



EMERGENCY OPERATIONS PLAN

Note: Plan edit in process as of December 2021



University of Delaware Emergency Operations Plan

INCLUDES:

CRITICAL INCIDENT MANAGEMENT PLAN
COMMUNICATIONS POLICY
PANDEMIC RESPONSE DECISION TREE
CRISIS MANAGEMENT GUIDE
ANNEXES
APPENDICES





CAMPUS &
PUBLIC SAFETY
Office of the Executive Director

University of Delaware
Newark, DE 19716-3210
(302) 831-7285

VERIFICATION OF RECEIPT FORM

Please complete and FAX to:
Office of Campus and Public Safety
302-831-7290

I, _____, verify that I have received copy # _____ of the
University of Delaware Emergency Operations Plan.

In the future, the contact for our agency should:

Remain the same

Change to:

Name: _____

Title: _____

Agency: _____

Address: _____

Phone: _____

Email: _____

Please remember to FAX to 302-831-7290. Thank you.

**University of Delaware
Critical Incident Management Plan
Record of Change**

Date of Change	Responsible Party	Changes Made	New Version Distributed?
01/14/2011	Marcia Nickle	New UD Seals Added Appendices Added Distribution List	Yes
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PROMULGATION STATEMENT

The University of Delaware recognizes that a critical element in our overall mission is proactive planning and preparedness for dealing with emergency situations. To meet this need, the University has developed this ***Emergency Operations Plan (EOP)*** to provide a basic procedural outline for emergency response at the University of Delaware. This is a high level summary of the operational procedures for University Departments. The ***Plan*** establishes the command structure of the University, the membership on the Critical Incident Management Team (CIMT), procedures for utilizing the UD Alert emergency notification tool and general responsibilities of the University during an emergency.

Our first priority in any emergency situation is the prevention of injury and attention to the personal needs of our faculty, staff, and students. To the greatest extent possible, damage to University property and the environment must be limited and a plan for prompt recovery implemented. Regardless of the nature of the emergency, it is imperative that University resources are directed as quickly and effectively as possible. This Plan is designed to take into consideration the complexity and diversity of the university's campuses located throughout the State of Delaware. Faculty, staff and students are encouraged to work with the Campus & Public Safety Department on refining their own specific emergency plans and procedures.

The Executive Director of Campus and Public Safety will be responsible for leading and coordinating this response effort as the University's "Emergency Manager."

Please ensure you are familiar with the basic guidelines of the plan. It is integral that each individual takes a proactive role in our plan. Your suggestions for future revisions, as well as any concerns that you may have about emergency preparedness and response practices at the University, may be directed to the Emergency Management Director within the Office of Campus and Public Safety.

President Dennis Assanis
University of Delaware

**University of Delaware
Emergency Operations Plan
Distribution List**

University of Delaware

Athletics and Recreation Services
Dean of the College of Agriculture and Natural Resources
Dean of the College of Arts and Sciences
Dean of the Lerner College of Business and Economics
Dean of the College of Engineering
Dean of the College of Health Sciences
Dean of the College of Education and Human Development
Dean of the College of Earth, Ocean and the Environment
Office of the Executive Vice President and Chief Operating Officer
Office of the President
Office of the Provost
Vice President for Student Life
Vice President and University Secretary
Vice President Finance and Deputy Treasurer
Vice President and General Counsel
Vice President for Communications and Public Affairs
Vice President for Development and Alumni Relations
Vice President for Facilities, Real Estate and Auxiliary Services
Vice President for Information Technologies
Vice President Planning and Strategic Analysis
Senior Vice Provost for Research
Executive Director of Campus and Public Safety
Chief of Police
Director of Environmental Health and Safety
Director of Emergency Management
Director of Residence Life
Chief Human Resources Officer

City of Newark

Mayor's Office
Police Department

County of New Castle

911 Center/Communications

Police Department

Emergency Medical Services

Office of Emergency Management

State of Delaware

Communications

Department of Transportation

Department of Education

Delaware Emergency Management Agency (DEMA)

Delaware Volunteer Organizations Active in Disaster (DEVOAD)

Division of Social Services

National Guard

Public Health Preparedness

State Police

Private/Non-Profit Organizations

American Red Cross

Salvation Army

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Introduction

The State of Delaware can be threatened by emergency and disaster situations both natural, such as flash floods, hurricanes, winter storms and fires, and man-made, such as hazardous materials accidents, nuclear releases, civil disorders and terrorist threats. The most recent version of the State of Delaware Emergency Operations Plan and the New Castle County Comprehensive Emergency Management Plan, provide strategic guidance and support to the emergency response community within their respective jurisdictions. Since the University of Delaware is a unique entity within the State and County jurisdiction, it is prudent that the University develop a comprehensive plan. 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.

Comprehensive Approach

The five mission areas of prevention, protection, mitigation, response and recovery, established in [Presidential Policy Directive/PPD-8](#), are acknowledged as the appropriate method of preparing for emergencies and disasters. A comprehensive approach can save lives and minimize damage related to the occurrence of an incident. This Plan primarily focuses upon the response mission area of a comprehensive approach.

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 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 Emergency Management Director at the University of Delaware Office of Campus and Public Safety, who shall submit changes to the Executive Director of Campus and Public Safety and the Executive Vice President for approval. The Emergency Management Director 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 on your workplace desktop PC. The Plan is updated frequently and is available online at <http://www1.udel.edu/safety/>
2. Understand the hazards in your workplace and understand your role in responding to emergencies.
3. Participate in training, evacuation drills, and other efforts to enhance your safety. Contact the Emergency Management Director if you are interested in specific training for your department.
4. The University also maintains a Hazard Mitigation Plan which identifies those hazards that are more likely to affect the university (hurricane, hazardous materials release, etc.). The Plan was updated in 2015 and 2016 and is available online at <http://www1.udel.edu/safety/>
5. Ensure that you are registered to receive the University “UD Alerts” which will alert you 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.

Definitions and Acronyms

A. Definitions

1. Concept of Operations

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

2. Critical Incidents

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. The following are examples of events that are designated as a critical incident, which may activate the University's emergency notification system and the Critical Incident Management Team (the Critical Incident Management Team is defined in the Command Section below). These are merely examples and do not constitute a comprehensive list of possible crisis events:

- a) Fire, explosion or bomb threat which may require closing the affected site temporarily or permanently
- b) Hazardous material spill or other damage to University property which may require closing the affected site temporarily or permanently.
- c) An incident resulting in, or with the potential for, fatality or major injuries.
- d) A major demonstration that disrupts the University's regular functions.
- e) Natural hazard events such as a hurricane or winter storm, which may require closing part or all of a University campus.

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.

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 Executive Director of Campus and Public Safety, as appointed by the Executive Vice President, will act as 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 Center and the Center will serve as an umbrella organization bringing together all of 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 located in the Public Safety Conference Room, Room 137, at 413 Academy Street. The alternate Emergency Operations Center is located in Room 130, General Services Building, 222 South Chapel Street.

6. Incident Commander (IC)

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 individuals may be designated as the Incident Commander depending on the type of crisis and level of severity. 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 principle guideline for emergency planning. This approach is recognized by the Federal government as a best practice. The phases are defined below:

- a) Mitigation: The practice of reducing the effects of disasters when they occur, or, where possible for some incidents, to prevent hazards from developing into disasters altogether. The mitigation phase differs from the other phases because it focuses on long-term measures 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.
- b) Preparedness: Any action that educates or prepares an individual, group, agency, business or organization to deal with the effects of a disaster. 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.
- c) Response: The response phase includes the mobilization of responders to the disaster-stricken area. This is likely to include a first wave of core emergency services, such as fire, law enforcement and emergency medical services personnel. They may be supported by a number of secondary emergency services, such as emergency management, specialized response teams (such as explosive ordnance disposal, EOD) or non-profit agencies such as the American Red Cross. Each agency involved in the response, both primarily and secondarily, has a function within the Incident Command System structure.
- d) Recovery: The act of restoring the disaster stricken area to its pre-disaster condition or as close to its pre-disaster condition as possible. This phase can last a few weeks to a few years, depending on the nature and scope of the incident.

9. State of Emergency

A state of emergency is a governmental declaration 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. A state governor, county executive or local elected official may declare a state of emergency within his or her jurisdiction. However, only a state governor, or designee, can request a disaster declaration from the President. At the Federal level, although the President has the authority to declare a state of emergency, the National Emergencies Act limits the President's ability to declare emergencies by requiring that they expire within two years unless specifically extended, and that the President specify in advance which legal provisions will be invoked. A federal emergency declaration allows the United States Federal Emergency Management Agency (FEMA) to exercise its power to deal with emergency situations. Federal assistance also becomes available to geographic areas that are declared to be in a state of emergency. For FEMA, emergency declarations are different from the more common disaster declarations done for hurricanes and floods. Typically, a state of emergency empowers the executive to name coordinating officials to deal with the emergency and to override normal administrative processes regarding the passage of administrative rules.

10. UD Alert

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

- a) Voice Messages
- b) E-mail Messages
- c) 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. EOD – Explosive Ordnance Disposal
4. EOP – Emergency Operations Plan
5. FEMA – Federal Emergency Management Agency
6. ICS – Incident Command System
7. MDT – Mobile Data Terminal
8. 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 Campus & Public Safety Department, under the Executive Director, 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 decision makers;
- A system for evaluating all critical incidents with the goal of providing improved plans to protect lives and property as well as reduce exposure to liability; and
- 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 Presidential Directive 5. The University also utilizes the [Incident Command System](#) (ICS) for all emergencies on campus.

In all emergency operations, the following overarching considerations will be prioritized:

1. Life, safety and health;
2. Property protection, including research materials and intellectual property;
3. Environmental protection; and
4. Restoration of essential functions, including necessary dependencies (e.g. utilities)

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 serves as the tactical Incident Commander for the University. 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 as Acting Chief of Police, if such designation is promulgated in writing prior to his or her absence.

In the event that 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. The Chief of Police must be involved in any decisions at the incident site that affect the University community.

B. Executive Director of Campus and Public Safety

The President of the University is the Chief Executive Officer in charge of overall policy and decision making and the Executive Vice President is in charge of 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 Executive Director of Campus and Public Safety, will act as the Emergency Manager for the University during a crisis situation. He will liaise with the Incident Commander, the EOC staff and others during the incident and 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 situation within the University or to support the on-scene operations. The only persons authorized to declare a local emergency are the City and County elected officials, however the University President may request the City or County to declare a local emergency. The only person authorized to declare a state of emergency is the Governor, however, the city and county elected officials may request the Governor to declare a state of emergency. Only the President of the United States may declare a National Emergency. State and federal declarations will allow for state and federal assistance as well as financial recovery of costs incurred from the emergency.

In the event the Executive Director of Campus and Public Safety is not able to assume command, the following persons shall succeed to the position of University Emergency Manager and head of the Critical Incident Management Team:

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

The University Emergency Manager 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 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 Public Affairs 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:
 - Provides overall decision-making for the University community
 - Authorizes the activation of the Emergency Operations Plan (EOP)
 - Makes final decision to cancel classes or close the University and

- the decisions to resume normal University operations
 - Liaise with the Board of Trustees
 - Acts as public representative to external agencies
 - Shall be provided regular and timely updates about the status of the situation
- Executive Vice President and Chief Operating Officer:
 - Assembles and directs the CIMT and its groups
 - Provides liaison with the Executive Director of Campus and Public Safety and the Chief of Police or other responders at the scene
 - Communicates with the President and other Vice Presidents to report the status of the crisis response and recovery operations
- University Provost:
 - Consults on academic and faculty matters
 - May make decision to cancel classes or close the University and the decisions to resume normal University operations.
- 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 for Communications and Public Affairs
 - Makes recommendations with regards to the internal and external release of information
- Vice President for Information Technologies
 - 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
- Executive Director for Campus and Public Safety:
 - Liaison between the University and on-scene responders
 - Reports response activity status from the EOC to Policy Group

Other individuals can 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 Executive Director of Campus and Public Safety 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 will be convened at the request of the President, Executive Vice President, the Executive Director of Campus and Public Safety or, in situations where the threat is imminent, the Chief of Police. The Operations Group, when convened, will gather in the Emergency Operations Center, located within the Campus & Public Safety Department, 413 Academy Street, or alternatively in Room 130 at the General Services Building located on South Chapel Street.

The priorities of the Operations Group are to:

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

The Operations Group is comprised of senior representatives from:

- University Police (Chief of Police/designee plus at least one other officer)
- UCOMM (911 Dispatcher)
- Facilities
- Office of Communications and Public Affairs
- Environmental Health and Safety
- Risk Management
- Residence Life
- Emergency Management Director

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

- Human Resources
- Student Health Services
- Information Technology
- Procurement Services
- Administrative Services
- Delaware Geologic Survey
- Department of Geography/State Climatologist
- Disaster Research Center
- 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.

D. Emergency Operations Center

The Emergency Operations Center (EOC) is a centralized location from which emergency operations can be directed and coordinated. The EOC is where overall scene management decisions, equipment prioritization and requests for outside resources occur. The Operations Group shall operate out of the EOC. The primary EOC is located in the Public Safety Conference Room, Room 137, at 413 Academy Street. The alternate Emergency Operations Center is located in Room 130, General Services Building, 222 South Chapel Street.

If an EOC location is needed off main campus, a site will be chosen depending on the type and scope of the event as well as the agencies responding.

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 of the incident; the EOC could be run out of the University Police Mobile Command Post, if necessary. Staffing needs will be determined by the Chief of Police immediately after the designation of an emergency level (see Levels of Emergency below).

Using information and data received from the incident site, the directors and staff at the EOC will make any determinations for additional resources, such as manpower and equipment. If the need arises, any operational assistance needed from neighboring jurisdictions will funnel through the EOC in consultation with the Chief of Police.

The EOC will remain activated until the Chief of Police, his designee or a member of the CIMT Policy Group no longer sees the need for its services. However, the EOC can remain activated through the response phase and into the longer recovery phase, if necessary.

Levels of Emergency

Emergency incidents are classified according to their severity and potential impact, so that the response is commensurate with the actual conditions. Incidents may occur with little or no notice. Other incidents, i.e. H1N1, 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 of first 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 Involving University Responders Only

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, Occupational 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 Public Affairs 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 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.

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 Event/Emergency Affecting Surrounding Communities

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 convenes 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 Executive Director of Campus and Public Safety. 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 time 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:

1. Message(s) posted to the University home page
2. University-wide email messaging
3. Media Releases to TV, Radio and news print organizations
4. Use of University social media tools (Facebook and Twitter)
5. Broadcast messages posted to the Live Safe App
6. Channel 48-1 – University Television Station (UDTV)
7. Carillon System
8. Digital Signs
9. Resident Assistants/Hall Directors - direct communications
10. Police public address and door to door messaging

A. Authorization and Activation of UD Alert:

The President will authorize the use of UD Alert in order to transmit brief, urgent messages to large segments or all of the University community. In the absence of the President, the Executive Vice President, the Provost, the Executive Director of Campus and Public Safety and the Police Chief have the authority to approve the activation of a UD Alert. If all of these individuals are unavailable, any remaining member of the CIMT Policy Group can authorize the activation of UD Alert. Personnel from the Office of Campus and Public Safety and the Office of Communications and Public Affairs are authorized to compose and send messages via UD Alert.

Pre-scripted messages have been developed for anticipated events such as police action, fire, inclement weather, partial or full campus evacuation, health

emergency, 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 (MDTs) within the University Police Mobile Command Unit or any of the University Police vehicles. Also, the Carillon system can be activated via a wireless connection on a University laptop. If all of these options fail, Public Safety, 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 Public Affairs (CPA) serves as the authorized Public Information Officer (PIO) for the University. All public information must be coordinated and disseminated by CPA 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 Public Affairs, and the Executive Director of Campus and Public Safety. 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 Public Affairs 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:

- Telephone Alert message on 831-2000 and UD1-HENS.
- UD Alert
- Mass e-mail message to the University community as a whole, or to specific groups, as appropriate
- University Home Page and UDaily web sites.
- University social media outlets (Facebook and Twitter)

- Radio, television and newspapers:
 - Radio: For a full list, see Inclement Weather Plan
 - Television: For a full list, see Inclement Weather Plan
 - Newspapers: The News Journal, The Community News, The Review, the Newark Post and others

The Office of Communications and Public Affairs, with technical assistance from Telephone Services, creates and updates messages on the 831-2000 and UD1-HENS lines. Messages transmitted using these systems will typically include information concerning emergency weather and other Critical Incidents as defined in this document affecting one or more campuses, or a large segment of the University community.

In the event that regular telecommunications at the University are not available, the Office of Communications and Public Affairs 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 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.
3. Office of Campus and Public Safety: Provides law enforcement, safety and security for people and facilities, coordinates with local, state and federal law enforcement agencies and is the activation point for the University's Emergency Operations Center.

Recovery

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:

- University Police representative
- University Fire Protection Engineer
- University Risk Management Office representative
- University Facilities, Real Estate & Auxiliary Services representative
- University Emergency Management Director
- 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 is collected, including pictures of the damage, the University would work with the respective county emergency management agency (New Castle, Ken 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-up, debris removal, and minor or emergency repairs. In the event that 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, work space 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 his 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:
 - 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 situation 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).

- 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.
- If none of the above options is feasible, the University may give temporary leave to the affected employees until a suitable alternative is identified.

The Provost, in consultation with the President, shall make decisions on alternative class schedules, including cancellations and delays.

Public Education and Training

The Office of Campus and Public Safety, the Office of Communications and Public Affairs and the Critical Incident Management Team will embark on an aggressive, 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 Critical Incident Management Plan

- A. There will be an ad hoc committee consisting of the Chief of Police, a representative from Facilities, Environmental Health and Safety, the Emergency Management Director and the Office of Communications and Public Affairs 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.
- B. 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.

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. Property Loss Planning

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 expedite the process of coordinating 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.

E. Evacuation Procedures

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 located 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.

F. Accommodating People with 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 establish a “buddy” system in which volunteers and alternates are recruited and paired with persons who have self-identified disabilities that would create special evacuation needs. Volunteers should become familiar with the special evacuation needs of their buddies and plan to alert and assist them if an evacuation is ordered. Volunteers should keep in mind that many people with disabilities can assist in their own evacuation. The Emergency Management Director will meet with the Director of the Office of Disability Support Services to ascertain the needs of members of the University who may need special response provisions to accommodate their needs in advance of a known potential incident (i.e. A forecasted severe storm).

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

ANNEX A

CLOSING CAMPUS

I. Departments

A. Primary University Departments

1. Campus & Public Safety

B. Supporting University Departments/Agencies

1. Environmental Health and Safety
2. Facilities
3. Office of Communications and Public Affairs
4. Residence Life

C. University Administration

1. President
2. Provost
3. Executive Vice President and Chief Operating Officer
4. Executive Director for Campus and Public Safety
5. Additional members of the Critical Incident Management Team Policy Group

D. Supporting External Agencies – contingent upon the jurisdiction/campus location

1. Federal, State, County and Municipal Police agencies
2. Fire service
3. Delaware Department of Transportation

II. Purpose

The University EOP, with external support from the State of Delaware and relevant county and municipal emergency plans, is the basic framework for emergency incident management at the University of Delaware. Specific plans have been developed by various University departments to support the EOP in areas of emergency response, operations and recovery/continuity of operations. This annex will focus on the procedures and field operational tactics which will be employed to evacuate campus and secure the residence halls, academic and office buildings on campus.

III. Situation and Assumptions

1. The University of Delaware can be threatened by emergency and disaster situations both natural, such as winter storms, hurricanes, floods, tornadoes and man-made situations such as hazardous materials accidents, biological outbreaks, terrorist 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

2. Emergency situations are handled according to their severity and potential impact on campus so that the response is commensurate with the actual conditions. Emergency incidents may require the following response:
 - Canceling classes:
 - 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.
 - The Executive Vice President and the Provost will notify appropriate offices of the determination to cancel classes and the extent of the cancellation.
 - The Office of Communications and Public Affairs will make class cancellation known using University and other media outlets, text messaging and student voice mails.

 - Closing Campus:
 - It is the President's responsibility, or his or her designee, to make determinations concerning incidents requiring campus closure. The President may consult with senior staff concerning the level of the response required by an emergent situation.
 - If the situation warrants, the President, or his or her designee, may authorize the evacuation of a University facility and/or the closing of selected parts of the campus.
 - Individual colleges and academic departments are not authorized to close buildings and/or cancel classes.
 - The Executive Vice President, together with the President or his or her designee, assembles the University's Critical

Incident Management Team, and manages the response to the emergency.

- The Vice President for Communications and Public Affairs serves as the spokesperson for the University during critical incidents and provides notification to faculty, staff and students about the emergency situation using the University's emergency notification systems, and local media outlets to inform the general public.

3. Types of Incidents that May Require the Closing of Campus

- **Level I Emergency:** Minor, localized incident that occurs in a building or affects a small portion of the campus that can be quickly resolved with existing University resources (e.g. localized chemical spill or plumbing failure in a building). Parts or all of campus may need to be closed and the determination for doing so will be made by the President or designee, in concert with the Executive Vice President and the Chief of Police. If the threat is imminent, senior university administration (i.e. President, Provost, Executive Vice President, or a designee) has the authority to close campus. The Office of Communications and Public Affairs will provide the University community with information about the incident using the emergency notification system and local media outlets.
- **Level II Emergency:** Major emergency that disrupts a substantial portion of the University community (e.g. major or multiple building fire, severe flooding, major chemical spill, terrorist threats or criminal activity). As soon as information becomes available about the severity of the incident the President or designee, in concert with the Executive Vice President, the Provost, the Chief of Police and other members of the University's Policy Group will evaluate the scope of the incident, coordinate essential services and disseminate emergency information through the Office of Communications and Public Affairs. Because such incidents escalate quickly and may have serious consequences for critical University functions and/or life safety, the campus may be closed in whole or in part as appropriate.
- **Level III Emergency:** Disaster affecting the entire University grounds and the surrounding community (e.g. hurricane, tornado, widespread chemical or biological agent contamination). Disasters of this magnitude require the immediate assembling of the Critical Incident Management Team, both the Policy and Operations Groups, who will work with the President or designee and surrounding agencies to address the crisis and return University operations to normal as soon as possible. As information is received, emergency conditions may intensify or lessen and this will affect the closure of campus facilities.

At all times, authorization must be secured from the President, or designee, to close the campus in whole or in part.

IV. Mitigation and Preparedness

A. Mitigation

1. Provide opportunities for training for key personnel.
2. Maintain campus open spaces in proper condition for public use.

B. Preparedness

1. Ensure that vehicles, equipment and supplies are maintained in operational readiness.
2. Maintain personnel contact lists and internal emergency notification procedures.
3. Maintain and review emergency plans with appropriate staff.

V. Assignment of Responsibilities

A. Primary University Department

1. Campus & Public Safety
 - a) Activate, or request the Office of Communications and Public Affairs to activate, UD Alert
 - b) Close the Trabant, Perkins and CFA parking garages to incoming vehicles, depending on the nature of the emergency
 - c) Deploy police and security staff and, if possible, enlist the help of custodial personnel to close and lock academic buildings, if appropriate
 - d) Notify the Vice President for Student Life of the decision to close campus and, if necessary, advise Student Life to have students stay in their residence halls until the “all clear” notice is given
 - e) Station police officers at key intersections to direct people off campus
 - f) Request that message boards at Clayton Hall and the Bob Carpenter Center indicate that the University is closed

B. Supporting University Departments

1. Emergency Management Director
 - a) Keep the Executive Director of Campus and Public Safety abreast of current activity within the University EOC and with external response agencies.
 - b) Work with the Office of Communications and Public Affairs to activate the University's Emergency Notification System, if applicable.
 - c) Staff the Emergency Operations Center, if activated.

