Emergency Operations Plan

University of Delaware

Campus and Public Safety

12/1/22

210 South College Ave.
Newark, DE 19716

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AN EQUAL OPPORTUNITY UNIVERSITY

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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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12/1/2022	Josh Kelly	Edited CIMP for content and structure in accordance with REMS/EMAP	Yes

PROMULGATION STATEMENT

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

The need for a robust and flexible emergency response plan is a key tool in our toolbox as we make sure that University resources are effectively utilized during emergencies and disasters. Nowhere has this been more apparent than during the past two years where we have battled the COVID-19 pandemic here on campus. COVID-19 has impacted every facet of life and truly took a whole-of-University response to overcome. Whether it is another pandemic, a hurricane, or some other unforeseen threat, the structures and responsibilities herein are key to maintaining a safe and secure campus environment.

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

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

President Dennis Assanis

University of Delaware

University of Delaware

Emergency Operations Plan

Distribution List

University of Delaware

- Office of the President
- Office of the Executive Vice President and Chief Operating Officer
- Office of the Provost
- Vice President for Office of Communication and Marketing
- Vice President and General Counsel
- Vice President for Student Life
- Vice President of Institutional Equity
- Vice President and University Secretary
- Vice President for Facilities, Real Estate and Auxiliary Services
- Vice President and Chief Human Resources Officer
- Vice Provost for Faculty Affairs
- Associate Vice President of Emergency Management and Safety
- Associate Vice President of Issues Management
- Associate General Counsel
- Dean of Students
- Police Chief
- Director of Government Relations

City of Newark

- Mayor's Office
- Newark Police Department

New Castle County

- 911 Center/Communications
- Police Department
- Emergency Medical Services
- Office of Emergency Management

State of Delaware

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

Private/Non-Profit Organizations

- Delaware Volunteer Organizations Active in Disaster (DEVOAD)

Introduction

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

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

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

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

Authority

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

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

All suggestions, recommendations or requests for change should be submitted in writing to the Associate Director of Emergency Management at the University of Delaware Office of Campusand Public Safety, who shall submit changes to the Associate Vice President of Campus and Public Safety and the Executive Vice President for approval. The Associate Director of Emergency Management is responsible for providing basic guidelines for emergency planning, response, mitigation, and recovery/continuity of operations, as well as reviewing completed

plans, coordinating emergency planning, training and exercises withother jurisdictions and agencies, and responding to assist in the management of emergency incidents.

Preparedness Responsibilities

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

1. Every member of the University is encouraged to keep a copy of the Plan bookmarked prominently. The Plan is updated frequently and is available online at www.udel.edu/emergency.
2. Employees, faculty, and students must understand their responsibility is to comply with all University policies, including health and safety rules issued by the University, their departments, and their supervisors. Employees, faculty, and students are encouraged to report all unsafe conditions to their supervisors or other University officials and to stay abreast of the University's commitment to a healthy and safe campus environment.
3. Employees, faculty and students should participate, as appropriate, in training, evacuation drills, and other efforts to enhance your safety. Contact the Associate Director of Emergency Management if you are interested in specific training for your department.
4. The University also maintains a Hazard Mitigation Plan, for both New Castle County and Sussex County campus locations, which identifies those hazards that are more likely to affect the university (hurricane, hazardous materials release, etc.). The Plan was updated in 2020 and 2016 and is available online at www.udel.edu/emergency.
5. Ensure that you are registered to receive the University "UD Alerts" which will alertyou to an emergency on campus. Follow this link to learn more about the system and how to register.

Incident Management System

Recognized as a compendium of best practices, and mandated for use at the federal andstate 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 managingmajor events, emergencies and disasters. The Campus and 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. Critical Incidents generally fall into three broad categories:

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

3. Critical Incident Management Team (CIMT)

   The Critical Incident Management Team (CIMT) is comprised of membersfrom 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 theimmediate 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 decisionsand resolving any conflict arising from the University responders or administrators. The Associate Vice President 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 EOC and the EOC 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 Room 130, General Services Building, 222 South Chapel Street. The alternate Emergency Operations Center is located in the Public Safety Conference Room, Room 137, at 413 Academy Street.

6. Incident Commander

   The individual responsible for all tactical incident operations and who hasoverall 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 committedresources) 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 serveas 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 responseorganization 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 givestandard response and operation procedures to reduce the problems and potential for miscommunication. ICS consists of procedures for managing personnel, facilities, equipment, and communications. The ICS system can be utilized from the time

an incident occurs until the requirement for management and operations no longer exist.

8. Phases of Emergency Management

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

a) Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards. The mitigation phase differs from the other phases because it focuses on long-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: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, mitigate against, respond to, and recover from disasters. Some examples of preparedness measures are stockpiling supplies, maintaining equipment in a state of readiness,developing executable emergency plans and practicing interagency coordination with neighboring jurisdictions through meetings, training and exercises. Preparedness is a continuous process.

c) Response: Efforts to minimize the short-term direct effects of an incident threatening life, property, the environment, and/or critical systems. The response phase includes the mobilization of responders to the disaster-stricken area. Each agency involved in the response,both primarily and secondarily, has a function within the Incident Command System structure.

d) Recovery: The development, coordination, and execution of plans or strategies for the restoration of impacted communities and government operations and services through individual, private sector, non-governmental, and public assistance. This phase can last a few weeks to a few years.

e) Prevention. Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions

to protect lives, property, the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.

9. State of Emergency

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

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

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

10. UD Alert

A communications system housed and maintained by an external

company, which allows the University administration to send emergencynotices to students, faculty and staff via the following methods:

a) Voice Messages
b) E-mail Messages
c) Text/SMS Messages

For more detailed information on the policies related to UD Alert, referto this link.

B. Acronyms

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

Concept of Operations

The University of Delaware follows the National Incident Management System(NIMS) and its subcomponent, the Incident Command System (ICS), for managing major events, emergencies and disasters. The Campus and Public Safety Department, under the Associate Vice President, is responsible for coordinating emergency operations. The NIMS and ICS principles are followedto 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 toliability; 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 PresidentialDirective 5. The University also utilizes the Incident Command System Incident Command System (ICS) for all emergencies on campus.

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

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

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

Command

A. Chief of Police

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

- Major
- Captain
- Lieutenant

The Chief of Police can also designate a member of the Command Staff to serve asActing Chief of Police, if such designation is promulgated in writing prior to his or her absence. 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 theliaison between the Incident Commander and the University Administration. TheChief of Police must be involved in any decisions at the incident site that affect the University community.

B. Associate Vice President 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 Associate Vice President of Campus and Public Safety will act as the Emergency Manager for the University. The Associate

Vice President will liaise with the Incident Commander, the EOC staff and external partners, and will work to respond effectively and efficiently to the incident at hand.

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

The only persons authorized to declare a local emergency are County elected officials, however the University President may request the County to declare a local emergency. The only person authorized to declare a state of emergency is the Governor, however, University and county elected officials may request the Governor to declare a state of emergency. Only the President of the United States may declare a Disaster Declaration[1]. State and federal declarations will allow for state and federal assistance as well as financial recovery of costs incurred from the emergency.

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

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

The 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

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

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 initialresponse 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 theOffice of Communications and Marketing or EOC Public Information Officer, as appropriate) to the University faculty, staff, students, parents, media and other concerned community partners.
   d) Determine class or campus closures and resumption
   e) Plan and prioritize long term recovery

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

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

   - University President:
     - 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 thesituation

- Executive Vice President and Chief Operating Officer:
  - Assembles and directs the CIMT and its groups
  - Provides liaison with the Associate Vice President of Campus and Public Safety and the Chief of Police or other responders at thescene
  - 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 decisions to cancel classes or close the University andthe decisions to resume normal University operations.
- Senior Vice President:
  - Communicates with the President and other Vice Presidents to report the status of the crisis response and recovery operations
  - Accountable for the stewardship, administration, tracking and reporting of all the University's strategic, budgetary and financial resources.
- Vice President for Facilities, Real Estate and Auxiliary Services
  - Makes recommendations with regards to grounds, building and facilities issues
  - Provides guidance on vendors/contractors
- Vice President for Student Life**:**
  - Provides liaison with the students and their parents and offers services to students in the recovery phase.
- Vice President for Communications and Marketing
  - Makes recommendations with regards to the internal and externalrelease 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 informationtechnologies and systems.
- Vice President and General Counsel
  - Provides guidance on legal matters
- Associate Vice President 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 incidentneeds or subject matter expertise at the discretion of the President or Executive Vice President.

Any of the members of the Policy Group may request the group to convene, however, only the President, Executive Vice President or the Associate Vice President of 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 andwelfare of the University community is imminent.

2. Operations Group

The role of the Operations Group is to be a tactical decision-making body for incident operations. The Operations Group meets monthly as the Horizon Scanning Group and is charged with monitoring, anticipating and prioritizing issues that may affect campus in the coming weeks/months. With the support of the President this team is convened by the Division of Student Life, General Counsel, and the Office of Communications and Marketing.

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

The Operations Group, when convened, will gather virtually, in the Emergency Operations Center, located within Room 130 at the General Services Building, or at the alternate EOC in the Public Safety Conference Room, Room 230 (Under construction), at 413 Academy 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 andstatus
h. Coordinate with local, county and state government andother external agencies

The Operations Group is comprised of senior representatives from:

- University Police
- Athletics
- Grounds Services
- Custodial and University Services
- Facilities

- Office of Communications and Marketing
- Environmental Health and Safety
- Campus and Public Safety
- Division of Student Life
- Office of Institutional Equity
- General Counsel
- Government and Community Relations
- Human Resources
- Provost's Office/Faculty Affairs

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

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

Monitoring and Detection

The University 911 Center (known as "UComm") serves as the University's continuouslyoperating 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 otherabnormal conditions.
- Communicating with university, local and state public safety agencies.
- Monitoring regional and state radio and advanced communication systems.
- Monitoring National Weather Service all hazards warning messages; and
- Making notifications, as appropriate, to university officials and outside agencies.

Emergency Operations Center

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

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

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

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

- **Administration:** Under the guidance of the President, this section has overall responsibility for the management and direction of all EOC activities including development, implementation, and review of strategic decisions. Management directly coordinates with the Policy Group and ensures its strategic direction is implemented in EOC operations. This section is typically staffed by the Executive Vice President and Chief Operating Officer, the Associate Vice President of Campus and Public Safety, and/or the Chief of Police.
- **Operations:** This section represents on-scene emergency responders and provides coordination between the EOC and field operations, including the ICP. This section is staffed on an as needed basis, but typically would include representatives from the Incident Response Team.
- **Planning and Intelligence:** This section is responsible for receiving, evaluating, and analyzing all disaster information and providing updated status reports to EOC management and field operations. The planning and intelligence section is also responsible for damage assessment and developing specialized technical assessments of events. This section is typically led by the Associate Director of Emergency Management.
- **Logistics:** Logistics is responsible for procuring supplies, personnel, and material support necessary to conduct emergency responses (e.g.,

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

personnel call-out, equipment acquisition, lodging, transportation, food, etc.). The responsibilities of this section vary from incident to incident and may be staffed on an ad-hoc basis.

