bulldog Alert messaging system uses text, email, and voice messages to registered devices/accounts for emergency and safety notifications. Users should be sure their devices/accounts are set up to quickly receive Bulldog Alert messaging.

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. The Office of Communications and Marketing, in concert with PSAF and the CMT, will post detailed messages in the event of an emergency, or in anticipation of impacts to campus, such as an approaching hurricane.

Emergency Lockdown   **Appendix B**

In situations where the immediate, mass evacuation of buildings and/or classrooms is not advisable (hostile intruder, hazardous material release, terrorist attack), personnel will be directed to initiate <u>emergency lockdown</u>.

Communication

An emergency lockdown will be communicated via The Citadel ENS ("Big Voice"/sirens, Bulldog Alert), and verbally as applicable.

Any emergency situation should be reported to Public Safety at 811 (campus phones), 843-953-5114 or 911 with as much information as possible. Personnel in the emergency area should be notified verbally. The decision to evacuate or lock down depends on the situation in the immediate area.

<u>Fire evacuation alarms are not to be sounded to initiate an Emergency Lockdown!</u>

Lockdown Procedures

- Those in hallways or other public areas should seek shelter in the nearest lockable space.
- Immediately lock or barricade all doors.
- Close windows and blinds/curtains.
- Turn off lights.
- Remain concealed by crouching down, out of sight from doors and windows. Do your best to remain out of view, still, and quiet.
- Once secured, do not open doors for anyone not clearly identified as law enforcement.
- Do not enter hallways or open areas until ENS or officers on scene indicate the emergency is over. Monitor ENS with devices on 'silent' and/or ringers off.
- Those outdoors should immediately seek cover, preferably in a lockable space.
- Use natural barriers, structural components or room contents for protection (shielding) as possible. Be creative with barricade and shielding.

Building Evacuation   Appendix C

Building evacuations commence when fire alarm sounds or upon notification by emergency personnel.

If necessary, or if directed to do so by first responders, activate the building evacuation alarm.

Assist people with disabilities who may need help evacuating. Those with disabilities should prepare for emergencies by reviewing exit procedures and routes for buildings they normally use. Informing co-workers, professors, or classmates of the best methods to assistance you an emergency is also advised.

If you are unable to evacuate via stairs:

Stay calm. If possible, call 811 (campus phones), 843-953-5114, or 911 and advise PSAF of your location and movements. If you still cannot evacuate:

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

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

If the building evacuation alarm sounds, or if told to leave by a designated emergency official, walk quickly to the nearest marked exit and ask others to follow.

Once outside, clear of the building, and gather away from areas first responders or their vehicles may use.

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

Prepare for follow on instruction verbally or via ENS.

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

Shelter-In-Place · Appendix D

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

> ### *Emergency Action*
> 1. Stay calm.
> 2. Stay inside.
> 3. If outside, go indoors.
> 4. Seal and secure area.
> 5. Remain in place until advised.

Sheltering in place can be by individuals or groups.

Notification

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

- ENS ("Big Voice"/Siren or Bulldog Alert).

- Direct observation.

- From campus staff or other emergency personnel.

Additional Actions

- Secure all doors and windows.

- Do not use elevators.

- If possible, close or seal vents, ducts or gaps.

- If outdoors, take cover, preferably in a space that may be barricaded/sealed.

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

Bomb Threat   **Appendix E**

<u>Note</u>: 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 attention to details. Talk to the caller to obtain information.

- **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.
- Use another telephone line/have others call Public Safety at 811 (campus phones), 843-953-5114, or 911, or make call yourself immediately after threat call ends.
- Write down the caller's words, exactly as spoken, if possible. Pay attention to discernible background sounds and note.
- Try to identify voice characteristics (accent, slur, pronunciation, etc.).
- <u>Try to get specifics on the bomb</u>, i.e. locations, detonation time, etc.
- Record any 'caller ID' information, and note what number the threat called in to.
- Record the time, date and duration of the call

If a suspected bomb or explosive device discovered:

- **Do not touch or handle any suspect device**!
- **Do not use cell phones or radios near the device!**
- Clear personnel from immediate area.
- Attempt to isolate room or space by closing doors as you leave area.
- Notify Public Safety at 811(campus phones), 843-953-5114, or 911, and stand by to provide further information. AVOID MOBILE PHONE USE in vicinity of a suspected explosive device.

If directed to evacuate the building (see Building Evacuation procedures):

- Check your work area for unfamiliar items. Do not touch suspicious items.
- 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 away from buildings and follow instructions.