2. Environmental Health and Safety (EHS)
 - a) Staff the Emergency Operations Center, if activated.
 - b) Act as the University's liaison with volunteer fire service and Delaware Department of Natural Resources and Environmental Control (DNREC), if responders are on scene.

3. Facilities
 - a) Have custodial staff close and lock University buildings, if necessary

4. Office of Communications and Public Affairs (OCM)
 - a) Act as the main University disseminator of information on the closing of campus.
 - b) Work with Emergency Management Director to activate the University's Emergency Notification System, if applicable.
 - c) Organize the following communication activities:
 - 1) Press conferences
 - 2) Phone, TV, and Radio interviews with key University administrative and response personnel
 - 3) Media tours
 - 4) Emergency gatherings with the student body
 - 5) Posting of emergency information on homepage

- 6) Change messages on variable message boards at Clayton Hall and the Bob Carpenter Center
 - d) Advise the University Administration on communication matters
5. Residence Life
- a) Assist Public Safety in disseminating the message that campus is closing through established means such as:
 - 1) RAs going door-to-door
 - 2) E-mail lists
 - 3) Social Networking Sites
 - b) If directed to do so, keep students in their residence halls until told it is safe for them to exit

C. University Administration

- 1. President
 - a) With input from the Policy Group, make the decision to close campus
 - b) Participate in press conferences
 - c) Liaise with the Board of Trustees
 - d) Liaise with other external groups as necessary and appropriate
 - e) With input from the Policy Group, make the decision to reopen campus
- 2. Executive Vice President and Chief Operating Officer
 - a) Gather pertinent incident information from members of the Policy and Operations Groups
 - b) Make recommendation, with the support of the Policy Group, to the President to close campus
 - c) Liaise with external groups as necessary and appropriate
 - d) With input from the Policy and Operations Groups, make recommendation to the President to reopen campus
- 3. Executive Director for Campus and Public Safety
 - a) Gather information from the Chief of Police.

- b) Coordinate information from the University Emergency Operations Center (or individual staff if the EOC is not activated).
 - c) Advise the Executive Vice President on decisions to cancel class, close the University and reopen the University.
4. Additional members of the Critical Incident Management Team Policy Group
- a) Convene in a common location, or discuss via conference call.
 - b) Advise the Executive Vice President on decisions to cancel class, close the University and reopen the University.

D. Supporting External Agencies

1. City of Newark Police Department

- a) Per the mutual aid agreement between the University of Delaware Department of Police and the City of Newark Police Department, the University of Delaware Department of Police may request additional police assistance within its jurisdiction from the City of Newark Police Department in an "emergency" as that term is defined by 11 Del. C. Section 1942(1).
- b) Buildings that are located on University property, but which are not owned, controlled, or related to the educational purpose or operations of the institution shall come under the jurisdiction of the City of Newark Police.

2. New Castle County Police Department

- a) The University of Delaware Department of Police may request additional police assistance within its jurisdiction from the New Castle County Police Department in an "emergency" as that term is defined by 11 Del. C. Section 1942(1).
- b) The University of Delaware Department of Police agrees to indemnify the New Castle County Police Department from all claims by third parties for property damage or personal injury which may arise out of authorized

activities of the New Castle County Police while acting outside their jurisdiction to the fullest extent permitted under 11 Delaware Code, Section 1944.

3. Aetna Hose, Hook and Ladder Fire Company (or designated Fire Department within whose jurisdiction the incident is occurring)
 - a) Provide support through use of equipment and personnel to the extent possible.
4. Delaware Department of Transportation
 - a) Provide support through use of equipment and personnel to the extent possible.
5. Other Federal, State, County and Local Agencies may be called to provide assistance. The designated agencies may vary based upon the location and county in which the incident is occurring (I.E. Lewes Campus)

VI. Administration and Logistics

A. Records

1. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

B. Exercises

1. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
2. After Action Reports (AAR)
 - a) AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - b) AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

VII. Plan Development

- A. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Campus & Public Safety Department
- B. If external departments have changes, additions or deletions to the UDEOP or any

of its associated annexes, please send these to the Campus & Public Safety Department for inclusion in the next plan update

- C. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

VIII. Authority, References and Related Agency Plans

A. Authority and References

1. Federal Government
 - a) Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 - b) National Incident Management System (NIMS)
2. State of Delaware Code
 - a) Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - 1) Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - 2) The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
3. New Castle County Code
 - a) <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
4. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 - a) <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>

B. Related Agency Plans

1. National Response Framework (NRF), 2016
2. Delaware Emergency Operations Plan (DEOP), 2015
3. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015

4. City of Wilmington Emergency Operations Plan (WEOP), 2015
5. City of Newark Emergency Operations Plan (NEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

ANNEX B

COMMUNICATIONS

I. Departments

A. Primary Departments

1. Emergency Management
2. Office of Communications and Public Affairs
3. Public Safety

B. Supporting Departments

1. Information Technologies
2. Environmental Health and Safety
3. Risk Management
4. Student Health Services
5. Student Life

C. University Administration

1. University President
2. Executive Vice President and Chief Operating Officer
3. University Provost
4. Executive Director of Campus and Public Safety

D. External Agencies

1. Volunteer Fire Companies
2. City of Newark
3. New Castle County Office of Emergency Management
4. Delaware Emergency Management Agency

II. Purpose

The University recognizes its responsibility to provide accurate and timely information to the campus community and the public during emergencies. The University also recognizes its responsibility to students, faculty, and staff to respond to concerns about personal safety and security, and to follow University policies concerning the release of personal information. In order to guide this process, the following Emergency Communications Plan has been drafted to highlight the policies and procedures we believe best facilitate the communication of critical emergency information. This multi-faceted, redundant communications approach has been designed using the best science and technology available in order to ensure that we can notify both University and other

interested parties of an emergency and provide appropriate direction on how to avoid potential harm.

III. Definitions

Critical Incident Management Team- The Critical Incident Management Team 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.

Imminent Threat- Any incident or potential incident judged by the Incident Commander to be 1) ongoing or evolving in a manner that poses a serious and significant risk of harm to the University community; 2) could be reduced by immediate direction, and 3) could become exponentially more detrimental without immediate and decisive actions.

Media Reception Center- Serves as the primary location for informing news and media sources about developments at the University. Will be the primary location for press conferences, and will also be the place where off-site Public Information Officers (PIOs) from all external agencies gather.

Public Information Officer (PIO) – Qualified representative from the Office of Communications and Public Affairs who will disseminate emergency information and coordinate communication efforts, both to the internal University community and external partners, stakeholders and interested persons.

University of Delaware Emergency Notification System- This multi-faceted, redundant communications approach has been designed using the best science and technology available in order to ensure that we can notify both University and other interested parties of an emergency and provide appropriate direction on how to avoid potential harm.

University of Delaware Emergency Operations Plan – The University of Delaware Emergency Operations Plan (UDEOP) is the basic framework for emergency incident management at the University. With external support from the State of Delaware, New Castle, Kent and Sussex Counties and the City of Newark, this document outlines the University's preparedness for, response to and recovery from a disaster. Specific plans have been developed by various University Departments to support the UDEOP in areas of emergency response, operations and recovery/continuity of operations. These department plans, as well as the UDEOP, will continue to be reviewed, revised and refined at least annually.

IV. Situation and Assumptions

The University of Delaware's approach to crisis incidents follows the Phases of Emergency Management as addressed in the full University Emergency Operations Plan (EOP) and Critical Incident Management Plan (CIMP). This supplemental document builds on the principles found in these documents and should help to ensure a comprehensive, coordinated approach to communications that will:

1. Disseminate clear and accurate information to interested constituencies and the public at large.
2. Assist in the management of crises.
3. Provide direction to faculty, staff, and students.
4. Reduce rumor and uncertainty.
5. Maintain the institution's credibility and minimize damage to its reputation.

V. Mitigation and Preparedness

A. Mitigation

1. Provide opportunities for training for key personnel.

B. Preparedness

1. Ensure that vehicles, equipment and supplies are maintained in operational readiness.
2. Maintain personnel contact lists and internal emergency notification procedures.
3. Maintain and review emergency plans with appropriate staff.

VI. Assignment of Responsibilities

A. Primary Departments

1. Office of Communications and Public Affairs
 - a) Assist the incident commander, CIMT, and PIO in all external communications.
 - b) Provide input as the CIMT develops a communications strategy.
 - c) Prepare "talking points" and fact sheets for authorized University representatives.
 - d) Provide text for fliers/posters, e-mail distributions, and postings to the website.
 - e) Help the PIO prepare and distribute all news releases to on-campus and off-campus media.
 - f) Serve as the University's conduit/gatekeeper to official spokespersons who can answer media questions.

- g) Arrange to make key individuals available and accessible to the news media at regular intervals during the crisis for press conferences, interviews, or by telephone as appropriate.
 - h) Respond to the emergency and the needs of the news media.
 - i) Be available to the media until the crisis is over and/or media interest abates.
 - j) Delegate information gathering and distribution responsibilities to other University officials as appropriate.
 - k) During Level II or III emergencies, establish a Media Reception Center.
 - l) Anticipate controversial questions and help the CIMT draft a list of responses to these questions to make the spokesperson better prepared for interviews and press briefings.
 - m) Track media calls and requests in order to enable the University to look for news clippings and eventually evaluate how the crisis was reported
2. Campus & Public Safety Department
- a) Direct the University's response to the incident
 - b) Determine Incident Level
 - c) If necessary, request activation of the Critical Incident Management Team and keep them informed of response activities through the Executive Director of Campus and Public Safety
 - d) Assess the need for the emergency notification system
 - e) Request authorization to activate parts or all of the emergency notification system using standard operations, if necessary
 - f) Authorize the activation of parts or all of the emergency notification system in the case of an imminent threat
 - g) Activate or delegate the activation of UD Alert to a qualified responder
 - h) Work with Communications and Public Affairs to disseminate information to the University Community, interested public parties and the media
 - i) Arrange to make key individuals available and accessible to the news media at regular intervals during the crisis for press conferences, interviews, or by telephone as appropriate.

B. Supporting Departments

- 1. Information Technologies
 - a) Assist with the dissemination of information via the University's e-mail system, if necessary
 - b) Assist with recording an emergency message on the University's main telephone number, 831-2000
 - c) Provide IT support, as needed, throughout the duration of the incident
- 2. Environmental Health and Safety
 - a) Provide relevant, printable information to the Office of Communications and Public Affairs in the event of a hazardous material incident on or near the University.

- b) Provide input, as available, on wording of emergency messages for tools such as:
 - 1) UD Alert
 - 2) Cable TV Override
 - 3) Classroom Projection Override
 - 4) Written media releases
 - 5) University Homepage
3. Risk Management
- a) Provide input, as available, on wording of emergency messages for tools such as:
 - 1) UD Alert
 - 2) Cable TV Override
 - 3) Classroom Projection Override
 - 4) Written media releases
 - 5) University Homepage
4. Student Health Services
- a) Give status reports to the University Emergency Operations Center (UD EOC) on number of students treated.
 - b) Provide relevant, printable information to Communications and Public Affairs in the event of biological outbreak within the University
 - c) Provide input, as available, on wording of emergency messages for tools such as:
 - 1) UD Alert
 - 2) Cable TV Override
 - 3) Classroom Projection Override
 - 4) Written media releases
 - 5) University Homepage
5. Student Life
- a) Assist in disseminating information to the student population
 - b) Provide input, as available, on wording of emergency messages for tools such as:
 - 1) UD Alert
 - 2) Cable TV Override
 - 3) Classroom Projection Override
 - 4) Written media releases
 - 5) University Homepage
 - c) Assist in providing parents and other interested family members information about students and University incidents

C. University Administration

- 1. University President
 - a) The President, or his designee, may:
 - 1) Declare a University Emergency

- 2) Approve the activation of parts or all of the emergency notification system
 - 3) In the case that all authorized UD Alert activation personnel are unavailable, authorize third party vendor activation.
 - 4) Provide executive decision making
2. Executive Vice President and Chief Operating Officer
 - a) Define crisis policy
 - b) Approve overall priorities and strategies
 - c) In the President's absence or unavailability, approve activation of parts or all of the emergency notification system
 - d) In conjunction with the Provost, determine class or campus closures and resumption
 - e) Plan and prioritize long term recovery
 3. University Provost
 - a) Define crisis policy
 - b) Approve overall priorities and strategies
 - c) In conjunction with the Executive Vice President and Chief Operating Officer, determine class or campus closures and resumption
 - d) Plan and prioritize long term recovery
 4. Executive Director of Campus and Public Safety
 - a) Define crisis policy
 - b) Approve overall priorities and strategies
 - c) Provide critical updates and status reports to the Policy group on incident events
 - d) Advise on the activation of parts or all of the emergency notification system
 - e) Plan and prioritize long term recovery

D. External Agencies

1. Volunteer Fire Companies
2. City of Newark Emergency Management
3. New Castle County Office of Emergency Management
4. Delaware Emergency Management Agency

All agencies will:

- 1) Assist the University to release joint information on incidents which require response of their agencies

- 2) Open and staff a Joint Information Center, if appropriate for the event.

VII. Administration and Logistics

A. Records

1. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

B. Exercises

1. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
2. After Action Reports (AAR)
 - a) An AAR will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed.
 - b) An AAR will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants.

VIII. Plan Development

- A. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in Campus & Public Safety
- B. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Campus & Public Safety Department for inclusion in the next plan update
- C. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

IX. Authority, References and Related Agency Plans

A. Authority and References

1. Federal Government
 - a) Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 - b) National Incident Management System (NIMS)
2. State of Delaware Code

- a) Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - 1) Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - 2) The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
3. New Castle County Code
 - a) <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
4. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 - a) <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>

B. Related Agency Plans

1. National Response Framework (NRF), 2016
2. Delaware Emergency Operations Plan (DEOP), 2015
3. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
4. City of Wilmington Emergency Operations Plan (WEOP), 2015
5. City of Newark Emergency Operations Plan (NEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

ANNEX C

DAMAGE ASSESSMENT AND DEBRIS REMOVAL

I. Departments

A. Primary Department(s)/Unit(s)

1. Facilities
2. Emergency Management

B. Supporting Department(s)/Unit(s)

1. Human Resources and Labor Relations
2. Environmental Health and Safety
3. Public Safety
4. Procurement Services
5. Risk Management

C. Administration

1. Executive Vice President and Chief Operating Officer
2. VP for Facilities, Real Estate and Auxiliary Services, Real Estate and Auxiliary Services
3. Executive Director of Campus and Public Safety

D. External Agencies

1. City of Newark Public Works
2. City of Newark Emergency Management
3. Aetna Hose, Hook and Ladder Fire Company
4. New Castle County Office of Emergency Management
5. Delaware Emergency Management Agency
6. American Red Cross of the Delmarva Peninsula
7. Private Contractors

II. Purpose

The University EOP, with external support from the State of Delaware, New Castle County and City of Newark emergency plans, is the basic framework for emergency incident management at the University of Delaware. Specific plans have been developed by various University departments to support the EOP in areas of emergency response, operations and recovery/continuity of operations. This annex will focus on the procedures and field operational tactics which will be employed to remove debris from University property and assess any damage to property, buildings and other University assets.

III. Situation and Assumptions

- A.** A major or catastrophic disaster will cause unprecedented damage. University-owned buildings and other facilities may be destroyed or damaged and must be reinforced, rebuilt, or isolated to ensure safety. Streets, highways, and other transportation venues will be damaged or unusable. Public utilities may be damaged and may be partially or fully inoperable.
- B.** City of Newark and DelDOT will be responsible for assessment and repair of roads and bridges.
- C.** In the event of a disaster, City of Newark, New Castle County and the State of Delaware response personnel may be unable to perform their prescribed emergency duties. Equipment in the immediate disaster area may be damaged or inaccessible. Resources may be limited in the immediate disaster area. State agencies may have to request the deployment of resources outside the affected area to ensure a timely, efficient, and effective response.
- D.** The University of Delaware will need assistance in debris clearance, damage assessment, structural evaluations, emergency repairs to facilities, and may need assistance for meeting basic human needs.
- E.** Debris clearance and repairs to emergency roads to support immediate lifesaving emergency response activities will have top priority.
- F.** Rapid damage assessment of the disaster area may be necessary to determine the potential workload.
- G.** Emergency environmental waivers and legal clearances will be needed.
- H.** Legal requirements that delay the securing of contractors or purchasing of materials may be waived, if necessary.
- I.** Water supply systems and waste water facilities may be damaged or contaminated. An emergency water supply may be required for human needs and for firefighting.

IV. Mitigation and Preparedness

A. Mitigation

1. Provide opportunities for training for key personnel.
2. Keep campus open space in proper order for public use.

B. Preparedness

1. Ensure that vehicles, equipment and supplies are maintained in operational readiness.
2. Maintain personnel contact lists and internal emergency notification procedures.
3. Maintain and review emergency plans with appropriate staff.
4. Ensure staff coverage after hours and on weekends if there is credible intelligence of a weather event.

V. Assignment of Responsibilities

A. Primary Department

1. Facilities

- a) Coordinates emergency debris clearance of the damaged areas. Priority should be given to ensure that emergency personnel, supplies, and equipment can respond to engage in lifesaving operations and ensure property protection.
- b) Coordinate with University support agencies in directing resources and prioritizing needs in the areas of debris removal, restoring access, damage assessments, and other infrastructure areas.
- c) Work with the City of Newark and DelDOT to clear or repair damaged emergency access routes necessary for the transportation of rescue personnel and supplies. These routes include streets, roads, bridges, ports, waterways, airfields, and any other transportation facilities.
- d) Coordinate the emergency restoration of critical public services and facilities to include the distribution of potable water, the temporary restoration of water supply systems, and the provision of water for firefighting. City of Newark and University support agencies may assist in these efforts. If necessary, request for additional resources on University property can be made to New Castle County or the State of Delaware through the City of Newark.
- e) Coordinate the emergency demolition or stabilization of damaged structures and facilities designated by the City of Newark as immediate hazards to public health and safety, or as necessary to facilitate the accomplishment of lifesaving operations.
- f) Provide a representative to the University of Delaware EOC, if activated

2. **Emergency Preparedness**

- a) Work with the City of Newark to assess the safety of any building being utilized as a temporary student shelter or feeding site prior to its occupation.
- b) Work in conjunction with Facilities and the City of Newark to staff damage assessment teams.
- c) Review and document any damage on all University campuses.
- d) Prepare damage assessment data, in conjunction with the City of Newark, and forward to the State of Delaware, through New Castle County, for consideration in a federal relief request package.

B. Supporting Departments

1. Human Resources and Labor Relations

- a) Address any union issues that arise from the disaster cleanup efforts.
- b) Ensure that the payroll process continues.
- c) Provide guidance to University employees on missed work.

2. Environmental Health and Safety

- a) Help to assess any damage to laboratory facilities.
- b) Assess any damage to the University storm water system and other ecological systems on University property.
- c) Work with Facilities and any contractors to determine the structural soundness of University buildings.

3. Public Safety

- a) Provide security to damaged buildings or residence halls.
- b) Coordinate emergency road closures with debris clearance operations and provide escort to essential University employees, when requested.
- c) Provide escorts to support agencies and public works companies that have priority to enter into the disaster area.
- d) Provide a representative to the University of Delaware EOC, if activated

4. Procurement Services

- a) Provide for any emergency purchases deemed necessary by the Executive Director for Campus and Public Safety

C. Administration (all staff included in decisions)

1. Declare a State of Emergency for the University, if necessary.
2. Respond to requests from the University Emergency Operations Center, if activated.
3. Authorize emergency purchases or vendor contracts, if necessary.

D. External Agencies

1. City of Newark Public Works
 - a) Coordinates emergency debris clearance of the damaged areas. Priority should be given to ensure that emergency personnel, supplies, and equipment can respond to engage in lifesaving operations and ensure property protection.
 - b) Work with University of Delaware Facilities Management and DeIDOT to clear or repair damaged emergency access routes necessary for the transportation of rescue personnel and supplies. These routes include streets, roads, bridges, ports, waterways, airfields, and any other transportation facilities.
 - c) Coordinate the emergency restoration of critical public services and facilities to include the distribution of potable water, the temporary restoration of water supply systems, and the provision of water for firefighting.
2. City of Newark Emergency Management
 - a) Work in conjunction with the University of Delaware Facilities and Campus and Public Safety departments to staff damage assessment teams.
 - b) Prepare damage assessment data, in conjunction with the University of Delaware, and forward to the State of Delaware, through New Castle County, for consideration in a federal relief request package.
 - c) Provide a representative to the University of Delaware EOC, if activated.
3. Aetna Hose, Hook and Ladder Fire Company
 - a) Assist the University Police with emergency road closures as necessary.
4. New Castle County Office of Emergency Management
 - a) Assist with damage assessment, if necessary.

- b) Forward University reimbursement package to the State of Delaware for consideration in a federal relief request package.
- 5. Delaware Emergency Management Agency
 - a) Assist with damage assessment, if necessary.
 - b) Forward University reimbursement package to the State of Delaware for consideration in a federal relief request package.
- 6. American Red Cross of the Delmarva Peninsula
 - a) Assist with damage assessment
- 7. Private Contractors
 - a) Assist Facilities with debris removal, assessment of buildings and any restoration work.

VI. Administration and Logistics

A. Records

- 1. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives.

B. Exercises

- 1. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises.
- 2. After Action Reports (AAR)
 - a) AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed.
 - b) AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants.

VII. Plan Development

- A. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Campus & Public Safety Department.

- B. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Campus & Public Safety Department for inclusion in the next plan update.
- C. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit.

VIII. Authority, References and Related Agency Plans

A. Authority and References

- 1. Federal Government
 - a) Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 - b) National Incident Management System (NIMS)
- 2. State of Delaware Code
 - a) Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
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- 4. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 - a) (<http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>)

B. Related Agency Plans

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3. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
4. City of Wilmington Emergency Operations Plan (WEOP), 2015
5. City of Newark Emergency Operations Plan (NEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

ANNEX D

EVACUATION

I. Departments

A. Primary University Departments

1. Emergency Management
2. Public Safety

B. Supporting University Departments/Agencies

1. Environmental Health and Safety
2. Facilities
3. Office of Communications and Public Affairs
4. Residence Life

C. University Administration

1. President
2. Executive Vice President and Chief Operating Officer
3. Executive Director of Campus and Public Safety
4. Additional members of the Critical Incident Management Team Policy Group

D. Supporting External Agencies

1. City of Newark Police
2. New Castle County Police
3. Aetna Hose, Hook and Ladder Fire Company
4. American Red Cross of the Delmarva Peninsula

II. Purpose

The University EOP, with external support from the State of Delaware, New Castle County and City of Newark emergency plans, is the basic framework for emergency incident management at the University of Delaware. Specific plans have been developed by various University departments to support the EOP in areas of emergency response, operations and recovery/continuity of operations. This annex will focus on the procedures and field operational tactics which will be employed to close down campus access to the public and secure the residence halls, academic and office buildings.

