



Crisis Management Guide



Office of Campus and Public Safety and The Critical Incident Management Team

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Crisis Management at the University of Delaware

This Crisis Management Guide is available on our Web site and has been developed in cooperation with City of Newark Emergency Preparedness personnel. In this Guide, you will find quick reference information and the response protocols of the University. Please keep this guide handy and familiarize yourself with the outlined procedures. While it is impossible to anticipate every kind of disaster event, this guide outlines University actions to be taken and safety protocols to be implemented in the unfortunate event of a disaster. Thank you for your interest in the safety and security of the students, faculty and staff who call the University of Delaware home. If you have any questions, please contact our Emergency Preparedness Coordinator at 302-831-0383 or via email at mnickle@udel.edu

Sincerely,

Albert "Skip" Homiak
Executive Director of Campus and Public Safety

UD Alert

Keep your contact information up to date in UDSIS! For details, students should visit www.udel.edu/udalertstudent, and faculty and staff members should visit www.udel.edu/udalertstaff.

In the wake of escalating violence on college campuses across the nation, the University of Delaware partnered with a company called SWN Communications, Inc. to provide emergency messaging capabilities to the University community. Called UD Alert, this communications system allows the University administration to send emergency notices to students, faculty and staff via the following methods:

- **Voice Messages**
- **E-mail Messages**
- **Text/SMS Messages**

Visit www.udel.edu/udalertstudent or www.udel.edu/udalert/staff for more information.

Other modes for communicating with students,

parents, faculty and staff during an emergency are:

Outdoor emergency announcements via the Carillon system. Installed at six locations across the main Newark campus, this system allows the University to project a voice message outdoors to communicate with students, faculty and staff who are outside.

Cable TV override: The University can override the campus cable TV system and display an emergency message on every TV channel on the system.

Classroom Projection Override: The University can remotely take control of more than 200 classroom projectors, turn them on and display an emergency message on the projection screen. The emergency message will override anything currently being displayed on the screen.

Police Door-to-Door: If technology is unavailable, University police, along with the City of Newark and other police agencies, will go building to building to alert the University community of the emergency.

Security Levels

Emergency incidents are classified according to their severity and potential impact; the response is therefore commensurate with actual conditions. There are three levels of incidents:

A. Level I—Minor, Localized Incident Involving University Responders Only

A Level I incident 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.

Level I incidents would include small, contained chemical spill or plumbing failure in a building. (This is not a comprehensive list.)

B. Level II—Escalating Emergency Requiring External Resources

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.

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

C. Level III—Widespread Disaster Event Affecting Surrounding Communities

A Level III incident is a disaster 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 Emergency Operations Plan (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 will probably be needed.

Examples of Level III incidents would include a 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. (This is not a comprehensive list.)

Campus Emergency Response Leadership

A Critical Incident Management Team, drawn from the University's senior administrative and academic leadership, coordinates the campus response to major incidents. The President (or designee) provides executive leadership for the entire emergency response process. The President has appointed the Executive Director of Campus and Public Safety as the "Incident Commander," who coordinates and directs the University's response. The University Chief of Police is the on-scene response operations manager and directs the police department's response to the emergency.

The Incident Commander determines whether to activate the campus Emergency Operations Center, a central location where high level decision-making occurs. The Emergency Operations Center provides equipment to the on-scene responders, plans for long-term response operations and provides the public with critical information on the event. This occurs after emergency conditions have been assessed by Public Safety or another responding agency such as the local volunteer fire company.

When emergency conditions abate, the Incident Commander, under appropriate consultation with senior University administrators, will determine the appropriate time to de-activate the Emergency Operations Center and terminate the emergency response.

