Emergency Operations Plan

University of Delaware

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OEM

Office of Emergency Management

www.udel.edu/emergency

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Record of Change

Date of Change	Responsible Party	Changes Made	New Version Distributed?
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PROMULGATION STATEMENT

The University of Delaware recognizes the importance of maintaining a safe and resilient campus environment where faculty, staff and students are, to the greatest extent possible, free from harm and protected during emergencies and disasters. To meet this need, the University has developed our ***Emergency Operations Plan (EOP)*** to provide a procedural outline for disaster response and preparedness activities here on campus. The **Plan**, as written, establishes the emergency command structure of the University, the roles and responsibilities of the Critical Incident Management Team (CIMT), the procedures for utilizing our emergency notification tools, and then concludes with a series of hazard and capability specific annexes.

The need for a robust and flexible emergency response plan is a key tool in our toolbox as we make sure that University resources are effectively utilized during emergencies and disasters. Whether it is another pandemic, a hurricane, or some other unforeseen threat, the structures and responsibilities herein are key to maintaining a safe and secure campus environment.

While our first priority is always the safety of the campus community and the prevention of damage and disruption here on campus, the University does operate within the larger community and this Plan is designed to take into consideration the complexity and diversity of the communities that the University calls home. With this in mind, the Associate Vice President of Safety and Emergency Management will be responsible for leading and coordinating the overall community level response efforts of the University as its designated "Emergency Manager."

While this Plan is intended to give a high-level view of the University's response program, faculty, staff, and students are encouraged to work with the Emergency Management & Environmental Health & Safety team to refine your own more targeted emergency plans and procedures. It is imperative that each of us take a proactive role in our collective safety as we build towards a more secure and resilient university. In addition to this assistance, your suggestions, questions, and concerns are more than welcome and may be directed to the Associate Director of Emergency Management.

President Dennis Assanis

University of Delaware

University of Delaware
Emergency Operations Plan
Distribution List

<u>University of Delaware</u>
- Office of the President
- Office of the Executive Vice President and Chief Operating Officer
- Office of the Provost
- Sr. Associate Vice President and Chief Financial Officer
- Vice President for Office of Communication and Marketing
- Vice President and General Counsel
- Vice President for Student Life
- Vice President for Facilities, Real Estate and Auxiliary Services
- Vice President and Chief Human Resources Officer
- Vice President and General Counsel
- Vice President and Chief Information Officer
- Chief Budget Officer
- Associate Vice President of Safety and Emergency Management
- Police Chief

<u>City of Newark</u>
- Mayor's Office
- Newark Police Department

<u>New Castle County</u>
- 911 Center/Communications
- Police Department
- Emergency Medical Services
- Office of Emergency Management

<u>State of Delaware</u>
- Delaware Emergency Management Agency (DEMA)
- Division of Health and Social Services
- Delaware State Police

<u>Private/Non-Profit Organizations</u>
- Delaware Volunteer Organizations Active in Disaster (DEVOAD)

Introduction

The University of Delaware can be threatened by emergency and disaster situations both natural, such as, winter storms, hurricanes, floods and tornadoes, and man-made situations, such as hazardous materials accidents, biological outbreaks, terroristic threats and criminal activity. When such incidents occur, it is the policy of the University to:

- Protect human life; prevent/minimize personal injury.
- Protect the environment.
- Prevent/minimize damage to existing structures, research data, laboratories, and library collections.
- Restore normal operations.

As such, the purpose of the University of Delaware Emergency Operations Plan (EOP) is to establish University policy and procedure for managing events that may threaten the safety and security of people, property and the environment on any of the University campuses. This plan supersedes all previous emergency operations plans and provides guidance and structure to the operational and administrative response of the University academic and administrative departments in crisis situations.

The Plan also is designed to satisfy portions of the Higher Education Opportunities Act – 2008 requiring emergency response procedures and implementing the National Incident Management System (NIMS) as it relates to university emergency management.

Authority

The University EOP, with external support from the State and County plans, is the basic framework for emergency incident management at the University of Delaware. The comprehensive Emergency Operations Plan is activated when an emergency affecting the University reaches proportions that cannot be handled by other established measures.

This emergency may be sudden and unforeseen, or there may be varying periods of warning. The EOP is intended to be sufficiently flexible to accommodate contingencies of all types, magnitude and duration.

All suggestions, recommendations or requests for change should be submitted in writing to the Associate Director of Emergency Management at the University of Delaware Office of Safety and Emergency Management, who shall submit changes to the Associate Vice President of Safety and Emergency Management and then to the Executive Vice President for approval. The Associate Director of Emergency Management is responsible for providing basic guidelines for emergency planning, response, mitigation, and recovery/continuity of operations, as well as reviewing completed plans, coordinating emergency planning, training and exercises with other jurisdictions and agencies, and responding to assist in the management of emergency incidents.

Preparedness Responsibilities

The Plan acknowledges that preparedness begins with the individual, and builds upon individual responsibility to include the department, division, school and University.