If there is an explosion:

- Take cover under sturdy furniture, structural components or other physical barriers. **Beware of possible secondary explosions**.
- Evacuate buildings if able and directed to do so by emergency responders. Move well away from site to a safe location.
- Stay away from windows.
- Do not use matches or lighters, or operate switches or electrical equipment.
- Use stairs only; do not use elevators.
- AVOID MOBILE PHONE USE in vicinity of a suspected explosive device, or after an explosion in case secondary devices present.

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Earthquake   Appendix F

Procedures for an earthquake are nonspecific. Since earthquake timing and magnitude cannot be predetermined, emergency precautions are initiated within a few seconds after the initial tremor.

The best earthquake precaution is to secure or remove objects which could fall.

> **Emergency Action**
>
> 1. Take cover.
> 2. Call 811 (campus phone), or 843-953-5114.
> 3. Evacuate if alarm sounds or if directed by emergency personnel.

During the Earthquake

- Remain calm.
- If indoors, seek refuge under a desk or table or in a doorway and hold on. Stay away from windows, shelves, and heavy equipment.
- If outdoors, move away from buildings, utility poles, overhead wires, and other structures. CAUTION: Avoid downed utility lines as they may be energized. Do not attempt to enter buildings until advised to do so.
- If in an automobile, stop as quickly as safely possible, preferably an open area away from power lines and trees. Stay in vehicle.

After Initial Shock

- Be prepared for aftershocks. Aftershocks are usually less intense, but can cause further structural damage.
- Evaluate the situation and call for assistance, if necessary.
- Do not use open flames or sparking devices since gas leaks could be present.
- Open windows to ventilate. Watch for broken glass.
- Be on the lookout for fires, and initiate fire alarm and evacuation procedures.
- Monitor ENS ("Big Voice"/Siren or Bulldog Alert).

Elevator Failure	**Appendix G**

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

Provide the Dispatcher with the following information:

- Name of building.
- Location within the building.
- Where the car is stopped, if known.
- If a medical emergency exists.

Keep yourself and others calm and wait for help. Do not attempt to exit the car unless directed 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 "shake" or "jar" the car.

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, keep others calm
> 2. Use emergency telephone or alarm found inside elevator.
> 3. If a bystander, Call 843-953-5114 or use an Emergency Call Box and report incident.

Fire Emergency	Appendix H

If you hear a Fire Alarm

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

- If you are disabled on an upper floor, proceed to the stairwell landing and call or instruct someone to notify emergency response.

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

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

- No personnel should re-enter the building without permission of the Fire Department or PSAF.

> ### *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.

In the Event of a Fire

- Assist anyone in immediate danger, protect yourself first. Two casualties are worse than one.

- Activate the building fire alarm. This will trigger audible and visual warning systems, and in most buildings will automatically notify PSAF and Fire Department.

- If the fire is small, and you have proper training, utilize an extinguisher or other fire suppression systems. Do <u>NOT</u> attempt to fight a fire if:
  - The fire is large, growing rapidly, or involves hazardous materials.
  - Smoke and/or heat makes breathing and seeing escape routes difficult.
  - Preserve an escape route. Do not trap yourself in attempts to fight fires.

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

- Doors and windows should be closed if possible as the last person leaves an area.

- Do not use elevators.

- Once outside, quickly move away from exit openings and egress paths. Keep clear of streets or other areas emergency personnel and vehicles may use.

- After reaching safety, report fire to 811 (campus phone), 911 or 843-953-5114 with:
  - Address or location.
  - Specific department or area within building.
  - Description of fire type and conditions.

- Information on injured, trapped, or missing persons.
- If unable to evacuate:
- If possible, move to a room with an outside window.
- Call 811(campus phone), 843-953-5114 or 911 and describe where you are. Do this even if you can see fire department personnel from the window.
- Stay near the window, and attempt to attract attention.
- Stuff clothing, towels, or paper around door cracks and vents to keep smoke out.
- If possible, open the window. Be ready to shut the window quickly if smoke present.
- Be patient. Rescue may take time.

Medical Emergency	Appendix I

If in medical distress, or with someone requiring emergency medical assistance, call 911, 811 or 843-953-5114. Provide the following:

- Your name and telephone number.

- Location of emergency.

- Nature and extent of injury or illness.

- Location where someone will meet responders and direct to victim(s).

Stay on the phone with the dispatcher and answer questions regarding victims.

> ### *Emergency Action*
>
> 1. Call 911, 811 (campus phone), 843-953-5114
> 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.

Non-Emergency Illness or injury

Cadets with minor illnesses or injuries should go 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 to an Emergency Room.