General Campus Safety and Security Measures

1. Always be aware of your surroundings and use good judgment. Show a confident attitude and be alert. Follow common-sense precautions at all times.
2. Remember that University Police, assisted by Student Aides, regularly patrol the campus in vehicles, on bicycles and on foot during late-night hours. They are available for assistance when needed.
3. Avoid walking alone at night. Walk with a group, ride a University shuttle bus or request Public Safety's escort program—available during hours of darkness to students, faculty and staff—when you need to walk alone after dark. This program has been expanded beyond the campus to include selected off-campus locations. Take note of the locations of the more than 200 blue light phones around the campus that connect you directly to Public Safety.
4. Keep doors locked (in rooms and vehicles). Do not prop open residence hall doors. This is an invitation for trespassers.
5. Do not lend keys, ID or building access cards to anyone—even friends. Lending an access card is a violation of residence hall regulations and could result in eviction from the residence halls.
6. Immediately report all maintenance problems, such as broken locks and windows.
7. Attend security awareness programs held on campus to gain valuable information.
8. Use crosswalks and pedestrian crossing signals to cross streets.
9. Especially for women, Public Safety offers the RAD (Rape Aggression Defense) program, a 15-hour course taught by trained members of the Department of Public Safety.
10. Railroad Safety: CAUTION—Tracks are for trains.
 - a. Railroad tracks run around and through the University of Delaware's main campus. University officials have a word of advice for students, faculty and staff walking on or next

to the railroad tracks: "Don't!" Members of the University community are reminded to cross the tracks at designated crossing sites and to observe the signal warnings at these crossings. Walking on the railroad tracks is not only unsafe, it's also illegal. According to the City of Newark ordinances, individuals who go on the railroad tracks—other than at marked and identified public crossings—are guilty of trespassing. Fines for first-time violations can range from \$100 to \$500.

11. Crime Prevention

- a. Be aware of campus and local crime trends. News of incidents in the areas around the University is reported on UDaily (www.udel.edu/udaily), and statistics are available at Public Safety's Web site (www.udel.edu/PublicSafety).
- b. Report all suspicious activity by calling 911 from on or off campus. Timely reports of information make it easier for police to gather critical evidence and also increase the odds of recovering stolen property and successfully prosecuting a criminal.
- c. Identify all valuables. Register computers, bicycles and stereos with Public Safety.
- d. Keep informed. The University's philosophy is to fully publicize campus-related crime to ensure that the University community is made aware of public health and safety issues. This will allow the surrounding community to make decisions about their own safety and take necessary precautions. For up-to-date reports, visit UDaily at [www.udel.edu/udaily]. A special service sends an e-mail whenever news about crime is posted on UDaily. To subscribe, go to [www.udel.edu/udaily/subscribe.html].
- e. In keeping with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act, information about campus security programs, recommended personal safety practices, the authority of the University Police, campus disciplinary procedures and campus crime statistics for the most recent three-year period are available online at [<http://www.udel.edu/PublicSafety/index.html>] or may be requested from the University of Delaware

Department of Public Safety, Crime Prevention Unit, Newark, DE 19716-4210.

- f. The University of Delaware received the Jeanne Clery Campus Safety Award, a national award that honors schools and individuals that have done extraordinary things to make students safe. Established in memory of a Lehigh University freshman who was murdered in her dormitory in 1986, the award is given by Security on Campus Inc., which was organized by Howard and Connie Clery, Jeanne's parents, to further the cause of campus safety.
- g. If you are a crime victim, report the crime to the police as soon as possible. Detailed descriptions of the suspects are invaluable to the investigators, as are details such as license plate numbers or types of vehicles.

What to Do in an Emergency

1. Remain calm, use common sense and provide aid. Take time to think before acting.
2. Always evacuate the building immediately when you hear an audible alarm, see a visible alarm, when directed by authorities or when the atmosphere in the building becomes life-threatening (e.g., smelling natural gas). Proceed to the predesignated assembly area for further instructions.
3. Do not use the telephone for reasons other than emergency purposes.
4. Do not enter elevators during an emergency. If stuck in an elevator, do not attempt to force open stalled elevator doors. Use the emergency phone to contact Public Safety.
5. Keep a flashlight handy if you are in an area that does not have emergency lighting or natural lighting.
6. Know the location of all marked exits from your work/living area.

REPORTING AN EMERGENCY

1. Dial 911 to reach an emergency dispatcher who can summon medical, fire or police response.

These individuals can also contact emergency personnel who are not "first responders" but will oftentimes be needed to assist the first responders with incident resolution.

2. You can also reach the emergency dispatcher by picking up one of the blue light emergency phones found along campus, in parking garages and in the stairwells of some residence halls.
3. If you are in a hazardous situation, don't endanger yourself further. Avoid unstable structures, smoke, electrical hazards, fire, radiation, chemical or biological exposure, etc. Do not risk your well-being to save personal or University property.
4. When you call 911, give your name, telephone number and location, and the nature and location of the emergency.
5. Don't hang up until the dispatcher ends the conversation.
6. If phone lines are dead, take the message to 413 Academy Street in person or use a cell phone, if available, and dial 831-2222.