1. Every member of the University is encouraged to keep a copy of the Plan bookmarked prominently. The Plan is updated frequently and is available online at www.udel.edu/emergency.
2. Employees, faculty and students must understand their responsibility is to comply with all University policies, including health and safety <u>rules</u> issued by the University, their departments, and their supervisors. Employees, faculty, and students are encouraged to report all unsafe conditions to their supervisors or other University officials and to stay abreast of the University's commitment to a healthy and safe campus environment.
3. Employees, faculty, and students should participate, as appropriate, in training, evacuation drills and other efforts to enhance your safety. Contact the Associate Director of Emergency Management if you are interested in specific training for your department.
4. The University also maintains a Hazard Mitigation Plan, for both New Castle County and Sussex County campus locations, which identifies those hazards that are more likely to affect the university (hurricane, hazardous materialsrelease, etc.). The Plan was updated in 2020 and is available online at www.udel.edu/emergency.
5. Ensure that you are registered to receive the University "UD Alerts" which will alertyou to an emergency on campus. Follow this link to learn more about the system and how to register.

Incident Management System

Recognized as a compendium of best practices, and mandated for use at the federal and state level, the University of Delaware has adopted the National Incident Management System (NIMS) for responding to emergencies affecting the University, thereby enhancing the interoperability and ease of integration of partners who may assist in responding to incidents.

1. <u>Concept of Operations</u>

   The university utilizes the National Incident Management System (NIMS) and its subcomponent, the Incident Command System (ICS), for managing major events, emergencies and disasters. The Emergency Management & Environmental Health & Safety Department is charged with coordinating emergency operations.

2. <u>Critical Incidents</u>

   Critical incidents are those situations that have the potential to cause injury or loss of life to faculty, staff, students or the public; cause major disruptions of regular activities, or property or environmental damage or loss; trigger the activation of the University's emergency notification system or can threaten the financial standing or public image of the University. Critical Incidents generally fall into three broad categories:

   - **Natural Hazards**: Fire, hurricanes, winter storms, etc.
   - **Technological Hazards**: Hazardous material spills, radiological incidents, power failure, etc.
   - **Human Caused Threats**: Bomb threats, active shooters, cyber-attack, etc.

3. Critical Incident Management Team (CIMT)

The Critical Incident Management Team (CIMT) is comprised of members from the University administration and selected department heads and is chaired by the University's Executive Vice President. The Critical Incident Management Team is divided into two groups, the Policy Group and the Operations Group, depending on their identified role in an emergency.

The Critical Incident Management Team will be assembled to address the immediate crisis and disband when the crisis has ended and normal operating systems are in place.

Please note: The Critical Incident Management Team is not to be confused with a separate group at the University of Delaware, known as the Incident Response Team (IRT). The IRT is a group of cross-disciplinary leaders charged with determining whether there is a need for a campus communication or University response to an urgent or emerging issue by providing specific counsel and recommendations. These incidents can be short-term, long-term, or ongoing threats (physical, financial and/or reputational in nature). The IRT's work is a supplement to the existing operational portfolio of the Offices of Emergency Management and Environmental Health and Safety. Their work, strategically and tactically comprehensive, prioritizes the reduction of risk, the mitigation of loss, and the protection of human life in emergency situations.

4. Emergency Manager

Responding to emergency incidents is a group process. However, each incident needs an individual who is charged with making rapid decisions and resolving any conflict arising from the University responders or administrators. The Associate Vice President of Safety and Emergency Management, as appointed by the Executive Vice President, will act as the Emergency Manager for the University. The Executive Vice President can appoint other individuals to act as Emergency Manager based on the specific needs of the incident response.

5. Emergency Operations Center (EOC)

An EOC is the centralized location from which emergency operations can be directed and coordinated. An Emergency Manager will be designated to lead the EOC and the EOC will serve as an umbrella organization bringing together all the elements necessary to support the incident response. The EOC also maintains communication with the Incident Commander and the Critical Incident Management Team making sure that overarching policy and response decisions are coordinated. The primary Emergency Operations Center is in Room 130, General Services Building, 222 South Chapel Street. The alternate Emergency Operations Center is in the UDPD Conference Room, Room 137, at 413 Academy Street.

6. Incident Commander

The individual responsible for all tactical incident operations and who has overall authority and responsibility for conducting and managing activities at the incident

site. There is one Incident Commander for an incident.

When more than one agency (with jurisdiction and substantial committed resources) is involved, a Unified Command structure is established.

Different people may be designated as the Incident Commander depending on the type of crisis and level of severity. For example, an active shooter situation may dictate that the University Police would serve as the Incident Commander while a fire would require the local fire chief to serve as Incident Commander. In either case, university personnel would respond in a coordinated fashion taking direction from the Incident Commander.

7. Incident Command System

The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept. ICS consists of a scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication. ICS consists of procedures for managing personnel, facilities, equipment, and communications. The ICS system can be utilized from the time an incident occurs until the requirement for management and operations no longer exist.

8. Phases of Emergency Management

The Phases of Emergency Management are a widely accepted principal guideline for emergency planning. This approach is recognized by the federal government as a best practice. The phases are defined below:

- Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards. The mitigation phase differs from the other phases because it focuses on long-termmeasures for reducing or eliminating risk. Some examples of mitigation activities are elevating flood-prone homes, passing legislation eliminating the ability to construct in a floodplain or dredging creeks/rivers to eliminate the flood risk.

- Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, mitigate against, respond to and recover from disasters. Some examples of preparedness measures are stockpiling supplies, maintaining equipment in a state of readiness,developing executable emergency plans and practicing interagency coordination with neighboring jurisdictions through meetings, training and exercises. Preparedness is a continuous process.