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

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

Levels of Emergency

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

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

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

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

1. Assume command and designate a radio channel for incident communications.
2. Identify the "hot zone."
3. Establish the inner perimeter.
4. Establish the outer perimeter.
5. Establish a command post location.
6. Establish a staging area.
7. Request additional resources as needed.

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

A. <u>Level I – Minor, Localized Incident</u>

A Level I incident is a minor, localized incident that occurs in a building or specific area of University property, or affects a small portion of the

University community and can be quickly resolved with existing University resources. A Level One incident has little or no impact on University operations except in the affected area.

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

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

B. Level II – Escalating Emergency

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

The President, or his designee, receives information from operational departments, determines activation of the Emergency Operations Plan (EOP) andconvenes 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 otherhazards causing major structural damage; severe flooding; major chemical spill;extensive utility outage; or an external emergency that may impact University personnel or operations.

C. Level III – Widespread Disaster

A Level III incident is a disaster/emergency affecting the entire campus. Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions

requires University-wide cooperation and extensive coordination with external jurisdictions. In the event of a Level III incident, the City, County or State EOP, in addition to the University EOP, may be activated and all involved University personnel shall assume their designated responsibilities. A State of Emergency may be declared by local elected officials and/or the Governor. Federal resourcesmay be needed.

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

IMPORTANT INFORMATION ABOUT LEVELS OF EMERGENCIES

- The CIMT may 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 Associate Vice President of Campus and Public Safety. However, the Chief of Police has the authority to makeinstitutional 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 amulti-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 viavoice 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 messaging (Email and UDaily)
3. Media Releases to local media partners
4. Use of University social media tools

5. Broadcast messages posted to the Live Safe App
6. 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 ofthe President, the Executive Vice President, the Provost, the Associate Vice President of Campus and Public Safety and the Chief of Police 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 Marketing are authorized to compose and send messages via UD Alert. In addition to the above approval process, UDPD may utilize UD Alert to transmit timely warnings as required by the Cleary Act

Pre-scripted messages have been developed for anticipated events such as policeaction, 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 Resourcesdatabase for faculty and staff and the Registrar's database for students. Information Technology shall have the responsibility to send timely updates ofdata to the vendor at regular intervals.

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

B. Public Information:

The Vice President for Communications and Marketing (OCM) serves as the authorized Public Information Officer (PIO) for the University. All public information must be coordinated and disseminated by OCM staff with assistancefrom other University departments and/or personnel. The PIO functions will occur within the Emergency Operations Center, if it is activated. If it is decidedthat a separate and off-site Joint Information Center (JIC) is needed to be activated, this will be coordinated by the PIO.

In an emergency, only certain administrators may speak on behalf of the

University. These spokespersons are the President, the Executive Vice President,the Vice President for Communications and Marketing, and the Associate Vice President of Campus and Public Safety. Under certain circumstances, the previously named administrators may designate others as spokespersons and thiswill be coordinated by the PIO.

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

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

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

Evacuation and Relocation

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

B. If necessary, transportation of persons shall be coordinated with appropriate department personnel for the purpose of evacuation and relocation of persons threatened by or displaced by the incident. A temporary shelter or facility, such as the Bob Carpenter Center, will be selected as needed. Coordination forassistance, equipment, and supplies will be determined at the relocation site asneeded. 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 Universityservice 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 systemsas well as structural integrity. In coordination with Environmental Healthand Safety, assesses damage and makes a prognosis for occupancy of thestructure affected by the disaster. Works with the University Police, AetnaHose, 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 eventnormal telecommunication lines and equipment are disrupted by the disaster. Evaluates the requirements and selects appropriate means of backing up the IT telecommunications network.

Recovery

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

A. University Damage Assessment Team

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

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

Once data is collected, including pictures of the damage, the University wouldwork with the respective county emergency management agency (New Castle, Kent, and Sussex) to send a request to the Delaware Emergency Management Agency asking for assistance in obtaining a disaster declaration. The county emergency management and the State of

Delaware would assist with assessments and verify the University's report. Once verification is complete, the State of Delaware would include the University's data in a county-wide request for a disaster declaration which is sent to the Governor.

In the event of isolated damage to a facility, the University of Delaware Policeshall 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 forthe purpose of determining the extent of damage, recovery activities, relocation needs, and public information needs that are immediately required.

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

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

B. Property Loss Reporting Requirements:

Preliminary reports regarding the cause of the loss, the extent of damage, andthe 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 othercrisis situations, workspace is uninhabitable because of heat, cold, water,smoke, or other conditions that make the work site unsafe or uninhabitable, Facilities, Environmental Health and Safety and Aetna Hose, Hook and Ladder Fire Company, if necessary, will make a decisionrelative to continued occupation of that site. If time permits,

the Presidentand/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 followingguidelines should be followed:

- If possible, services to students, faculty, staff and the public shouldbe 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 inthe 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 butnot 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 givetemporary leave to the affected employees until a suitable alternative is identified.

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

Public Education and Training

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

Review of the Emergency Operations Plan

A. There will be an ad hoc committee consisting of the Chief of Police, a representative from Facilities, Environmental Health and Safety, the Associate Director of Emergency Management and the Office of Communications and Marketing who will review the Emergency Operations Plan on an annual basis and reviseas 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.

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.

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. Furthermore, students and staff are encouraged to familiarize themselves with the University's overall Evacuation Annex (Annex D) that may be implemented in the event of a Level II or Level III incident.

B. Short Term Recovery

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

C. Long Term Recovery

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

D. Access and Functional Needs

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

- Access or mobility limitations due to a physical disability or activity limitations.
- Reliance on a caregiver, or responsibility to dependents, e.g. childcare or patient care
- Difficulty understanding verbal or written English communication due to partial or full hearing or vision loss, limited English proficiency, or a cognitive disability.
- Medical, mental health or dietary special needs in disasters such as access to medications, modified shelter setting or avoidance of severe food allergens.

It is recommended that each department utilize the best practices and resources presented by the Center for Disabilities Studies, All Ready Delaware program.

UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

ANNEX A

CLOSING CAMPUS

I. Departments

A. Primary University Departments

1. Campus and Public Safety
2. UDPD

B. Supporting University Departments/Agencies

1. Environmental Health and Safety
2. Facilities, Real Estate, and Auxiliary Services
3. Office of Communications and Marketing
4. Residence Life

C. University Administration

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

D. Supporting External Agencies

1. Federal, State, County and Municipal Police agencies
2. Aetna Hose, Hook and Ladder Fire Company
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 Marketing 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 Marketing 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, plumbing failure in a building, etc.) Only a quadrant of the campus may need to be closed and the determination for doing so will be made by the Department of Public Safety, in concert with the President, his or her designee, and the Executive Vice President. The Public Relations Office will provide the University community with information about the incident using the emergency notification systems 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 Marketing. 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, ordesignee, 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 operationalreadiness.
2. Maintain personnel contact lists and internal emergency notificationprocedures.
3. Maintain and review emergency plans with appropriate staff.

V. Assignment of Responsibilities

A. Primary University Department

1. Campus and Public Safety
   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 Marketing or UDPD to activate UD Alert.

2. University Police
   a) With the help of other University supporting partners (i.e. Parking Services, etc.), close the Trabant, Perkins and CFA parking garages to incoming vehicles, depending on the nature of the emergency.
   b) Deploy departmental personnel and, if possible, enlist the help of other University supporting partners to close and lock academic buildings, if it is safe to do so.
   a) Notify the Critical Incident Management Team Policy Group of the decision to close campus.
   c) Activate mutual aid agreements with the City of Newark, New Castle County and Delaware State Police agencies.
   d) Station police officers at key locations to direct people off campus.
   e) In conjunction with assisting agencies, control traffic surrounding the University depending on the nature and

severity of the emergency.

B. Supporting University Departments

1. 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.

2. Facilities, Real Estate, and Auxiliary Services
   a) Have custodial staff close and lock University buildings, if necessary
3. Office of Communications and Marketing (OCM)
   a) Act as the main University disseminator of information on the closing ofcampus.
   b) Work with Associate Director of Emergency Management 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 Universityadministrative 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 theBob Carpenter Center
   d) Advise the University Administration on communication matters
4. Residence Life
   a) Assist UDPD in disseminating the message that campus is closingthrough 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 issafe for them to exit

C. University Administration

1. President
   a) With input from the Critical Incident Management Team 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 a 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 a recommendation to the President to reopen campus.

3. Associate Vice President of Campus and Public Safety
   a) Will act as the official Emergency Manager for the University during any major crisis.
   b) Will liaise with the Incident Commander, the EOC staff and external partners, and will represent the University's operational elements on the Policy Group.

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 theUniversity and reopen the University.

D. Supporting External Agencies[1]

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 PoliceDepartment 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 ofthe institution shall come under the jurisdiction of the City of Newark Police.

[1] Contingent upon the jurisdiction/campus location

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 PoliceDepartment 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 theNew Castle County Police Department from all claims by third parties forproperty 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. Delaware State Police
   a) The University of Delaware Police Department may request additional police assistance within its jurisdiction from the Delaware State Police 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 Delaware State Police resources.
   c) The authority of the Delaware State Police 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 Delaware State Police to complete all necessary follow-up activity and investigations.
   d) If the Delaware State Police 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 Delaware State Police from all claims by third parties for property damage or personal injury which may arise out of authorized activities of the Delaware State Police while acting outside their jurisdiction to the fullest extent permitted under 11 Delaware Code, Section 1944.

4. Aetna Hose, Hook and Ladder Fire Company (or designated

Fire Departmentwithin whose jurisdiction the incident is occurring)

a) Provide support through use of equipment and personnel to the extentpossible.

5. Delaware Department of Transportation
   a) Provide support through use of equipment and personnel to the extent possible.