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 wind speeds of 250 miles per hour 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 for refuge.
- Seek refuge in a basement area or an interior, windowless room on the first floor.
- Interior corridors/hallways are an acceptable second choice.
- 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 on days when severe weather is expected
- A *Tornado Watch* indicates conditions favorable for tornadoes.
- A *Tornado Warning* indicates a tornado has been sighted.
- Tornadoes often occur near the trailing edge of storms.

During the Storm/Indications 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."
- Rotating debris cloud.
- Sudden wind change from gusty to calm and still.
- Multi-directional or rotating wind gusts.
- Frequent lightning.

- **If a Tornado Warning issued, proceed to a safe place, and shelter-in-place.**

- Even if no warning issued, and you observe the above, proceed to a safe place.
- When possible, campus ENS will warn of the threat. Tornadoes can strike suddenly, and ENS may not be activated in time.
- Once you reach safety, stay low and curl up. Cover face and head.
- Once the threat passes, remain alert, particularly for fallen debris and power lines.

Utility Failure   Appendix K

The Citadel has a complex utility system. Utility system failure can present multiple hazards.

If you discover a water leak, gas leak, or other utility failure presenting an immediate threat, call Public Safety at 811 or 843-953-5114.

Do not attempt to correct the problem!

Public Safety will notify 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 you keep a flashlight in your work area. Low-light conditions present a higher risk for trips and falls. Minimize movement and activity until power is restored.

Do not call Public Safety unless you have an emergency, or have information identifying the source of the utility failure.

Plumbing Failure / Water Leak

Secure all electrical and mechanical equipment. 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. 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), 843-953-5114 (all phones), or 911 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 beyond the capability of personnel on scene, take the following steps:

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

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

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

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

The senior person on-site should begin evacuation, and isolate the spill area to prevent spread until the emergency personnel arrive.

Whenever possible, contain 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 start as soon as possible (use emergency showers, where available). Administer first-aid.

No effort to contain or clean-up spills should be made unless properly trained and equipped.

If an evacuation alarm sounds, follow evacuation procedures.

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

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

Violence	Appendix M

Types of violence

- Physical assault and/or threat with or without weapons.
- Stalking or continuous harassment causing 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, 911 or 843-953-5114, 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 as soon as possible.
- 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 a safe distance away.
- Dial 811 (campus phones) or 843-953-5114 or 911 (all phones) at first opportunity.
- If unable to speak, call and leave phone off hook/on line.
- Don't panic. Stay calm and try to calm the aggressor.
- Try to get the attention of bystanders who can assist or call for help.
- Listen to the person. Let them do most of the talking.
- Don't belittle, criticize, agitate, or argue.
- Don't use challenging or aggressive body language or speech.
- Don't make sudden movements.
- Don't make false statements or promises.

Criminal Activity   Appendix N

Criminal activity involving a member of The Citadel Corps of Cadets, student, faculty, staff or campus dependent, as either suspect or victim should be reported immediately. Criminal activity on campus by anyone should also be reported.

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 and mail violations. The following responsibilities apply:

1. Individual responsibilities:

    A. Notify Public Safety.

2. Public Safety responsibilities:

    A. <u>Initiate an incident report</u> and investigation as necessary

    B. Contact appropriate law enforcement agency (agencies) as necessary.

    C. Notify:

    >> Director of Public Safety and Deputy Director

    >> Chief of Staff, and by direction/as necessary:

    >>> Commandant (if cadet involved)

    >>> Appropriate Vice President

    >>> Vice President for Communications and Marketing

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

    1. Notify the Commandant immediately. In his absence, notify the Deputy Commandant, or Officer in Charge.

        a. Determine if appropriate to have cadet released to Public Safety.

        b. Determine the location and disposition of cadet victims.

    E. Maintain police blotter records.

Crisis Management Plan

Annex A to The Citadel's Emergency Response Plan

CMP

<div align="center">**Crisis Management Plan**</div>

INTRODUCTION

The Crisis Management Plan the administrative management component of the college's comprehensive *Emergency Response Plan (ERP),* and is implemented in the event of a major emergency as declared by the President of the college or designated college official.

The plan addresses college <u>internal response</u> to a broad range of emergencies. Specific response activities are included as applicable. A crisis or major disaster will often present dynamic circumstances requiring unique response.   Therefore, this plan acts as general guide of actions.

Depending on the nature and severity of an incident, assistance from outside agencies of multiple jurisdictions may be requested. 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 Incident Commander (IC) will typically be either a senior law enforcement officer or senior fire officer on scene. Where applicable, an Emergency Response Team (ERT) will be established on site, under command of the IC until appropriate senior leadership arrives.