- Response: Efforts to minimize the short-term direct effects of an incident

threatening life, property, the environment, and/or critical systems. The response phase includes the mobilization of responders to the disaster-stricken area. Each agency involved in the response, both primarily and secondarily, has a function within the Incident Command System structure.

- Recovery: The development, coordination, and execution of plans or strategies for the restoration of impacted communities and government operations and services through individual, private sector, non-governmental, and public assistance. This phase can last a few weeks to a few years.
- Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives, property, the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.

9. State of Emergency

A state of emergency is a declaration made by either the County Executive or the Governor of Delaware that may suspend certain normal functions of government, may work to alert citizens to alter their normal behaviors or may order government agencies to implement emergency operations plans.

At the county level, a state of emergency is issued upon a determination by the County Executive that there is a clear and present danger to the health, life or safety of the people or property in any part of the County. The County Executive may issue a proclamation declaring a state of emergency and may impose such restraints and requirements, including but not limited to periods of curfew or limitations upon the congregating of persons in streets, roads, parks or public open spaces as in his or her judgment are proper in order to protect and preserve the health, life and safety of the people and property in the County.

At the state level, a state of emergency may be proclaimed by emergency order of the Governor upon a finding that an emergency or disaster has occurred or that such occurrence or threat of that occurrence is imminent. The State of Emergency shall continue until the Governor finds that the threat or danger has passed, or the emergency or disaster has been dealt with to the extent that conditions necessitating a state of emergency no longer exist and terminates the state of emergency by subsequent order. No state of emergency can continue for more than 30 days without being renewed by the Governor.

10. UD Alert

A communications system housed and maintained by an external company, which allows the University administration to send emergencynotices to students, faculty and staff via the following methods:

1. Voice Messages
2. E-mail Messages
3. Text/SMS Messages

For more detailed information on the policies related to UD Alert, refer to [this link](#).

B. Acronyms

1. CIMT – Critical Incident Management Team
2. EOC – Emergency Operations Center
3. EOP – Emergency Operations Plan
4. FEMA – Federal Emergency Management Agency
5. JIC – Joint Information Center
6. ICP – Incident Command Post
7. ICS – Incident Command System
8. NIMS – National Incident Management System
9. PIO – Public Information Officer

Concept of Operations

The University of Delaware follows the [National Incident Management System(NIMS)](#) and its subcomponent, the [Incident Command System (ICS)](#), for managing major events, emergencies and disasters. The Emergency Management & Environmental Health & Safety Department, under the Associate Vice President, is responsible for coordinating emergency operations. The NIMS and ICS principles are followed to ensure a comprehensive, coordinated approach among the University, the City of Newark, New Castle County and the State of Delaware.

The purpose of a coordinated response to critical incidents is to provide:
- A rapid response.
- A more systematic and routine approach to critical incidents.
- A venue for promptly identifying and supporting University decisionmakers.
- A system for evaluating all critical incidents with the goal of providing improved plans to protect lives and property as well as reduce exposure toliability.
- Improved management of public information.

The University of Delaware adheres to the [National Incident Management System](#) (NIMS) concepts when responding to incidents, as per Homeland Security PresidentialDirective 5. The University also utilizes the [Incident Command System](#) (ICS) for all emergencies on campus.

In all emergency operations, the following overarching considerations will beprioritized:

- Protect human life; prevent/minimize personal injury.
- Protect the environment.
- Prevent/minimize damage to existing structures, research data, laboratories, and library collections.
- Restore normal operations.

An additional priority is the coordination among all appropriate stakeholders and extends across all priorities and phases of the incident.

Command

A. Chief of Police

The University of Delaware Chief of Police typically serves as the Incident Commander for the University during law enforcement centric events. In the event the Chief of Police is not able to assume command, the following persons shall succeed to the position of Chief of Police in rank order:

- Major
- Captain
- Lieutenant

The Chief of Police can also designate a member of the Command Staff to serve asActing Chief of Police if such designation is promulgated in writing prior to his or her absence. If the emergency requires an agency other than the University Police to serve as Incident Command, the Chief of Police or designee will be the liaison between the Incident Commander and the University Administration.

B. Associate Vice President of Safety and Emergency Management

The President of the University is the Chief Executive Officer in charge of overall policy and decision making and the Executive Vice President oversees overall daily operations of the University. The Executive Vice President is also the chair of the Critical Incident Management Team. In the event of an emergency, the Associate Vice President of Safety and Emergency Management & Environmental Health & Safety will act as the Emergency Manager for the University. The Associate Vice President will liaise with the Incident Commander, the EOC staff and external partners, and will work to respond effectively and efficiently to the incident at hand.

The President, or his designee, may declare a University emergency and mobilize the Emergency Operations Plan (EOP) and/or the Critical Incident Management Team to handle a crisis.

The only persons authorized to declare a local emergency are County elected officials, however the University President may request the County to declare a local emergency. The only person authorized to declare a state of emergency is the Governor, however, University and county elected officials may request the Governor to declare a state of emergency. Only the President of the United States

may declare a Disaster Declaration[1]. State and federal declarations will allow for state and federal assistance as well as financialrecovery of costs incurred from the emergency.