6. Other Federal, State, County and Local Agencies may be called to provide assistance. The designated agencies may vary based upon thelocation and county in which the incident is occurring (I.E. Lewes Campus)

VI. Administration and Logistics

A. Records

1. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety

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: tabletop 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 toresponders no later than 30 business days after the incident is terminated

2. Incident AARs will be completed by the Associate Director of Emergency Managementwith assistance from the crisis planning team and input from responders

3. Exercise AARs will be done for every exercise and will be disseminated toparticipants no later than 30 business days after the exercise is completed

4. Exercise AARs will be completed by the Associate Director of Emergency Managementwith 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 Associate Director of Emergency Management in the Campus and 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 and Public SafetyDepartment for inclusion in the next plan update

C. The UDEOP will be reviewed after any incident on campus which requires theactivation 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, asamended (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 agencyroles 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 onthe 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

5. University of Delaware
   a) University of Delaware, 7-51, Emergency Preparedness
   b) University of Delaware, 4-23, Extreme Weather and Emergency Conditions

B. Related Agency Plans

1. National Response Framework (NRF)
2. Delaware Emergency Operations Plan (DEOP)
3. New Castle County Comprehensive Emergency Management Plan (NCCCEMP)City of Wilmington Emergency Operations Plan (WEOP)
4. City of Newark Emergency Operations Plan (NEOP)

Appendix A

Closing University Campus and Blocking off Surrounding Streets

If the determination is made by the President to close streets surrounding University property, the Department of Public Safety will utilize sworn officers and mutual aid agreements with other police jurisdictions in closing the following intersections:

- Laird Campus
    - New London Road and Pencader Way (both places where Pencader Way intersects New London Road)
    - New London Road and Christiana Drive
    - Independence Bridge for Foot Traffic
    - Ray Street
    - Prospect Avenue and North College Avenue
    - North Street and North College Avenue
    - Ray Street and Rose Street

- West Campus
    - Elkton and Apple Roads
    - Apple and Hillside Roads
    - West Main Street and Hillside Roads
    - Sypherd Drive and Hillside Roads
    - Cheltenham and Hillside Roads
    - Dallam and Hillside Roads
    - Pedestrian underpass off Elkton Road
    - English Language Institute
    - Old Oak Road and West Main Street
    - Old Oak Road and Dallam Roads
    - Dallam and Hillside Roads

- Central Campus
    - West of South College and South of Main Street
    - South College Avenue and Park Place
    - Academy Street and Park Place
    - Courtney and Manual Streets
    - Lovett Avenue and Haines Street
    - Delaware Avenue and Academy Street
    - Delaware and South College Avenues
    - East Main and Academy Streets
    - North College Avenue and East Main Street (for pedestrian traffic)
    - East of South College and South of Main Street
    - South College Avenue and Park Place
    - Academy Street and Park Place
    - Courtney and Manual Streets
    - Lovett Avenue and Haines Street

- Delaware Avenue and Academy Street
- Delaware and South College Avenues
- East Main and Academy Streets
- North College Avenue and East Main Street(for pedestrian traffic)
- West of North College Avenue and North of Main Street
- Main Street and South College Avenue
- North College and Cleveland Avenue
- West Main Street and New London Road
- Hollingsworth Parking Lot (foot patrol officer for pedestrian traffic)
- East of North College and North of Main Street
- Academy and East Main Streets
- North College and Cleveland Avenues
- Delaware and South College Avenues
- Academy Street and Delaware Avenue
- East side of Frazier Field for pedestrian traffic
- Newark Parking Authority Lot#3 for pedestrian traffic

- East Campus
  - East of Academy Street
  - Park Place and Academy Street
  - Courtney Road and Manual Street
  - Park Place and Manual Street
  - Wyoming Road and South Chapel Street
  - Chambers and South Chapel Street
  - Lovett Avenue and South Chapel Street
  - Continental Avenue and South Chapel Street
  - Academy Street and Delaware Avenue
  - Delaware Avenue and Haines Street
  - Haines Street and Park Place
  - Park Place and South Chapel Street
  - Computing Center
  - South Chapel Street and Ashley Road
  - South Chapel Street and Chambers
  - Gilbert Complex and Wyoming Road
  - Wyoming Road and Library Avenue
  - Delaware Technology Park
  - Wyoming Road and Route 72
  - Wyoming and Marrows Roads

- South Campus
  - Sincock Lane and Christina Parkway
  - Sincock Lane and Old Chapel Road
  - Farm Lane and Route 72
  - South College Avenue and South Campus Loop near the Bob Carpenter Center
  - South College Avenue and Delaware Stadium Entrance
  - South College Avenue and Delaware Field House Entrance

- South College Avenue and Fred Rust Ice Arena Entrance
- South College Avenue and South Campus loop near Townsend Hall

UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

ANNEX B

COMMUNICATIONS

I. Departments

A. Primary Departments
1. Office of Communications and Marketing
2. Campus and Public Safety
3. UDPD

B. Supporting Departments
1. Information Technologies
2. Environmental Health and Safety
3. Risk Management
4. Student Health Services
5. Division of Student Life

C. University Administration
1. University President
2. Executive Vice President and Chief Operating Officer
3. University Provost
4. Associate Vice President 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. Sussex County Emergency Operations Center
5. Delaware Emergency Management Agency

II. Purpose

The University recognizes its responsibility to provide accurate and timely information tothe 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 avoidpotential harm.

III. Definitions

Critical Incident Management Team- The Critical Incident Management Team is comprised of members from the University administration and selected department headsand 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 Commanderto be 1) ongoing or evolving in a manner that poses a serious and significant risk of harmto 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 Marketing who will disseminate emergency information andcoordinate 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 partiesof 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 planshave been developed by various University Departments to support the UDEOP in areasof 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 thepublic 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 operationalreadiness.
2. Maintain personnel contact lists and internal emergency notificationprocedures.
3. Maintain and review emergency plans with appropriate staff.

VI. Assignment of Responsibilities

A. Primary Departments

1. Office of Communications and Marketing
   a) Assist the University Incident Commander, CIMT, and PIO in all externalcommunications.
   b) Provide input as the CIMT develops a communications strategy.
   c) Prepare "talking points" and fact sheets for authorized Universityrepresentatives.
   d) Provide text for fliers/posters, e-mail distributions, and postings to thewebsite.
   e) Help the PIO prepare and distribute all news releases to on-campus andoff-campus media.

f) Serve as the University's conduit/gatekeeper to official spokespersonswho can answer media questions.
g) Arrange to make key individuals available and accessible to the newsmedia 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 interestabates.
j) Delegate information gathering and distribution responsibilities to otherUniversity officials as appropriate.
k) If necessary, 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 forinterviews and press briefings.
m) Track media calls and requests in order to enable the University to lookfor news clippings and eventually evaluate how the crisis was reported
n) Arrange to make key individuals available and accessible to the newsmedia at regular intervals during the crisis for press conferences, interviews, or by telephone as appropriate.

2. Campus and Public Safety
   a) Determine Incident Level, if necessary
   b) If necessary, request activation of the Critical Incident Management Team and the Emergency Operations Center and through the Associate Vice President of Campus and Public Safety
   c) Work with Communications and Marketing to disseminate information to the University Community, interested public parties andthe media

3. UDPD
   a) Direct the University's response to the incident
   a) Provide a representative to the University of Delaware Emergency Operations Center, if activated
   b) Assess the need for the emergency notification system
   c) Request authorization to activate parts or all of the emergency notificationsystem using standard operations, if necessary
   d) Authorize the activation of parts or all of the emergency notification system in the case of an imminent threat
   e) Activate or delegate the activation of UD Alert to a qualified responder

B. Supporting Departments

1. Information Technologies
   a) Assist with the dissemination of information via the University's e-mailsystem, if necessary

b) Assist with recording an emergency message on the University's maintelephone 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 Marketing in the event of a hazardous material incident on or nearthe University.
   b) Provide input, as available, on wording of emergency messages for toolssuch 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 toolssuch as:
      1) UD Alert
      2) Cable TV Override
      3) Classroom Projection Override
      4) Written media releases
      5) University Homepage

4. Division of Student Life
   a) Give status reports to the University Emergency Operations Center (UDEOC) on number of students treated.
   b) Provide relevant, printable information to Communications and Marketing in the event of biological outbreak within the University
   c) Provide input, as available, on wording of emergency messages for toolssuch as:
      1) UD Alert
      2) Cable TV Override
      3) Classroom Projection Override
      4) Written media releases
      5) University Homepage
   d) Assist in disseminating information to the student population
   e) Assist in providing parents and other interested family membersinformation about students and University incidents

C. University Administration

1. Initiate the activation of parts or all of the Critical Incident Management

Team and the Emergency Operations Center
2. In the case that all authorized UD Alert activation personnel are unavailable, authorize third party vendor activation.
3. Provide executive decision making
4. Define crisis policy and approve overall priorities and strategies
5. Advise on the activation of parts or all of the emergency notificationsystem

D. External Agencies[1]

1. Aetna Hose, Hook and Ladder Fire Company
2. City of Newark Emergency Management
3. New Castle County Office of Emergency Management
4. Sussex County Emergency Operations Center
5. Delaware Emergency Management Agency

All agencies will:

1) Assist the University to release joint information on incidents whichrequire response of their agencies
2) Open and staff a Joint Information Center, if appropriate for the event.

VII. Administration and Logistics

A. Records

1. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety

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: tabletop 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 Associate Director of Emergency Management with assistance from the exercise planning team and input from exercise participants.

VIII. Plan Development

A. The University of Delaware Emergency Operations Plan

[1] Contingent upon the jurisdiction/campus location

(UDEOP), and its associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management in Campus and Public Safety

B. If external departments have changes, additions or deletions to the UDEOP or anyof its associated annexes, please send same to the Campus and Public SafetyDepartment for inclusion in the next plan update

C. The UDEOP will be reviewed after any incident on campus which requires theactivation 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, asamended (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 agencyroles 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 onthe 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)
2. Delaware Emergency Operations Plan (DEOP)
3. New Castle County Comprehensive Emergency Management Plan (NCCCEMP)
4. City of Wilmington Emergency Operations Plan (WEOP)
5. City of Newark Emergency Operations Plan (NEOP)
6. University of Delaware
   a) University of Delaware, 7-51, Emergency Preparedness
   b) University of Delaware, 4-23, Extreme Weather and Emergency Conditions

UNIVERSITY OF DELAWARE EMERGENCY OPERATIONS PLAN

ANNEX C

DAMAGE ASSESSMENT AND DEBRIS REMOVAL

I. Departments

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

1. Facilities
2. Campus and Public Safety

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

1. Human Resources
2. Environmental Health and Safety
3. UDPD
4. Procurement Services

C. Administration

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

D. External Agencies

1. City of Newark
2. Aetna Hose, Hook and Ladder Fire Company
3. New Castle County Office of Emergency Management
4. Sussex County Emergency Operations Center
5. Delaware Emergency Management Agency
6. Delaware Voluntary Organizations Active in Disaster
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, buildingsand 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, Sussex 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 affectedarea 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 may 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 wastewater facilities may be damaged or contaminated. An emergency water supply may be required for human needs and for firefighting.