III. Situation and Assumptions

1. The University of Delaware can be threatened by emergency and disaster situations both natural, such as winter storms, hurricanes, floods, tornadoes

and man-made situations such as hazardous materials accidents, biological outbreaks, terrorist 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

2. Emergency situations are handled according to their severity and potential impact on campus so that the response is commensurate with the actual conditions. Emergency incidents may require the following response:

- Canceling classes:
 - 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.
 - The Executive Vice President, the Provost and the Vice President for Administration will notify appropriate offices of the determination to cancel classes and the extent of the cancellation.
 - The Public Relations Office will make class cancellation known using University and other media outlets, text messaging and student voice mails.
- Closing Campus:
 - It is the President's responsibility, or his or her designee, to make determinations concerning incidents requiring campus closure. The President may consult with senior staff concerning the level of the response required by an emergent situation.
 - If the situation warrants, the President, or his or her designee, may authorize the evacuation of a University facility and/or the closing of selected parts of the campus.
 - Individual colleges and academic departments are not authorized to close buildings and/or cancel classes.
 - The Executive Vice President, together with the President or his or her designee, assembles the University's Critical Incident Management Team, and manages the response to the emergency.

- The Assistant to the President and Director of the Office of Communications and Public Affairs serves as the spokesperson for the University during critical incidents and provides notification to faculty, staff and students about the emergency situation using the University's emergency notification systems, and local media outlets to inform the general public.
3. Types of Incidents that May Require the Evacuation of Campus
- **Level I Emergency:** Does not require the evacuation of campus
 - **Level II Emergency:** Major emergency that disrupts a substantial portion of the University community (e.g. major or multiple building fire, severe flooding, major chemical spill, terrorist threats or criminal activity). As soon as information becomes available about the severity of the incident, the President or designee, in concert with the Executive Vice President, the Provost, the Executive Director for Safety and other members of the University's Policy Group will evaluate the scope of the incident, coordinate essential services and disseminate emergency information through the Office of Communications and Public Affairs. Because such incidents escalate quickly and may have serious consequences for critical University functions and/or life safety, the campus may be evacuated, in whole or in part, as appropriate.
 - **Level III Emergency:** Disaster affecting the entire University grounds and the surrounding community (e.g. hurricane, tornado, widespread chemical or biological agent contamination). Disasters of this magnitude require the immediate assembling of the Critical Incident Management Team, both the Policy and Operations Groups, who will work with the President or designee and surrounding agencies to address the crisis and return University operations to normal as soon as possible. As information is received, emergency conditions may intensify or lessen and this will affect the closure of campus facilities. At all times, authorization must be secured from the President, or designee, to evacuate the campus, in whole or in part, as appropriate.

IV. Mitigation and Preparedness

A. Mitigation

1. Provide opportunities for training for key personnel.

B. Preparedness

1. Ensure that vehicles, equipment and supplies are maintained in operational readiness.

2. Maintain personnel contact lists and internal emergency notification procedures.
3. Maintain and review emergency plans with appropriate staff.

V. Assignment of Responsibilities

1. Emergency Management Director
 - a) Activate the Emergency Operations Center, if necessary.
 - b) Call in representatives from supporting departments and external partner agencies as the situation warrants.
 - c) Activate, or request the Office of Communications and Public Affairs to activate, UD Alert
2. University Police
 - a) Close the Trabant, Perkins and CFA parking garages to incoming vehicles, depending on the nature of the emergency
 - b) Deploy police and security staff and, if possible, enlist the help of custodial personnel to close and lock academic buildings, if it is safe to do so
 - c) Notify the Vice President for Student Life of the decision to close campus and advise Student Life to have students stay in their residence halls until the “all clear” notice is given.
 - d) Activate mutual aid agreements with the City of Newark, New Castle County and Delaware State Police agencies
 - e) Station police officers at key intersections to direct people off campus
 - f) Request that message boards at Clayton Hall and the Bob Carpenter Center indicate that the University is closed
 - g) Close the streets surrounding the University depending on the nature and severity of the emergency (Appendix A)

B. Supporting University Departments

1. Facilities
 - a) Have custodial staff close and lock University buildings, if necessary

2. Environmental Health and Safety (OHS)
 - a) Act as the University's liaison with volunteer fire service and Delaware Department of Natural Resources and Environmental Control (DNREC), if responders are on scene.
 - b) Advise on evacuation and re-occupancy of campus buildings in the event of a fire, chemical release or biological incident.
 - c) Send a staff member to the University Emergency Operations Center, if center has been activated and the situation warrants EHS presence or if DNREC is on scene.

3. Office of Communications and Public Affairs
 - a) Act as the main University disseminator of information on the closing of campus.
 - b) Organize the following communication activities:
 - 1) Press conferences
 - 2) Phone, TV, Radio and Internet interviews with key University administrative and response personnel
 - 3) Media tours
 - 4) Emergency gatherings with the student body
 - 5) Posting of emergency information on homepage
 - 6) Change messages on variable message boards at Clayton Hall and the Bob Carpenter Center
 - c) Advise the University Administration on communication matters.

4. Residence Life
 - a) Assist Public Safety in disseminating the message that campus is closing through established means such as:
 - 1) RAs going door-to-door
 - 2) E-mail lists
 - 3) Social Networking Sites
 - b) If directed to do so, keep students in their residence halls until told it is safe for them to exit

C. University Administration

1. President
 - a) With input from the Policy Group, make the decision to close campus
 - b) Participate in press conferences
 - c) Liaise with the Board of Trustees
 - d) Liaise with other external groups as necessary and appropriate
 - e) With input from the Policy Group, make the decision to reopen campus
2. Executive Vice President and Chief Operating Officer
 - a) Gather pertinent incident information from members of the Policy and Operations Groups
 - b) Make recommendation, with the support of the Policy Group, to the President to close campus
 - c) Liaise with external groups as necessary and appropriate
 - d) With input from the Policy and Operations Groups, make recommendation to the President to reopen campus
3. Executive Director of Campus and Public Safety

D. Supporting External Agencies

1. City of Newark Police Department
 - a) Per the mutual aid agreement between the University of Delaware Department of Police and the City of Newark Police Department, the University of Delaware Department of Police may request additional police assistance within its jurisdiction from the City of Newark Police Department in an "emergency" as that term is defined by 11 Del. C. Section 1942(1).
 - b) Send a representative to the University Emergency Operations Center or mobile command post, if the center has been activated and the University has requested City of Newark resources.
 - c) The authority of the City of Newark Police Department to remain and act in the jurisdiction of the University of Delaware Department of Police shall continue only until the "emergency" has ended, allowing sufficient time for the City of Newark Police Department to complete all necessary follow-up activity and investigations.

- d) The University of Delaware Department of Police agrees to indemnify the City of Newark Police Department from all claims by third parties for property damage or personal injury which may arise out of authorized activities of the City of Newark Police while acting outside their jurisdiction to the fullest extent permitted under 11 Delaware Code, Section 1944.
- e) If the City of Newark Police Department furnishes any equipment or personnel to assist in an incident, the City of Newark shall bear the cost of loss or damage to such equipment and shall pay any expense incurred in the operation thereof and shall pay the cost of all compensation for its employees, including any amounts paid or owed for compensation due to personal injury or death while personnel are rendering such aid, and otherwise required under 11 Delaware Code, Section 1947.
- f) Buildings that are located on University property, but which are not owned, controlled, or related to the educational purpose or operations of the institution shall come under the jurisdiction of the City of Newark Police.

2. New Castle County Police

- a) The University of Delaware Department of Police may request additional police assistance within its jurisdiction from the New Castle County Police Department in an "emergency" as that term is defined by 11 Del. C. Section 1942(1).
- b) Send a representative to the University Emergency Operations Center or mobile command post, if the center has been activated and the University has requested New Castle County resources.
- c) The authority of the New Castle County Police Department to remain and act in the jurisdiction of the University of Delaware Department of Police shall continue only until the "emergency" has ended, allowing sufficient time for the New Castle County Police Department to complete all necessary follow-up activity and investigations.
- d) If the New Castle County Police Department furnishes any equipment or personnel to assist in an incident, New Castle County shall bear the cost of loss or damage to such equipment and shall pay any expense incurred in the operation thereof and shall pay the cost of all compensation for its employees, including any amounts paid or owed for compensation due to personal injury or death while personnel are rendering such aid, and otherwise required under 11 Delaware Code, Section 1947.
- e) The University of Delaware Department of Police agrees to indemnify the New Castle County Police Department from all claims by third parties for property damage or personal injury which may arise out of authorized

activities of the New Castle County Police while acting outside their jurisdiction to the fullest extent permitted under 11 Delaware Code, Section 1944.

3. Aetna Hose, Hook and Ladder Fire Company
 - a) Provide evacuation support through use of equipment and personnel to the extent possible.
 - b) Send a representative to the University Emergency Operations Center or mobile command post, if the center has been activated and the University has requested Aetna resources.

VI. Administration and Logistics

E. Records

1. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives.

F. Exercises

1. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises.
2. After Action Reports (AAR)
 - a) AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed.
 - b) AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants.

II. Plan Development

- A. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Campus & Public Safety Department.
- B. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Campus & Public Safety Department for inclusion in the next plan update.
- C. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit.

III. Authority, References and Related Agency Plans

A. Authority and References

1. Federal Government
 - a) Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 - b) National Incident Management System (NIMS)
2. State of Delaware Code
 - a) Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - 1) Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - 2) The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
3. New Castle County Code
 - a) <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
4. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 - a) (<http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>)

B. Related Agency Plans

1. National Response Framework (NRF), 2016
2. Delaware Emergency Operations Plan (DEOP), 2015
3. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
4. City of Wilmington Emergency Operations Plan (WEOP), 2015
5. City of Newark Emergency Operations Plan (NEOP), 2015



University of Delaware Emergency Operations Plan

HAZARD SPECIFIC ANNEXES

- Annex HS-1: Winter Storm
- Annex HS-2: Hurricane
- Annex HS-3: Earthquake
- Annex HS-4: Flood
- Annex HS-5: Pandemic Response
- Annex HS-6: BLANK
- Annex HS-7: Tornado/Severe Thunderstorm (forthcoming)
- Annex HS-8: Fire (forthcoming)
- Annex HS-9: Radiological Incident
- Annex HS-10: Chemical Release
- Annex HS-11: Train Derailment (forthcoming)

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-1: Winter Storm

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety
 - c. Facilities and Auxiliary Services
 - d. Public Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Student Centers
 - c. Student Life
 - d. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Newark Building Department
 - c. Newark Fire Marshal
 - d. Newark Police Department
 - e. Newark Public Works
 - f. Local Public Utilities

B. Purpose

The purpose of the Winter Storm Hazard Specific Annex (HAS) is to outline the actions of state government necessary to respond to an actual or impending winter storm. For the purposes of this HSA, winter storms include any storm that has the capability of dropping significant accumulations of snow, sleet, ice, or freezing rain.

C. Situation and Assumptions

1. Delaware can expect to receive adverse weather conditions during the winter months. Based on the severity of each storm, portions of this

annex may be implemented to mitigate the effects on student life, the academic calendar, campus transportation, and public safety. Specific action will be based on the specific nature of storms that impact the state.

2. Winter storms can be accompanied by strong winds creating blizzard conditions with blinding wind-driven snow, severe drifting, and dangerous wind chills.
3. Heavy snow can immobilize Delaware and paralyze cities statewide. Commuters can be stranded, commerce stopped, and emergency services disrupted.
4. Heavy accumulation of ice and strong winds can bring down trees, electrical wires, telephone poles and lines, and communication towers.
5. Winter storms may last several days shutting down highways, businesses, governments, and schools.

D. Concept of Operations

During normal duty hours, the Office of Campus and Public Safety is responsible for receiving, evaluating, and transmitting weather reports from the NWS or the Delaware Emergency Management Agency to the University community. When the UD EOC is activated, weather reports will be processed by the Planning and Intelligence Section and distributed as per standard operating procedure.

After normal duty hours at UD, when the EOC is not activated, the Office of Campus and Public Safety will receive NWS weather reports and inform the UD Weather Information Group of impending severe winter weather situations. The Executive Director of Campus and Public Safety/designee will advise the EVP/designee of any severe weather situations and suggest an appropriate response.

If conditions warrant, the Executive Director of Campus and Public Safety may activate the UD EOC to monitor the situation, and may call in departmental personnel to assist with the coordination of UD's response. Once activated, UD personnel will keep the UD Community updated on storm conditions. If the situation dictates, the UD President may request the Governor declare a Limited State of Emergency for UD.

The DEMA Incident Manager will establish and conduct "Bridge Calls" (telephone conference calls) with UD and other appropriate agency representatives across the State to collectively determine the best course of action for the entire state.

Declarations

The National Weather Service (NWS) has four classifications of winter weather broadcasts. They include:

- *Winter Storm Outlook*: Issued when winter storm conditions are forecast for the state within the next 12 hours.

- *Winter Storm Watch*: Issued when the possibility of a hazardous winter weather event has increased significantly, but its occurrence, location, and/or timing is uncertain. It is intended to provide lead-time to set emergency plans into motion.

- *Winter Storm Advisory/Warning*: Issued when a hazardous winter weather condition is occurring, is imminent, or has a very high probability of occurring. A warning is used for conditions posing a threat to life or property. Advisories are for less serious conditions that could cause significant inconvenience and, if caution is not exercised, could lead to situations that may threaten life and/or property.
- *Winter Storm Emergency Statements*: Issued at periodic intervals to amplify watches, warnings, and advisories by reinforcing the message, indicating what is expected, and outlining appropriate response actions.

E. Mitigation and Preparedness

1. Mitigation
 - a. Ensure that storm water management ponds are operating properly
 - b. Ensure that the University has contracts with snow removal companies
 - c. Ensure that a proper supply of ice melt/salt is delivered to UD stores each year
 - d. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.
2. Preparedness
 - a. Participate in State-wide Bridge Calls when appropriate
 - b. Discuss possible courses of action for UD and prepare to implement same
 - c. Ensure that the identified shelter locations are usable if necessary
 - d. Ensure that University-owned cars are moved to parking garages to facilitate a smoother plow process
 - e. ID essential and non-essential employees in each University department
 - f. Maintain phone trees/call-in lists
 - g. Pre-position equipment (such as plows and trucks), if appropriate
 - h. Pre-treat sidewalks and roadways under UD's purview, if appropriate

F. Assignment of Responsibilities

1. Primary Departments
 - a. Campus and Public Safety
 1. Coordinate response activities
 2. Keep all UD Departments apprised of the state of the storm
 3. Request assistance from Newark, New Castle County (NCC) or the State of Delaware, as needed

4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
 5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
 6. Determine need for short-term shelters and open if necessary
- b. Environmental Health and Safety
 - c. Facilities and Auxiliary Services
 - 1.
 - d. Public Safety
2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Student Centers
 - c. Student Life
 - d. UDECU
 3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group
 4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Newark Building Department
 - c. Newark Fire Marshal
 - d. Newark Police Department
 - e. Newark Public Works
 - f. Local Public Utilities

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives
2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)

- a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
- b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
- c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
- d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References
 - a. Federal Government
 1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 2. National Incident Management System (NIMS)
 - b. State of Delaware Code
 1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for

definitions of emergency/disaster terms and for authority to accomplish actions.

- a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
 - c. New Castle County Code
 1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
 - d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>
2. Related Agency Plans
- a. National Response Framework (NRF), 2016
 - b. Delaware Emergency Operations Plan (DEOP), 2015
 - c. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
 - d. City of Wilmington Emergency Operations Plan (WEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-2: Hurricane/Tropical Storm

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety
 - c. Facilities and Auxiliary Services
 - d. Public Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Student Centers
 - c. Student Life
 - d. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Newark Building Department
 - c. Newark Fire Marshal
 - d. Newark Police Department
 - e. Newark Public Works
 - f. Local Public Utilities

B. Purpose

The purpose of the Hurricane/Tropical Storm Hazard Specific Annex (HAS) is to outline the actions of the University necessary to respond to an actual or impending hurricane or tropical storm (including Nor'easters) that threatens any of our campuses state-wide.

C. Situation and Assumptions

1. **Situation**
 - a. Delaware has approximately 24 miles of open ocean coastline, 87 miles of shoreline along the Delaware Bay estuary, and an extended inland bay shoreline. Much of the coastal land is

oriented towards seasonal

resort recreation, while further north, the Delaware Bay coastline becomes sparsely populated with small rural and resort towns. It is the second flattest state in the country with approximately one-fourth of all residences susceptible to flooding from tidal surge. The University has one campus in the City of Lewes, which is situated right along the Atlantic Coast. Additionally, the Wilmington, Newark and Georgetown campuses are within 30 miles of waterways.

- b. All three counties in Delaware are vulnerable to direct effects from hurricanes and tropical storms. Hurricane season runs from June 1 to November 30 each year, but the possibility of a storm hitting Delaware increases during the period of August through the end of November.
- c. Hurricanes and tropical storms produce such events or conditions as high winds, heavy rainfall, storm surge, tornadoes, flooding, beach erosion, or a combination thereof. Flat, low-lying areas are particularly vulnerable to the effects of high winds and storm surge. Due to the counterclockwise rotation of hurricane winds, the most severe damage upon landfall is found in the right front quadrant of the storm.
- d. The limited roadway systems available on the Delmarva Peninsula could require an extended period of time to evacuate Delaware resident and the potential 250,000 coastal vacationers during peak summer periods. These evacuations could affect the daily operations of the University by forcing classes to be canceled, campuses to be closed and residence halls to be uninhabitable.
- e. Damage potential includes flooding, erosion, interruption of public services and communications, damage or destruction of public and/or private property and, most seriously, loss of life.
- f. In the event of a catastrophic hurricane, the shelter requirements may exceed and overwhelm available shelter resources. The University will most likely be responsible for sheltering our own students without the assistance of other agencies.
- g. Due to the small size of Delaware and the limited resources available, federal assistance may be required. Necessary resources may be critical and distribution will be prioritized.
- h. Electric power will be susceptible to damage and, at the same time, be most essential for recovery from the effects of a hurricane emergency.
- i. Modes of communication may be impacted. Cellular

communication may be limited because of system overload and damaged or destroyed towers.

- j. A significant number of storm-related injuries from fires, electrocution, debris-clearing accidents, stress-related illness, etc. may occur during the post-emergency period.
- k. Response and recovery operations may be hampered by debris-blocked roads, damaged bridges, downed trees and utility poles, and non-critical communication.
 - l. There may be a need to require advanced evacuation of coastal areas, public parks, recreational areas, areas susceptible to frequent flooding, and low lying areas.
- m. As a last resort, refuge may be required for those individuals who do not evacuate the risk areas.
- n. Normal two-way traffic roads will be used for evacuation routes, as determined by the Department of Transportation (DelDOT). Evacuation routes in the coastal areas are identified by “Evacuation Route” signs.

2. Planning Assumptions

- a. With access to state-of-the-art meteorology and use of warning systems, adequate storm warning will be provided to members of the campus community.
- b. Street lights, street signs, and directional signals may not be available during the storm recovery period, causing confusion for emergency workers and residents.

D. CONCEPT OF OPERATIONS

The University shall follow the lead of the State of Delaware and use the concept of phased decision points based primarily on the National Weather Service (NWS) storm classifications (advisory, watch, warning, etc.).

PRE-SEASON PHASE (Phase I): This phase should be implemented a minimum of 30 days prior to hurricane season (June 1 to November 30). These preparatory activities

should include but not be limited to:

- 1. Enhancing public education on relevant topics such as an understanding of hurricane warning systems, home safety, personal preparedness checklists, evacuation routes, pre- and post-storm safety procedures, etc. Consider having the Governor recognize “Hurricane Awareness Week” during the first month of hurricane season to assist public awareness. The National Weather Service may be willing to include public information statements (hurricane awareness, preparatory, and safety tips) on their daily forecasts. The Office of Campus and Public Safety, in conjunction with the Office of Communications and Public Affairs, may coordinate with local radio and TV stations to issue press releases and

public service announcements to promote preparedness with the arrival of the hurricane season.

2. Reviewing and updating computer and manual modeling techniques, such as: HURREVAC, HURRTRAK, SLOSH or similar computer programs. Training classes may be scheduled to ensure that all delegated personnel are familiar and proficient with the operation of these programs.
3. Reviewing, updating, and exercising hurricane emergency plans, policies, and procedures.
4. Reviewing resource lists (including private contractors) and availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chainsaws, dry ice, cots, portable water tanks, etc.
5. Reviewing and updating shelter availability, and contacting the shelter points of contact to update notification procedures, memorandum of understandings, and alert rosters for 24-hour notification.
6. Ensuring that basic procedures are in place for rapid procurement of services, equipment, and supplies. Review Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs), as required.
7. Testing emergency communications systems and generators under full load for a minimum of one hour. Review procedures for procurement of additional emergency communications systems in the event of large scale failures. Ensure preparatory equipment is installed (lines, connection boxes, compatible connection plugs, etc.) to facilitate and reduce turnaround time.
8. Updating notification alert lists to include primary and alternate points of contact to ensure 24- hour coverage. Include addresses, telephone numbers, FAX lists, e-mail lists, etc.

AWARENESS PHASE (Phase II): This phase should be implemented when a tropical storm or a hurricane has formed and has the potential to threaten the University within 48 hours. It would coincide with Special Weather Statements or Advisories issued by the NWS and will precede associated rains and winds. Consider implementing this phase no later than when the hurricane is located approximately 400 miles or more from Delaware to preclude a sudden “direct hit” due to a change of direction. These actions include but are not limited to:

1. The Office of Campus and Public Safety will review and consider actions provided in the previous phase and attend to those actions not already performed.

2. The Office of Campus and Public Safety may consider partial activation of the Emergency Operations Center (EOC) to coordinate assessment and preparatory actions. The assessment should include weather monitoring and hurricane tracking information from sources such as the National Hurricane Center and the NWS. The assessment information will be disseminated to academic and administrative departments.
3. The Governor may declare a State of Emergency.
4. All departments should test equipment, e.g., FAX machines, telephones, copiers. Those agencies with generators should test under full load for a minimum of one hour and ensure fuel supply for a minimum of 72 hours of emergency generator operations without re-supply.
5. All tasked departments should confirm currency and availability of primary and alternate representatives for activation and 24-hour operation of the EOC.

WATCH PHASE (Phase III): This phase should be implemented when a hurricane threatens the University with the effects of gale force winds within 36 hours. This phase may coincide with the issuance of a Hurricane Watch by the National Weather Service. Consider implementing this phase no later than when the hurricane is located approximately 300 miles or greater from Delaware to preclude a sudden “direct hit” due to a change of direction. These actions include but are not limited to:

1. The Office of Campus and Public Safety will review and consider actions provided in the previous phases and attend to those actions not already performed.
2. The Office of Campus and Public Safety will activate the EOC, if not previously activated, identify the required representative departments to report to the EOC, and implement appropriate plans and annexes.
3. The EOC will coordinate actions with county and local emergency management personnel.
4. The EOC will ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed.
5. The EOC will ensure a communication network is established to give/receive regular updates on local conditions, shelter status, and evacuation status.
6. The EOC, in conjunction with the Office of Communications and Public Affairs along with other agencies’ PIOs, will ensure that the public is informed of the current situation and recommended actions to ensure the safety of personnel and property. The PIO will disseminate information

using radio, TV, newspaper, etc. to ensure maximum coverage, and will encourage people to stay tuned to their local radio and TV stations for the latest situation and local weather conditions.