In the event the Associate Vice President of Safety and Emergency Management is not able to assume command, the following persons shall succeed to the position of the Associate Director of Emergency Manager and head of the Critical Incident Management Team:

1. Chief of Police
2. Associate Director of Emergency Management
3. Environmental Health and Safety Director

The Associate Director of Emergency Management shall work with the University Chief of Police or his/her designee to coordinate all University activities necessary to conduct and assist with external City and County response operations. When an emergency or disaster is beyond the local management capability of the University of Delaware, the Incident Commander may obtain assistance from other political subdivisions and state government by notifying local, municipal, state, and federal response agencies.

C. Critical Incident Management Team

The Critical Incident Management Team (CIMT) will be the focal point for institutional leadership and global decision making during the incident. The Executive Vice President is the Chair of the CIMT, with the Provost acting as Chair if the Executive Vice President is unavailable. The CIMT will be assembled to address a Level II crisis or above (See Levels of Emergency below) and will disband when the crisis has ended and normal operating systems have been restored.

The Chief of Police will be responsible for coordinating, managing and reporting on the incident status to the CIMT. The CIMT will be called into operations as soon as practical after an emergency condition or incident occurs requiring a coordinated institutional response.

The Critical Incident Management Team (CIMT) is comprised of two groups: the Policy Group and the Operations Group.

1. Policy Group

The role of the Policy Group is to be a decision-making body for the University on issues related to the emergency, and to support the EOC, Incident Commander and any external agencies responding to the scene. The CIMT will not respond to the scene, nor will they normally manage the initial response to an incident. It is generally the responsibility of emergency

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[1] https://www.fema.gov/disaster/how-declared

responders at the scene, with support from the Operations Group (duties outlined below) to isolate, contain and neutralize the incident.

The priorities of the Policy Group are to:

a) Define crisis policy.
b) Approve overall priorities and strategies.
c) Disseminate timely, accurate and appropriate information (through the Office of Communications and Marketing or EOC Public Information Officer, as appropriate) to the University faculty, staff, students, parents, media, and other concerned community partners.
d) Determine class or campus closures and resumption.
e) Plan and prioritize long term recovery.

Generally, the Policy Group uses information and data supplied to them through the Operations Group to complete the above tasks.

The Policy Group is comprised of the following standing committee members:

- University President:
  o Provides overall decision-making for the University community.
  o Authorizes the activation of the Emergency Operations Plan (EOP).
  o Makes final decision to cancel classes or close the University and the decisions to resume normal University operations.
  o Liaise with the Board of Trustees.
  o Acts as public representative to external agencies.
  o Shall be provided regular and timely updates about the status of the situation.
- Executive Vice President and Chief Operating Officer:
  o Assembles and directs the CIMT and its groups.
  o Provides liaison with the Associate Vice President of Safety and Emergency Management and the Chief of Police or other responders at the scene.
  o Communicates with the President and other Vice Presidents to report the status of the crisis response and recovery operations.
- University Provost:
  o Consults on academic and faculty matters.
  o May make decisions to cancel classes or close the University and the decisions to resume normal University operations.
- Senior Vice President and Chief Financial Officer:
  o Communicates with the President and other Vice Presidents to report the status of the crisis response and recovery operations.
  o Accountable for the stewardship, administration, tracking and reporting of all the University's strategic, budgetary and financial

resources.

- Vice President for Facilities, Real Estate and Auxiliary Services
  - Makes recommendations with regards to grounds, building and facilities issues.
  - Provides guidance on vendors/contractors.
- Vice President for Student Life**:**
  - Provides liaison with the students and their parents and offers services to students in the recovery phase.
- Vice President and Chief Human Resources Officer:
  - Makes recommendations with regards to University related human resource policies and procedures and personnel management decisions
- Senior Associate Vice President and Chief Budget Officer
  - Make recommendations with regards to University related budgetary policies and procedures and management decisions.
- Vice President for Communications and Marketing
  - Makes recommendations with regards to the internal and external release of information.
- Vice President and Chief Information Officer
  - Provide resources and subject matter expertise that will be utilized in an incident to ensure full functionality of information technologies and systems.
- Vice President and General Counsel
  - Provides guidance on legal matters.
- Associate Vice President for Safety and Emergency Management
  - Liaison between the University and on-scene responders.
  - Reports response activity status from the EOC to Policy Group.

Other people may be added to the Policy Group based on specific incident needs or subject matter expertise at the discretion of the President or Executive Vice President.

Any of the members of the Policy Group may request the group to convene, however, only the President, Executive Vice President or the Associate Vice President of Safety and Emergency Management has the authority to activate the University Emergency Operations Plan. Furthermore, the Chief of Police, as Incident Commander, has the authority to make institutional decisions, without consent of Policy Group, when an immediate threat to the safety and welfare of the University community is imminent.

2. Operations Group

The role of the Operations Group is to be a tactical decision-making body for incident operations. The Operations Group meets monthly as the Horizon Scanning Group and is charged with monitoring, anticipating and prioritizing issues that may affect campus in the coming weeks/months. With

the support of the President this team is convened by the Division of Student Life, General Counsel, and the Office of Communications and Marketing.

The Operations Group is then convened on an as needed basis, as the Incident Response Team, at the request of the President, Executive Vice President, the Associate Vice President of Safety and Emergency Management or, in situations where the threat is imminent, the Chief of Police.