Adjustments may be necessary in certain circumstances. The President or senior college official present shall evaluate and authorize adjustments.

PLAN GOALS

- Protect personnel.
- Protect campus assets.
- Preserve/quickly reestablish college operations.
- Establish clear lines of authority and coordination.
- Centralize and define procedures.
- Ensure timely recovery.

ACTIVATION

The President or designee shall declare a college emergency when:

- Personnel, property, or normal operations threatened.
- Timely response and efficient management required.
- Application of resources beyond impacted individuals or college capability.
- Declaration of emergency by civil authorities impacting campus operations.

Incident examples:

- Threats to health and safety:
  - Bioterrorism
  - Bomb threat or explosion

- Hazardous materials release
- Communicable disease
- Fire

- Incidents of actual or potential harm:
  - Serious accident or injury
  - Missing or suspicious person or activities
  - Death
  - Violent crime, to include active shooter

- Threat or actual disruption of critical college operations:
  - Hazardous Weather
  - Civil disturbance
  - Power failure
  - Telecommunications service failure
  - Widespread data system disruption
  - Water supply loss

Any potential threat to individual safety or to critical college assets can quickly become a serious emergency if not reported, evaluated, and rapidly managed.

The campus community must maintain an awareness of their surroundings and alert to developing potential threats. Sound judgement and discretion dictate how to respond. Supervisors and Public Safety should be informed of any concerns for assessment and appropriate response.

In accordance with the college's ERP, Public Safety generally provides initial response to investigate concerns, determine threats, and takes immediate action. Public Safety will then inform college administration for further plan activation and guidance:

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

The Chief of Staff or other senior official notified determines need for further notifications (including the President) if further activation of this *Crisis Management* Plan is recommended.

PLAN PRIORITIES

Not all listed objectives apply to every situation, but are included as a framework for any incident response.

PRIORITY I: Ensure Health and Safety

Objectives:

- Identify nature and severity of threat and affected areas.
- Establish command and communications.
- Assess injuries, begin triage, and track status of injured or missing personnel.
- 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 campus and public.
- Provide emergency medical support, shelter, food, and water.

PRIORITY II: Protect Buildings, Facilities, and Record Systems

Objectives:

- Assess facilities, systems, and infrastructure.
- Reinforce, barricade, and secure damaged facilities and hazard areas.
- Shutdown and protect critical utility, data, and telecommunications systems
- Rescue or protect critical records, backups and other data.
- Determine need for specialized resources and/or expertise.
- 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 support.
- Provide space, equipment, or materials to external agencies, as required.

ORGANIZATIONAL STRUCTURE

Three functional response units are established to address crisis events:

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

Some events will not require deployment of all three. Crisis response is divided as follows:

CRISIS MANAGEMENT TEAM (CMT)

Primary Responsibilities

The CMT coordinates overall campus response, including coordination and communication of follow-up activities. The Chief of Staff convenes the Crisis Management

Stop

Provost

- Continuation of academic operations and schedules.

Commandant of Cadets

- Coordinates activities of the Corps of Cadets. Includes evacuation plan and rosters.
- Coordination of critical support activities such as Infirmary and Counselling.

Vice President for Facilities Engineering

- Primary coordination of critical support and recovery operations.
- Assists Team Leader with coordination of special resources and equipment.
- Serves as EOC Director.

Vice President for Communications and Marketing

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

Vice President for Finance and Business

- Develops and coordinates contingency plans for continuation of financial operations and financial/budgetary areas.

Vice President for Institutional Advancement

- Assists with coordination of critical support operations.
- Develops and coordinates contingency plans for continuation of institutional support activities.

Associate Vice President for Human Resources (HR)

- Coordinates HR functions, and applies State Administration directives to Citadel workforce.

EVENT RESPONSE TEAM (ERT)

Primary Responsibilities

Upon activation in coordination with the needs of the IC, Event Response Teams respond to the scene of a crisis. They assess the situation, determine and initiate actions ensuring the immediate safety of persons and property, communicate requests for outside assistance, and serve as an interface between the IC and CMT. ERT members may be assigned direct supporting roles by the IC or CMT.

EVENT RESPONSE TEAM: Core Members

- Chief of Public Safety or designated members of their staff

- Director of Environmental Health and Safety
- Resident Engineer
- Assistant Commandant for Operations or other Department Representative

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 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 regular reports to CMT.