7. All agencies will ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

WARNING PHASE (Phase IV): This phase should be implemented when a hurricane threatens Delaware with the effects of gale force winds within 24 hours. This phase should coincide with a Hurricane Warning issued by the National Hurricane Center or the NWS. Consider implementing this phase no later than when the hurricane is located approximately 200 miles or greater from the University to preclude a sudden “direct hit” due to a change of direction. These actions include but are not limited to:

1. The Office of Campus and Public Safety will review and consider actions provided in the previous phases and attend to those actions not already performed.
2. The EOC will:
 - a. Ensure notification is made to all emergency management agencies concerning the upgraded status.
 - b. Determine what protective actions should be recommended to the University President.
 - c. Ensure evacuation decisions are based upon completion of evacuation prior to the arrival of gale force winds (34 knots/39 mph) and accomplished during daylight hours, if possible.
 - d. Initiate widest dissemination of all protective actions and evacuation decisions to include the use of Emergency Alert System (EAS) messages.
3. The EOC should consider and make arrangements for EOC relocation, if storm conditions force the move. If the relocation is necessary, make arrangements to maintain operational continuity during the move.
4. The University EOC should provide periodic updates to the State EOC. The State EOC should provide periodic SITREPS to the Governor’s Office and the FEMA Region III RRCC. Based on these reports, attempt to keep the public informed of the current conditions and recommended actions.
5. University departments should review continuity of operations plans and prepare to implement appropriate protocols to ensure ability to sustain operations in a post-storm environment.
6. The EOC, University departments, and emergency responders should review procedures for human needs assessment and damage assessment. This review should be done before the storm event occurs and before communication becomes impaired.
7. Response agencies should recall emergency responders back to their operating locations and ensure that responders do not take unnecessary risks as the storm approaches and winds exceed gale force strength. Supervisors must continue to emphasize safety procedures.

STORM EVENT/LANDFALL PHASE (Phase V): The following actions should be considered after the arrival of gale force winds and all pre-event actions are terminated

1. All response agencies ensure evacuation procedures are terminated. Residents who did not evacuate and are requesting assistance, will be encouraged to seek a last minute place of refuge.
2. PIOs, using all means available, notify the public concerning the calm conditions as the eye passes overhead. Be aware that the improved weather conditions are temporary and that the storm conditions will return with winds coming from the opposite direction sometimes in a period of just a few minutes.

RE-ENTRY/RECOVERY PHASE (Phase VI): Consider implementing this phase when the winds have subsided below gale force winds after storm passage.

1. Local officials and local fire service organizations shall assess their conditions and potential hazards of reentry. Human needs requirements and initial damage information shall be passed to the county EOCs to be forwarded to the State EOC. The University EOC will coordinate the Initial Damage Assessment (IDA).
2. First responders shall accomplish initial assessments to determine hazardous and nonhazardous areas. If conditions allow for debris clearance and power restoration, then workers may re-enter the area. Areas that the EOC or first responders consider unsafe shall be restricted areas until they are made safe.
3. The UDPD should initiate immediate search and rescue (SAR) procedures, if there are missing individuals. Responsibility for coordinating SAR efforts are outlined in the Fire and Rescue Group Annex of the Delaware Emergency Operations Plan (DEOP). Requests for status of missing persons should be coordinated with the ARC in Delaware.
4. PIOs initiate aggressive public awareness measures to keep the public informed of the current situation. Emphasize outdoor hazards to include downed power lines, weakened bridges, washed out roads, weakened tree limbs, damaged overhanging structures, etc..

E. Mitigation and Preparedness

1. Mitigation
 - a. Ensure that storm water management ponds are operating properly
 - b. Ensure that the University has contracts with appropriate contractors
 - c. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.
2. Preparedness

- a. Participate in State-wide Bridge Calls when appropriate
- b. Discuss possible courses of action for UD and prepare to implement same
- c. Ensure that the identified shelter locations are usable if necessary
- d. Ensure that University-owned cars are moved to parking garages to mitigate wind and water damage
- e. Identify essential and non-essential employees in each University department
- f. Maintain phone trees/call-in lists
- g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. Campus and Public Safety

1. Coordinate response activities
2. Keep all UD Departments apprised of the state of the storm
3. Request assistance from Newark, New Castle County (NCC) or the State of Delaware, as needed
4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
6. Determine need for short-term shelters and open if necessary
7. Deactivate the EOC when appropriate
8. Conduct a debrief
9. Prepare an After-Action Report
10. Coordinate mitigation activities, if necessary

b. Environmental Health and Safety

1. Work with laboratory coordinators to secure research and equipment
2. Secure the Materials Management Facility (MMF)
3. Secure the EHS Response Vehicle
4. Staff the EOC, if appropriate
5. Conduct checks of laboratories post-event for damage
6. Facilitate contractor agreements, if necessary
7. Attend incident debriefings
8. Contribute to the incident After-Action Report

c. Facilities and Auxiliary Services

1. Secure buildings, signs and equipment pre-storm
2. Call-in additional staff, if necessary
3. Ensure coverage of the Dispatch center
4. Provide generator support, if necessary

5. Staff the EOC, if appropriate
 6. Support the shelter system, if activated
 7. Conduct Damage Assessment in conjunction with Public Safety
 8. Work with contractors to fix damaged buildings
 9. Attend incident debriefings
 10. Contribute to the incident After-Action Report
- d. Public Safety
1. Conduct response operations, to include but not limited to:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 2. Coordinate with other law enforcement entities as necessary
 3. Assess the need for Urban Search and Rescue Team activations and request same through the UD EOC
 4. Provide assistance to Newark, if necessary
 5. Staff the EOC, if appropriate
 6. Attend incident debriefings
 7. Contribute to the incident After-Action Report

2. Supporting Departments

- a. Communications and Public Affairs
1. Participate in planning meetings, as appropriate
 2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
 3. Disseminate press releases
 4. Coordinate press conferences
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- b. Student Centers
1. Assist with identifying shelter locations
 2. Allow use of student center space for emergency response or shelter operations
 3. Staff the EOC, if requested
 4. Coordinate with Residence Life to conduct activities for students, if necessary
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- c. Student Life
1. In the event of an evacuation, identify students who remain on campus

2. Attend incident debriefings
 3. Contribute to the incident After-Action Report
- d. UDECUCU
1. Conduct Life Safety operations
 2. Support Aetna Hose, Hook and Ladder Fire Company as necessary
3. Administration
- a. Provide policy guidance to response and recovery units to allow a smooth recovery
4. External Departments
- a. Aetna Hose, Hook and Ladder Fire Company
 1. Provide fire service, BLS and search and rescue support, if necessary
 - b. Newark Building Department
 1. Assist with damage assessment
 2. With EHS, determine if UD buildings are habitable
 - c. Newark Fire Marshal
 1. With EHS, determine if UD buildings are habitable
 - d. Newark Police Department
 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 - e. Newark Public Works
 1. Assess the safety of the Newark Reservoir
 2. Assess water, wastewater and sewage systems for compromises
 3. Coordinate inspection of UD buildings
 - f. Local Public Utilities
 1. Work with local energy producers/distributors to facilitate the restoration of electricity and natural gas
 2. Assess damage to pipelines, refineries and other energy infrastructure
 3. Initiate efforts to restore data and telecommunications capabilities

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives
2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
 - c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References
 - a. Federal Government

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 2. National Incident Management System (NIMS)
- b. State of Delaware Code
1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
- c. New Castle County Code
1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
- d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>
2. Related Agency Plans
- a. National Response Framework (NRF), 2016
 - b. Delaware Emergency Operations Plan (DEOP), 2015
 - c. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015

d. City of Wilmington Emergency Operations Plan (WEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-3: Earthquake

I. Departments

A. Primary Departments

1. Campus and Public Safety
2. Environmental Health and Safety
3. Facilities and Auxiliary Services
4. Public Safety

B. Supporting Departments

1. Communications and Public Affairs
2. Student Centers
3. Student Life
4. UDECU

C. Administration

1. President
2. Executive Vice President and Chief Operating Officer
3. Provost
4. VP For Communications and Public Affairs
5. VP for Facilities, Real Estate and Auxiliary Services
6. Executive Director for Campus and Public Safety
7. Additional members of the Critical Incident Management Team Policy Group

D. External Departments

1. Aetna Hose, Hook and Ladder Fire Company
2. Newark Building Department
3. Newark Fire Marshal
4. Newark Police Department
5. Newark Public Works
6. Local Public Utilities

II. Purpose

- A. An earthquake is a sudden motion or trembling in the earth caused by the abrupt release of slowly accumulated strain.
- B. Earth tremors or earthquakes can occur almost anywhere on the surface of the earth. Delaware has experienced numerous earthquakes (at least 69 documented or suspected since 1871). All were below a Richter magnitude 4.3. The results of a moderate earthquake in northern Delaware could result in significant damage because of the geologic characteristics of underlying rocks,

the amount of relatively old un-reinforced masonry structures, and the existence of a dense network of lifelines including, but not limited to, major railroads, interstate highways, buried pipelines, refineries, chemical plants, power production and wastewater treatment facilities, and homes. Most of the Delaware seismic events have occurred in the highly developed and densely populated Wilmington area.

- C. The two most common methods used to measure the size of earthquakes are magnitude and intensity.
 - 1. The *magnitude* scale (Richter scale) provides an objective way of discriminating between large and small earthquakes using seismic wave amplitudes recorded by seismographs. The *magnitude* scale is logarithmic meaning that an increase in magnitude of 1 represents a tenfold amplification of ground motion. The amount of energy released or the strength of an earthquake increases by a factor approximately 32 for every tenfold increase in amplitude.
 - 2. The *Intensity* scale (Modified Mercalli Intensity Scale) ranges from I to XII and is used to quantify effects on people, buildings, other infrastructure, and landscape. The relationship between Richter magnitude and Modified Mercalli Intensity along with related effects is shown in Appendix HS4-1, Modified Mercalli Intensity and Richter Magnitude Scales.
- D. Emergency response to any earthquake would follow the standard protocols and procedures for search and rescue, fire suppression, pre-hospital medical care, handling of the deceased, food distribution, and road and utility repairs.
- E. The Delaware Geological Survey (DGS) possesses vital information, knowledge, experience, and personnel to accomplish vulnerability assessments.

III. Situation and Assumptions

- A. Earthquakes are little- or no-notice incidents and as such, the state is unlikely to have any warning that they are imminent.

IV. Concept of Operations

The Delaware Geologic Survey at UD operates and maintains a five-station seismic network throughout Delaware (three stations in northern New Castle County, one station in southernmost New Castle County, one station in south central Sussex County). The Delaware monitoring stations, which are strategically located between stations in northern New Jersey, southeastern New York, southeastern Pennsylvania, northeastern Maryland, and southwestern Virginia, provide a vital technological link between stations in those areas. These cooperative networks provide for sharing of data and expertise to evaluate, understand, and respond to earthquakes. The DGS network provides the public with timely information on noticeable local seismic events in Delaware and

near by Maryland, Pennsylvania, and New Jersey.

The Delaware Geological Survey seismic network will not be able to provide early warning of an impending earthquake. If an earthquake occurs, UD will stay in contact with the DGS via state-wide telephone bridge calls, radio communication, or other means during and immediately following an earthquake.

In the event of an earthquake, available fire departments and other public safety agencies will be dispatched and immediately engage in life saving emergency response operations, i.e. search and rescue and the protection of life and property.

Local public utility companies will begin an assessment of their infrastructure and initiate repair and recovery operations consistent with the damages and their organic technical capabilities. If necessary, they may activate existing mutual aid agreements to supplement local capabilities.

Damage reports will be forwarded to the New Castle County EOC and then to the State EOC, where DEMA will assemble and analyze them to coordinate assistance from other areas of the state and from out of state (via EMAC or FEMA), if necessary. DEMA will keep the Governor and the Secretary of Safety and Homeland Security apprised of the situation, and may request that the Governor declare a state of emergency.

The Executive Director of Campus and Public Safety may activate the University EOC and request representation from various UD Departments if the situation warrants.

If deemed necessary, a Preliminary Damage Assessment (PDA) will be conducted with University, local, state, and federal agency personnel to document and verify damage. State, county, local and University emergency support operations (personnel, materials and equipment) will continue until the situation is under control or terminated.

Coordination meetings will be conducted throughout the emergency by DEMA with representatives from affected infrastructure, including hospitals, medical centers, schools utilities (water, gas, electric, petroleum, and telephone companies), the Department of Transportation (DelDOT), and other entities as necessary to determine the extent of damages and disaster assistance needed.

Those near the earthquake area may be required to evacuate the area by directives and procedures issued from the University EOC as recommended by the Delaware Geologic Survey and the University Administration.

V. Mitigation and Preparedness

A. Mitigation

1. Determine if there is any new mitigation activities from this event

B. Preparedness

1. Conduct regular inspections of UD buildings to ensure general building safety and maintenance.
2. Maintain an updated emergency contact list
3. Maintain updated call-in lists for department personnel

VI. Assignment of Responsibilities

A. Primary Departments

1. Campus and Public Safety
 - a. Activate the EOC, if necessary
 - b. Coordinate emergency activities, keeping the City of Newark (Newark), County of New Castle (NCC) and the State of Delaware (DE) apprised of the situation
 - c. Participate in state-wide Bridge Calls
 - d. Take minutes of any Crisis Incident Team meetings and disseminate same to the CIT email group
 - e. Coordinate activation of UD Alert, if necessary
 - f. Reach out to contacts at:
 - 1) Georgetown Campus
 - 2) Lewes Campus
 - 3) Wilmington Campus
 - g. Make recommendations on the safety of campus and whether to:
 - 1) Close Campuses
 - 2) Evacuate Campuses
 - 3) Limit access to Campuses
 - h. Coordinate Damage Assessment with Newark, NCC and DE
 - i. Coordinate After-Action Report Activities
 - j. Work with NCC and DE to request FEMA reimbursement
2. Environmental Health and Safety
 - a. Coordinate with Aetna Hose, Hook and Ladder Fire Company
 - b. Coordinate with Newark's Fire Marshal to determine occupancy of UD buildings
 - c. Assess damage to lab facilities and other buildings with hazardous materials
 - d. Assess the need for County or State HazMat Teams and request same through the UD EOC
3. Facilities and Auxiliary Services
 - a. Assess the need for generators and, if needed, request same through the UD EOC
 - b. Engage in debris removal
 - c. Participate in damage assessment

4. Public Safety
 - a. Conduct response operations, to include but not limited to:
 - 1) Life Safety Operations
 - 2) Traffic Control
 - 3) Search and Rescue
 - b. Coordinate with other law enforcement entities as necessary
 - c. Assess the need for Urban Search and Rescue Team activations and request same through the UD EOC
 - d. Provide assistance to Newark, if necessary

B. Supporting Departments

1. Communications and Public Affairs
 - a. Provide emergency notifications containing earthquake emergency preparedness and response information
 - b. Assess the need for activation of a Joint Information Center
 - c. Coordinate the release of all information to the UD community
2. Student Centers
 - a. Assess building damage in student centers and report same to Facilities and Auxiliary Services
3. Student Life
 - a. Assess student injuries in residence halls and report same to Public Safety
 - b. Assess building damage in residence halls and report same to Facilities and Auxiliary Services
4. UDECU

Provide medical triage, if necessary

C. Administration

1. Provide policy guidance to response and recovery units to allow a smooth recovery

D. External Departments

1. Aetna Hose, Hook and Ladder Fire Company
 - a. Provide fire service, BLS and search and rescue support if necessary
2. Newark Building Department
 - a. Assist with damage assessment

- b. With EHS, determine if UD buildings are habitable
- 3. Newark Fire Marshal
 - a. With EHS, determine if UD buildings are habitable
- 4. Newark Police Department
 - a. Provide assistance to UDPD on:
 - 1) Life Safety Operations
 - 2) Traffic Control
 - 3) Search and Rescue
- 5. Newark Public Works
 - a. Assess the safety of the Newark Reservoir
 - b. Assess water, wastewater and sewage systems for compromises
 - c. Coordinate inspection of UD buildings
- 6. Local Public Utilities
 - a. Work with local energy producers/distributors to facilitate the restoration of electricity and natural gas
 - b. Assess damage to pipelines, refineries and other energy infrastructure
 - c. Initiate efforts to restore data and telecommunications capabilities

VII. Administration and Logistics

A. Records

- 1. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

B. Exercises

- 1. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises

C. After Action Reports (AAR)

- 1. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
- 2. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
- 3. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed

4. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

VIII. Plan Development

- A. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
- B. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
- C. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

IX. Authority, References and Related Agency Plans

A. Authority and References

1. Federal Government

- a. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
- b. National Incident Management System (NIMS)

2. State of Delaware Code

- a. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - 1) Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - 2) The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter

31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.

3. New Castle County Code

- a. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>

4. City of Newark Code, Part II, Chapter 10, Civil Emergencies

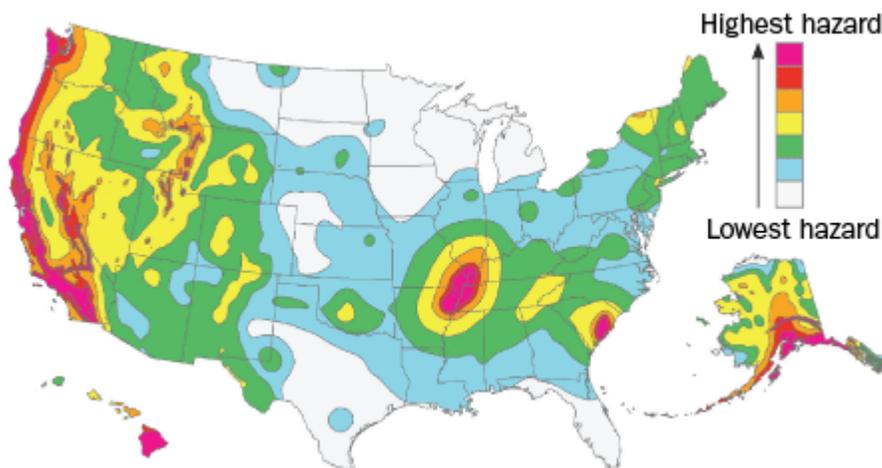
- a. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>

B. Related Agency Plans

1. National Response Framework (NRF), 2016
2. Delaware Emergency Operations Plan (DEOP), 2015
3. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
4. City of Wilmington Emergency Operations Plan (WEOP), 2015

X. **Resources**

A. **New Madrid Seismic Zones**



Taken from www.sciencenews.org

B. Modified Mercalli Intensity and Richter Magnitude Scales

Mercalli Intensity	Richter	Effects
I – Instrumental	1.9	Not felt except by a very few under especially favorable conditions.
II – Feeble	2.5	Felt only by a few persons at rest, especially on upper floors of buildings. Delicately suspended objects may swing.
III – Slight	3.1	Felt quite noticeable indoors, especially on upper floors of buildings but, many people do not recognize it as an earthquake. Standing motorcars may rock slightly. Vibration like passing of truck. Duration estimated.
IV – Noticeable	3.7	During the day, felt indoors by many outdoors by few. At night some awakened. Dishes, windows, doors disturbed; walls make creaking sound. Sensation like heavy truck striking building. Standing motorcars rocked noticeably.
V – Moderate	4.3	Felt by nearly everyone, many awakened. Some dishes, windows, etc. broken: a few instances of cracked plaster, unstable objects overturned. Disturbances of trees, poles and other tall objects sometimes noticed. Pendulum clocks may stop.
VI – Rather Strong	4.9	Felt by all, many frightened and run outdoors. Some heavy furniture moved; a few instances of fallen plaster or damaged chimneys. Damage slight.
VII – Strong	5.5	Everyone runs outdoors. Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable in poorly built or badly designed structures; some chimneys broken. Noticed by persons driving motorcars.
VIII – Very Strong	6.1	Damage slight in specially designed structures; considerable in ordinary substantial buildings, with partial collapse; great in poorly build structures. Panel walls thrown out of frame structures. Fall of chimneys, factory stacks, columns, monuments and walls. Heavy furniture overturned. Sand and mud ejected in small amounts. Changes in well water. Persons driving motorcars disturbed.
IX – Destructive	6.7	Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb; great in substantial buildings, with partial collapse. Buildings shifted off foundations. Ground cracked conspicuously. Underground pipes broken.
X – Disastrous	7.3	Some well-built wooden structures destroyed; most masonry and frame structures destroyed with foundation; ground badly cracked. Rails bent. Landslides considerable from riverbanks and steep slopes. Shifted sand and mud, water splashed (slopped) over banks.
XI – Ruinous	7.9	Few, if any (masonry) structures remain standing. Bridges destroyed. Broad fissures in ground. Underground pipelines completely out of services. Earth slumps and land slips in soft ground. Rails bent greatly.
XII – Catastrophic	8.5	Damage total. Waves seen on ground surfaces. Lines of sight and level distorted. Objects thrown upward into air.

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-4: Flood

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety
 - c. Facilities and Auxiliary Services
 - d. Public Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Student Centers
 - c. Student Life
 - d. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Newark Building Department
 - c. Newark Fire Marshal
 - d. Newark Police Department
 - e. Newark Public Works
 - f. Local Public Utilities

B. Purpose

The purpose of this Hazard-Specific Annex (HSA) is to define the concept of operations and the duties and responsibilities of the University in response to a flash flood or riverine flood affecting the students, staff and visitors to any of our four campuses.

C. Situation and Assumptions

1. Situation

- a. The University is susceptible to coastal flooding, tidal flooding, and stream flooding in interior areas. Stream flooding is usually concentrated in the northern portion of Delaware in the Piedmont and nearby Coastal Plain areas. However, serious stream flooding also occurs in the Coastal Plain in southern New Castle, Kent, and Sussex counties. Coastal flooding is usually associated with storm events, such as hurricanes or extra-tropical coastal storms. Stream flooding is generally associated with all high rainfall events, such as from hurricanes or severe thunderstorms.
- b. Quickly rising water in a very short period of time is known as a “flash flood.” Slowly rising water that spills over roadways, farm land, and the banks of small streams is called “general flooding” and is usually a longer term event that may last several days. Water that does not run off or quickly evaporate in low-lying areas is known as “pooling.”
- c. Due to increased construction and paving in highly populated areas, flash flood now ranks as the number one weather-related killer in the United States. Reported property damage due to flash floods has grown to millions of dollars a year nationally. Delaware experiences damaging floods that may result in moderate to severe damage and loss of life.
- d. Without natural wetlands to absorb runoff from new development, agriculture, roadways, and parking lots, rapidly rising water may reach flood heights within a few minutes or hours following a heavy downpour/rainfall.

2. Planning Assumptions

- a. Retentions and storm water management ponds will be developed where feasible to control rapidly rising waters.
- b. The Delaware Geological Survey (DGS), the United States Geological Survey (USGS), the U.S. Army Corps of Engineers (USACE), DNREC/Division of Soil and Water (S & W) Conservation, the state climatologist, and the National Weather Service (NWS) will work with the University to predict, assess, and evaluate flood situations on any of our four campuses.

D. CONCEPT OF OPERATIONS

The Delaware Geological Survey (DGS) operates several stream and tidal gauges through the area to monitor stream, river, and ocean levels. Office of Campus and Public Safety staff has access to the data from these systems and keeps abreast of

conditions during major rain-producing events.