The Operations Group, when convened, will gather virtually, in the Emergency Operations Center, located within Room 130 at the General Services Building, or at the alternate EOC in the UDPD Conference Room, Room 230 (Under construction), at 413 Academy Street.

The priorities of the Operations Group are to:

- Apply delegated authority to save lives, prevent expansion of the incident and protect property and the environment.
- Determine the scope and impact of the incident.
- Prioritize emergency actions.
- Deploy and coordinate resources and equipment.
- Communicate critical information and instructions.
- Monitor and reevaluate conditions.
- Make recommendations to the Policy Group on University actions and status.
- Coordinate with local, county and state government and other external agencies.

The Operations Group is comprised of senior representatives from:

- University Police, Associate Vice President and Chief of Police.
- Athletics, Director of Intercollegiate Athletics and Recreational Services.
- Grounds Services, Assistant Director of Grounds Services.
- Custodial and University Services, Director of Custodial Services.
- Facilities, Associate Vice President of Facilities Operations.
- Office of Communications and Marketing, Assistant Vice President of Strategic Issues Management.
- Safety and Emergency Management.
- Division of Student Life, Associate Vice President and Dean of Students.
- Office of Institutional Equity, Vice President of Institutional Equity and Chief Diversity Officer.
- Government and Community Relations, Director of Government Relations.

Other agencies/departments that may be added for subject matter expertise:

- Student Health Services.
- UCOMM (911 Dispatcher).
- Risk Management.
- Residence Life.
- Information Technology.
- Procurement Services.
- Administrative Services.
- Delaware Geological Survey.
- Department of Geography and Spatial Sciences/State Climatologist.
- Others as necessitated by the scope of the incident.

Monitoring and Detection

The University 911 Center (known as "UComm") serves as the University's continuously operating warning point for receiving reports of emergencies, monitoring hazards, and disseminating timely information. The functions provided by the 911 Center include:

- Receiving emergency and non-emergency calls from the University community.
- Monitoring campus alarm systems for detection of fire, security breaches or other abnormal conditions.
- Communicating with university, local and state public safety agencies.
- Monitoring regional and state radio and advanced communication systems.
- Monitoring National Weather Service all hazards warning messages; and
- Making notifications, as appropriate, to university officials and outside agencies.

Emergency Operations Center

The EOC is the centralized location of emergency response and recovery support operations during incidents. While tactical on-scene operations are conducted from the Incident Command Post, the EOC is where overall strategic decisions, equipment prioritization, and requests for outside resources occur.

If the situation warrants, the Associate Vice President of Safety and Emergency Management or their designee, or the Chief of Police may authorize the activation or deactivation of the University's Emergency Operations Center (EOC)[2]. The Operations Group, when convened, will gather in the EOC, located within Room 130 at the General Services Building or at the alternate EOC in the UDPD Conference Room, Room 137, at 413 Academy Street.

The EOC will utilize the Incident Command System (ICS) as its organizational methodology. According to the principles of ICS, staffing of the EOC can be scalable, depending on the need and level of the incident, and staffing needs will be determined by the Chief of Police or the Associate Vice President of Safety and Emergency Management.

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[2] If an EOC location is needed off main campus or virtually this decision will be made by, the Associate Vice President of Emergency Management & Environmental Health and Safety, or his or her designee, or the Chief of Police.

Within this structure, the EOC is organized into five general sections to manage operations. These include:

- **Administration:** Under the guidance of the President, this section has overall responsibility for the management and direction of all EOC activities including development, implementation, and review of strategic decisions. Management directly coordinates with the Policy Group and ensures its strategic direction is implemented in EOC operations. This section is typically staffed by the Executive Vice President and Chief Operating Officer, the Associate Vice President of Safety and Emergency Management, and/or the Chief of Police.

- **Operations:** This section represents on-scene emergency responders and provides coordination between the EOC and field operations, including the ICP. This section is staffed on an as needed basis, but typically would include representatives from the Incident Response Team.

- **Planning and Intelligence:** This section is responsible for receiving, evaluating, and analyzing all disaster information and providing updated status reports to EOC management and field operations. The planning and intelligence section is also responsible for damage assessment and developing specialized technical assessments of events. This section is typically led by the Associate Director of Emergency Management.

- **Logistics:** Logistics is responsible for procuring supplies, personnel, and material support necessary to conduct emergency responses (e.g., personnel call-out, equipment acquisition, lodging, transportation, food, etc.). The responsibilities of this section vary from incident to incident and may be staffed on an ad-hoc basis.

- **Finance and Administration Section:** The section handles cost accountability, purchase authorizations, documentation, and risk assessment. This section is typically staffed by the University's Budget Office.

The makeup of the EOC Team may depend on the specific incident and. In some cases, the EOC Team will be pre-identified, while in other cases, potential EOC Team members will be requested to serve in the EOC.

Levels of Emergency

Emergency incidents are classified according to their severity and potential impact, sothat the response is commensurate with the actual conditions. Incidents may occur with little or no notice. Other incidents, i.e., COVID-19, may involve more detailed advance planning.

Crisis Phase and the *Seven Critical Tasks* (Faggiano, McNall and Gillespie 2012).