J. To expedite and assist in the federal declaration process,

University officials should collect and document damage information, including the following:

1. Locations of damages (including projected damages) using Global Positioning System (GPS) or annotated maps;
2. Damage dimensions, materials, and the size or capacity of damaged facility elements;
3. Representative sample of photographs of damage;
4. Known access and functional needs (AFN) populations;
5. Location of displaced students;
6. How the University is assisting (state disaster programs, food stamps, etc.); and
7. Lack of temporary housing.

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 operationalreadiness.

2. Maintain personnel contact lists and internal emergency notificationprocedures.

3. Maintain and review emergency plans with appropriate staff.

4. Ensure staff coverage after hours and on weekends if there is credibleintelligence of a weather event.

V. Assignment of Responsibilities

A. Primary Department

1. **Facilities**
   a) Coordinates emergency debris clearance of the damaged areas. Priorityshould 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, damageassessments, 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 immediatehazards 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. **Campus and Public Safety**

a) Work with the City of Newark, New Castle County, and Sussex County 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 city, county, and state 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, New Castle County, and Sussex County,and forward to the State of Delaware, through for consideration of a federal disaster declaration request.

B. Supporting Departments

1. Human Resources
   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 otherecological systems on University property.

   c) Work with Facilities and any contractors to determine the structuralsoundness of University buildings.

3. UDPD
   a) Provide security to damaged buildings or residence halls.

   b) Coordinate emergency road closures with debris clearance operations andprovide escort to essential University employees, when requested.

   c) Provide escorts to support agencies and public works companies that havepriority 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 Associate Vice President for Campus and Public Safety

C. Administration

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]

[1] Contingent upon the jurisdiction/campus location

1. City of Newark
   a) Coordinates emergency debris clearance of the damaged areas. Priorityshould 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 DelDOT toclear 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 andfacilities to include the distribution of potable water, the temporary restoration of water supply systems, and the provision of water for firefighting.

   d) Work in conjunction with the University of Delaware Facilities and Campus and Public Safety departments to staff damage assessment teams.

   e) Prepare damage assessment data, in conjunction with the University ofDelaware, and forward to the State of Delaware, through New Castle County, for consideration in a federal relief request package.

   f) Provide a representative to the University of Delaware EOC, if activated.

2. Aetna Hose, Hook and Ladder Fire Company
   a) Assist the University Police with emergency road closures as necessary.

3. New Castle County Office of Emergency Management
   a) Assist with damage assessment, if necessary.
   b) Forward University reimbursement package to the State of Delaware forconsideration in a disaster declaration package.

4. Sussex County Emergency Operations Center
   a) Assist with damage assessment, if necessary.
   b) Forward University reimbursement package to the State of Delaware for consideration in a disaster declaration package.

5. Delaware Emergency Management Agency
   a) Assist with damage assessment, if necessary.

   b) Forward University reimbursement package to the State of Delaware forconsideration in a federal relief request package.

6. Delaware Voluntary Organizations Active in Disaster
   a) Assist with damage assessment, donations management, and short-term recovery operations

7. Private Contractors
   a) Assist Facilities with debris removal, assessment of buildings and any restoration work.

VI. Administration and Logistics

A. Records

1. Electronic copies of the University of Delaware EmergencyOperations Plan (UDEOP) will be maintained by Campus and Public Safety

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: tabletop 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 Associate Director of Emergency Management withassistance from the exercise planning team and input from exercise participants.

VII. Plan Development

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

B. If external departments have changes, additions or deletions to the UDEOP or anyof its associated annexes, please send same to the Campus and Public SafetyDepartment for inclusion in the next plan update.

C. The UDEOP will be reviewed after any incident on campus which requires theactivation 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

II. Authority and References

1. Federal Government
   a) Robert T. Stafford Disaster Relief and Emergency Assistance Act, asamended (42U.S.C 5121, ET seq.)

   b) National Incident Management System (NIMS)

   c) FEMA Preliminary Damage Assessment Guide

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 agencyroles 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 onthe 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

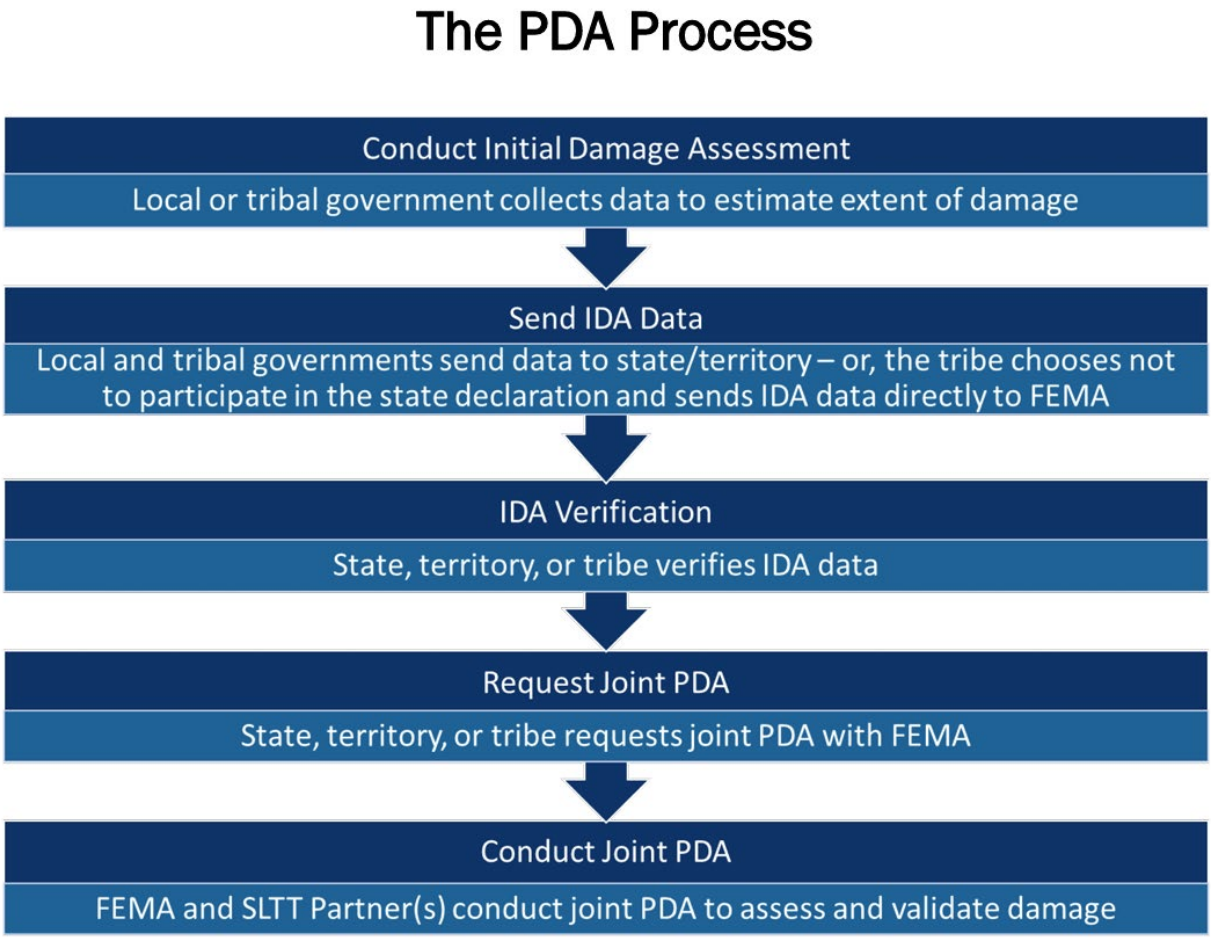
a) (http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8)

5. University of Delaware
   a) University of Delaware, 7-51, Emergency Preparedness
   b) University of Delaware, 4-23, Extreme Weather and Emergency Conditions

III. Related Agency Plans

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

IX. Resources



UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

ANNEX D

EVACUATION

I. Departments

A. Primary University Departments
1. Emergency Management
2. UDPD

B. Supporting University Departments/Agencies
1. Environmental Health and Safety
2. FREAS
3. Office of Communications and Marketing
4. Residence Life & Housing

C. University Administration
1. President
2. Executive Vice President and Chief Operating Officer
3. Associate Vice President of Campus and Public Safety
4. Associate Vice President and Chief of Police
5. Vice President for Student Life
6. Critical Incident Management Team Policy Group

D. External Agencies
1. City of Newark Police
2. New Castle County Police
3. Delaware State Police
4. Aetna Hose, Hook and Ladder Fire Company

II. Purpose

There are a wide variety of emergency situations that might require an evacuation of portions or the entire University.

The purpose of this annex is to provide for the orderly and coordinated evacuation of all or any part of the population of the University if it is determined that such action is the most effective means available for protecting the population from the effects of an emergency situation.

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, and

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 Office of Communication and Marketing will make class cancellation known using University and other media resources.

    - 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 of Communications and Marketing or

designee 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 Associate Vice President for Campus and Public 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 Marketing. 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.

4. If time permits, evacuations of University facilities will be authorized by the President, Executive Vice President or Executive Director Associate Vice President of Campus and Public Safety. However, the Chief of Police has the authority to make evacuation 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.

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. Campus and Public Safety
   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 UDPD to activate UD Alert.

2. University Police

   a) With the help of other University supporting partners (i.e. Parking Services, etc.), close the Trabant, Perkins and CFA parking garages to incoming vehicles, depending on the nature of the emergency.

   b) Deploy departmental personnel and, if possible, enlist the help of other University supporting partners to close and lock academic buildings, if it is safe to do so.

   a) Notify the Critical Incident Management Team Policy Group of the decision to close campus.

   c) Activate mutual aid agreements with the City of Newark, New Castle County and Delaware State Police agencies.

   d) Station police officers at key locations to direct people off campus.

   e) In conjunction with assisting agencies, control traffic surrounding the University depending on the nature and severity of the emergency.

B. <u>Supporting University Departments</u>

1. Facilities, Real Estate, & Auxiliary Services
   a) Have custodial staff unlock University buildings, if necessary.
   b) Coordinates all services for the restoration of electrical, plumbing, heating, and other support systems as well as structural integrity.
   c) In coordination with Environmental Health and Safety, assesses damage and make a prognosis for occupancy of the structure affected by the disaster.
   d) Provide feeding and transportation support for evacuated student population, if

necessary.