Additionally, the National Weather Service and the Delaware State Climatologist provide forecast information to the University and local emergency management agencies regarding anticipated rainfall amounts. DEMA coordinates a bridge call with state and local emergency agencies if conditions warrant.

If flooding becomes significant, the DEMA Director may request the Governor declare a state of emergency. This will allow for the activation of the Delaware National Guard to assist with the deployment of sandbags and to assist with flood control and response efforts. The U. S. Army Corps of Engineers may also provide flood fighting assistance if necessary. This will also allow the University to ensure the safety and wellbeing of our student, staff and University community.

Search and rescue efforts will be primarily the responsibility of local fire companies, assisted by the University of Delaware Police, City of Newark Police and other first response agencies as necessary.

Flood Watch and Warning Criteria

The National Weather Service is responsible for disseminating flood watches and warnings for Delaware's rivers and streams, as well as coastal flood watches and warnings for our tidal bodies of water.

Flash Flood Watch: This product is issued by for events that have the potential for short duration (usually less than 6 hours), yet intense flooding of counties, communities, streams or areas for which the occurrence is neither certain nor imminent. This watch indicates that flash flooding is a possibility in or close to the watch area. Those in the affected area are urged to be ready to take action if a Flash Flood Warning is issued or flooding is observed. A Flash Flood Watch may be issued for potential flooding from dam breaks, ice jam breaks, or torrential downpours.

Flash Flood Warning: This warning signifies a short duration of intense flooding of counties, communities, streams, or urban areas with high peak rate of flow. Flash floods may result from such torrential downpours, dam breaks, or ice jam breaks. They are issued by the local National Weather Service Office for 4 hours or less.

Flood Watch: This watch is issued to indicate that there is a potential of flooding in or close to the watch area. Those in the affected area are urged

to be ready to take action if a flood warning is issued or flooding is observed. In flooding, the onset of flooding takes place much slower (usually greater than 6 hours) than a flash flood. This type of flooding usually occurs with "train echoes" or slow moving thunderstorms, and can also occur with synoptic scale systems that last a relatively long period of time and encompass a large area. They are usually issued up to 12 hours prior to the possible flood event.

Flood Warning: This warning signifies a longer duration and more gradual flooding of counties, communities, streams, or urban areas. Floods usually begin after 6 hours of excessive rainfall. They are issued by the local National Weather Service Forecast Office for 6 hours or less.

Coastal Flood Watch: Flooding that occurs from storms where water is driven onto land from an adjacent body of water. These can be hurricanes, nor'easters, or tropical storms, but even a severe winter storm or thunderstorm can cause this type of flooding. This watch alerts residents along the Atlantic Ocean and bay area's to the possibility of coastal flooding.

Coastal Flood Warning: This National Weather Service product alerts residents that coastal flooding is either imminent or occurring.

E. Mitigation and Preparedness

1. Mitigation

- a. Ensure that storm water management ponds are operating properly
- b. Ensure that the University has contracts with appropriate contractors
- c. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.

2. Preparedness

- a. Participate in State-wide Bridge Calls when appropriate
- b. Discuss possible courses of action for UD and prepare to implement same
- c. Ensure that the identified shelter locations are usable if necessary
- d. Ensure that University-owned cars are moved to parking garages to mitigate wind and water damage
- e. Identify essential and non-essential employees in each University department
- f. Maintain phone trees/call-in lists
- g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. Campus and Public Safety

1. Coordinate response activities
2. Keep all UD Departments apprised of the state of the storm
3. Request assistance from Newark, New Castle County (NCC) or the State of Delaware, as needed
4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
6. Determine need for short-term shelters and open if necessary
7. Deactivate the EOC when appropriate
8. Conduct a debrief
9. Prepare an After-Action Report
10. Coordinate mitigation activities, if necessary

b. Environmental Health and Safety

1. Work with laboratory coordinators to secure research and equipment
2. Secure the Materials Management Facility (MMF)
3. Secure the EHS Response Vehicle
4. Staff the EOC, if appropriate
5. Conduct checks of laboratories post-event for damage
6. Facilitate contractor agreements, if necessary
7. Attend incident debriefings
8. Contribute to the incident After-Action Report

c. Facilities and Auxiliary Services

1. Secure buildings, signs and equipment pre-storm
2. Call-in additional staff, if necessary
3. Ensure coverage of the Dispatch center
4. Provide generator support, if necessary
5. Staff the EOC, if appropriate
6. Support the shelter system, if activated
7. Conduct Damage Assessment in conjunction with Public Safety
8. Work with contractors to fix damaged buildings
9. Attend incident debriefings
10. Contribute to the incident After-Action Report

d. Public Safety

1. Conduct response operations, to include but not limited to:

- a. Life Safety Operations
- b. Traffic Control
- c. Search and Rescue
2. Coordinate with other law enforcement entities as necessary
3. Assess the need for Urban Search and Rescue Team activations and request same through the UD EOC
4. Provide assistance to Newark, if necessary
5. Staff the EOC, if appropriate
6. Attend incident debriefings
7. Contribute to the incident After-Action Report

2. Supporting Departments

a. Communications and Public Affairs

1. Participate in planning meetings, as appropriate
2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
3. Disseminate press releases
4. Coordinate press conferences
5. Attend incident debriefings
6. Contribute to the incident After-Action Report

b. Student Centers

1. Assist with identifying shelter locations
2. Allow use of student center space for emergency response or shelter operations
3. Staff the EOC, if requested
4. Coordinate with Residence Life to conduct activities for students, if necessary
5. Attend incident debriefings
6. Contribute to the incident After-Action Report

c. Student Life

1. In the event of an evacuation, identify students who remain on campus
2. Attend incident debriefings
3. Contribute to the incident After-Action Report

d. UDECUCU

1. Conduct Life Safety operations
2. Support Aetna Hose, Hook and Ladder Fire Company as necessary

3. Administration
 - a. Provide policy guidance to response and recovery units to allow a smooth recovery
4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 1. Provide fire service, BLS and search and rescue support, if necessary
 - b. Newark Building Department
 1. Assist with damage assessment
 2. With EHS, determine if UD buildings are habitable
 - c. Newark Fire Marshal
 1. With EHS, determine if UD buildings are habitable
 - d. Newark Police Department
 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 - e. Newark Public Works
 1. Assess the safety of the Newark Reservoir
 2. Assess water, wastewater and sewage systems for compromises
 3. Coordinate inspection of UD buildings
 - f. Local Public Utilities
 1. Work with local energy producers/distributors to facilitate the restoration of electricity and natural gas
 2. Assess damage to pipelines, refineries and other energy infrastructure
 3. Initiate efforts to restore data and telecommunications capabilities

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives
2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination

of exercise types: table top exercises, functional exercises and full-scale exercises

3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
 - c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References
 - a. Federal Government
 1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 2. National Incident Management System (NIMS)

b. State of Delaware Code

1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.

c. New Castle County Code

1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>

d. City of Newark Code, Part II, Chapter 10, Civil Emergencies

1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>

2. Related Agency Plans

- a. National Response Framework (NRF), 2016
- b. Delaware Emergency Operations Plan (DEOP), 2015
- c. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
- d. City of Wilmington Emergency Operations Plan (WEOP), 2015



University of Delaware Emergency Operations Plan

HAZARD SPECIFIC ANNEX 5

PANDEMIC RESPONSE

Developed September 2009
Updated January 2012

**University of Delaware Pandemic Response Decision Tree
Administrative and Academic Department/Unit Quick Reference Guide**

PREPAREDNESS

Ongoing Preparedness Efforts	Planning Activities	Training and Exercise Development	External Agency Relationships	Monitoring National and Global Trends
	<p>Identify Department Emergency Coordinators</p> <p>Review Plans at least once a semester</p> <p>Develop departmental policies on critical functions and the essential staff to complete them</p> <p>Stockpile adequate supplies of any equipment for your staff might use to respond to an emergency</p> <p>Push healthy hand hygiene with staff through the use of hand washing and gel sanitizer</p>	<p>Training for staff on responsibilities and procedures</p> <p>Hold table top exercises with your staff at least once a year</p> <p>Conduct surprise fire drills</p> <p>Give small “mini-drills” throughout the year where it is declared that the power is out, computers are down and have staff talk through what they would do to combat</p>	<p>Meet regularly with external agencies from whom the University might need assistance</p> <p>Determine whether vendors would continue to deliver to the University if a major disaster/disease outbreak occurs</p> <p>Develop MOUs/MOAs with vendors to codify the delivery agreement</p>	<p>Follow regional, national and global trends to determine the current state of H1N1 in the world</p> <p>Consult with the Centers for Disease Control and Prevention (C) on current medical guidance for planning (www.c.gov)</p> <p>Consult with the State of Delaware and the Federal Emergency Management Agency on current planning guidance www.dema.delaware.gov or www.fema.gov</p> <p>Consider getting the flu shot</p>

RESPONSE

	Decision A	Decision B	Decision C	Decision D
University of Delaware Departmental Response Employee Responsibilities	UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	UD Cancels Classes and Considers Preparations to Close the University	UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	UD Restores Campus Operations
Definition of Terms	<p>Social Distancing is the process by which sick individuals are isolated from the rest of the community, usually through non-contact. This also includes keeping well individuals from coming into contact with sick individuals. The University might accomplish this by canceling large events such as conferences, concerts and sporting events.</p>	<p>Canceling class means the University is open, students are continuing to inhabit residence halls and dining halls are still serving meals in a group setting, but classes are not in session. Large events will still be canceled. This allows those commuting students to stay away from campus and not get sick.</p>	<p>Under direction from the State Division of Public Health (DPH) and the C, the University may have to close residence halls and administrative buildings if the spread of infection is severe, the symptoms have mutated and are fatal, or we cannot sustain the level of service that is needed to support student life.</p>	<p>Once the University has closed, there is a number of steps (a process) that must occur before the campus is ready to receive students. This could be similar to a summer preparation for the incoming fall students, but would have to be done on a much tighter timeframe. All the preparations that come with accepting students onto campus are included here.</p>
UNIVERSITY ADMINISTRATION				
Critical Incident Management Team - Operations Group	<p>Keep President, Vice Presidents, Deans, Directors, Department Heads and/or Department Emergency Coordinators apprised of specific issues related to critical functions</p> <p>Prepare to activate Campus EOC</p> <p>Seek guidance from DPH and C as appropriate</p>	<p>Keep President, Vice Presidents, Deans, Directors, Department Heads and/or Department Emergency Coordinators apprised of specific issues related to critical functions</p> <p>Activate Campus EOC for all communication, logistics, and operational issues</p> <p>Serve in EOC as University representatives</p> <p>Liaise with external response agencies</p>	<p>Serve in EOC as University representatives</p> <p>Report to Administrative command regularly on status of campus closing</p>	
Communicable Disease Working Group	<p>Provide guidance to University on causes of action</p>	<p>Provide guidance to University on causes of action</p>	<p>Provide guidance to University on causes of action</p>	Notify Campus community of the restoration of campus activities

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	<p>Liaise with Delaware Division of Public Health, Christiana Care and other medical response agencies</p> <p>Assist with emergency notification of faculty, staff, students and emergency contacts</p> <p>Work with the Operations Group to prepare for the possibility of canceling class or closing the University campus</p> <p>Work with Administrative and Academic units to ensure they are adhering to their Department/Unit Action Checklist</p>	<p>Liaise with Delaware Division of Public Health, Christiana Care and other medical response agencies</p> <p>Assist with emergency notification of faculty, staff, students and emergency contacts</p>	<p>Liaise with Delaware Division of Public Health, Christiana Care and other medical response agencies</p> <p>Assist with emergency notification of faculty, staff, students and emergency contacts</p>	<p>Assist Administrative and Academic units to prepare for students to return and classes to resume</p> <p>Work to implement any new procedures for campus operations based on guidance from DPH, Christiana Care and the C</p>
Athletics and Recreation	<p>Canceling of home Football Games would result in severe revenue loss, contract issues, re-scheduling, community impact</p> <p>IT is not possible to complete any work at home</p> <p>Cancel PR events by various teams</p>	<p>Most athletic contests don't allow for make-ups and UD would have revenue losses</p> <p>Recreation facilities limited in hours if student help is not available</p> <p>Facility hour reductions/cancellations</p>	<p>Critical functions that take place are housing athletes</p> <p>Must reschedule away athletic competitions, which would be very difficult</p>	<p>N/A</p>
Dining Services Auxiliary Services	<p>Ensure Catering is able to continue food production, handle an increase in demand for food and can modify their staff needs as appropriate for the emergency</p> <p>Call in additional office personnel and utilize management staff as needed</p> <p>Support staff dining needs to be placed with 1 assigned contact person at specific time daily. Priority staffing in the following order:</p> <ol style="list-style-type: none"> 1. Dining halls 2. Student centers 	<p>Reduce operations, concepts, hours and staffing as appropriate.</p> <p>Utilize staff that is available and able to get to campus (possibly ID suitable staff housing)</p> <p>Determine needs of medical operations and arrange for delivery</p> <p>Determine viability of deliveries from outside vendors and develop back up plan. If possible, place pre-established emergency plan food order with vendor</p>	<p>Identify number of affected students & personnel, as well as housing/office locations</p> <p>Determine if staff or management team is available to provide dining needs</p> <p>Determine level of service that can be provided</p> <p>Determine support needed for medical operations</p>	<p>Sanitation and cleaning of all eateries</p> <p>Dispose of all spoiled foods and clean refrigerators and freezer units if necessary</p> <p>Ensure trash and recycling pick up</p> <p>Communication of schedule to staff & vendors</p>

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	<p>3. Market and cart locations</p> <p>Offer limited service and/or hours of operation.</p> <p>Ensure the emergency contact person arranges for delivery service/or pick up of boxed meals</p> <p>Disabled employees may not be permitted to work as mandated by advocate agencies</p> <p>Confirm continuation of UD supporting services (trash & recycling)</p>	<p>Change menu options based on utility services</p> <p>Call in additional office personnel and utilize management staff as needed Notify & communicate to staff and campus community operational changes</p> <p>Secure back up bottled water and fill all possible vessels (air voids, kettles etc)</p> <p>Inventory paper supplies and order back up</p> <p>Gas up all vehicles and fill all propane units</p> <p>Confirm continuation of UD supporting services (trash & recycling)</p>	<p>Identify local ARAMARK accounts for possible off site production and delivery of meals</p> <p>Senior management team will delegate assignments</p>	<p>Restock food, paper and operational supplies</p> <p>Ensure utilities are restored (pilot lights lit, water lines flushed, etc...)</p> <p>Stagger reopening of operations & modify hours as student return (residential, catering, retail, snack bars)</p> <p>Senior management team will delegate assignments</p>
University Courtyard Marriott Auxiliary Services	<p>Remain open with normal hotel staff</p> <p>Continue outside events unless there was a government decree</p> <p>Cancel all HRIM practicum student shifts</p> <p>Relocate guests to other facilities should the Marriott become uninhabitable</p>	<p>Remain open with normal hotel staff</p>	<p>Remain open with normal hotel staff</p> <p>Ensure continuity of operations</p> <p>Ensure vendor deliveries</p> <p>Ensure operations of emergency generator</p>	<p>Resume schedule of HRIM practicum students</p>
Budget Office	<p>Work from home via the VPN login in system</p>	<p>Communicate via email or phone if normal services are unavailable</p>	<p>Use electronic communication</p>	<p>The Budget Director will coordinate what needs to be done to prepare for return</p>
Environmental Health and Safety (DEHS) Campus and Public	<p>Cancel low priority training courses</p> <p>Postpone non-critical functions</p>	<p>Engage in the following on-site or hire a contractor to:</p> <ul style="list-style-type: none"> • Facility damage assessment • Oversight of life safety systems and 	<p>Ensure the maintenance of:</p> <ul style="list-style-type: none"> • Fire extinguishing systems • Generators • Environmental conditions 	<p>Inspect all residence halls</p> <p>Coordinate the cleaning and disinfection of all residence</p>

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<p>Safety</p>	<p>Provide essential training in smaller groups at strategic identified facilities</p> <p>Provide services related to training and fit testing for respirator users at the University</p> <p>Distribute critical supplies and equipment.</p> <p>Have outside contractors handle critical support functions such as emergency response, waste collection and management and laboratory services</p> <p>Allow employees to work remotely</p>	<p>fire suppression systems</p> <ul style="list-style-type: none"> • Oversight of ventilation for hazardous locations • Emergency response, waste management services • Acquisition and dissemination of critical supplies and equipment, training <p>Conduct in-house meetings to update staff and prepare assignments</p> <p>Prepare emergency supplies and vehicles</p>	<ul style="list-style-type: none"> • Life safety systems <p>Stabilize temperature sensitive chemicals stored at the MMF</p> <p>Provide services to essential operations which may include Student Health Services, Facilities and Public Safety.</p> <p>Conduct facility damage assessment</p> <p>Ensure proper ventilation for hazardous locations</p>	<p>halls and academic buildings.</p> <p>Ensure operation of:</p> <ul style="list-style-type: none"> • Life safety systems • Fire suppression systems • Ventilation systems

<p>Complete documentation of services and supplies remotely</p> <p>Conduct “train the trainer” sessions to facilitate necessary training for essential personnel. Partner with outside agencies as appropriate.</p> <p>Act as a primary liaison with health care providers and emergency staff.</p>	<p>Stock pile supplies for intermittent access</p> <p>Coordinate off-site waste disposal</p> <p>Secure the Materials Management Facility and surrounding grounds</p> <p>Coordinate campus wide waste pick-ups to remove excess waste and cancel/postpone non-essential orders.</p> <p>Notify regulatory agencies</p>	<p>Engage in emergency response and waste management services</p> <p>Ensure the acquisition and dissemination of critical supplies and equipment. Set up alternate delivery sites if DEHS office is not open</p> <p>Conduct training as necessary</p> <p>Coordinate / conduct inspections of laboratory facilities</p> <p>Set up alternate delivery sites if DEHS office is not open</p> <p>Notify regulatory agencies</p>		
<p>Public Safety Campus and Public Safety</p>	<p>Continue to provide life safety and law enforcement services using PPE and other universal precautions</p>	<p>Continue to provide life safety and law enforcement services using PPE and other universal precautions</p>	<p>Continue to provide life safety and law enforcement services using PPE and other universal precautions</p>	<p>The building may need to be opened</p> <p>Ensure custodial services</p>

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	<p>All essential personal will report to their appropriate shifts</p> <p>Nonessential employees can work from home</p> <p>Ensure proper numbers of PPE equipment and prophylactic medicine, if available</p>	<p>All essential personal will report to their appropriate shifts. Can include students who may volunteer to report to work</p> <p>Activate the EOC and call in personnel</p>	<p>All essential personal will report to their appropriate shifts</p> <p>Utilize UD catering or procure our own food</p> <p>Ensure access to fuel for vehicles</p> <p>Ensure proper operation of generator and on site UPS units</p>	<p>cleans and sanitizes office space</p>
Custodial Services & Pest Control, Maintenance & Operations, Grounds, Planning & Construction, Facilities IT and Facilities Accounting Services, Facilities HR Facilities- Newark, Lewes Campus	<p>Maintain critical services such as trash removal, restroom disinfection and pest control</p> <p>Cancel large meetings within the department such as employee training</p> <p>Expect and complete special requests for disinfection are expected, such as “ad hoc clinics”, “hot spots”, etc.</p> <p>Custodial Services & Pest Control: The custodial staff utilizes a zone cleaning model which enable managers to supervise operations in small work groups...ideal for social distancing.</p> <p>Ancillary duties may be performed internally by departments.</p>	<p>Maintain critical services such as trash removal, restroom disinfection and pest control</p> <p>Increase critical services such as trash removal and restroom disinfection in residence halls</p> <p>Decrease critical services such as trash removal and restroom disinfection in academic buildings</p> <p>Maintain services to athletic facilities</p> <p>Provide additional disinfectant services to Laurel Hall and any campus clinics</p> <p>Make arrangements for additional supply delivery through custodial management.</p> <p>Curtail pest control operations if possible</p>	<p>If during the winter months, ensure provisions are made to clear snow before reopening.</p> <p>Make arrangements for additional supply delivery through custodial management.</p> <p>Maintain operational coverage in critical research facilities</p>	<p>Ensure custodial staff gain access to campus prior to students, faculty and staff</p> <p>Plan for a two day process to ready the buildings for reopening</p>
Maintenance & Operations Facilities- Newark, Lewes Campus	<p>Day-to-day activities in support of the University mission will remain the same</p> <p>Shift resources to any new needs arising from the pandemic response (services to incident</p>	<p>Maintenance, building and infrastructure support and utilities demands will remain intact</p> <p>Research activities will require continued</p>	<p>Maintain residence hall temperatures to ensure that individual heating system failures do not occur</p> <p>Special support provisions need to be</p>	<p>Resumption of normal operations notification needs to be made to Facilities and contractor personnel</p>

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	<p>command requirements, triage and treatment centers, etc.)</p> <p>Reassign personnel to evening shifts or 24/7 coverage as dictated by the emerging demands of the situation</p> <p>Social distancing considerations may influence decisions regarding internal meetings, and work flow processes</p>	<p>support whether or not classes are cancelled</p> <p>A service demand increase may occur in residential buildings</p> <p>Critical staff members will be identified and allocated to respond to shifting University requirements such as triage and treatment center communications</p> <p>Skilled personnel from non-critical functions</p>	<p>provided for research facilities containing ongoing research</p> <p>Buildings requiring special protection are already identified</p> <p>Provisions have been made to maintain fuel supplies or other special needs</p> <p>Arrangements made prior to University closings for fuel, chemicals, supplies,</p>	<p>Prior to resuming operations, maintenance work may be required before students are able to move back into residence halls</p> <p>Once the campus is open to residence, backlogged maintenance activity and preventive maintenance will resume</p>

	<p>A few specialized activities may be accomplished through technology from off-campus locations</p> <p>Heightened concerns around indoor air quality will probably increase demand on HVAC resources</p> <p>Intensify on-campus maintenance activities within the residence halls and 60+ rental housing units</p>	<p>(preventive maintenance, paint & carpentry) may be re-allocated in support of critical response needs (plumbing, HVAC, electric, boiler house)</p> <p>Contacts will be made for contracted services (elevators, chillers, etc) for the uninterrupted delivery of parts, supplies and utility services</p> <p>Ensure dispatch functions can be handled by other administrative support and boiler house/shop personnel</p> <p>Notify contracted services and vendors to insure smooth transition into campus closing support activities</p> <p>Coordinate with EHS regarding DNREC permit requirements</p>	<p>etc. and the staffing of delivery points at UD</p>	
<p>Grounds</p> <p>Facilities- Newark, Lewes Campus</p>	<p>Continue trash/recycling, snow removal and response to flooding as n necessary</p> <p>Training would be suspered</p>	<p>Trash removal requirements for residence halls may increase if students increase time spent in residential halls</p> <p>Flexible scheduling of pick-ups may be required for increased collection loads.</p>	<p>Trash pick-up from some research buildings where con tinuous operations are required.</p> <p>Snow removal from lots, paths and roadways will still b e required</p>	<p>N/A</p>