For an unplanned incident/crisis, there is often a chaotic scene with little to no information about the true nature of what is happening. For these incidents, the goal offirst responders is to save lives that are in immediate jeopardy, and then to gain control of the incident, preventing further expansion.

First responders will begin to execute the *Seven Critical Tasks*:

1. Assume command and designate a radio channel for incident communications.

2. Identify the "hot zone."
3. Establish the inner perimeter.
4. Establish the outer perimeter.
5. Establish a command post location.
6. Establish a staging area.
7. Request additional resources as needed.

This Plan utilizes three threat severity levels to scale the University response depending upon the scope and severity of the situation. Characteristics of each level are discussed below. Examples are also provided; however, they are not a complete listing of possible situations that may occur.

A. Level I – Minor, Localized Incident

A Level I incident is a minor, localized incident that occurs in a building or specific area of University property, or affects a small portion of the University community and can be quickly resolved with existing University resources. A Level One incident has little or no impact on University operations except in the affected area.

Normally a Level I incident would not require activation of the Emergency Operations Plan, Emergency Operations Center or Critical Incident Management Team. The impacted area should coordinate a response directly with the appropriate emergency responders, both on and off campus, such as University Police, Facilities, Environmental Health and Safety, or the Aetna Hose, Hook and Ladder Fire Company. In some cases, it may be appropriate to utilize public information systems to provide information to the University community. In such instances, the Vice President for Communications and Marketing, or designee, shall be asked to function as the Public Information Officer (PIO) and coordinate dissemination of information about the incident through the various emergency notification systems on campus, including UD Alert.

Examples of Level I incidents (not a comprehensive list): A local power outage; a plumbing failure in a building; a severe storm watch issued by the National Weather Service.

B. Level II – Escalating Emergency

A Level II incident is a major emergency that disrupts sizeable portions of University property and/or affects a substantial subset of the University community. Level II incidents may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions and/or life safety.

The President, or his designee, receives information from operational departments, determines activation of the Emergency Operations Plan (EOP) and convenes the Critical Incident Management Team (CIMT) to evaluate the scope of the incident, coordinate essential services, and provide emergency information. Other senior managers may be alerted, as appropriate.

Examples of Level II incidents (not a comprehensive list): Building fire or other hazards causing major structural damage; severe flooding; major chemical spill; extensive utility outage; or an external emergency that may impact University personnel or operations.

C. Level III – Widespread Disaster

A Level III incident is a disaster/emergency affecting the entire campus. Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions. In the event of a Level III incident, the City, County or State EOP, in addition to the University EOP, may be activated and all involved University personnel shall assume their designated responsibilities. A State of Emergency may be declared by local elected officials and/or the Governor. Federal resources may be needed.

Examples of Level III incidents (not a comprehensive list): Hurricane or tornado with major damage to University, City and County infrastructure; terrorist incident that threatens an extensive area of the region; widespread chemical or biological agent contamination; release of nuclear material from Salem/Hope Creek Nuclear Generating Station.

IMPORTANT INFORMATION ABOUT LEVELS OF EMERGENCIES

- The CIMT may convene for Level II or Level III incidents.
- The Chief of Police, in consultation with on-scene responders, shall designate a critical incident's emergency level.
- The designated level for an incident may change as emergency conditions intensify or lessen.
- If time permits, evacuations of University facilities will be authorized by the President, Executive Vice President or Associate Vice President of Safety and Emergency Management. However, the Chief of Police has the authority to make institutional decisions without consent of the President, Executive Vice President, or other members of the CIMT when a threat to the safety and welfare of the University Community is imminent. Individual schools and departments are not authorized to close or cancel classes without the prior approval of the Provost in consultation with the President.

Emergency Notification

The emergency notification system established by the University administration is a multi-faceted, redundant communications system designed to notify the University campus and interested community parties of an emergency in a short period.

The primary method of emergency communication is UD Alert, a vendor-maintained notification system which sends emergency messages to students, faculty and staff via voice

message, e-mail and text/SMS messages. Secondary methods used by the University administration to notify the community are:

- Message(s) posted to the University home page.
- University-wide messaging (E-mail and UDaily).
- Media releases to local media partners.
- Use of University social media tools.
- Broadcast messages posted to the LiveSafe app.
- Police public address and door to door messaging.

A. Authorization and Activation of UD Alert:

The President will authorize the use of UD Alert to transmit brief, urgent messages to large segments or all the University community. In the absence of the President, the Executive Vice President, the Provost, the Associate Vice President of Safety and Emergency Management, and the Chief of Police have the authority to approve the activation of a UD Alert. If all these individuals are unavailable, any remaining member of the CIMT Policy Group can authorize the activation of UD Alert. Personnel from the Office of Safety and Emergency Management and the Office of Communications and Marketing are authorized to compose and send messages via UD Alert. In addition to the above approval process, UDPD may utilize UD Alert to transmit timely warnings as required by the Cleary Act

Pre-scripted messages have been developed for anticipated events such as police action, fire, inclement weather, partial or full campus evacuation, health emergencies, hazardous materials release, or train derailment.

Data is collected to populate UD Alert from two sources: the Human Resources database for faculty and staff and the Registrar's database for students. Information Technology shall have the responsibility to send timely updates of data to the vendor at regular intervals.