Public Safety Staff

- On-scene emergency services and other staff assignments.
- Assessment and coordination of security and law enforcement.
- Coordination of on-scene emergency response units and resources.

Director of Environmental Health and Safety

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

Director of Facilities Operations

- Conducts assessment of 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 Corps activities.
- Provides expertise with Corps operations.
- Assists with coordination of external response units, as necessary.

SUPPORT GROUPS

Primary Responsibility

These provide ongoing support and oversight during a crisis and play significant roles in recovery. Reporting lines to Vice Presidents are followed unless specified. Responsibilities may vary based on situation.

Deans and Faculty Members

- Ensure Department is familiar with ERP Responses and Responsibilities.
- Implement emergency actions based on this ERP, and as directed.
- Provide leadership, guidance and assistance with evacuations or shelter-in-place responses.
- Perform other duties as directed by the Provost or CMT.

Information Technology and Media Services

- Secure campus IT facilities and infrastructure when appropriate.
- Coordinate data management and equipment protection (generally and in times of crisis).
- Support VP Communications/comms efforts.
- Coordinate/monitor remote server and data access as required.

Human Resources

- Coordinate personnel recall, work schedules, and essential personnel lists.
- Record hours or other metrics for personnel responding to crisis.
- Provide coordination and assistance with employee benefits.
- Maintain data regarding assigned work locations and telephone numbers.
- Assist Public Safety to identify and relocate disabled employees if required.

Infirmary and Counseling Center

- Provide on-scene medical assistance and triage of victims, and continued support.
- Provide technical support and coordination of medical or health issues.
- Liaison with public health authorities.
- Coordinates setup and staffing of temporary morgue facility.

GENERAL PROVISIONS

Crisis Management Team Meeting Center

The CMT will meet in the **ECR or BOND 514** as directed by CMT Leader or Alternate.

In the event Bond Hall is inaccessible, the 5th floor conference room of Padgett-Thomas Barracks (Tower) or other locations may be considered.

In the event of a campus-wide power failure or a catastrophic incident, the CMT will assemble at the Parade Ground flagpole (south end). The team lead will then determine

the most suitable location for continued CMT operations.

Crisis Incident Communications Protocol

The Citadel's Office of Communications and Marketing (OCM) is the sole campus activity authorized to release information both internally and externally for the college, comporting with Memorandum 7-005 *Communications Policy.* Generally, information related to a crisis will be disseminated as follows:

1. Ensure appropriate notifications are accomplished or underway.

2. Gather and analyze current crisis information and response activities.

3. Develop "talking points" and concepts for college leadership.

4. Recommend official college positions, and develop response to queries.

5. Coordinate with President and Board of Visitors, as necessary.

6. Consider communications needs of all internal and external constituents, including:
   - Board of Visitors
   - Cadets, Students and Prospects
   - Faculty & Staff
   - Media
   - Alumni
   - Parents
   - Affiliated entities (The Citadel Foundation, Citadel Alumni Association, etc.)
   - Elected officials
   - The Public, including Neighborhood Associations, local leaders, etc.

7. Protect privacy as required by law, and coordinate appropriate approvals for all information released.

RECOVERY

Once campus is safe, the Crisis Management Team focuses return to normal operations. See Annex F of this Emergency Response Plan to reference The Citadel's Disaster Recovery Plan (DRP).

If campus closes/remains closed, bulldogalert.info, www.citadel.edu, email lists and social media will be used to provide up-to-date information and direction.

Cadets and students should not return to campus until reopened. Faculty, staff and Public Safety personnel should report to work as directed. On a case-by-case basis, various support group members will be asked to report for recovery efforts.

In the event of serious facilities damage, the repair and clean-up component led by Vice President for Facilities. If in-person classes cannot be held, the Provost will institute continuity of instruction plans.

The Counseling Center and Human Resources will provide additional information and/or services for emotional and mental health support.

ANNEX B: RESPONSE TO BOMBS, EXPLOSIVES & THREATS

1. **First Responders: Safety First!** The <u>first-arriving emergency responder</u> (e.g. Police, Fire, and Safety) will 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 official exercises Incident Command until relieved by a senior official having legal or assigned responsibility.

For multi-disciplinary responses, a Unified Command shall be established to ensure priorities of each responding agency are represented.

The Incident Commander (IC) shall consider the following:

a.   Communications

The use of radio, cell phone, Mobile Video Recording System (MVRS) or other transmitter devices is forbidden within 1,000 feet of suspected explosive device. Radio Magnetic Frequency (RMF) can trigger blasting caps and other explosives under certain conditions. Explosive devices may be radio controlled. **Use wired phones only.**

b.   Safe Zone and Evacuation

Responding personnel will evaluate all information to determine if a credible threat exists (see "*Threat Analysis*"). Once determined a credible, a safe zone of 1,000 feet should be established. Facilities and areas within this area will be evacuated.