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		<p>Outdoor grounds support will still be required for athletic team training activities</p> <p>Snow removal from lots, paths and roadways will still be required</p> <p>Recycling operations may be suspended based on staffing</p> <p>Prepositioning of materials based upon weather forecasts (snow/flooding)</p>	<p>Sand-bagging/drain cleaning activities may be required during flooding situations</p> <p>Supply fuel for facilities equipment generators, pumps</p>	
Planning & Construction Facilities- Newark, Lewes Campus	<p>UD decisions to interrupt construction schedules have cost implications for both delay claims (where UD initiates the work stoppage) and OT charges (where contractors incur additional cost due to UD decisions to temporarily halt work yet maintain current target completion dates)</p> <p>FP&C management may need to play a proactive communication role with contractors about health risks of performing work at UD</p> <p>If the construction crews are working, Project Managers need to be on-campus. If construction work is halted, design work may continue electronically</p>	<p>Class cancellation may influence the health risk decisions by contractor management of whether to send their crews on campus to continue project work</p> <p>Design services would continue electronically</p> <p>FP&C management would take steps to proactively communicate with contractor management about potential closings</p> <p>Arrangements would be made to secure sites</p> <p>Establish alternative delivery locations for pre-arranged equipment and supplies</p>	<p>Cease contractor operations</p> <p>Notification needs to be made with contractor management about the implementation of work cessation plans and arrangement for project-related deliveries or storage.</p> <p>If suspended project work requires special coverage needs, arrangements will be coordinated to ensure needs are met</p>	<p>Contractors will be kept notified campus status and details conveyed on when the project work can resume</p>
Facilities IT Facilities- Newark, Lewes Campus	<p>Continue IT infrastructure support for data access, security access control and building automation</p> <p>The operation of the servers and hardware can be administered remotely</p>	<p>Respond to increased requests for hardware and advice for setting up employees to work from home</p> <p>The IT group's operation of the servers and hardware can be administered remotely</p>	<p>The operation of the servers and hardware can be administered remotely</p>	<p>No need for additional preparation work for campus restoration</p>
Facilities Accounting	<p>Limit personal contact by the scanning and</p>	<p>Continue normal activities</p>	<p>Staff the unit adequately to serve the</p>	<p>Process backlog of non-critical</p>

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Services Facilities- Newark, Lewes Campus	transmission of documents Reduce training participation, meetings, etc. Perform work from home if possible Revisit timelines for closure and reporting schedules across the University	Perform work from home if possible Reassign student work to regular UD personnel Staff the unit adequately to serve the payment processing and procurement documentation support needs of Maintenance & Operations, Grounds, Custodial & Pest Control Services and FP&C Staffing schedules and coverage would be established to ensure that their procurement and documentation services needs are met Additionally, preparatory contacts with commercial and municipal service providers would be made to assure continued service Ensure IT support for critical operations	payment processing and procurement documentation support needs of Maintenance & Operations, Grounds, Custodial & Pest Control Services and FP&C	items
Facilities Human Resources Facilities- Newark, Lewes Campus	Continue payroll administration and related employment data accessibility/administration of all staff, especially weekly submission and reporting of payroll hours Work from home if possible Cancel meetings	Continue payroll administration and related employment data accessibility/administration of all staff, especially weekly submission and reporting of payroll hours Create an administrative plan of action with the management team regarding coordination of payroll administration, including referencing UD policies and collective bargaining language in order to properly and timely pay staff	Continue payroll administration and related employment data accessibility/administration of all staff, especially weekly submission and reporting of payroll hours Implement an administrative plan of action with the management team regarding coordination of payroll administration, including referencing UD policies and collective bargaining language in order to properly and timely	No restoration activities necessary

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		Work out accessibility plan with the UD Office of HR Systems/Payroll to upload labor hours	pay staff	
Human Resources Labor Relations Office of Equity and Inclusion	Cancel any events schedule by the Office of Equity and Inclusion and the HealthyU program Continue services to employees and students as normal Could work from home, if necessary Cease any hiring processes Tell student workers to stay home	Continue services to employees and students as normal Could work from home, if necessary	Close office Instruct employees to work from home to ensure that payroll and benefit information is continually provided to vendors and banking institutions	
IT	Continue to maintain the complete functioning of IT services	Continue to maintain the complete functioning of IT services Support faculty/departments who wish to do web-based/distance learning	Continue to maintain the complete functioning of IT services Ask critical personnel who come to work to stay at work Allow employees to work from home, if possible while keeping "eyes, ears and hands" on site. Have a minimum of two staff on site for life safety concerns. Switch to UPS and generator power if necessary. The Computing Center can run in this fashion indefinitely. Receive daily delivery of diesel fuel for the generator	Continue to maintain the complete functioning of IT services. Have minimum staff on site
Office of	Focus office activities on the messaging involved	Support communication management for the	Support communication management for	Messaging of critical

	Decision A	Decision B	Decision C	Decision D
University of Delaware Departmental Response	UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	UD Cancels Classes and Considers Preparations to Close the University	UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	UD Restores Campus Operations
Employee Responsibilities				
Communications & Marketing	with the emergency situation Divert personnel from other scheduled tasks to assist with coverage of the news events Activate office's Crisis Team, who plays a major role in communicating news and developments in any emergency or crisis situation to the University's many audiences Work from home if possible	emergency situation Appearances of YoUDee would have to be suspended or carefully evaluated Office personnel would pick up any student tasks, as needed The Office's Crisis Team would work closely with senior administration	the emergency situation The Crisis Team is mobile enough to work from a secure location that has access to energy/computing needs	information would continue to be disseminated through the Crisis Team OCM's Crisis Team will work with media and others during the restoration period, and continue to manage follow-up work in the days to come
Procurement Services				
Center for Counseling and Student Development (CCSD)	If necessary, the staff at Laurel Hall could move to the Perkins Student Center for their operations Employees cannot work from home Encourage teaching staff in the Department of Human Development and Family Studies to follow the plan developed for the academic department Establish an emergency response system to attend to the crisis calls/psychological emergencies of students	Staff psychologist must still respond to psychological emergencies. This can be done via phone. Other counseling staff could perform work functions via phone. Develop criteria for handling non-emergency appointments.	Continue response to psychological emergencies by staff Continue to ensure that confidential data is safe, secure and cannot be compromised	Ensure a procedure to handle a possibly large influx of students who are seeking psychological services as a result of the emergency
Student Life				
Dean of Students	Loss of revenue	Continue to address student and parent concerns via a central call center	Continue to address student and parent concerns via a central call center	Continue to address student and parent concerns via a central call center
Student Life	Remain open as long as safely possible. Work remotely, if possible Assist in the University EOC	Focus on emergency response Assist in the University EOC	Focus on emergency response Assist in the University EOC	Prepare for students to return

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	Prioritize office functions			
Housing Assignment Services Student Life	Cancel housing fair for upper-class students, if necessary Provide any housing information online for via phone through staff Work from home, if appropriate Utilize e-mails, telephone and the internet for office functions. Could pull employees from Residence Life to assist for short periods of time Assist with the shifting of students in order to meet isolation requirements, if necessary	Provide any housing information online for via phone through staff Work from home, if appropriate Utilize e-mails, telephone and the internet for office functions. Could pull employees from Residence Life to assist for short periods of time Regularly communicate with Residence Life staff on duty roster Assist with the shifting of students in order to meet isolation requirements, if necessary	Provide any housing information online for via phone through staff Work from home, if appropriate Utilize e-mails, telephone and the internet for office functions. Could pull employees from Residence Life to assist for short periods of time	Work with Residence Life and Student Life to prepare for the return of students Engage all staff in preparedness activities
New Student Orientation & Parent Relations Student Life	Cancel NSO if necessary Reschedule orientation events if necessary Retool activities for student leaders to limit their physical contact with one another Conduct individual interviews over the phone Work from home if possible Reassign staff to emergency activities within Student Life	Work from home if possible Close the office	Director or Program Coordinator would complete critical tasks remotely using phone or email	Respond to email and voicemail Reschedule orientation sessions if necessary
Residence Life Student Life	Assist in disseminating information to students and responding to student and parent concerns Continue to oversee residence halls through maintaining duty hours, building rounds, disseminating information, providing oversight	Establish a central call center Maintain oversight of students living in residence halls Assist in answering resident and parent	Ensure support from UDPD to perform building duty rounds	Residence Life staff will be in the buildings as residents return to the buildings, as is our procedures after all scheduled University closings

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	<p>of residents and buildings and performing administrative functions</p> <p>Allow professional staff to work from home or on-campus apartments</p> <p>Identify those residents unable to leave campus in an emergency (ID home addresses over a 6 hour drive from campus)</p>	<p>concerns</p> <p>Respond to emerging needs</p> <p>Oversee residence halls through maintaining duty hours, building rounds, disseminating information, providing oversight of residents and buildings and performing administrative functions (mail & package distribution, key/card/fob administration, facilities inspections)</p> <p>Ensure availability of hand sanitizer, mask and rubber gloves (for staff doing duty round in the building and touching door handles and railings)</p>		<p>Ensure UDPD controls traffic around the residence halls</p>
Student Centers Student Life	<p>Significant financial loss from the cancellation of major on-campus events</p> <p>Cancellations would need to be communicated to all University personnel, students, and external production professionals. Student would in turn, post notice of canceled events</p> <p>Maintain the facility with minimal staffing, if necessary</p> <p>Offer limited services and staff the facility as we do for evening or weekend hours</p> <p>Employees can work from home depending on their function</p> <p>Communicate with RSO student leaders via email from home/off-site</p>	<p>Student Centers possibly used for dining purposes</p> <p>Full-time Student Centers staff would be shifted to cover any essential vacancies</p> <p>Notify all staff</p> <p>Cancel scheduled events, post corresponding signage and change voicemail system</p> <p>Secure Student Centers.</p> <p>Contact student organization leaders to cancel their events.</p> <p>Notify artist agencies as necessary</p>	<p>Notify all staff (student & full time) to cancel all scheduled events</p> <p>Cancel all deliveries including newspaper, candy, movie and services such as plant maintenance</p> <p>Post necessary signage</p> <p>Update voicemail system</p> <p>Secure the Student Centers.</p> <p>Support Dining Services efforts for food deliveries.</p>	<p>Clean and decontaminate the Student Centers as necessary</p> <p>Advise and assist student group leaders on rescheduling meetings</p> <p>Manage lost revenue</p> <p>Address artist contractual concerns</p> <p>Negotiate UD service requests if applicable</p>

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	Handle departmental requests for service via electronic forms or over phone			
Student Health Services Student Life	Separate clinical care of students with pandemic illness from other students reporting to our facility Student Health operations must continue, but could relocate to another facility Essential employees would continue to provide critical functions Triage and postpone elective medical care such as allergy injections, routine women’s health care exams, etc. as appropriate	Continue to provide care to those students who remain on or near campus Student Health operations must continue, but could relocate to another facility Can vary hours	Continue to provide care to those students who remain on or near campus Call in additional staff as volumes dictate Contact the Delaware Division of Public Health for emergency supplies, if necessary Contact regular vendors and research other avenues for supplies	Continue to provide care to those students who remain on or near campus Restock supplies
Wellspring Student Life	Cancel campus-wide awareness events Work from home if possible Cancel all counseling sessions Cancel all pending appointments Send any client in crisis to the local emergency room or consult client via e-mail or phone	All appointments and other events would be cancelled and rescheduled	All appointments and other events would be cancelled and rescheduled	Reschedule all appointments Reschedule all events
University Development				
ACADEMIC UNITS				
Units with Special Collections	Cancel events associated with permanent and visiting collections	Begin preparations to attend to collections that have special needs	Determine frequency of access needed to special collections Identify staff who will attend to the	Work within the unit to determine any actions needed prior to reopening

University of Delaware Departmental Response Employee Responsibilities	Decision A UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	Decision B UD Cancels Classes and Considers Preparations to Close the University	Decision C UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	Decision D UD Restores Campus Operations
Units with Clinical Rotations	Postpone large events If cancellation were necessary we would use email or phone to contact individuals, as well as posting on our website	Continue communication with clinical sites, our part time faculty and our clinical preceptors We would have a “phone tree” of faculty that	collections Continue communication with clinical sites, our part time faculty and our clinical preceptors Safety officer and phone tree are always	Continue communication with clinical sites, our part time faculty and our clinical preceptors
	Consider holding events as web conferences or webcasts Teaching courses online is an option This is already a great portion of our teaching so very little would need to be done, except getting the courses ready for presentation online as opposed to “on the ground” Continue communication with clinical sites, our part time faculty and our clinical preceptors	would be responsible for notifying our clinical partners Review State Board considerations. Possibly allow use of simulation lab hours as a substitution for actual clinical hours Course coordinators and clinical lab instructors would be the first point of contact (POC) for the students. This communication would occur either by phone or email	available during emergencies	

<p>Research Centers/Laboratories</p>	<p>Continue research operations within the labs</p> <p>Continue operation and repair of building facility equipment and critical research equipment</p> <p>Continue processing of information such as grants, purchase orders, budgets at home if possible</p> <p>Possibly conduct meetings and any group work as web conferences or web casts</p> <p>Limit access to center to staff only</p>	<p>Faculty or research staff would have to tend to experiments with living organisms, if they were not available the experiments would have to be abandoned</p> <p>Have building services maintained (i.e. HVAC and freezer operations)</p> <p>Maintain contact with traveling researchers</p> <p>Continue payroll operations remotely if possible</p>	<p>Have building services maintained (i.e. HVAC and freezer operations)</p> <p>Maintain contact with traveling researchers</p> <p>Students must maintain email and phone contact with faculty</p> <p>Faculty or research staff would have to tend to experiments with living organisms, if they were not available the experiments would have to be abandoned</p> <p>Work with EHS to ensure research</p>	<p>Assess the status of the building, depending on the length of time of the shut down and availability of technicians to make repairs and start up systems</p> <p>Continue communications with faculty, staff and students</p>
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University of Delaware Departmental Response Employee Responsibilities	Decision A UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	Decision B UD Cancels Classes and Considers Preparations to Close the University	Decision C UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	Decision D UD Restores Campus Operations
			<p>personnel will be instructed how to store safely chemicals</p> <p>All chemical fume hood sashes will be closed</p> <p>If possible, safely shut down labs for extended periods</p> <p>Ensure vendor deliver of supplies such as compressed CO2 gas cylinders or other items</p> <p>Ensure delivery of fuel for any emergency generators</p> <p>Communicate to funding agencies the possibility of missed deadlines</p>	
Teaching Units	<p>Postpone and attempt to reschedule outside speakers and other events</p> <p>We would use e-mail UD Post office Box to notify faculty, staff and students</p> <p>Communicate with students on the status of any field experience classes</p>	<p>Work from home if possible</p> <p>Cancel classes</p> <p>Faculty who currently do not use LMS should be encouraged to learn and use Sakai. Those who do not find this appropriate would be expected to stay in contact with students via UD PO Box, email, webcasts, blogs or other electronic means. Students would be expected to follow the syllabus they received at the beginning of the semester and submit written assignments</p>	<p>Continue department communications</p> <p>Study abroad students would be contacted via email by the Chairperson and Study Abroad Coordinator</p>	<p>Faculty should prepare to resume their lectures</p>
Library	<p>Allow public access to the Library for as long as</p>	<p>Close the Library</p>	<p>Close the Library</p>	<p>Clear communication from the</p>

University of Delaware Departmental Response Employee Responsibilities	Decision A UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	Decision B UD Cancels Classes and Considers Preparations to Close the University	Decision C UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	Decision D UD Restores Campus Operations
	<p>possible</p> <p>Cancel Library events such as Special Collections Exhibitions and the Faculty Lecture in April that are open to the public</p> <p>Partially or completely suspend access to those who are not students, staff or faculty of the University via ID check</p> <p>Post signage on the front door of the Library would make people aware of risks and reduce public use of the Library</p> <p>Email contact with faculty would communicate any cancellations of instruction sessions</p> <p>Off campus students would be able to use the Library's electronic resources remotely</p> <p>The University of Delaware has agreements with other institutions that would permit undergraduates to borrow material from the libraries of Delaware Technical and Community College and Delaware State University. The University also has an agreement with the Chesapeake Information and Research Library Alliance (CIRLA) to allow faculty and graduate students to use these institution's libraries and borrow material. The following institutions belong to CIRLA: George Washington University, Georgetown University, Howard University, Johns Hopkins University, the Library of Congress, the National Agricultural Library, the Smithsonian Institution, and the</p>	<p>Continue to provide 24/7 access to all electronic library resources via the Library web including DELCAT WorldCat Local, all library databases, electronic journals and electronic books and online subject guides</p> <p>Students, faculty and staff could continue to access resources remotely from home and office</p> <p>Library supervisors would communicate with student workers via email and phone to communicate changes in schedule or closings</p>	<p>Continue to provide 24/7 access to all electronic library resources via the Library web including DELCAT WorldCat Local, all library databases, electronic journals and electronic books and online subject guides</p> <p>Students, faculty and staff could continue to access resources remotely from home and office</p> <p>Library supervisors would communicate with student workers via email and phone to communicate changes in schedule or closings</p> <p>Preservation of library materials requires that the temperature and humidity controls in place for the Library collections, and Library Special Collections be maintained.</p>	<p>University via email, the UD Web, local radio and phone trees to employees instructing then on when to return</p> <p>Following the announcement by the University of a restoration of campus activities (see answer immediately above), the Library would assist as needed with its own staff to plan an efficient and effective resumption of library services</p>

University of Delaware Departmental Response Employee Responsibilities	Decision A UD Implements Social Distancing by Canceling Large Events and Minimizing Community Contact with Campus	Decision B UD Cancels Classes and Considers Preparations to Close the University	Decision C UD Closes Residence Halls, Administrative Buildings and, eventually, Entire Campus	Decision D UD Restores Campus Operations
	University of Maryland For certain kinds of meetings or instruction, web conferencing might be possible			
Physical Therapy Clinic	Clinic will remain open as long as adequate staff are present to see patients Clinic will send home any staff member exhibiting ILI Clinic will refuse treatment and reschedule appointments for any patient exhibiting ILI Clinic will post signs, have brochures available and provide as much educational information about H1N1 symptoms and treatments as possible Clinic will ensure hand sanitizer, facial tissue and disposal areas are available to patients and staff	Clinic will remain open as long as adequate staff are present to see patients Clinic will refuse treatment and reschedule appointments for any patient exhibiting ILI Clinic will send home any staff member exhibiting ILI Clinic will videotape lectures for students who are unable to attend class due to ILI	Clinic closes along with rest of University Clinic will contact patients to reschedule appointments	Clinic will continue to contact patients to reschedule appointments Clinic will resume classes

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-7: Tornado/Severe Thunder Storm

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety
 - c. Facilities and Auxiliary Services
 - d. Public Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Student Centers
 - c. Student Life
 - d. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team
Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Newark Building Department
 - c. Newark Fire Marshal
 - d. Newark Police Department
 - e. Newark Public Works
 - f. Local Public Utilities

B. Purpose

The purpose of the Tornado/Severe Thunder Storm Hazard Specific Annex (HSA) is to outline the actions of the University necessary to respond to an actual or impending tornado or severe thunderstorm.

C. Situation and Assumptions

1. Situation

- a. According to the National Climatic Data Center, New Castle County experienced 251 thunderstorm high wind events for the period January 1950 through July 2009. These events resulted in three deaths, four injuries and a total of approximately \$11.367 million in property damage.
- b. In an assessment conducted by the National Weather Service Storm Prediction Center covering the period 1950 to 1994, the State of Delaware ranked #44 in the Nation for number of tornadoes (52), #36 in number of fatalities (2), #38 in number of injuries (73), and #42 in property damage (\$5,628,547 in adjusted dollars).
- c. More than 100,000 thunderstorms occur each year, though only about 10 percent of these storms are classified as “severe.” Although thunderstorms generally affect a small area when they occur, they are very dangerous because of their ability to generate tornadoes, hailstorms, strong winds, flash flooding, and damaging lightning.
- d. Thunderstorms are caused when air masses of varying temperatures meet. Rapidly rising warm moist air serves as the “engine” for thunderstorms. These storms can occur singularly, in lines, or in clusters. They can move through an area very quickly or linger for several hours. Slow moving thunderstorms with high rainfall may cause flash flooding.
- e. A bolt of lightning can reach temperatures approaching 50,000 degrees Fahrenheit. Lightning rapidly heats the sky as it flashes but the surrounding air cools following the bolt. This rapid heating and cooling of the surrounding air causes thunder. On average, 89 people are killed each year by lightning strikes in the United States
- f. Tornadoes are more likely to occur during the spring and early summer months of March through June and can occur at any time of day, but are likely to form in the late afternoon and early evening. Most tornadoes are a few dozen yards wide and touch down briefly, but even small short-lived tornadoes can inflict tremendous damage. Highly destructive tornadoes may carve out a path over a mile wide and several miles long.

- g. Tornadoes are most often generated by thunderstorm activity (but sometimes result from hurricanes and other coastal storms) when cool, dry air intersects and overrides a layer of warm, moist air forcing the warm air to rise rapidly.
- h. The damage caused by a tornado is a result of the high wind velocity and wind-blown debris, also accompanied by lightning or large hail. According to the National Weather Service, tornado wind speeds normally range from 40 to more than 300 miles per hour. The most violent tornadoes have rotating winds of 250 miles per hour or more and are capable of causing extreme destruction and turning normally harmless objects into deadly missiles.
- i. The average tornado will move from southwest to northeast, but tornadoes have been known to move in any direction. The average forward speed of a tornado is 30 mph but may vary from nearly stationary up to 70 mph.
- j. Due to the small size of Delaware and the limited resources available, federal assistance may be required. Necessary resources may be critical and distribution will be prioritized.
- k. Electric power will be susceptible to damage and, at the same time, be essential for recovery following the destruction of a tornado or severe thunderstorm with high winds.
 - l. Modes of communication may be impacted. Cellular communication may be limited because of system overload and damaged or destroyed towers.
- m. A significant number of storm-related injuries from fires, electrocution, debris-clearing accidents, stress-related illness, etc. may occur during the post-emergency period.
- n. Response and recovery operations may be hampered by debris-blocked roads, damaged bridges, downed trees and utility poles, and non-critical communication.
- o. As a last resort, refuge may be required for those individuals who do not evacuate the risk areas.
- p. Normal two-way traffic roads will be used for evacuation routes, as determined by the Department of Transportation (DelDOT). Evacuation routes in the coastal areas are identified by “Evacuation Route” signs.

2. Planning Assumptions

- a. With access to state-of-the-art meteorology and use of warning systems, adequate storm warning will be provided to members of the campus community, though tornadoes have been known to occur suddenly when conditions are right.
- b. Damage potential includes flooding, high winds, hail, electricity from lightning bolts and downed power lines, secondary damage from debris, interruption of public services and communications, damage or destruction of public and/or private property and, most seriously, loss of life.
- c. Street lights, street signs, and directional signals may not be available during the storm recovery period, causing confusion for emergency workers and residents.
- d. Typically, tornadoes cause the greatest damages to structures of light construction such as residential homes (particularly mobile homes), and tend to remain localized in impact.

D. CONCEPT OF OPERATIONS

The University shall follow the lead of the State of Delaware and use the concept of phased decision points based primarily on the National Weather Service (NWS) storm classifications (advisory, watch, warning, etc.).

Search and rescue efforts will be primarily the responsibility of local fire companies, assisted by the University of Delaware Police, City of Newark Police and other first response agencies as necessary.

Severe Thunderstorm and Tornado Watch and Warning Criteria

The National Weather Service is responsible for disseminating severe thunderstorm and tornado watches and warnings for Delaware, as well as flash flood watches and warnings that may occur during storms with heavy rainfall.