In the event of a widespread power outage on campus, UD Alert could still be activated using mobile devices (smartphones or tablets), laptop computers, the mobile data terminals within the University Police Mobile Command Unit or any of the University Police vehicles. If all these options fail, UDPD, in coordination with Residence Life, would institute a door-to- door warning. Additionally, the other means of communicating emergency messages would be utilized i.e., University home page, Live Safe App, local media outlets, etc.

B. Public Information:

The Vice President for Communications and Marketing (OCM) serves as the authorized Public Information Officer (PIO) for the University. All public information must be coordinated and disseminated by OCM staff with assistance from other University departments and/or personnel. The PIO functions will occur within the Emergency Operations Center, if it is activated. If it is decided

that a separate and off-site Joint Information Center (JIC) is needed to be activated, this will be coordinated by the PIO.

In an emergency, only certain administrators may speak on behalf of the University. These spokespersons are the President, the Executive Vice President, the Vice President for Communications and Marketing, and the Associate Vice President of Safety and Emergency Management. Under certain circumstances, the previously named administrators may designate others as spokespersons and this will be coordinated by the PIO.

During critical incidents, the Office of Communications and Marketing will work with each organizational unit to gather accurate and timely information regarding the situation and details of the University response. The University PIO, working with other CIMT members and City and County PIOs, as appropriate, will provide situation updates as necessary to faculty, staff and students and the general public utilizing one or several of the following methods:

- UD Alert
- LiveSafe notification
- Mass e-mail message to the University community, or to specific groups, as appropriate
- University Home Page and UDaily web sites.
- University social media outlets (Facebook, Instagram and X, the social media platform formerly known as Twitter)
- Radio, television and newspapers

If regular telecommunications at the University are not available, the Office of Communications and Marketing will designate a location where media can gather as part of a Joint Information Center (JIC). Information will be available at this JIC for the news media. Areas for students, faculty and staff will also be designated where pertinent information will be disseminated.

Evacuation and Relocation

A. Environmental Health and Safety recommends the complete evacuation of a building in an alarm situation. If an alarm is activated in a University building, the building Fire Monitor and/or Assistant Fire Monitor should be contacted to help with the safe and orderly evacuation of persons. Departmental evacuation plans should provide more detailed information about the evacuation procedures for individual buildings.

B. If necessary, transportation of persons shall be coordinated with appropriate department personnel for the purpose of evacuation and relocation of persons threatened by or displaced by the incident. A temporary shelter or facility, such as the Bob Carpenter Center, will be selected as needed. Coordination for assistance, equipment, and supplies will be determined at the relocation site as needed. University Police and first responders will provide direction and assistance in the event of a mass evacuation.

C. The primary responsibility for the protection of property, assessment of damage, and restoration of normal operations shall be given to the appropriate University service unit. These University service units will include:

1. Facilities, Real Estate & Auxiliary Services: Coordinates all services for the restoration of electrical, plumbing, heating, and other support systems as well as structural integrity. In coordination with Environmental Health and Safety, assesses damage and makes a prognosis for occupancy of the structure affected by the disaster. Works with the University Police, Aetna Hose, Hook and Ladder Fire Company and other external response agencies as appropriate.

2. Information Technology: Coordinates support for data processing resources at the main data center and the designated recovery sites. Provides alternate voice and data communications capability in the event normal telecommunication lines and equipment are disrupted by the disaster. Evaluates the requirements and selects appropriate means of backing up the IT telecommunications network.

Recovery

The Office of Safety and Emergency Management coordinates short- and long-term recovery operations on campus and is responsible for liaising with local, State, and federal counterparts when it comes to coordinating external resources following a disaster.

A. University Damage Assessment Team

In the event of a catastrophic incident with significant and widespread damage to University property, the University Damage Assessment Team will be activated to review and document the damage. The University Damage Assessment Team consists of the following:

o University Police representative
o University Fire Protection Engineer
o University Risk Management Office representative
o University Facilities, Real Estate & Auxiliary Services representative
o University Associate Director of Emergency Management
o Any external agencies such as City of Newark and Aetna Hose, Hook and Ladder Fire Company, City of Newark, American Red Cross, New Castle County Office of Emergency Management or the Delaware Emergency Management Agency as appropriate.

Once data are collected, including pictures of the damage, the University would work with the respective county emergency management agency (New Castle, Kent, and Sussex) to send a request to the Delaware Emergency Management Agency asking for assistance in obtaining a disaster declaration. The county emergency management and the State of Delaware would assist with assessments and verify the University's report. Once verification is complete, the State of Delaware would include the University's data in a county-wide request for a disaster declaration which is sent to the Governor.

In the event of isolated damage to a facility, the University of Delaware Police shall be responsible for notifying Facilities and, specifically, the Fire Protection Engineer within Environmental Health and Safety, as required, securing the incident site, and notifying the designated representative of the affected department(s).

Individuals so notified shall immediately respond, meeting as appropriate for the purpose of determining the extent of damage, recovery activities, relocation needs, and public information needs that are immediately required.

To the extent that hazardous materials or chemicals are involved, the University of Delaware Police shall notify Environmental Health and Safety. All emergency clean-up and recovery activities will be subject to the instructions of Environmental Health and Safety in accordance with the requirements of public authorities.