2. Environmental Health and Safety (EHS)
   a) Act as the University's liaison with volunteer fire service and the 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 Marketing
   a) Act as the main University disseminator of information on the closing of campus.

   b) Organize the following communication activities:
      1) Facilitate press conferences, interviews with key University administrative and response personnel, media tours, and emergency gatherings with the student body.

      2) Amplify instructions for the evacuation. Include information on the location of shelter and mass care facilities, specific evacuation routes, guidance on securing belongings, etc.

      3) If deemed necessary, request Conference Services and Athletics change messages on variable message boards at Clayton Hall and the Bob Carpenter Center.

      4) Advise the University Administration on communication matters.

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

C. <u>University Administration</u>

1. President
   a) With input from the Critical Incident Management Team 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
   a) Gather pertinent incident information from members of the Policy and Operations Groups.
   b) Make a 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 a recommendation to the President to reopen campus.

3. Associate Vice President of Campus and Public Safety
   a) Will act as the official Emergency Manager for the University during any major crisis.
   b) Will liaise with the Incident Commander, the EOC staff and external partners, and will represent the University's operational elements on the Policy Group.

D. Supporting External Agencies[1]

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 Police Department 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.

[1] Contingent upon the jurisdiction/campus location

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 Police Department 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. Delaware State Police

a) The University of Delaware Police Department may request additional police assistance within its jurisdiction from the Delaware State Police 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 Delaware State Police resources.

c) The authority of the Delaware State Police 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 Delaware State Police to complete all necessary follow-up activity and investigations.

d) If the Delaware State Police 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 Delaware State Police from all claims by third parties for property damage or personal injury which may arise out of authorized activities of the Delaware State Police while acting outside their jurisdiction to the fullest extent permitted under 11 Delaware Code, Section 1944.

4. 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. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety

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: tabletop 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 Associate Director of Emergency Management 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 Associate Director of Emergency Management in the Campus and 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 and 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

D. 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)
5. University of Delaware
   a) University of Delaware, 7-51, Emergency Preparedness
   b) University of Delaware, 4-23, Extreme Weather and Emergency Conditions

c) Residence Life & Housing, Emergency Shelter Management Plan

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

GENERAL EVACUATION CHECKLIST

Appendix 1

	Action Item	Assigned
	PLANNING:	
	1. Determine area(s) at risk: ■ Determine population of risk area(s) ■ Identify any special facilities in risk area(s)	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities and advise them to activate their evacuation transportation and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to students and staff, clearly identifying areas at risk.	
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation.	
	10. Ready temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure vehicles and drivers will be available when and where needed.	

	12. Coordinate with colleges regarding evacuation related closures.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	EVACUATION:	
	14. Advise neighboring jurisdictions and the State that evacuation recommendation will be issued.	
	15. Disseminate evacuation recommendation to special facilities. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation to the public through available warning systems, clearly identifying areas to be evacuated.	
	17. Provide amplifying information the public through the media. Emergency public information should address: ● What should be done to secure buildings being evacuated ● What evacuees should take with them ● Where evacuees should go and how should they get there ● Provisions for those without transportation	
	18. Staff and support temporary shelters	
	19. Provide traffic control along evacuation routes & establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide situation report on evacuation to local and State partners.	
	RETURN OF EVACUEES:	
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	
	25. Determine requirements for and coordinate provision of transportation for return of evacuees.	

	26. Advise neighboring jurisdictions and State partners that the return of evacuees will begin.	
	27. Advise evacuees that they can return to their on-campus residences; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide information that addresses: ● Documenting damage and making expedient repairs ● Caution in reactivating utilities & damaged appliances ● Cleanup and removal/disposal of debris ● Recovery programs	
	32. Terminate temporary shelter and mass care operations.	
	33. Maintain access controls for areas that cannot be safely reoccupied.	

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, Real Estate, and Auxiliary Services
    d. UDPD

2. Supporting Departments
    a. Communications and Marketing
    b. Division of Student Life
    c. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President for Campus and Public Safety
    g. Additional members of the Critical Incident Management TeamPolicy 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 winterstorm. 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 thewinter 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.
6. The University of Delaware will endeavor to make every reasonable effort to respond to severe storms or hazardous weather incidents. However, resources and systems may become overwhelmed by the magnitude of a storm and its impacts. There is no guarantee implied by this document that a perfect response to a severe storm or hazardous weather incident will be practical or possible.

D. Concept of Operations

During normal duty hours, the Office of Campus and Public Safety is responsiblefor receiving, evaluating, and transmitting weather reports from the NWS or the Delaware Emergency Management Agency to the University community. Whenthe UD EOC is activated, weather reports will be processed by the Planning andIntelligence 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 UDWeather Operations Group of impending severe winter weather situations. TheAssociate Vice President 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 Associate Vice President of Campus and Public Safety mayactivate 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 LimitedState of Emergency for UD.

DEMA 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 actionfor the entire state.

Declarations

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

- *Winter Storm Outlook:* Winter weather that may cause significant impact in the day 3 to 7 forecast time period and eventually lead to the issuance of a watch or warning is contained in the Hazardous Weather Outlook.
- *Winter Storm Watch*: A watch is generally issued in the 24 to 72 hour forecast time frame when the risk of a hazardous winter weather event has increased (50 to 80% certainty that warning thresholds will be met). It is intended to provide enough lead time so those who need to set their plans in motion can do so.
- *Winter Storm Warning*: These products are issued when a hazardous winter weather event is occurring, is imminent, or has a very high probability of occurrence (generally greater than 80%). A warning is used for conditions posing a threat to life or property.
- *Winter Storm Advisory*: These products are issued when a hazardous winter weather event is occurring, is imminent, or has a very high probability of occurrence (generally greater than 80%). An advisory is for less serious conditions that cause significant inconvenience and, if caution is not exercised, could lead to situations that may threaten life and/or property.

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 removalcompanies
    c. Ensure that a proper supply of ice melt/salt is delivered to UDstores each year
    d. Ensure that, in conjunction with Facilities, Conference Services,Student Life and Athletics, UD has identified possible short-termshelter locations.

2. Preparedness
    a. Participate in State-wide Bridge Calls when appropriate
    b. Discuss possible courses of action for UD and prepare toimplement same
    c. Ensure that the identified shelter locations are usable if necessary
    d. Ensure that University-owned cars are moved to parking garages tofacilitate a smoother plow process
    e. ID essential and non-essential employees in each Universitydepartment
    f. Pre-position equipment (such as plows and trucks), if appropriate
    g. Pre-treat sidewalks and roadways under UD's purview, ifappropriate

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. Support the modification of 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. Maintain severe weather procedures guide and Weather Operations Group list

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, Real Estate, 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 UDPD
    8. Work with contractors to fix damaged buildings
    9. Attend incident debriefings
    10. Contribute to the incident After-Action Report
d. UDPD
    1. Conduct response operations, to include but not limited to:
        - Life Safety Operations
        - Traffic Control
        - Search and Rescue
    2. Support the Weather Operations Group by providing spot updates and on the ground situation reports
    3. Coordinate with other law enforcement entities as necessary
    4. Assess the need for Urban Search and Rescue Team activations and request same through the UD EOC
    5. Provide assistance to Newark, if necessary
    6. Staff the EOC, if appropriate
    7. Attend incident debriefings
    8. Contribute to the incident After-Action Report

2. Supporting Departments
    a. Office of Communications and Marketing
        1. Participate in planning meetings, as appropriate
        2. Communicate with parents, students and constituents via the homepage, social media
        3. Disseminate press releases
        4. Attend incident debriefings

5. Contribute to the incident After-Action Report

b. Division of Student Life
    1. In the event of a campus closure, identify students who remain on campus
    2. Attend incident debriefings
    3. Contribute to the incident After-Action Report
    4. Assist with identifying emergency staffing and feeding needs
    5. Staff the EOC, if requested
    6. Coordinate with Residence Life to conduct activities for students, if necessary

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

3. Administration
    a. Executive Vice President and Chief Operating Officer
        1. In collaboration with the Provost, authorizes the decision to close, delay, or release the campus early.
    b. Provost
        1. In collaboration with the EVP, authorizes the decision to close, delay, or release the campus early.
    c. VP For Communications and Marketing
        1. Receives campus status decision and responsible for communicating the decision via internal and social media channels (digital content group), and notifies external media (radio, television, online media).
    d. VP for Facilities, Real Estate and Auxiliary Services
        1. Assesses campus conditions to assist in reaching an operational status decision. Coordinates snow/debris removal operations and responds to reports of facility damage. Advises Executive Vice President on snow/debris removal, power status, and weather- related matters.
    e. Vice President of Human Resources
        1. Advises the Executive Vice President and COO on any human resources related-issues to altering university operations due to severe weather.
    f. Associate Vice President for Campus and Public Safety
        1. Assesses campus conditions to assist in reaching an operational status decision. Coordinates reaching a weather-related operational status decision with the Executive Vice President and the Provost.
    g. Director of Intercollegiate Athletics and Recreation Services
        1. Reports on current and future athletic events and/or

special events on campus that may be impacted by a change in operational status.

h. Critical Incident Management Team Weather Operations Group
    1. Provides status reports on campus conditions and assist in reaching an operational status recommendation

4. External Departments[1]
    a. Aetna Hose, Hook and Ladder Fire Company
        1. Provide fire service, Basic Life Support (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:
        2. Life Safety Operations
        3. Traffic Control
        4. 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. <u>Records</u>
    a. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
2. <u>Exercises</u>
    a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combinationof exercise types: tabletop exercises, functional exercises and full-scale exercises
3. <u>After Action Reports (AAR)</u>

[1] Contingent upon the jurisdiction/campus location

a. Incident AARs will be done for every incident and will be disseminated to responders no later than 30 business days after theincident is terminated
b. Incident AARs will be completed by the Associate Director of Emergency Management 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 theexercise is completed

d. Exercise AARs will be completed by the Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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 ofCampus and Public Safety for inclusion in the next plan update

3. The UDEOP will be reviewed after any incident on campus whichrequires the activation of the UDEOP or the University EmergencyOperations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. <u>Authority and References</u>

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 toaccomplish actions.
        a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines theresponsibilities 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
c. University of Delaware
    1. University of Delaware, 7-51, Emergency Preparedness
    2. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

1. Related Agency Plans
    a. National Response Framework (NRF)
    b. Delaware Emergency Operations Plan (DEOP)
    c. New Castle County Comprehensive Emergency Management Plan(NCC CEMP)
    d. City of Wilmington Emergency Operations Plan (WEOP)