Severe Thunderstorm Watch: A Severe Thunderstorm Watch is issued when severe thunderstorms are possible in and/or near the watch area. It does not mean that they will occur, but simply that they are possible. Severe thunderstorms are defined as having winds of 58 mph or higher and or hail that is $\frac{3}{4}$ of an inch in diameter or larger.

Severe Thunderstorm Warning: A Severe Thunderstorm Warning is issued when severe thunderstorms are occurring or are imminent in the warning area. These are issued when severe weather has been reported by spotters

or indicated by radar. Warnings indicate imminent danger to life and property to those in the path of the storm.

Tornado Watch: A Tornado Watch is issued when severe thunderstorms and tornadoes are possible in and near the watch area. Like the Severe Thunderstorm Watch, it does not indicate that they are certain, but possible.

Tornado Warning: A Tornado Warning indicates that a tornado has been sighted or indicated by weather radar, and is issued when a tornado is imminent. When a tornado warning is issued, everyone should seek safe shelter immediately.

E. Mitigation and Preparedness-

1. Mitigation

- a. Ensure that storm water management ponds are operating properly
- b. Ensure that the University has contracts with appropriate contractors
- c. Make sure campus buildings meet tornado resistance requirements as specified by Delaware building codes.
- d. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.

2. Preparedness

- a. Participate in State-wide Bridge Calls when appropriate
- b. Discuss possible courses of action for UD and prepare to implement same
- c. Ensure that the identified shelter locations are usable if necessary
- d. Ensure that University-owned cars are moved to parking garages to mitigate wind and water damage
- e. Identify essential and non-essential employees in each University department
- f. Maintain phone trees/call-in lists
- g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. *Campus and Public Safety*

1. Coordinate response activities
2. Keep all UD Departments apprised of the state of the storm
3. Request assistance from Newark, New Castle County (NCC) or the State of Delaware, as needed
4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
6. Determine need for short-term shelters and open if necessary
7. Deactivate the EOC when appropriate
8. Conduct a debrief
9. Prepare an After-Action Report
10. Coordinate mitigation activities, if necessary

b. *Environmental Health and Safety*

1. Work with laboratory coordinators to secure research and equipment
2. Secure the Materials Management Facility (MMF)
3. Secure the EHS Response Vehicle
4. Staff the EOC, if appropriate
5. Conduct checks of laboratories post-event for damage
6. Facilitate contractor agreements, if necessary
7. Attend incident debriefings
8. Contribute to the incident After-Action Report

c. *Facilities and Auxiliary Services*

1. Secure buildings, signs and equipment pre-storm
2. Call-in additional staff, if necessary
3. Ensure coverage of the Dispatch center
4. Provide generator support, if necessary
5. Staff the EOC, if appropriate
6. Support the shelter system, if activated
7. Conduct Damage Assessment in conjunction with Public Safety
8. Work with contractors to fix damaged buildings
9. Attend incident debriefings
10. Contribute to the incident After-Action Report

d. *Public Safety*

1. Conduct response operations, to include but not limited to:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
2. Coordinate with other law enforcement entities as necessary
3. Assess the need for Urban Search and Rescue Team activations and request same through the UD EOC
4. Provide assistance to Newark, if necessary
5. Staff the EOC, if appropriate
6. Attend incident debriefings
7. Contribute to the incident After-Action Report

2. Supporting Departments

a. *Communications and Public Affairs*

1. Participate in planning meetings, as appropriate

2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
 3. Disseminate press releases
 4. Coordinate press conferences
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- b. *Student Centers*
1. Assist with identifying shelter locations
 2. Allow use of student center space for emergency response or shelter operations
 3. Staff the EOC, if requested
 4. Coordinate with Residence Life to conduct activities for students, if necessary
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- c. *Student Life*
1. In the event of an evacuation, identify students who remain on campus
 2. Attend incident debriefings
 3. Contribute to the incident After-Action Report
- d. *UDECUCU*
1. Conduct Life Safety operations
 2. Support Aetna Hose, Hook and Ladder Fire Company as necessary
3. Administration
- a. Provide policy guidance to response and recovery units to allow a smooth recovery

4. External Departments

- a. *Aetna Hose, Hook and Ladder Fire Company*
 - 1. Provide fire service, BLS and search and rescue support, if necessary
- b. *Newark Building Department*
 - 1. Assist with damage assessment
 - 2. With EHS, determine if UD buildings are habitable
- c. *Newark Fire Marshal*
 - 1. With EHS, determine if UD buildings are habitable
- d. *Newark Police Department*
 - 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
- e. *Newark Public Works*
 - 1. Assess the safety of the Newark Reservoir
 - 2. Assess water, wastewater and sewage systems for compromises
 - 3. Coordinate inspection of UD buildings
- f. *Local Public Utilities*
 - 1. Work with local energy producers/distributors to facilitate the restoration of electricity and natural gas
 - 2. Assess damage to pipelines, refineries and other energy infrastructure
 - 3. Initiate efforts to restore data and telecommunications capabilities

G. Administration and Logistics

1. Records

- a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
 - c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References

a. Federal Government

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
2. National Incident Management System (NIMS)

b. State of Delaware Code

1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.

c. New Castle County Code

1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>

d. City of Newark Code, Part II, Chapter 10, Civil Emergencies

1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>

2. Related Agency Plans

a. National Response Framework (NRF), 2016

- b. Delaware Emergency Operations Plan (DEOP), 2015
- c. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
- d. City of Wilmington Emergency Operations Plan (WEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-9: Radiological Incident

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Facilities and Auxiliary Services
 - c. Public Safety
 - d. Research Office
 - e. Student Centers
 - f. Student Life
 - g. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Delaware Emergency Management Agency (DEMA)
 - c. New Castle County Department of Public Safety
 - d. Newark Building Department
 - e. Newark Police Department

B. Purpose

The purpose of this Hazard-Specific Annex (HSA) is to define the concept of operations and the duties and responsibilities of the University in response to a release of radiological material, either from a fixed facility or a transportation incident affecting the students, staff and visitors to any of our four campuses.

C. Situation and Assumptions

1. Situation

Nuclear power can create an immense amount of energy; in 2009, nuclear power was responsible for over 20% of the United States electricity generation.¹ This is done by transferring heat from nuclear fuel, and can be done either by boiling or steaming water.² It is once nuclear fuel is used that it becomes potential harmful, as it is at this point that it emits radiation; thus the fuel is replaced every year and a half to 22 months.³ The radiation that is emitted from nuclear fuel both in use and spent is the cause of great concern, as the harm it can cause is unlike any other type of energy source.

As discussed above, emergencies at nuclear power plants may not only cause radiation levels harmful to humans within a ten-mile radius, but can also contaminate water, livestock, and agriculture from a 50-mile radius. Furthermore, as described by an official within the United States Nuclear Regulatory Commission (NRC), the radiation emitted during such an incident does not “know to stop at 10 miles, but with wind patterns may affect a further area” than just 10 miles.⁴ Therefore, it is important to note that although due to its proximity, the Salem-Hope Creek nuclear facility in Hancocks Bridge, New Jersey⁵ has been the topic of concern for the University of Delaware. Based on wind patterns it is very likely that the Peach Bottom facility located in Delta, Pennsylvania⁶ may actually prove to be more of a direct threat in a given situation. Thus it is important to mention all of the nuclear facilities within a 50-mile radius of Newark, Delaware:

- Three-Mile Island Nuclear Station
- Limerick Generating Station (Units 1 and 2)
- Peach Bottom Atomic Power Station (Units 2 and 3)
- Salem Nuclear Generating Station (Units 1 and 2)
- Hope Creek Generating Station, and
- Oyster Creek Nuclear Generating Station.⁷

The NRC has provided nuclear emergency planning and incident response oversight to nuclear facilities for over the past 30 years.⁸ The NRC provides emergency plan templates for each site which the site must

¹ United States Nuclear Regulatory Commission, *2010-2011 Information Digest* (Washington, DC: Office of Public Affairs, August 2010), p. 18 (hereafter referred to as: NRC, *Digest*, page number)

² Interview 2

³ Interview 2

⁴ Interview 2

⁵ “Salem Nuclear Generating Station,” United States Nuclear Regulatory Commission

⁶ “Peach Bottom Atomic Power Station.” United States Nuclear Regulatory Commission

⁷ Need to provide map/double check

⁸ NRC, *Protecting*, p. 31

follow.⁹ FEMA will evaluate exercises of these plans done at each site every 2 years, which are to involve Federal, State, and local agencies.¹⁰ During these exercises, the NRC assesses the onsite response while FEMA assesses the offsite response.¹¹ Both the NRC and FEMA use these tests to determine if the site has a “reasonable assurance of adequate protection of public safety”.¹² If this is not the case, then FEMA will provide recommendation for the nuclear facility to follow to reach the point of “reasonable assurance,” and the NRC will revoke permits to function and plant will need to shut down if it fails to meet these recommendations.¹³

State and local entities also are to have plans and procedures in place during a nuclear emergency. State emergency management and public health entities are to have plans specific to the local community if in close proximity to a nuclear facility, which are based off EPA standards.¹⁴ States are responsible for informing citizens when they are to evacuate and where they are to evacuate to if these citizens are within a ten-mile radius of a facility, and such evacuations are thus included in nuclear incident response plans. State agriculture departments also have plans in place to protect water and agriculture if a situation occurs.¹⁵

If an actual incident were to occur, response would be carried out on the local, state, and federal level. The control room operator would monitor the condition of an incident, and has the ability to declare an emergency or unusual event.¹⁶ These operators will meet with state emergency centers, who will advise the governor on what action to take if a situation occurs.¹⁷ The NRC and FEMA would coordinate incident response along the federal level and down to the state level through the federal National Response Framework.¹⁸ If a “general emergency” is declared, than evacuations would commence immediately. Although there has been no evacuation due to nuclear incidents in the United States, plans are in place to handle evacuations (as described above). Depending on the situation, evacuation of the first 2 miles around the facility would immediately commence, then evacuations would be ordered in a pie-shaped range from the facility based on wind patterns, which may be in excess of the 10-mile radius.

⁹ Interview 2

¹⁰ NRC, *Protecting*, p. 31

¹¹ Ibid

¹² Interview 2

¹³ Interview 2

¹⁴ Interview 3

¹⁵ (Refers to entire paragraph) NRC interview

¹⁶ Interview 2

¹⁷ Interview 2

¹⁸ NRC, *Protecting*, p. 33

2. Planning Assumptions

- a. The closest nuclear plant to the University of Delaware, the Salem/Hope Creek Nuclear Power Plant, located in Lower Alloways Creek Township, New Jersey, would be the most likely plant to have an immediate effect on the campuses of the University of Delaware. The University is approx. 17 miles from Salem/Hope Creek Nuclear Power Plant.
- b. The University is part of, and complies with, the State of Delaware Radiological Emergency Preparedness (REP) plan, developed by the Delaware Emergency Management Agency (DEMA) according to regulations from the Nuclear Regulatory Commission (NRC).

D. CONCEPT OF OPERATIONS

The Nuclear Regulatory Commission (NRC) defines two emergency planning zones around nuclear power plants: a **plume exposure pathway zone** with a radius of 10 miles (16 km), concerned primarily with exposure to, and inhalation of, airborne radioactive contamination, and an **ingestion pathway zone** of about 50 miles (80 km), concerned primarily with ingestion of food and liquid contaminated by radioactivity.^[5]

The 2010 U.S. population within 10 miles (16 km) of Salem/Hope Creek Nuclear Plant was 52,091, an increase of 54.1 percent in a decade, according to an analysis of U.S. Census data for msnbc.com. The 2010 U.S. population within 50 miles (80 km) was 5,482,329, an increase of 7.6 percent since 2000. Cities within 50 miles include Wilmington, DE (16 miles to city center), Newark, DE (17 miles to the University of Delaware and Philadelphia (43 miles to city center)).^[6]

The NRC requires nuclear power plants, and their surrounding jurisdictions, to plan for four levels of emergency:

Unusual Event

An off-normal incident or condition at the plant for which no significant degradation of safety has occurred or is expected. Any releases of radioactive material which may have occurred or are expected to occur are minor and constitute no appreciable health hazard. An unusual event is a minor incident, often non-nuclear, such as a plant worker injury or severe weather. No public action is required.

Alert

An event that involves an actual or potential substantial degradation of safety, combined with a potential for limited uncontrolled releases of radioactivity from the plant. This is still a relatively minor incident, and no public action is required.

Site Area Emergency	An event that involves actual or likely major failures of plant functions needed for protection of the public, combined with a potential for significant uncontrolled releases of radioactivity. Sirens within the 10-mile emergency planning zone around the plant would sound, alerting the public to tune to local radio and television stations for official information. Non-essential plant personnel would evacuate. This category involves a serious incident, such as a reactor coolant leak or fire in a safety system.
General Emergency	An event involving actual or imminent substantial core degradation and potential loss of containment integrity combined with a likelihood of significant uncontrolled releases of radioactivity. This is the most severe emergency. Sirens within the 10-mile zone would sound, alerting people to tune to local radio and television stations for official information. Some public protection measures would be likely.

Even though the University is not in the ingestion pathway zone for any nuclear power plant, we are in the plume pathway zone for all six stations mentioned in *Situations* above. This plan is written to respond to a short-term release of radiological material or a long-term plume recovery.

For clarity purposes, when referring separately to Salem Reactors 1 & 2 or Hope Creek Reactor, we will use the phrase “Salem Nuclear Generating Station 1 or 2” or “Hope Creek Nuclear Generating Station.” When referring to all three reactors, and the operational systems surrounding the reactors, we will use the phrase “Salem/Hope Creek Nuclear Plant.”

E. Mitigation and Preparedness

1. Mitigation
 - a. Ensure that the University has contracts with appropriate contractors
 - b. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.
2. Preparedness
 - a. Review and update the Radiological Incident Annex to the UDEOP
 - b. Participate in State-sponsored trainings and exercises related to radiological incident response
 - c. Discuss possible courses of action for UD and prepare to implement same

- d. Ensure that the identified shelter locations are usable if necessary
- e. Identify essential and non-essential employees in each University department
- f. Maintain phone trees/call-in lists
- g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. Campus and Public Safety

- 1. Participate in State-wide Bridge Calls when appropriate
- 2. Coordinate response activities
- 3. Keep all UD Departments apprised of the state of the incident
- 4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
- 5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
- 6. Determine need for short-term shelters and open if necessary
- 7. Conduct Damage Assessment in conjunction with Facilities and Auxiliary Services
- 8. Deactivate the EOC when appropriate
- 9. Conduct a debrief
- 10. Prepare an After-Action Report
- 11. Coordinate mitigation activities, if necessary

b. Environmental Health and Safety

- 1. Work with laboratory coordinators to secure research and equipment
- 2. Secure the Materials Management Facility (MMF)
- 3. Secure the EHS Response Vehicle
- 4. Staff the EOC, if appropriate
- 5. Conduct checks of laboratories post-event for damage
- 6. Facilitate contractor agreements, if necessary
- 7. Attend incident debriefings
- 8. Contribute to the incident After-Action Report

2. Supporting Departments

a. Communications and Public Affairs

- 1. Participate in planning meetings, as appropriate
- 2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
- 3. Disseminate press releases
- 4. Coordinate press conferences

5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- b. Facilities and Auxiliary Services
1. Secure buildings, signs and equipment
 2. Call-in additional staff, if necessary
 3. Ensure coverage of the Dispatch center
 4. Staff the EOC, if appropriate
 5. Support the shelter system, if activated
 6. Conduct Damage Assessment in conjunction with Campus and Public Safety
 7. Attend incident debriefings
 8. Contribute to the incident After-Action Report
- c. Public Safety
1. Conduct response operations, to include but not limited to:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 2. Coordinate with other law enforcement entities as necessary
 3. Conduct Damage Assessment in conjunction with Facilities and Auxiliary Services
 4. Staff the EOC, if appropriate
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- d. Student Centers
1. Assist with identifying shelter locations
 2. Allow use of student center space for emergency response or shelter operations
 3. Staff the EOC, if requested
 4. Coordinate with Residence Life to conduct activities for students, if necessary
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- e. Student Life
1. In the event of an evacuation, identify students who remain on campus
 2. Attend incident debriefings
 3. Contribute to the incident After-Action Report
- f. UDECU
1. Conduct Life Safety operations

2. Support Aetna Hose, Hook and Ladder Fire Company as necessary
3. Administration
 - a. Provide policy guidance to response and recovery units to allow a smooth recovery
4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 1. Provide fire service, BLS and search and rescue support, if necessary
 - b. Delaware Emergency Management Agency
 1. With assistance from their Technical Assessment Center (TAC), determine protective actions (i.e. evacuation, shelter in place or other) to take in response to the release of nuclear material from the Salem/Hope Creek Nuclear Plant
 2. With assistance from the State of Delaware Division of Public Health, determine the environmental impact to the State of Delaware following a release of nuclear material from the Salem/Hope Creek Nuclear Plant
 3. Provide local EOCs all necessary data needed to determine protective actions for the respective EOC audience
 - c. New Castle County Department of Public Safety
 1. Act as the University's liaison to the Delaware Emergency Management Agency during the incident
 - d. Newark Building Department
 1. Assist with damage assessment
 2. With EHS, determine if UD buildings are habitable
 - e. Newark Police Department
 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
 - c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References
 - a. Federal Government

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 2. National Incident Management System (NIMS)
- b. State of Delaware Code
1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
- c. New Castle County Code
1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
- d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>
2. Related Agency Plans
- a. National Response Framework (NRF), 2016
 - b. Delaware Emergency Operations Plan (DEOP), 2015
 - c. Delaware Radiological Emergency Preparedness Plan (REP), 2015

- d. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
- e. City of Wilmington Emergency Operations Plan (WEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-10: Chemical Release

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Facilities and Auxiliary Services
 - c. Public Safety
 - d. Research Office
 - e. Student Centers
 - f. Student Life
 - g. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. New Castle County Department of Public Safety
 - c. Newark Building Department
 - d. Newark Police Department

B. Purpose

The purpose of this HSA is to define the concept of operations and the duties and responsibilities of the University of Delaware in response to a hazardous materials incident at an on campus laboratory or a transportation accident on or near campus involving a chemical release, to more efficiently and effectively reduce damage and address public health and safety issues affecting students, faculty and staff at the University.

C. Situation and Assumptions

1. Situation

Accidents or emergencies involving the broad spectrum of hazardous materials can and do occur anywhere and at any time within the State of Delaware.

Companies that manufacture or use hazardous substances/materials are responsible for the safe handling, distribution, and ultimate disposal of their products and substances. They are also financially responsible for the costs incurred regarding cleanup resulting from any releases.

Industrial plant sites are aware of the reportable quantities of toxic materials/substances used in their manufacturing processes. Businesses are required to take necessary precautions to protect workers and the environment from these dangerous materials, substances, and chemicals. However, toxic releases, spills, and accidents can, and do, occur in plants or during shipment and transport. For incidents such as these, the *State of Delaware Oil and Hazardous Substance Incident Contingency Plan* (known as the *SERT Plan* for the State Emergency Response Team that would respond) was developed for HazMat incident response

The vulnerability to technological hazards is continually increasing due to the growth in the use, storage, processing and transportation of hazardous materials to support the needs of the industrial, technological, medical, and energy sectors of the economy.

It is important to note the laboratories on campus that utilize chemicals and other hazardous materials:

- Allen Lab
- Brown Lab
- Center for Composite Materials
- Colburn Lab
- Delaware Biotechnology Institute
- Drake Hall
- Dupont Hall
- Evans Lab
- Institute for Energy Conversion
- Lammot Dupont Lab
- Laurel Hall
- McKinly Lab
- Old College
- Sharp Lab
- Spencer Lab

- Stearns Lab
- Wolf Hall
- Harker Lab

It is also important to note that the University is less than 3 miles from the I-95 corridor and that the Amtrak Northeast Rail runs through campus as does CSX Rail lines. We are also less than 1 mile from the FMC Corporation, 1301 Ogletown Road, Newark, DE 19711-5496, which manufactures insecticides, termiticides, lithium, alginates, carrageenan and a host of other chemicals.

2. Planning Assumptions

- University laboratory staff has had proper training and possess the appropriate equipment to safely and effectively handle spills involving one liter or less of liquid and one pound or less of a solid. Exceptions to this rule are: Strong Acids, Strong Bases, Poison by Inhalation (PBI), Reactive, Mercury or Extremely Toxic chemicals. A full list can be found at <http://www.udel.edu/ehs/chemspillkit/chemspillguide.html>.
- Instructions for cleaning up spills of one liter or less of liquid and one pound or less of solids can be found at <http://www.udel.edu/ehs/chemspillkit/chemspillguide.html>.
- All policies and procedures developed at the University of Delaware comply with OSHA Laboratory Standards 29 CFR 1910.1450.
- The implementation of this annex is the responsibility of the managerial and supervisory staff. Vice Presidents, Deans, Directors, Chairpersons, Heads of Offices, Laboratory Supervisors and other supervisory personnel will be held accountable for the health and safety of employees engaged in activities under their supervision. Supervisors must insist that employees and contracted personnel comply with health and safety rules and work in a safe and considerate manner.
- Employees, faculty and students must understand their responsibility is to comply with health and safety rules issued by the University, their departments and their supervisors. Employees, faculty, and students are encouraged to report all unsafe conditions to their supervisors.

D. CONCEPT OF OPERATIONS

The manufacturer, shipper, or other responsible party is responsible for notifying the University when the quantity of a hazardous material released or spilled is equal to or exceeds the reportable quantity established by SARA or CERCLA regulations or, in the case of oil products, enters or has the potential to enter state waters, storm drains, or impacts land. This notification shall be provided as soon as the responsible party

gains knowledge that there is a potential to release an amount equal to or greater than the reportable quantity established. These parties are responsible for notifying the Department of Natural Resources and Environmental Control (DNREC) of the incident whether they are requesting assistance or not. Similarly, when local government (or another state agency) is made aware of such spills, they are required to notify DNREC as well.

Upon receipt of a notification of a spill or release, the local fire department and a hazardous materials specialist from DNREC will be dispatched to the scene. The specific response characteristics will be determined by the types of chemicals involved as well as potentially at risk, and the actual or potential consequences associated with the event. When responding to a fire at a location where hazardous materials are known to be located, the response units will assume the involvement of the most hazardous material at that location unless otherwise informed.

The Fire Chief, or senior fire official on the scene, will be the Incident Commander and will have the authority to implement the necessary protective actions, such as in-place sheltering or evacuation. This decision will be based on a number of factors that include but are not limited to the amount and toxicity of the substance released, the duration of the release, weather conditions, wind speed and direction, size and characteristics of the population impacted or at risk, and the available time and capability to implement the protective action(s). A DNREC HazMat Specialist will be responsible for the Hazardous Materials Branch and assume responsibility for all operations directed at containing the release, remediation, and recovery of the scene. Additional support may be called upon from other hazardous materials teams if required, to include those operated by the private sector.

Upon arrival on the scene and determination of the nature and scope of the incident, the incident will be managed in accordance with the *SERT Plan*. The SERT Plan provides for four levels of incident response coordination:

- **SERT LEVEL I** – Small “daily” type incidents involving a relatively small area impacted by common hazardous chemicals with no extraordinary response requirements. Response consists of local fire department and DNREC team(s), supplemented by other resources if required. The Fire Officer-in-Charge is the Incident Commander, with the DNREC HazMat Specialist in charge of hazardous materials management.
- **SERT LEVEL II** – Larger incidents involving expansive geographic area(s) or chemicals with specialized or unique properties. Typical response includes local fire department(s), DNREC, DPH, and other assets as may be requested by the Fire Officer-in-Charge. The Fire Officer-in-Charge is the Incident Commander, with the DNREC Hazmat Specialist responsible for hazardous materials management.