Evacuations required per this section shall be conducted in a safe and orderly manner, and in accordance with 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 set up outside the 'Hot Zone.' Once established, Command Post location will be communicated to the EOC/Dispatcher.

c.   Use of Shielding

Responding personnel must use shielding (cover) as much as possible. Shielding is anything providing protection against heat, pressure and shrapnel. Stay away from glass or other unsuitable objects.

d.   Specialist Response

IC shall request specialist teams (EOD/K-9) immediately upon establishment of a credible threat. No comprehensive search will be conducted without specialist assistance. When threat credibility level is low, cursory searches to establish safe areas may be undertaken.

e.   Secondary Devices

Annex B: Response to Bombs/Explosives Threats

Responding personnel must remain vigilant for secondary explosive devices. The minimum safe distance remains 1,000 feet. Stay alert and use shielding.   As soon as possible, EOD/K-9 and other specialists should sweep the command post and adjacent areas.

2.   Threat Analysis

   a.   Threat Indicators

Possible indicators of credible threat (not inclusive):

- Suspect package, to include obvious explosive devices
- Suspicious person(s) in area - current or past reports
- Signs of forced entry or other indication of unauthorized access
- Notes or messages indicating a suspect may have accessed a facility
- Identification of disgruntled individuals who may have motive to disrupt and/or opportunity to place an explosive
- Previous threats or actual incidents
- Detailed information from a caller about device and/or location

   b.   Building Managers

When practical, the building manager or other senior personnel should be notified and provide specific information regarding recent events/activities, observations and potential hazards. High profile speakers or guests automatically increase threat credibility.

   c.   Brainstorming

Threat analysis should include a brainstorming session to identify and evaluate all possible reasons someone may want to disrupt activities (final exams, controversial activities, etc.).

   d.   Explosive device Identifying Characteristics
- Excessive postage and/or misspelled labels or markings
- No return address or unexpected package from overseas
- Oily stains seeping through a package
- Obvious wires, screws, unexplained holes, or battery shaped objects
- Strange odors (Nitroglycerine may cause headache)
- Ticking sound

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

3.   Searches and Sweeps Guidelines

   a.   **Start outside, work in; Start low and work upward.**

   1.   *Exterior* – Begins at the ground level. Close attention to piles of leaves and

refuse, fresh dirt or disturbed mulch, shrubbery, trees, flower boxes, trashcans, manholes, sewers, building ledges, and parked vehicles.

2.   *Public Areas* – Extended outward from buildings to natural dividers (curb or wall, usually 25 to 50 feet).

3.   *Interior* – If possible, building managers or staff familiar with the area can be called upon to assist with searches; **non-trained personnel should never be sent to search areas on their own**.

Those assisting in search activities must not touch suspicious packages. Teams of two or more shall be used whenever practical.

K-9 teams should be used to 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, 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 impacting of sweep. Develop plans to resolve any issues identified.

Step 1. – Observe and Inspect

Sweepers should move to various parts of a room, stand quietly, listen for timer sounds, and smell for unusual odors. Components of "homemade" explosives often produce detectable 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 works around the perimeter of the room, 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.

Final Sweep

Includes inspection of false/suspended ceiling areas and other not normally occupied or readily accessible areas such as lighting fixtures, ventilation ducts, sound systems, voids, wiring chases, and structural components.

As each space is completed, place colored tape or other markings to identify the space is cleared.

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

Vehicle Searches

When possible, suspicious vehicles should be searched by specialists (K-9, EOD). Suspicious vehicles at high-visibility events always warrant assessment.

Exterior Search – Vehicle:

Start search on exterior at waist level. Make complete circlet. Continue until you reach top of the vehicle. Tall vehicles may require a ladder.

Next, look at undercarriage beginning at the front of vehicle and working to rear, using 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 of disturbed finish, rubbed or scraped, wires running outside of a conduit or shielding- especially clean wiring 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.

When possible, the 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 means. Once any vehicle compartment latch is operated, response personnel should retreat to safe zone and wait at least fifteen minutes before re-approaching.

Standard Operating Procedures (SOP) for tactical law enforcement response to an explosive incident or threat is maintained by Public Safety.

ANNEX C: ACTIVE SHOOTER RESPONSE

1. General Information

Definition: One or more subjects who participate in a random or systematic shooting spree.