MEDICAL EMERGENCIES

1. Summon help by dialing 911 to report the illness or injury.
2. Provide the level of first aid for which you are trained and equipped.
3. Whenever possible, have someone meet the ambulance or Public Safety officer at a clearly visible location to quickly direct them to the injured person.
4. Never put yourself at risk to help the injured or ill person.
5. Whenever possible, have someone accompany the injured or ill person to the emergency care facility.
6. Inform department personnel about the incident to assure proper documentation and investigation of the incident are performed.

FIRE

1. Participate in the fire drills held in the academic buildings and dormitories.
2. Know where the fire alarm pull stations are and how to activate them.

3. Know your evacuation routes and keep them clear at all times.
4. Know where your emergency telephones are to contact Public Safety.
5. Know where the closest fire extinguishers are and how to use them.
6. Never use the elevator to evacuate.
7. If fire or smoke is detected:
 - a. Activate the building alarm system.
 - b. Evacuate the building, moving all personnel at least 200 feet from the building. Check your building evacuation plan to determine your assembly area. When outside, notify Public Safety by using a blue light phone or cell phone giving as much information as possible. Persons knowing the reason for the fire should go to the command post established by Public Safety to provide this information.
 - c. If there is no alarm system, notify others as you leave the building by shouting "fire" and knocking on doors.
 - d. If possible, close doors and windows as you leave to prevent the fire from spreading.
 - e. If there is smoke in the area, get down on the floor and crawl out of the building.
 - f. Feel all doors before opening them. If a door is hot, don't open it. Move to a second exit or, if one is not available, stay there and try to open a window for fresh air.
 - g. Open doors slowly. If you encounter smoke, close the door quickly and stay in the room. Call 911 and give your location. Try to do something to help identify your location from the outside of the building.
 - h. Never try to fight a fire alone unless it is required to exit the building.

SHOOTER ON CAMPUS

Please note that such incidents are highly unpredictable and your response will depend on the exact circumstances. **If you can do so safely, leave the building or area immediately.** Move away from the immediate path of danger, and take the following steps:

1. Notify anyone you may encounter that they should leave the building or area immediately.
2. Get to a safe area away from the danger, and take protective cover. Stay there until assistance arrives.
3. Call 911, providing dispatchers your name, the location of the incident (be as specific as possible), the number of shooters (if known), identification or description of the shooter or shooters, the number of persons who may be involved, your exact location, and information about wounds and injuries to anyone, if known.
4. If you are not immediately affected by the situation, take protective cover, staying away from windows and doors until notified otherwise.

REPORTING UNSAFE CONDITIONS

The University is committed to maintaining a safe campus environment. With this in mind, everyone in the campus community is urged to help by reporting conditions that may pose a serious risk of injury or property damage. Do not assume that someone else will report observed concerns. Report them to one of the following departments:

- Facilities Management831-1141
- Public Safety831-2222
- Environmental Health and Safety831-8475

UTILITY FAILURE

When a building loses power, it is no longer considered a controlled environment. Normally emergency power is supplied to buildings to provide for safe evacuation and not for continued occupancy. Except in situations where leaving the building would be more hazardous, take the following steps:

1. Evacuate laboratory buildings immediately since most fume hoods will not operate when building power ceases.
2. Persons in non-laboratory buildings may continue to occupy the structure for periods of up to one hour provided they have a sustainable source of emergency lighting or natural lighting to allow for continued occupancy and safe evacuation. Battery powered emergency lighting generally lasts only 90 minutes.
3. Report the outage to Facilities by calling 831-1141.

FUMES/VAPORS/GAS LEAKS

1. If an odor of gas, toxic or noxious material is detected in your work area, leave the area immediately and call 911.
2. If the hazard is thought to place all occupants at risk (i.e. natural gas), pull the building fire alarm to evacuate the building.
3. Do not re-enter the building until it is determined safe by the emergency responders.