To the extent that damage is minimal, and relocation of activities is not required, Facilities shall be responsible for the coordination of all clean-ups, debris removal, and minor or emergency repairs. If major remodeling or rebuilding is necessary, Facilities shall be responsible for preparation of plans, specifications or cost estimates for building remodeling and equipment repair/replacement.

B. Property Loss Reporting Requirements

Preliminary reports regarding the cause of the loss, the extent of damage, and the plans for recovery and relocation shall be provided to the University Director of Risk Management within 24 hours.

C. Disrupted Work Environment

The University seeks to provide a safe and healthy work environment that supports its employees and the business of the University.

- In those situations where, due to equipment malfunction, weather, or other crisis situations, the workspace is uninhabitable because of heat, cold, water, smoke, or other conditions that make the work site unsafe or uninhabitable, Facilities, Environmental Health and Safety and Aetna Hose, Hook and Ladder Fire Company, if necessary, will make a decision relative to continued occupation of that site. If time permits, the President and/or Executive Vice President shall be contacted and shall make the decision whether to evacuate a building. If the threat is imminent, the Chief of Police, or their designee, shall make the determination to evacuate. If the decision is made that the work site should be vacated, the following guidelines should be followed:

  o If possible, services to students, faculty, staff and the public should be continued at an alternate work location within the University. Deans and department heads, working with the vice presidents, should identify alternate work locations in advance of a crisis and advise faculty and staff of the locations and the situations that would require relocation to alternate work sites

(i.e., lack of heat, fumes, threats to safety/security).

- o To the extent possible, normal workflow should be maintained in the alternate location. If computers, phones, and other necessary equipment are not available, staff should engage in planning, evaluation, or training activities, which require staff presence but not operational equipment. They also may be assigned other temporary duties to aid in the recovery, as appropriate.
- o If none of the above options are feasible, the University may give temporary leave to the affected employees until a suitable alternative is identified.

It is the President's responsibility, or his or her designee, to determine the need to cancel classes based on notification of an emergent situation. Severe weather, a biological outbreak, a chemical accident, and criminal activity are examples of situations that may occasion such a decision.

Public Education and Training

The Office Emergency Management, UDPD, and the Critical Incident Management Team will embark on an on-going educational campaign on- and off-campus to update students, faculty and staff of the progress and changes made to the University of Delaware Emergency Operations Plan, as well as the usage of UD Alert and other communications tools.

Review of the Emergency Operations Plan

There will be an ad hoc committee consisting of the Chief of Police, a representative from Facilities, Environmental Health and Safety, the Associate Director of Emergency Management, and the Office of Communications and Marketing who will review the Emergency Operations Plan on an annual basis and revise as needed. The Critical Incident Management Team will be updated on the progress of any Plan changes and/or updates.

Additionally, the Plan will be reviewed as appropriate following an event that requires the activation of the Critical Incident Management Team.

Critical Incident Planning at the Department/Unit Level

A. Primary Functions

Each unit should identify its primary functions that would need to be continued should a critical incident disrupt the unit's operations. Each unit will also determine who the key personnel will be for the unit in coordinating the continuation of operations and maintain an up-to-date phone list off-site as a means for contacting people in your unit, and a means of communicating if the phones are out of order.

It is important to prepare an inventory of your unit's contents and identify vital records before an event occurs that could totally damage your unit, such as a fire.

Taking such action before a critical incident occurs will speed up coordination efforts with the Risk Management Office to recover these items.

Remember to keep a record of your contents and a periodic backup for your computer records off site, so that you can access this information if your unit suffers a major loss. For those paper records that are vital and for which duplication off site is not practical, consider having them stored in fire resistant cabinets.

Whenever people are required to evacuate, it is important to make sure everyone is accounted for after exiting the building. It is vital that two people (one designee and one alternate) be designated to handle that responsibility and report to authorities anyone who may be missing, and where that person may be in the building. It is vital that each unit instruct its people, before an event occurs, where to gather at a specific location outside the building if an evacuation becomes necessary.

Every student and employee should quickly become familiar with their work area, residence hall, or classroom by locating exits, stairwells, elevators, fire alarms, fire extinguishers and established areas of refuge. Furthermore, students and staff are encouraged to familiarize themselves with the University's overall Evacuation Annex (Annex D) that may be implemented in the event of a Level II or Level III incident.

B. Short Term Recovery

In the event of a short-term disruption (one week or less), each unit should identify the resources that would be required to continue the primary functions identified above, assign responsibilities to staff and discuss each person's role.

C. Long Term Recovery

In the event of a long-term disruption (more than one week), identify the resources that would be required to continue the primary functions identified above, assign responsibilities to staff and discuss each person's role.

D. Access and Functional Needs

Emergency response options and messages must consider the needs of people with disabilities, limited English proficiency, or functional limitations such as lack of transportation, including:

- Access or mobility limitations due to a physical disability or activity limitations.
- Reliance on a caregiver, or responsibility to dependents, e.g. childcare or patient care
- Difficulty understanding verbal or written English communication due to partial or full hearing or vision loss, limited English proficiency, or a cognitive disability.

- Medical, mental health or dietary special needs in disasters such as access to medications, modified shelter setting or avoidance of severe food allergens.

It is recommended that each department utilize the best practices and resources presented by the Center for Disabilities Studies, All Ready Delaware program and reference the University's Access and Functional Needs Emergency Guide for more information.