The overriding objective of the active shooter is murder, rather than other criminal conduct. The term "active shooter" applies to anyone who uses any type of weapon to systematically or randomly inflict death or injury on others.

Other Factors:

- There is no standard profile of a school shooter.
- School shootings are rarely impulsive- they are premeditated.
- In most cases, others knew of or suspected an issue, but failed to warn or report.
- Few attackers directed threats to their targets before the attack.
- The most common goal is retribution.
- In many cases, others were involved in some capacity.

2. Reporting Threats or Concerns

If you believe someone is a threat, call Public Safety at 811 (campus phone), 843-953-5114, or 911. Even if the threat is not immediate, notify Public Safety.

When calling Public Safety, provide:

- Specific location (yours, assailant; include room number or area).
- Number of assailants, description (weapons, appearance, sex, etc.).
- Number of people at your location, any injuries.

3. If Shots or Shooting Sounds heard

Take the threat seriously! Specific responses depend on several factors. RUN if able, SHELTER if you can, FIGHT if you must.

4. Emergency Response Procedures

- **In a classroom or office:**
- SHELTER. Secure doors. Call Public Safety or 911.
- Wedge door, or block with furniture.
- Lights off, blinds/curtains closed, especially on doors.
- Dim television/computer screens, silence phones or other electronics.
- Remain calm and quiet. Account for everyone in room.
- If on ground floor, and based on shooter location, consider exiting via windows. Move away from incident area. DO NOT rush towards police or first responders.

Be prepared to tell police what you saw/information regarding assailants and/or others still in building.

- If unable to exit, stay out of sight/ remain low and quiet.
- Ignore fire alarms. Assailant can use these to draw out victims.
- Be prepared for assailant to knock on door/simulate being a victim to gain access.

- **In hallways or corridors, and unable to leave building/area:**

- Quickly find a room, and secure as described above.
- Unless close to an exit, don't move through long corridors/open areas to egress. Don't hide in restrooms!

- **If trapped with a gunman:**

- Don't provoke. If assailant isn't shooting, <u>don't move suddenly</u>.
- If assailant is/starts shooting, you must choose. Stay still and hope not to be shot, run/zig-zag, or FIGHT. <u>If no other options, FIGHT TO SURVIVE.</u> Remember, a moving target is harder to hit, and a shooter won't expect to be challenged.

5.   Police Response

Officers are authorized to protect life by any legal means necessary.

Police Priorities:

- Locate/Neutralize/Isolate Assailants.
- Establish inner and outer containment perimeters.
- Treat and evacuate injured personnel. Note this is the THIRD Priority behind actions stopping further violence.
- Sweep for unknown hazards and other suspects.
- Complete evacuation.
- Preserve the crime scene.

Public Safety maintains separate Procedures for Law-Enforcement specific responses.

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	

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

7. Current and Planned Objectives:	
HHMM	
HHMM	
HHMM	
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HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	