VEHICULAR ACCIDENTS

1. Report all accidents involving University vehicles immediately to Public Safety and to Transportation Services at 831-1187 regardless of the amount of damage.
2. Collisions that occur after hours are reported to Transportation Services on the next business day.
3. If you collide with a parked vehicle, stop immediately and attempt to locate the owner after notifying Public Safety while on campus. If the collision occurs on the street, notify the Newark Police Department at 366-7111.

CHEMICAL SECURITY AWARENESS IN LABORATORIES

1. Make an assessment of current security procedures within your lab.
2. Develop and implement lab security procedures for anyone working in your lab and ensure the procedures are followed.
3. Have an accurate chemical inventory within your lab.
4. Lock up all hazardous chemicals within your lab and have a sign-out procedure for use of them.
5. Do not receive or sign for any hazardous chemical delivery from an unknown vendor or person.
6. Report any suspicious activity to the University Police by dialing 911 or 831-2222.

BIOLOGICAL/CHEMICAL/RADIOACTIVE SPILLS

1. Report the spill or other incident involving these hazards to 911 immediately.

2. Leave the area after taking precautions to contain the spill without putting yourself at additional risk if possible and if you know how.
3. Secure the area to prevent others from entering. Remain in a safe area until emergency responders arrive and release you from the scene. Provide all information requested by emergency responders including Material Safety Data Sheets, if available.
4. If the hazard is thought to place all occupants at risk (i.e. spill occurs outside of the laboratory in a hallway), pull the building fire alarm to evacuate the building.

HAZARDOUS MATERIALS/CHEMICAL EXPOSURE

It is important to remain calm and respond appropriately if a hazardous material exposure occurs. The victim should alert others in the area to respond to help. The lab partner or responding personnel should help the victim as appropriate, but should take steps so they do not become contaminated. Environmental Health and Safety will assist in determining the most appropriate treatment facility and method of transportation.

Hazardous Materials Splashed Over a Large Area of the Body

1. The "buddy" or lab partner should assist the person to a safety shower and contact **911** immediately.
2. Remove potentially contaminated clothing, jewelry and other items while in the safety shower. Flush the affected area in the safety shower for at least **15 minutes** unless otherwise specified. Do not use neutralizing chemicals, unguents, creams, lotions or salves, unless indicated and approved by Environmental Health and Safety.
3. The "buddy" or lab partner should retrieve the MSDS or information on the agent/material and provide to EMS.
4. Localized exposures can be washed under a faucet with copious amounts of water for 15 minutes. Follow up with soap and water.
5. Inform department personnel about the incident to ensure proper documentation and investigation of the incident are performed.

Hazardous Materials Splash to the Eyes

1. The “buddy” or lab partner should assist the person to an eyewash station and contact **911** immediately.
2. Flush eyes with water for at least **15 minutes** using an eyewash station unless otherwise instructed. Hold your eyelids open when using the eyewash. Remove contact lenses if not already removed by the water.
3. The “buddy” or lab partner should retrieve the MSDS or information on the agent/material and provide to EMS.
4. Inform department personnel about the incident to ensure proper documentation and investigation of the incident are performed.

Inhalation of Vapors, Mists, Fumes or Smoke

1. In the event of an inhalation exposure, remove victim to fresh air only if it is safe to do so. Do not enter the area if a life threatening condition still exists:
 - a. Oxygen depletion
 - b. Explosive vapors
 - c. Cyanide gas, hydrogen sulfide, nitrogen oxides, carbon monoxide or other toxic gases, mists, vapors or fumes
2. The “buddy” or lab partner should contact **911** immediately.
3. Utilize the safety shower or eyewash and flush affected areas as need for 15 minutes if applicable.
4. If trained and necessary, provide Rescue Breathing or CPR.
5. The “buddy” or lab partner should retrieve the MSDS or information on the agent/material and provide to EMS.
6. Inform department personnel about the incident to ensure proper documentation and investigation of the incident are performed.

Burning Hazardous Materials on Clothing

1. Extinguish burning clothing by using the drop-and-roll technique, by dousing with cold water or using an emergency shower.

2. Remove contaminated clothing; however, avoid further damage to the burned area. Do not remove any clothing or material that is stuck to the victim.
3. The “buddy” or lab partner should contact **911** and assist as necessary and safe.
4. Cover injured person to prevent shock.
5. Inform department personnel about the incident to ensure proper documentation and investigation of the incident are performed.