J. Resources

CAMPUS & PUBLIC SAFETY
Emergency Management

SEVERE WEATHER CLOSURE, DELAY OR EARLY RELEASE MATRIX

Incident Type:		Date:	
		Time:	

	Campus Closure - Analysis Worksheet	Check if Pertinent/Notes
	Impacts to Life Safety	
1	State of Delaware State of Emergency or Level 1, 2 or 3 Driving Restriction (circle which applies)	☐
2	Current or predicted road conditions in the City of Newark, New Castle County, or the region (Pa.;Md.;NJ) are/will be hazardous	☐
3	Emergency response to campus may be prevented or restricted due to hazardous conditions	☐
	Certainty of Impact	
4	Certainty level of impending hazardous conditions (NWS prediction) is high	☐
5	Duration of impending hazardous conditions are expected to last more than 8-12 hours	☐
6	Predicted snowfall totals in excess of five inches within 24 hours OR significant ice accretion (i.e. sleet, freezing rain)	☐
7	Snowfall rate greater than 1 inch per hour for more than 2 hours	☐
		☐
	Impacts to Campus Infrastructure and Facilities	
8	Incident has interrupted/impacted campus infrastructure (Roadways, gas, electricity, steam, chilled water)	☐
9	Incident has potential to disrupt staff operations, academics, or special events on campus	☐
10	Incident has caused verified physical damage to campus	☐
11	Parking lots and sidewalks on campus are hazardous	☐
	Other Factors to Consider	
12	K-12 schools in region are either delayed or closed (circle one)	☐
13	Other higher education institutions delayed or closed (circle one)	☐
14	State, County, or Municipal government delay or closure (circle one)	☐
	Total the number of boxes checked above =	

Comments:

Recommended Action: For each box checked above, add 1 and develop a total sum

0-3 Normal Operations - no immediate actions needed at this time
4-6 Delayed Opening (time period can vary from 1-3 hours depending upon conditions.)
6-14 Full closure/classes cancelled. Also applies to Early Release During Workday.
All campus operations are cancelled - Essential Personnel Report Per Policy
Also see University of Delaware Extreme Weather and Emergency Conditions Policy 4-23

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, Real Estate, and Auxiliary Services
    d. UDPD

2. Supporting Departments
    a. Communications and Marketing
    b. Division of Student Life
    c. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President for Campus and Public Safety
    g. Critical Incident Management TeamPolicy 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 (HSA) 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 isthe 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 issituated right along the Atlantic Coast. Additionally, the Wilmington, Newark and Georgetown campuses are within 30miles of waterways.

b. All three counties in Delaware are vulnerable to direct effects from hurricanes and tropical storms. Hurricane season runs fromJune 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 conditionsas high winds, heavy rainfall, storm surge, tornadoes, flooding, beach erosion, or a combination thereof. Flat, low-lying areas areparticularly 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 Peninsulacould require an extended period of time to evacuate Delaware resident and the potential 250,000 coastal vacationers during peaksummer 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 resourcesmay be critical and distribution will be prioritized.

h. Electric power will be susceptible to damage and, at the sametime, 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 anddamaged 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 coastalareas, 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 whodo 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 confusionfor emergency workers and residents.

D. CONCEPT OF OPERATIONS

The University shall follow the lead of the State of Delaware and use the conceptof 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 ofhurricane 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 Marketing, may coordinate with local radio and TV stations to issue press releases and

   public service announcements to promote preparedness with the arrivalof the hurricane season.

2. Reviewing and updating computer and manual modeling techniques, such as: HURREVAC, HVX, SLOSH or similar computer programs. Training classes may be scheduled to ensure that all delegatedpersonnel 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 ofdebris 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 shelterpoints 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-scalefailures. 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 pointsof 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 Statementsor 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 "directhit" 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 activationof 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 theNational Hurricane Center and the NWS. The assessment informationwill be disseminated to academic and administrative departments.

3. The Governor may declare a State of Emergency.

4. All departments should test equipment, e.g., Telephones, computers, vehicles, etc.. Those agencies with generators should test under full load for a minimum of one hour and ensure fuel supply for a minimum of 72 hoursof emergency generator operations without re-supply.

5. All tasked departments should confirm currency and availability ofprimary and alternate representatives for activation and 24-hour operation of the EOC.

WATCH PHASE (Phase III): This phase should be implemented when a hurricanethreatens the University with the effects of gale force winds within 36 hours. Thisphase 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 includebut 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 toreport to the EOC, and implement appropriate plans and annexes.

3. The EOC will coordinate actions with county and local emergencymanagement 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, andevacuation status.

6. The EOC, in conjunction with the Office of Communications and Marketing along with other agencies' PIOs, will ensure that the public is informed of the current situation and recommended actions to ensure thesafety 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 thelatest 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 managementagencies concerning the upgraded status.
   b. Determine what protective actions should be recommended tothe University President.
   c. Ensure evacuation decisions are based upon completion of evacuation prior to the arrival of gale force winds (34 knots/39mph) and accomplished during daylight hours, if possible.
   d. Initiate widest dissemination of all protective actions and evacuation decisions to include the use of Emergency AlertSystem (EAS) messages.

3. The EOC should consider and make arrangements for EOC relocation, ifstorm 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, attemptto keep the public informed of the current conditions and recommended actions.

5. University departments should review continuity of operations plansand 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 unnecessaryrisks 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 beconsidered after the arrival of gale force winds and all pre-event actions are terminated. All response agencies ensure evacuation procedures are terminated. Residents who did not evacuate and are requesting assistance, will beencouraged to seek a last minute place of refuge.

1. 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 phasewhen the winds have subsided below

gale force winds after storm passage.

1. Local officials and local fire service organizations shall assess their conditions an d potential hazards of reentry. Human needs requirementsand 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 theARC 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 treelimbs, 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 appropriatecontractors
    c. Ensure that, in conjunction with Facilities, Conference Services,Student Life and Athletics, UD has identified possible short-termshelter locations.
2. Preparedness
    a. Participate in State-wide Bridge Calls when appropriate
    b. Discuss possible courses of action for UD and prepare toimplement same

c. Ensure that the identified shelter locations are usable if necessary
d. Ensure that University-owned cars are moved to parking garages tomitigate wind and water damage
e. Identify essential and non-essential employees in each Universitydepartment
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, NCCand the State of Delaware
      6. Determine need for short-term shelters and open ifnecessary
      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 andequipment
      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 UDPD
    8. Work with contractors to fix damaged buildings
    9. Attend incident debriefings
    10. Contribute to the incident After-Action Report

d. UDPD
    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 asnecessary
    3. Assess the need for Urban Search and Rescue Teamactivations 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 Marketing
        1. Participate in planning meetings, as appropriate
        2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction withUDPD
        3. Disseminate press releases
        4. Coordinate press conferences
        5. Attend incident debriefings
        6. Contribute to the incident After-Action Report

    b. Division of Student Life
        1. Assist with identifying shelter locations
        2. Allow use of student center space for emergency responseor shelter operations
        3. Staff the EOC, if requested
        4. Coordinate with Residence Life to

conduct activities forstudents, if necessary
5. In the event of an evacuation, identify students who remainon campus
6. Attend incident debriefings
7. Contribute to the incident After-Action Report

c. UDECU
1. Conduct Life Safety operations
2. Support Aetna Hose, Hook and Ladder Fire Company asnecessary

3. Administration
a. Provide policy guidance to response and recovery units to allow asmooth recovery

4. External Departments[1]
a. Aetna Hose, Hook and Ladder Fire Company
1. Provide fire service, BLS and search and rescue support, ifnecessary
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 forcompromises
3. Coordinate inspection of UD buildings
f. Local Public Utilities
1. Work with local energy producers/distributors to facilitatethe restoration of electricity and natural gas
2. Assess damage to pipelines, refineries and other energyinfrastructure
3. Initiate efforts to restore data and telecommunicationscapabilities

[1] Contingent upon the jurisdiction/campus location

G. Administration and Logistics

1. Records
    a. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
2. Exercises
    a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combinationof 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 theincident is terminated
    b. Incident AARs will be completed by the Associate Director of Emergency Management 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 theexercise is completed
    d. Exercise AARs will be completed by the Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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 ofCampus and Public Safety for inclusion in the next plan update
3. The UDEOP will be reviewed after any incident on campus whichrequires the activation of the UDEOP or the University EmergencyOperations 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 toaccomplish actions.

         a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines theresponsibilities 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

c. University of Delaware
    1. University of Delaware, 7-51, Emergency Preparedness
    2. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

1. Related Agency Plans

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

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, Real Estate, and Auxiliary Services
   4. UDPD

B. Supporting Departments
   1. Office of Communications and Marketing
   2. Division of Student Life
   3. UDECU

C. Administration
   1. President
   2. Executive Vice President and Chief Operating Officer
   3. Provost
   4. VP For Communications and Marketing
   5. VP for Facilities, Real Estate and Auxiliary Services
   6. Associate Vice President for Campus and Public Safety
   7. Critical Incident Management Team

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, chemicalplants, 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. In 1997, Delaware was reclassified from low seismic risk to medium seismic risk by the U.S. Geological Survey (USGS) and the Federal Emergency Management Agency (FEMA).

D. 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 local *magnitude* scale is logarithmic meaning that an increase in magnitude of 1 represents a tenfold amplification of ground motion (i.e. A magnitude 3 quake factors 10^3 while a magnitude 5 quake is 100 times stronger than that).
   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.

E. 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.

F. 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 isunlikely 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)[1]. The Delaware monitoring stations, which are strategicallylocated 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

[1] https://www.dgs.udel.edu/delaware-geology/seismic-network-map

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 nearby in 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 Emergency Operations Center (EOC) and then to the Delaware Emergency Management Agency (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 theGovernor declare a state of emergency.