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

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

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

```
                          ┌─────────────────────┐        ┌─────────────────────┐
                          │                     │        │   Liaison Officer   │
                          │ Incident Commander  │────────┤                     │
                          │                     │        └─────────────────────┘
                          │                     │        ┌─────────────────────┐
                          │                     │────────┤   Safety Officer    │
                          └──────────┬──────────┘        └─────────────────────┘
                                     │                   ┌─────────────────────┐
                                     │                   │ Public Information  │
                                     │───────────────────┤      Officer        │
                                     │                   └─────────────────────┘
      ┌──────────┬───────────────────┴───────────┬──────────────────┐
┌───────────┐ ┌───────────┐              ┌───────────┐        ┌───────────┐
│ Operations│ │ Planning  │              │ Logistics │        │Finance/   │
│ Section   │ │ Section   │              │ Section   │        │Admin      │
│ Chief     │ │ Chief     │              │ 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 CMT with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 serves as an initial action worksheet and 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.

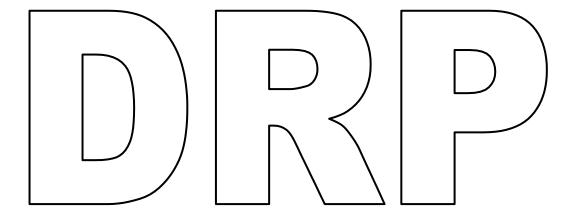| Block Number	Block Title	Instructions
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the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

<u>Recovery Plan</u>

Response and recovery operations following a natural disaster or other serious incident begins with The Citadel and local authorities.

State assistance will requested when needs exceed local resources. Federal assistance is supplemental to state and local governments, and is available upon approval of requests submitted by the Governor.

Campus departments and activities will use this plan to develop detailed emergency response and recovery plans to facilitate continuity and coordination during campus response to crises and their aftermath.

I.   INITIAL RECOVERY ACTIVITIES

A.   General

1.   No plan fully survives contact with an emergency. All campus agencies and leadership must be prepared to tailor responses.

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

3.   The CMT 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 recovery begins before the disaster occurs when able. For no-warning disasters, disaster-specific planning for recovery begins as soon possible.

5.   The CMT communicates with campus and local authorities to monitor disaster details. Once coordinated, initial recovery begins. Damage assessment is the first step.

B.   **Preparations for Damage Assessment**

1.   Assessments must be conducted to identify and fill immediate unmet emergency needs of disaster victims, and to assess campus.

2.   Damage and impact assessment teams will be designated and deployed. These teams may consist of any necessary combination of college staff and faculty or local responders.

The types and number of teams to be deployed, their estimated times of arrival, projected stay, and need for additional communications and logistical support will be coordinated via the CMT

3.   In the event local assessment capability is exceeded, State Assessment Teams (SAT) 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. 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 available.

4.   For long term damage assessment activities, 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 Division of Procurement Services.

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

1.   General

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

2.   Access

The Crisis Management Team Leader (and other local/state officials, as necessary) will review impacts within the disaster area and make recommendations to the President any in-place evacuation orders be modified or rescinded. College officials will coordinate re-entry/return of staff, faculty and students as public safety considerations allow.

3.   Conducting the Damage Assessment

The CMT will establish the overall strategy for conducting damage assessments.

D.   **Damage Assessment Documentation**

1.   Initial damage assessment reports will be forwarded to the CMT using any means available.

2.   As damage reports are received and recorded, information should be recorded accurately, as all serious damage report information will be transferred to the State.

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 are 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 determine the scope of the disaster and initial impact on buildings.

E.   **Hazardous Materials (HAZMAT) Issues**

1.   The Local Fire Department manages 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 to coordinate clean-up, oversee, or advise on procedures.

b.   For a spill or release in waterways, 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, 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 normal operations to provide assistance to assist in safety measures. OSHA can provide safety inspectors.

G.   **Planning**

In accordance with the National Incident Management System (NIMS), an Incident Action Plan (IAP) is developed and maintained, and identifies, prioritizes, and tracks critical operational goals, and objectives. Operational priorities, goals, and objectives will be established by the CMT and

coordinated with the Local, County and the State EOC, as warranted.

Prioritization includes, but will not 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 immediate unmet emergency needs of those impacted by the disaster/meeting these needs.

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 restoring essential facilities and services.

II.   RESTORATION OF ESSENTIAL SERVICES

A.   Debris Removal

The Vice President for Facilities, Engineering and Safety is responsible for local debris removal to include securing environmental permits for debris clearance and disposal. If it is anticipated significant personnel with engineering and construction skills, along with special equipment, will be necessary, the acquisition of such coordinated through the County EOC.

Roadways and access paths are the priority.

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

B.   Electricity and Fuel

The Vice President for Facilities and Engineering will coordinate with local utility officials to establish priorities for damaged energy systems and emergency sources of fuel and power.

C.   Telecommunications and ITS

After emergency conditions subside, damage assessment teams will determine damage to existing telecommunications and computing systems. The Crisis Management Team Leader will establish communications restoration priorities and needs. The Director of Telecommunications and Director of ITS will review inventories of available, serviceable communications equipment, computer equipment, and other resources, and make necessary arrangements to have them deployed to the disaster area(s).

D.   Water and Waste Water Systems

1.   The Vice President for Facilities, Engineering will determine the suitability of, and identify potential hazards to water supplies.

2.   If campus potable water systems are contaminated, Charleston County Water shall be notified via County EOC or directly.

3.   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.   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, and report status to the CMT.

F.   Structural Repairs

1.   The Vice President for Facilities and Engineering shall coordinate the repair (temporary or otherwise) of any structural damage. Such repairs is intended to reduce further damage.

2.   Structures that cannot be adequately repaired will be evacuated (if not already accomplished) and clearly marked and secured. Regular occupants of those facilities will not be permitted to re-enter until repaired or deemed safe.

3.   Residents (employees and the Corps of Cadets) who are evacuated from regular residences or barracks will be re-located in accordance with policies established by the CMT and Commandant of Cadets.

G.   Registration for Disaster Assistance

The Risk Management Officer and VP for Finance and Business, will request disaster assistance as required from State and Federal entities.