Ingestion of Hazardous Materials

1. Rinse your mouth out with copious amounts of water, but do not ingest anything or induce vomiting.
2. Identify the hazardous material ingested and obtain the MSDS or information on the material/agent.
3. The “buddy” or lab partner should contact **911**.
4. Provide the ambulance crew and physician with the Material Safety Data Sheet, the material name and any other relevant information. If possible, send a picture of the container or the label with the victim.
5. Inform department personnel about the incident to ensure proper documentation and investigation of the incident are performed.

BOMB THREATS

1. Take all calls seriously and report them to 911 immediately.
2. Notify your supervisor or the person responsible for the building.
3. Try to obtain as much information from the caller as possible such as:
 - a. Location of the bomb
 - b. Detonation time
 - c. Reason for threat
 - d. Information about the caller (age, affiliation with any organization, etc.)
4. Do not try to locate the bomb and never touch suspicious objects.

5. Do not use portable radios in the facility where the bomb is located.

SEVERE WEATHER

1. In general, the University will remain open unless the conditions are very severe. However, students who believe they are placed in an unnecessary risk by coming to campus during severe weather are encouraged to use their own sound judgment.
2. Check the University's home page or listen to local radio stations for notifications regarding cancellation of campus activities. Another option is to 831-2000.

ROBBERY/ASSAULT

1. Cooperate, giving the person exactly what they are asking for, nothing more.
2. Try to notice distinguishing traits: clothing, race, height, weight, age, eye color, facial hair or other identifying features such as scars, moles, etc.
3. Pay attention to the type of weapon used if applicable.
4. Listen carefully to their voice for distinguishing characteristics.
5. Record what direction they go after the confrontation. If they use a vehicle, record the license plate number and make and model of the vehicle.
6. Call 911 immediately after the confrontation.

EVACUATION

When evacuating a classroom or residence hall:

1. Stay calm.
2. Do not rush or panic.
3. Safely stop what you are doing and move to the exits as quickly as possible.
4. Gather personal belongings if it is safe to do so. Reminder: take prescription medications, keys, purse, glasses, etc. if at all possible since it may be hours before students are allowed back in the residence hall.

5. If safe, close dormitory doors and windows.
6. Use the nearest safe stairs and proceed to the nearest exit.
7. Proceed to the designated assembly area for your dormitory.
8. Wait for instructions from emergency responders, Resident Assistants or Hall Directors.
9. Do not re-enter the classroom or residence hall until instructed to do so by the proper authorities.

SHELTER IN PLACE

During some emergency situations — such as armed intruder, chemical releases, radioactive material releases and some weather emergencies — you may be advised to “shelter in place” rather than evacuate a building:

1. Go inside or stay inside the building.
2. Do not use elevators.
3. Close and lock all windows and doors.
4. Turn off the heat, air conditioning or ventilation system, if you have local controls for these systems.
5. Quickly locate supplies you may need, e.g., food, water, radio, etc.
6. In the event of a chemical release, go to an above-ground level of the building, since some chemicals are heavier than air and may seep into basements even if the windows are closed.
7. If possible, monitor the main University Web page (www.udel.edu), radio or television for further information and instructions.
8. When an “all clear” is announced:
 - a. Open windows and doors.
 - b. Turn on heating, air conditioning or ventilation system.
 - c. Go outside and wait until the building has been vented.

Emergency Phone Numbers

911	Emergency Health or Safety (serious life-threatening or in-progress police or medical emergencies)
831-2226	Student Health Services (SHS)
831-8475	Environmental Health and Safety (chemical spills, lab issues)
831-1141	Facilities "Fix It" Reporting Service
577-2484	Crisis Intervention
762-6110	Domestic Violence
761-9100	Rape Crisis
831-2226	Sexual Offense Support Services (SOS)
577-2484 or 800-652-2929	Suicide Hotline

Victim Services Phone Numbers

831-2222	Public Safety Victim Services
831-2141	Center for Counseling/Student Development
831-2117	Office of Student Conduct
831-2414	Faculty and Staff Assistance Program
831-8063	Office of Equity and Inclusion
831-8703	Lesbian, Gay, Bisexual, Transgender (LGBT) Community Issues

Public Safety Phone Numbers

831-2222	Non-emergency police and general information
831-2222	Lost and Found
831-2224	Non-emergency medical transports
831-1184	Parking and Traffic
831-1204	Public Safety administration