The Associate Vice President of Campus and Public Safety may activate the UniversityEOC 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
2. Maintain up to date building codes on new construction and major renovations

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), New Castle County (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 Management Team (CIMT) meetings anddisseminate same to the CIMT email group
   e. Coordinate activation of UD Alert and DGS Earthquake Felt Report[2], 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 DEMA to request FEMA reimbursement if a major disaster is declared

2. Environmental Health and Safety
   a. Coordinate with Aetna Hose, Hook and Ladder Fire

[2] https://www.dgs.udel.edu/delaware-geology/earthquake-felt-report

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, Real Estate, 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. UDPD
   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. Office of Communications and Marketing
   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. Division of Student Life
   a. Assess building damage in student centers and report sameto Facilities, Real Estate and Auxiliary Services
   b. Assess student injuries in residence halls and report same toUDPD

3. 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[3]

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. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety

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)

[3] Contingent upon the jurisdiction/campus location

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 Associate Director of Emergency Managementwith 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 Associate Director of Emergency Managementwith 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 Associate Director of Emergency Management 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. <u>Authority and References</u>
   1. Federal Government
      a. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42U.S.C 5121, ET seq.)
   2. State of Delaware Code
      a. Delaware Code Annotated, Title 20, Part II, Chapter 31, Emergency Management (Sub-Chapter II, Delaware Emergency Management Agency).
         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
   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
5. University of Delaware
   a. University of Delaware, 7-51, Emergency Preparedness
   b. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

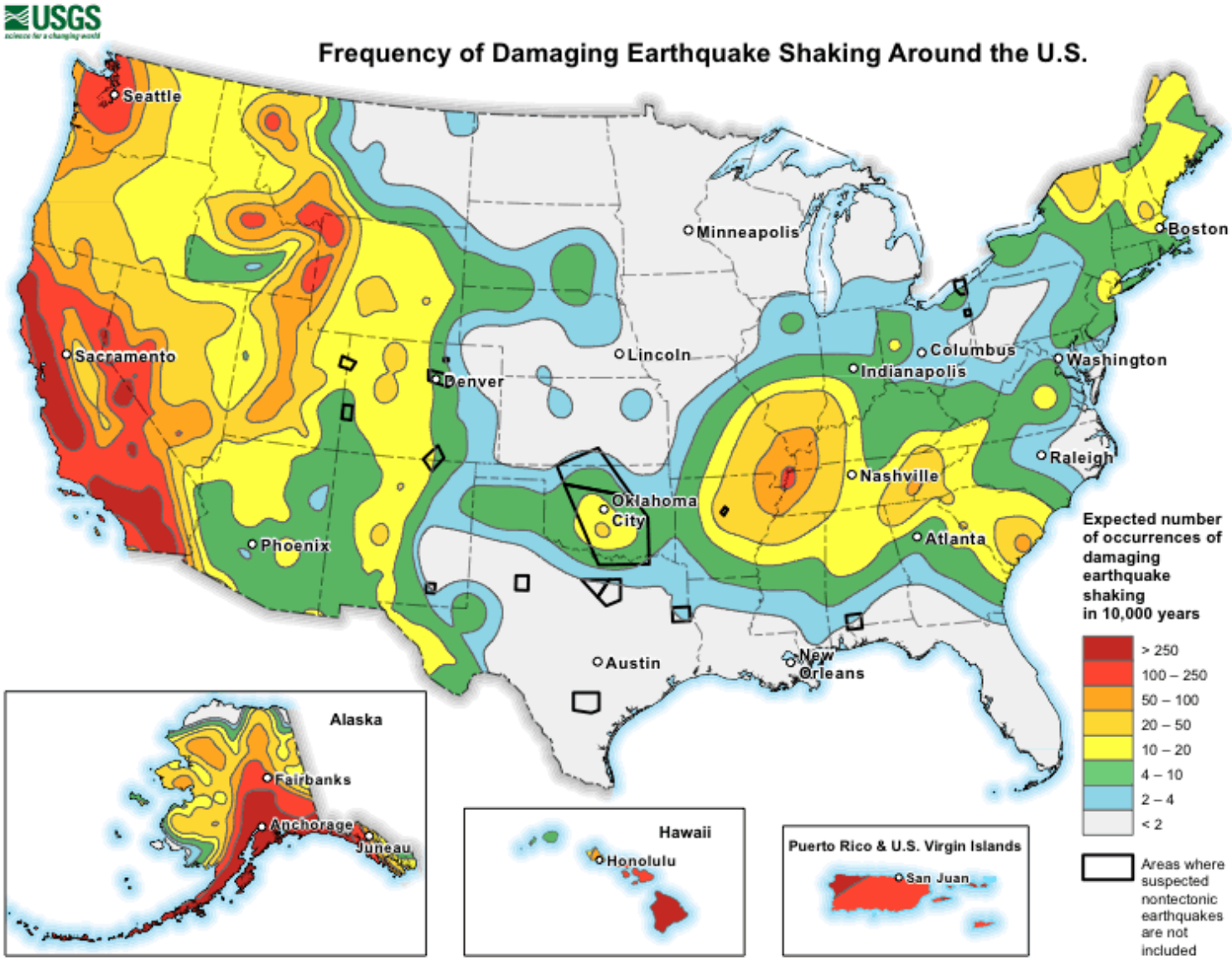
B. Related Agency Plans

1. Delaware Emergency Operations Plan (DEOP)

2. New Castle County Comprehensive Emergency Management Plan (NCC CEMP)

3. City of Wilmington Emergency Operations Plan (WEOP

X. Resources


USGS
Frequency of Damaging Earthquake Shaking Around the U.S.
Seattle
Sacramento
Denver
Lincoln
Minneapolis
Boston
Columbus
Indianapolis
Washington
Raleigh
Nashville
Oklahoma City
Phoenix
Atlanta
Austin
New Orleans
Alaska
Fairbanks
Anchorage
Juneau
Hawaii
Honolulu
Puerto Rico & U.S. Virgin Islands
San Juan
Expected number of occurrences of damaging earthquake shaking in 10,000 years
> 250
100 – 250
50 – 100
20 – 50
10 – 20
4 – 10
2 – 4
< 2
Areas where suspected nontectonic earthquakes are not included

Earthquake Intensity Scale

Modified Mercalli Intensity (MMI)

	INTENSITY	SHAKING	DESCRIPTION
	I	Not Felt	Not felt except by a very few under especially favorable conditions.
	II	Weak	Felt only by a few persons at rest, especially on upper floors of buildings.
	III	Weak	Felt quite noticeable by persons indoors. Many people do not recognize it as an earthquake. Standing cars may rock slightly, vibrations are similar to a passing truck.
	IV	Light	Felt indoors by many, outdoors by few. At night, some are awakened. Dishes, windows, and doors are disturbed. Sensation like a heavy truck striking a building. Standing cars rock noticeably.
	V	Moderate	Felt by nearly everyone; many awakened. Dishes and windows are broken. Unstable objects are overturned. Pendulum clocks may stop.
	VI	Strong	Felt by all; many frightened. Some heavy furniture moved. A few instances of fallen plaster. Damage is slight.
	VII	Very Strong	Negligible damage to buildings of good design/construction. Slight to moderate damage in well-built/ordinary construction. Considerable damage in poorly built/designed structures. Some chimneys broken.
	VIII	Severe	Slight damage to specially designed structures. Considerable damage to ordinary construction, including partial collapse. Damage is great in poorly built structures. Fall of chimneys, columns, monuments, and walls. Heavy furniture overturned.
	IX	Violent	Considerable damage to specially designed structures; well-designed frame structures are thrown out of plumb. Damage is great in substantial buildings, with partial collapse. Buildings shifted off foundations.
	X+	Extreme	Some well-built wooden structures destroyed; most masonry and frame structures with foundations are destroyed. Rails are bent.

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, Real Estate, and Auxiliary Services
    d. UDPD

2. Supporting Departments
    a. Office of Communications and Marketing
    b. Division of Student Life
    c. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President for Campus and Public Safety
    g. Critical Incident Management Team

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 ourfour 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 floodingalso occurs in the Coastal Plain in southern New Castle, Kent, andSussex counties. Coastal flooding is usually associated with storm events, such as hurricanes or extra-tropical coastal storms. Streamflooding is generally associated with all high rainfall events, suchas 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, farmland, and the banks of small streams is called "general flooding" and is usually a longer-term event that may last several days. Waterthat 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. Delawareexperiences damaging floods that may result in moderate to severedamage 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 developedwhere 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 WeatherService (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 gaugesthrough the area to monitor stream, river, and ocean levels. Office of Campus andPublic 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 Climatologistprovide forecast information to the University and local emergency agencies regarding anticipated rainfall amounts. DEMA coordinates a bridge callwith 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 floodcontrol 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 Policeand other first response agencies as necessary.

Flood Watch and Warning Criteria

The National Weather Service Forecast Office in Mt. Holly, NJ 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: A Flash Flood Watch is issued when conditions are favorable for flash flooding. It does not mean that flash flooding will occur, but it is possible.

Flash Flood Warning: A Flash Flood Warning is issued when flash flooding is imminent or occurring. This warning signifies a short duration of intense flooding of counties, communities, streams, or urban areas with high peakrate of flow.

Flood Watch: A Flood Watch is issued when conditions are favorable for flooding. It does not mean flooding will occur, but it is possible.

Flood Warning: A Flood Warning is issued when flooding is imminent or occurring.

Coastal Flood Watch: A Coastal Flood Watch is issued when moderate to major coastal flooding is possible. Such flooding would potentially pose a serious risk to life and property. Coastal Flood Watches are issued for coastal areas along the Tidal Potomac River and coastal areas along the Chesapeake Bay.

Coastal Flood Warning: A Coastal Flood Warning is issued when moderate to major coastal flooding is occurring or imminent. This flooding will pose a serious risk to life and property. Coastal Flood Warnings are issued for coastal areas along the Tidal Potomac River and areas along the Chesapeake Bay.

E. Mitigation and Preparedness

1. Mitigation
    a. Ensure that storm water management ponds are operating properly
    b. Maintain a robust Stormwater Management program
    c. Ensure that the University has contracts with appropriatecontractors
    d. Ensure that, in conjunction with Facilities, Conference Services,Student Life and Athletics, UD has identified possible short-termshelter locations.