- **SERT LEVEL III** – Large scale hazmat incidents involving major manufacturing plants, large quantity releases, or other unique or specialized situations. DEMA assumes the role of On-Scene Coordinator, with the DNREC HazMat Specialist responsible for hazardous materials management.
- **SERT LEVEL IV (Federal Response)** – Major hazmat incidents that rise to the level of requiring federal hazmat team involvement. DEMA and the federal On-Scene Coordinator implement a Unified Command arrangement to manage the incident, and DNREC and federal response teams work jointly to remediate the release.

Upon declaration of the Level III or Level IV incident, the State EOC will be activated to provide technical and logistical support operations for the incident. The DEMA Director will ensure the Governor and Secretary of Safety and Homeland Security are kept abreast of the situation, and may request the Governor declare a state of emergency if the situation warrants. The DEMA Director will consult with the DNREC Officer-in-Charge and the State Health Officer regarding evacuations and quarantines and issue the appropriate orders. At Level IV, the State EOC will request the deployment of technical liaisons from relevant federal agencies to the State EOC to provide guidance and to coordinate operations.

At the time of printing the 2009 DEOP, the SERT Plan escalates incident types from a low of “I” to a high of “IV,” which is counter to standardized incident typing under NIMS. The next rewrite of the SERT Plan will reverse these types to make them consistent with the 2009 DEOP and NIMS.

Federal Responsibilities

Within the *National Contingency Plan* framework, the responsibility for federal response to an oil pollution incident within Delaware is shared by the United States Coast Guard (USCG) and the Environmental Protection Agency (EPA). Coordination will be maintained with the Department of Homeland Security in events that are determined to be Incidents of National Significance. As stated in HSPD-5, an Incident of National Significance is an actual or potential high-impact event by an appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long term community recovery and mitigation activities.

The geographical boundaries for each area of responsibility are defined in the *Federal Region III Oil and Hazardous Substances Pollution Contingency Plan*. The EPA has jurisdiction over inland spills and the USCG has responsibility for the coastal zone. In Delaware, EPA has jurisdiction over all land and waters west of Route 9 and Route 113. The Coast Guard has jurisdiction over all land and waters east of Route 9 and Route 113, including the north and south shores of the Chesapeake and Delaware (C&D) Canal and areas around Seaford. EPA and the Coast Guard responsibilities lie

in assuring the protection of the environment from all types of contaminating materials. (The single exception is that EPA has jurisdiction over any Hazardous Waste Management Facility.)

Environmental Crimes

DNREC has the lead responsibility for investigating any crimes associated with hazardous substance releases, to include investigations into the consequences of those releases. They may be assisted by Delaware State Police, the EPA, USCG, FBI, or any other law enforcement agency in whose jurisdiction a release occurs.

Distributed Scenes

In the aftermath of a major natural disaster, such as a tornado, flood, etc., there is the possibility that there may be numerous small, individual hazardous materials spills that require remediation, especially when the vast collections of chemicals present in some houses or commercial facilities are involved. These scenes may be relatively compact (such as with a small tornado), or widely dispersed (such as with a major flood). Each of these sites will be managed as discrete incidents within the limitations of the state's resources. If necessary, out of state technical assistance will be requested through EMAC (or through a request to the federal government) to secure hazmat teams to manage these incidents.

E. Mitigation and Preparedness

1. Mitigation
 - a. Ensure that the University has contracts with appropriate contractors
 - b. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.
2. Preparedness
 - a. Review and update the Chemical Release Annex to the UDEOP
 - b. Participate in State-sponsored trainings and exercises related to chemical incident response
 - c. Discuss possible courses of action for UD and prepare to implement same
 - d. Ensure that the identified shelter locations are usable if necessary
 - e. Identify essential and non-essential employees in each University department
 - f. Maintain phone trees/call-in lists
 - g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. Campus and Public Safety

1. Participate in State-wide Bridge Calls when appropriate
2. Coordinate response activities
3. Keep all UD Departments apprised of the state of the incident
4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
6. Determine need for short-term shelters and open if necessary
7. Conduct Damage Assessment in conjunction with Facilities and Auxiliary Services
8. Deactivate the EOC when appropriate
9. Conduct a debrief
10. Prepare an After-Action Report
11. Coordinate mitigation activities, if necessary

b. Environmental Health and Safety

1. Act as IC for the University at the incident
2. Respond with the HazMat Mobile Unit, if necessary
3. Liaise with the Aetna Fire Company and other external agencies as appropriate
4. Staff the EOC, if appropriate
5. Conduct checks of laboratories post-event for damage
6. Facilitate contractor agreements, if necessary
7. Conduct Damage Assessment
8. Attend incident debriefings
9. Contribute to the incident After-Action Report

2. Supporting Departments

a. Communications and Public Affairs

1. Participate in planning meetings, as appropriate
2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
3. Disseminate press releases
4. Coordinate press conferences
5. Attend incident debriefings
6. Contribute to the incident After-Action Report

b. Facilities and Auxiliary Services

1. Secure buildings and equipment

2. Call-in additional staff, if necessary
 3. Ensure coverage of the Dispatch center
 4. Staff the EOC, if appropriate
 5. Support the shelter system, if activated
 6. Attend incident debriefings
 7. Contribute to the incident After-Action Report
- c. Public Safety
1. Conduct response operations, to include but not limited to:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 2. Coordinate with other law enforcement entities as necessary
 3. Staff the EOC, if appropriate
 4. Attend incident debriefings
 5. Contribute to the incident After-Action Report
- d. Student Centers
1. Assist with identifying shelter locations
 2. Allow use of student center space for emergency response or shelter operations
 3. Staff the EOC, if requested
 4. Coordinate with Residence Life to conduct activities for students, if necessary
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- e. Student Life
1. In the event of an evacuation, identify students who remain on campus
 2. Attend incident debriefings
 3. Contribute to the incident After-Action Report
- f. UDECU
1. Conduct Life Safety operations
 2. Support Aetna Hose, Hook and Ladder Fire Company as necessary
3. Administration
- a. Provide policy guidance to response and recovery units to allow a smooth recovery

4. External Departments

- a. Aetna Hose, Hook and Ladder Fire Company
 1. Provide fire service, BLS and search and rescue support, if necessary
 2. Coordinate with UD Environmental Health and Safety to call in additional response agencies as appropriate
- b. New Castle County Department of Public Safety
 1. Act as the University's liaison to the Delaware Emergency Management Agency during the incident
- c. Newark Building Department
 1. Assist with damage assessment
 2. With EHS, determine if UD buildings are habitable
- d. Newark Police Department
 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives
2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders

- c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
- d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References

a. Federal Government

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
2. National Incident Management System (NIMS)
3. Laboratory Standard - 29 CFR 1910.1450 – http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=10106
- 4.

b. State of Delaware Code

1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for

definitions of emergency/disaster terms and for authority to accomplish actions.

- a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
2. Delaware State Emergency Response Commission and the State Emergency Response Team (SERT) Plan - <http://www.dnrec.delaware.gov/serc/Pages/Default.aspx>
- c. New Castle County Code
 1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
 - d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
 1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>
 - e. University of Delaware
 1. Hazardous Materials Safety Manual (<http://www.udel.edu/ehs/hazmatman.pdf>)
 2. Chemical Hygiene Program – <http://www.udel.edu/ehs/chemindex.html>
 3. Chemical Storage Guidelines – <http://www.udel.edu/ehs/chemcompatstorage.html>
 4. Chemical Shipping Program – <http://www.udel.edu/ehs/transhazmat.html>

5. Safety and Compliance Guide for Research Faculty and Laboratory Coordinators – <http://www.udel.edu/ehs/facultycomplianceguide.pdf>
6. Standard Operating Procedures for Working with Chemicals – <http://www.udel.edu/ehs/labsop.html>
7. Chemical Hygiene Compliance Policy – <http://www.udel.edu/ehs/CHCCompliancePolicy.pdf>

2. Related Agency Plans

- a. National Response Framework (NRF), 2016 - <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>
- b. Delaware Emergency Operations Plan (DEOP), 2015
- c. Delaware Radiological Emergency Preparedness Plan (REP), 2015
- d. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
- e. City of Wilmington Emergency Operations Plan (WEOP), 2015

**UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN**

Annex HS-11: Train Derailment

A. Departments

1. Primary Departments
 - a. Campus and Public Safety
 - b. Environmental Health and Safety

2. Supporting Departments
 - a. Communications and Public Affairs
 - b. Facilities and Auxiliary Services
 - c. Public Safety
 - d. Research Office
 - e. Student Centers
 - f. Student Life
 - g. UDECU

3. Administration
 - a. President
 - b. Executive Vice President and Chief Operating Officer
 - c. Provost
 - d. VP For Communications and Public Affairs
 - e. VP for Facilities, Real Estate and Auxiliary Services
 - f. Executive Director for Campus and Public Safety
 - g. Additional members of the Critical Incident Management Team Policy Group

4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 - b. Delaware Emergency Management Agency (DEMA)
 - c. New Castle County Department of Public Safety
 - d. Newark Building Department
 - e. Newark Police Department

B. Purpose

The purpose of this Hazard-Specific Annex (HSA) is to define the concept of operations and the duties and responsibilities of the University in response to a release of radiological material, either from a fixed facility or a transportation incident affecting the students, staff and visitors to any of our four campuses.

C. Situation and Assumptions

1. Situation

Nuclear power can create an immense amount of energy; in 2009, nuclear power was responsible for over 20% of the United States electricity generation.¹ This is done by transferring heat from nuclear fuel, and can be done either by boiling or steaming water.² It is once nuclear fuel is used that it becomes potential harmful, as it is at this point that it emits radiation; thus the fuel is replaced every year and a half to 22 months.³ The radiation that is emitted from nuclear fuel both in use and spent is the cause of great concern, as the harm it can cause is unlike any other type of energy source.

As discussed above, emergencies at nuclear power plants may not only cause radiation levels harmful to humans within a ten-mile radius, but can also contaminate water, livestock, and agriculture from a 50-mile radius. Furthermore, as described by an official within the United States Nuclear Regulatory Commission (NRC), the radiation emitted during such an incident does not “know to stop at 10 miles, but with wind patterns may affect a further area” than just 10 miles.⁴ Therefore, it is important to note that although due to its proximity, the Salem-Hope Creek nuclear facility in Hancocks Bridge, New Jersey⁵ has been the topic of concern for the University of Delaware. Based on wind patterns it is very likely that the Peach Bottom facility located in Delta, Pennsylvania⁶ may actually prove to be more of a direct threat in a given situation. Thus it is important to mention all of the nuclear facilities within a 50-mile radius of Newark, Delaware:

- Three-Mile Island Nuclear Station
- Limerick Generating Station (Units 1 and 2)
- Peach Bottom Atomic Power Station (Units 2 and 3)
- Salem Nuclear Generating Station (Units 1 and 2)
- Hope Creek Generating Station, and
- Oyster Creek Nuclear Generating Station.⁷

The NRC has provided nuclear emergency planning and incident response oversight to nuclear facilities for over the past 30 years.⁸ The NRC provides emergency plan templates for each site which the site must

¹ United States Nuclear Regulatory Commission, *2010-2011 Information Digest* (Washington, DC: Office of Public Affairs, August 2010), p. 18 (hereafter referred to as: NRC, *Digest*, page number)

² Interview 2

³ Interview 2

⁴ Interview 2

⁵ “Salem Nuclear Generating Station,” United States Nuclear Regulatory Commission

⁶ “Peach Bottom Atomic Power Station.” United States Nuclear Regulatory Commission

⁷ Need to provide map/double check

⁸ NRC, *Protecting*, p. 31

follow.⁹ FEMA will evaluate exercises of these plans done at each site every 2 years, which are to involve Federal, State, and local agencies.¹⁰ During these exercises, the NRC assesses the onsite response while FEMA assesses the offsite response.¹¹ Both the NRC and FEMA use these tests to determine if the site has a “reasonable assurance of adequate protection of public safety”.¹² If this is not the case, then FEMA will provide recommendation for the nuclear facility to follow to reach the point of “reasonable assurance,” and the NRC will revoke permits to function and plant will need to shut down if it fails to meet these recommendations.¹³

State and local entities also are to have plans and procedures in place during a nuclear emergency. State emergency management and public health entities are to have plans specific to the local community if in close proximity to a nuclear facility, which are based off EPA standards.¹⁴ States are responsible for informing citizens when they are to evacuate and where they are to evacuate to if these citizens are within a ten-mile radius of a facility, and such evacuations are thus included in nuclear incident response plans. State agriculture departments also have plans in place to protect water and agriculture if a situation occurs.¹⁵

If an actual incident were to occur, response would be carried out on the local, state, and federal level. The control room operator would monitor the condition of an incident, and has the ability to declare an emergency or unusual event.¹⁶ These operators will meet with state emergency centers, who will advise the governor on what action to take if a situation occurs.¹⁷ The NRC and FEMA would coordinate incident response along the federal level and down to the state level through the federal National Response Framework.¹⁸ If a “general emergency” is declared, than evacuations would commence immediately. Although there has been no evacuation due to nuclear incidents in the United States, plans are in place to handle evacuations (as described above). Depending on the situation, evacuation of the first 2 miles around the facility would immediately commence, then evacuations would be ordered in a pie-shaped range from the facility based on wind patterns, which may be in excess of the 10-mile radius.

⁹ Interview 2

¹⁰ NRC, *Protecting*, p. 31

¹¹ Ibid

¹² Interview 2

¹³ Interview 2

¹⁴ Interview 3

¹⁵ (Refers to entire paragraph) NRC interview

¹⁶ Interview 2

¹⁷ Interview 2

¹⁸ NRC, *Protecting*, p. 33

2. Planning Assumptions

- a. The closest nuclear plant to the University of Delaware, the Salem/Hope Creek Nuclear Power Plant, located in Lower Alloways Creek Township, New Jersey, would be the most likely plant to have an immediate effect on the campuses of the University of Delaware. The University is approx. 17 miles from Salem/Hope Creek Nuclear Power Plant.
- b. The University is part of, and complies with, the State of Delaware Radiological Emergency Preparedness (REP) plan, developed by the Delaware Emergency Management Agency (DEMA) according to regulations from the Nuclear Regulatory Commission (NRC).

D. CONCEPT OF OPERATIONS

The Nuclear Regulatory Commission (NRC) defines two emergency planning zones around nuclear power plants: a **plume exposure pathway zone** with a radius of 10 miles (16 km), concerned primarily with exposure to, and inhalation of, airborne radioactive contamination, and an **ingestion pathway zone** of about 50 miles (80 km), concerned primarily with ingestion of food and liquid contaminated by radioactivity.^[5]

The 2010 U.S. population within 10 miles (16 km) of Salem/Hope Creek Nuclear Plant was 52,091, an increase of 54.1 percent in a decade, according to an analysis of U.S. Census data for msnbc.com. The 2010 U.S. population within 50 miles (80 km) was 5,482,329, an increase of 7.6 percent since 2000. Cities within 50 miles include Wilmington, DE (16 miles to city center), Newark, DE (17 miles to the University of Delaware and Philadelphia (43 miles to city center)).^[6]

The NRC requires nuclear power plants, and their surrounding jurisdictions, to plan for four levels of emergency:

Unusual Event

An off-normal incident or condition at the plant for which no significant degradation of safety has occurred or is expected. Any releases of radioactive material which may have occurred or are expected to occur are minor and constitute no appreciable health hazard. An unusual event is a minor incident, often non-nuclear, such as a plant worker injury or severe weather. No public action is required.

Alert

An event that involves an actual or potential substantial degradation of safety, combined with a potential for limited uncontrolled releases of radioactivity from the plant. This is still a relatively minor incident, and no public action is required.

Site Area Emergency	An event that involves actual or likely major failures of plant functions needed for protection of the public, combined with a potential for significant uncontrolled releases of radioactivity. Sirens within the 10-mile emergency planning zone around the plant would sound, alerting the public to tune to local radio and television stations for official information. Non-essential plant personnel would evacuate. This category involves a serious incident, such as a reactor coolant leak or fire in a safety system.
General Emergency	An event involving actual or imminent substantial core degradation and potential loss of containment integrity combined with a likelihood of significant uncontrolled releases of radioactivity. This is the most severe emergency. Sirens within the 10-mile zone would sound, alerting people to tune to local radio and television stations for official information. Some public protection measures would be likely.

Even though the University is not in the ingestion pathway zone for any nuclear power plant, we are in the plume pathway zone for all six stations mentioned in *Situations* above. This plan is written to respond to a short-term release of radiological material or a long-term plume recovery.

For clarity purposes, when referring separately to Salem Reactors 1 & 2 or Hope Creek Reactor, we will use the phrase “Salem Nuclear Generating Station 1 or 2” or “Hope Creek Nuclear Generating Station.” When referring to all three reactors, and the operational systems surrounding the reactors, we will use the phrase “Salem/Hope Creek Nuclear Plant.”

E. Mitigation and Preparedness

1. Mitigation
 - a. Ensure that the University has contracts with appropriate contractors
 - b. Ensure that, in conjunction with Facilities, Conference Services, Student Life and Athletics, UD has identified possible short-term shelter locations.
2. Preparedness
 - a. Review and update the Radiological Incident Annex to the UDEOP
 - b. Participate in State-sponsored trainings and exercises related to radiological incident response
 - c. Discuss possible courses of action for UD and prepare to implement same

- d. Ensure that the identified shelter locations are usable if necessary
- e. Identify essential and non-essential employees in each University department
- f. Maintain phone trees/call-in lists
- g. Pre-position equipment, if appropriate

F. Assignment of Responsibilities

1. Primary Departments

a. Campus and Public Safety

- 1. Participate in State-wide Bridge Calls when appropriate
- 2. Coordinate response activities
- 3. Keep all UD Departments apprised of the state of the incident
- 4. Coordinate the modification UD's schedule for non-essential activities and events, where appropriate
- 5. Coordinate information flow from UD to Newark, NCC and the State of Delaware
- 6. Determine need for short-term shelters and open if necessary
- 7. Conduct Damage Assessment in conjunction with Facilities and Auxiliary Services
- 8. Deactivate the EOC when appropriate
- 9. Conduct a debrief
- 10. Prepare an After-Action Report
- 11. Coordinate mitigation activities, if necessary

b. Environmental Health and Safety

- 1. Work with laboratory coordinators to secure research and equipment
- 2. Secure the Materials Management Facility (MMF)
- 3. Secure the EHS Response Vehicle
- 4. Staff the EOC, if appropriate
- 5. Conduct checks of laboratories post-event for damage
- 6. Facilitate contractor agreements, if necessary
- 7. Attend incident debriefings
- 8. Contribute to the incident After-Action Report

2. Supporting Departments

a. Communications and Public Affairs

- 1. Participate in planning meetings, as appropriate
- 2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction with Public Safety
- 3. Disseminate press releases
- 4. Coordinate press conferences

5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- b. Facilities and Auxiliary Services
1. Secure buildings, signs and equipment
 2. Call-in additional staff, if necessary
 3. Ensure coverage of the Dispatch center
 4. Staff the EOC, if appropriate
 5. Support the shelter system, if activated
 6. Conduct Damage Assessment in conjunction with Campus and Public Safety
 7. Attend incident debriefings
 8. Contribute to the incident After-Action Report
- c. Public Safety
1. Conduct response operations, to include but not limited to:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue
 2. Coordinate with other law enforcement entities as necessary
 3. Conduct Damage Assessment in conjunction with Facilities and Auxiliary Services
 4. Staff the EOC, if appropriate
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- d. Student Centers
1. Assist with identifying shelter locations
 2. Allow use of student center space for emergency response or shelter operations
 3. Staff the EOC, if requested
 4. Coordinate with Residence Life to conduct activities for students, if necessary
 5. Attend incident debriefings
 6. Contribute to the incident After-Action Report
- e. Student Life
1. In the event of an evacuation, identify students who remain on campus
 2. Attend incident debriefings
 3. Contribute to the incident After-Action Report
- f. UDECU
1. Conduct Life Safety operations

2. Support Aetna Hose, Hook and Ladder Fire Company as necessary
3. Administration
 - a. Provide policy guidance to response and recovery units to allow a smooth recovery
4. External Departments
 - a. Aetna Hose, Hook and Ladder Fire Company
 1. Provide fire service, BLS and search and rescue support, if necessary
 - b. Delaware Emergency Management Agency
 1. With assistance from their Technical Assessment Center (TAC), determine protective actions (i.e. evacuation, shelter in place or other) to take in response to the release of nuclear material from the Salem/Hope Creek Nuclear Plant
 2. With assistance from the State of Delaware Division of Public Health, determine the environmental impact to the State of Delaware following a release of nuclear material from the Salem/Hope Creek Nuclear Plant
 3. Provide local EOCs all necessary data needed to determine protective actions for the respective EOC audience
 - c. New Castle County Department of Public Safety
 1. Act as the University's liaison to the Delaware Emergency Management Agency during the incident
 - d. Newark Building Department
 1. Assist with damage assessment
 2. With EHS, determine if UD buildings are habitable
 - e. Newark Police Department
 1. Provide assistance to UDPD on:
 - a. Life Safety Operations
 - b. Traffic Control
 - c. Search and Rescue

G. Administration and Logistics

1. Records
 - a. Paper and electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be kept in the vault of the University Archives

2. Exercises
 - a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combination of exercise types: table top exercises, functional exercises and full-scale exercises
3. After Action Reports (AAR)
 - a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after the incident is terminated
 - b. Incident AARs will be completed by the Emergency Management Director with assistance from the crisis planning team and input from responders
 - c. Exercise AARs will be done for every exercise and will be disseminated to participants no later than 30 business days after the exercise is completed
 - d. Exercise AARs will be completed by the Emergency Management Director with assistance from the exercise planning team and input from exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), and its associated annexes, will be reviewed and revised annually by the Emergency Management Director in the Office of Campus and Public Safety
2. If external departments have changes, additions or deletions to the UDEOP or any of its associated annexes, please send same to the Office of Campus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus which requires the activation of the UDEOP or the University Emergency Operations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. Authority and References
 - a. Federal Government

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
 2. National Incident Management System (NIMS)
- b. State of Delaware Code
1. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency) – can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions.
 - a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines the responsibilities of a state emergency operations/management agency and defines state agency roles and responsibilities.
 - b. The portion of the Code pertaining to Emergency Management is located under Title 20 and Chapter 31. This can be referred to for definitions of emergency/disaster terms and for authority to accomplish actions. The Delaware Code is available for reference on the web at www.delcode.state.de.us.
- c. New Castle County Code
1. <http://www.municode.com/resources/gateway.asp?pid=11287&sid=8>
- d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
1. <http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8>
2. Related Agency Plans
- a. National Response Framework (NRF), 2016
 - b. Delaware Emergency Operations Plan (DEOP), 2015
 - c. Delaware Radiological Emergency Preparedness Plan (REP), 2015

- d. New Castle County Comprehensive Emergency Management Plan (NCC CEMP), 2015
- e. City of Wilmington Emergency Operations Plan (WEOP), 2015