2. Preparedness
    a. Participate in State-wide Bridge Calls when appropriate
    b. CIMT will discuss possible courses of action for UD and prepare toimplement same

c. Ensure that the identified shelter locations are usable if necessary
d. Ensure that University-owned cars are moved to parking garages tomitigate wind and water damage
e. Identify essential and non-essential employees in each Universitydepartment
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 through the Weather Alert Group
      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, NCCand the State of Delaware
      6. Determine need for short-term shelters and open ifnecessary
      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 andequipment
      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, Real Estate, 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 UDPD
    8. Work with contractors to fix damaged buildings
    9. Attend incident debriefings
    10. Contribute to the incident After-Action Report

d. UDPD
    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 asnecessary
    3. Assess the need for Urban Search and Rescue Teamactivations 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 Marketing
        1. Participate in planning meetings, as appropriate
        2. Communicate with parents, students and constituents via the homepage, Facebook and Twitter, in conjunction withUDPD
        3. Disseminate press releases
        4. Coordinate press conferences
        5. Attend incident debriefings
        6. Contribute to the incident After-Action Report

    b. Division of Student Life
        1. In the event of an evacuation, identify students who remainon campus
        2. Attend incident debriefings
        3. Assist with identifying shelter locations
        4. Allow use of student center space for emergency

response or shelter operations
5. Staff the EOC, if requested
6. Coordinate with Residence Life to conduct activities for students, if necessary
7. Contribute to the incident After-Action Report

c. UDECU
1. Conduct Life Safety operations
2. Support Aetna Hose, Hook and Ladder Fire Company asnecessary

3. Administration
a. Provide policy guidance to response and recovery units to allow asmooth recovery

4. External Departments[1]

a. Aetna Hose, Hook and Ladder Fire Company
1. Provide fire service, Basic Life Support (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 forcompromises
3. Coordinate inspection of UD buildings

f. Local Public Utilities
1. Work with local energy producers/distributors to facilitatethe restoration of electricity and natural gas

[1] Contingent upon the jurisdiction/campus location

2. Assess damage to pipelines, refineries and other energyinfrastructure
3. Initiate efforts to restore data and telecommunicationscapabilities

G. Administration and Logistics

1. Records
   a. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
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: tabletop 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 theincident is terminated

   b. Incident AARs will be completed by the Associate Director of Emergency Management 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 theexercise is completed

   d. Exercise AARs will be completed by the Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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 ofCampus and Public Safety for inclusion in the next plan update

3. The UDEOP will be reviewed after any incident on campus whichrequires the activation of the UDEOP or the University EmergencyOperations Center or requires emergency action from any campus response unit

I. Authority, References and Related Agency Plans

1. <u>Authority and References</u>

    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 toaccomplish actions.
            a. Delaware Code Annotated defines the emergency powers of the Governor, authorizes and defines theresponsibilities 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
c. University of Delaware
    1. University of Delaware, 7-51, Emergency Preparedness
    2. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

1. Related Agency Plans
    a. National Response Framework (NRF)
    b. Delaware Emergency Operations Plan (DEOP)
    c. New Castle County Comprehensive Emergency Management Plan(NCC CEMP)
    d. City of Wilmington Emergency Operations Plan (WEOP)

Pandemic Response Plan

University of Delaware

210 South College Ave.

Newark, DE 19711

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APPENDIX 1: Sample meeting agenda for reconstitution process

EXECUTIVE SUMMARY

A pandemic is a global outbreak of disease - often a novel disease for which people have little or no immunity and for which there is no vaccine - that will affect an undetermined number of individuals. When such events occur, organizations like the University of Delaware should have a strategic response plan to use as a roadmap for responding to and mitigating the effects of such events. The purpose of the University of Delaware's Pandemic Response Plan is to provide guidance in preparing for, identifying, and responding to a pandemic that affects the University. The objectives of this plan are to reduce the morbidity, mortality, and social and economic disruption caused by an outbreak of pandemic on the students, staff, and faculty of the University of Delaware community. This plan provides a framework for pandemic preparedness and response activities guided by the Critical Incident Management Team (CIMT) and Health Advisory Committee (HAC). It serves as a foundation for further planning, drills, and emergency preparedness activities.

I. INTRODUCTION

The State of Delaware is vulnerable to various hazards, both natural, such as flash floods, hurricanes, pandemics, and winter storms, and artificial hazards, such as hazardous materials accidents, cybercrime, and terrorist threats. As such, organizations like the University of Delaware have strategic response plans to assist in the management of such challenges. The ultimate goal of this plan is to increase the University's ability to adapt to changing conditions, build a more resilient campus community, and withstand and rapidly recover from disruptions caused by a global pandemic. As with all emergencies, pandemic preparedness is the key to mitigating the effects of the pandemic and avoiding disruptions to the essential services the University provides.

Pandemic

A pandemic is described as a global disease outbreak that affects an undetermined number of individuals.[1] A pandemic occurs when a new virus emerges for which people have little or no immunity, and for which there is no vaccine. The disease spreads easily person-to-person, causes serious illness or fatality, and can sweep across the country and around the world in a very short period of time. The pandemic could be avian influenza or mumps, as examples. An influenza pandemic is a global outbreak that happens with the emergence of new (novel) influenza A viruses which have the potential to infect people easily and spread from person to person in an efficient and sustained way.

During outbreaks, humans have no or limited immunity to a novel virus, and vaccines may not be available.

Characteristics of a pandemic:

- Have the ability to reproduce rapidly and spread through human-to-human contact. Infected members of the population unknowingly incubate the disease and spread it to others.
- Has the ability to mutate rapidly. The potential for a virus to undergo a natural mutation after release into the population is higher for pandemic viruses than for other sporadic or seasonal cases such as pandemic influenza and seasonal influenza.
- Causes a "second wave" of victims. The effect of a highly virulent strain of virus causes the second series of victims, often among healthcare workers and others who are working to contain it.

[1] Jamison DT, Gelband H, Horton S, et al., Disease Control Priorities: Improving Health and Reducing Poverty. 3rd Ed., The International Bank for Reconstruction and Development, The World Bank; Washington (DC): 2017 Nov 27, https://www.ncbi.nlm.nih.gov/books/NBK525302/

II. PURPOSE

The purpose of the University of Delaware's Pandemic Response Plan is to provide guidance in preparing for, identifying, and responding to a pandemic that affects the University. This guidance neither replaces nor supersedes any current, approved University of Delaware emergency strategic plan; rather it supplements it, bridging the gap between the traditional, all-hazards strategic planning and the specialized preparedness plan required for a pandemic by addressing additional considerations, challenges, and elements specific to the dynamic nature of a pandemic. This plan aims to reduce the morbidity, mortality, and social and economic disruption caused by an outbreak of pandemic on the students, staff, and faculty of the University of Delaware community. This plan provides a framework for pandemic preparedness and response activities and serves as a foundation for further planning, drills, and emergency preparedness activities.

This guidance stresses that University of Delaware operations can be maintained during a pandemic outbreak through mitigation strategies, such as social distancing, increased hygiene, the vaccination of employees and their families, and similar approaches.

III. CONCEPT OF OPERATIONS

The World Health Organization (WHO) has defined a series of "Preparedness Phases and Periods" that can be applied before the beginning of a pandemic is declared. The definition of phases and periods described on the next page will provide a basis for the University of Delaware to determine its planning and response to such situations as they are assessed. There are four (4) pandemic periods and six (6) phases described. The University of Delaware CIMT will monitor the severity of the pandemic in terms of phases in conjunction with the Delaware Division of Public Health (DPH) and the CDC and implement the University of Delaware phase-specific actions according to each phase.

PHASE	INTERPANDEMIC PERIOD	RATIONALE	University of Delaware Phase specific actions
Phase 1	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.	It is likely that influenza subtypes that have caused human infection and/or disease will always be present in wild birds or other animal species. A lack of recognized animal or human infections does not mean that no action is needed. Preparedness requires planning and action in advance.	Normal Business Operations; Regular Self-Care campaigns; Reminder Basic Infection, Prevention and Control measures (e.g., hand hygiene); Annual Flu Clinics
Phase 2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	The presence of animal infection caused by a virus of known human pathogenicity may pose a substantial risk to human health and justify public health measures to protect persons at risk.	
	PANDEMIC ALERT PERIOD		
Phase 3	Human infection(s) with a new	The occurrence of cases of human	Normal Business Operations

	subtype but no human-to-human spread, or at most rare instances of spread to close contact.	disease increases the chance that the virus may adapt or reassort to become transmissible from human to human, especially if coinciding with a seasonal outbreak of influenza. Measures are needed to detect and prevent the spread of disease. Rare instances of transmission to a close contact – for example, in a household or healthcare setting – may occur, but do not alter the main attribute of this phase, i.e. that the virus is essentially not transmissible from human to human. Example-One or more unlinked human cases with a clear history of exposure to an animal source/non-human source (with laboratory confirmation in a WHO-designated reference laboratory).	Student Health Services will receive updates from the Delaware Division of Public Health of any pertinent information or warnings. Increase self-care campaigns including hand hygiene, and proper coughing/sneezing protocol; The Health Advisory Committee and Pandemic Operations Group should assemble.

Phase 4	Small cluster(s) with limited human-to-human transmission but the spread is highly localized, suggesting that the virus is not well adapted to humans.	The virus has increased human-to-human transmissibility but is not well adapted to humans and remains highly localized, so its spread may possibly be delayed or contained. Example- One or more clusters involving a small number of human cases, e.g. a cluster of <25 cases lasting <2 weeks.	
Phase 5	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible (substantial pandemic risk).	The virus is more adapted to humans, and therefore more easily transmissible among humans. It spreads in larger clusters, but the spread is localized. This is likely to be the last chance for massive coordinated global intervention, targeted at one or more foci, to delay or contain the spread. In view of possible delays in documenting the spread of infection during pandemic phase 4, it is anticipated that there would be a low threshold for progressing to phase 5. Example-Ongoing cluster-	

		related transmission, but the total number of cases is not rapidly increasing, e.g. a cluster of 25–50 cases and lasting from 2 to 4 weeks.	
	PANDEMIC PERIOD		
Phase 6	Pandemic: increased and sustained transmission in the general population.	A major change in global surveillance and response strategy, since the pandemic risk is imminent for all countries. The national response is determined primarily by the disease's impact on the country.	The Health Advisory Committee and Pandemic Operations Group should be assembled. The assembly can be established either virtually or in person with all safety measures in place. This determination will be made by the Chair of the Health Advisory Committee to ensure that timely decisions are made based on an assessment of the entire situation. Health Advisory Committee and Pandemic Operations Groups' goal is to ensure that there is ongoing support to the campus community through business continuity planning and increased communications as well as enhanced communication with the Delaware Division of Public Health.
Post	Return to the Interpandemic Period (Phase 1)		Reconstitution: At this stage, it is important to maintain surveillance and update pandemic preparedness and

			response plans accordingly. An intensive phase of recovery and evaluation may be required. The CIMT will work on responsibilities that are stated under section VII based on the checklist stated under Annex 1. As part of the post-pandemic activity, there will be a revision of the University of Delaware Pandemic plan with the experiences gained from the pandemic.

IV. PANDEMIC PLANNING ASSUMPTIONS

A. National Strategy For Pandemic Implementation Assumptions

Planning Specific Assumptions

1. Susceptibility to the pandemic will be universal.
2. The clinical disease attack rate will be 30 percent in the overall population. Among working adults, an average of 20 percent could become ill during a community outbreak.
3. Control and monitoring of pandemics will involve many state and federal agencies, not just those associated with public health activities.
4. Some individuals may not believe the reality of the threat posed by a pandemic incident, and may take actions counterproductive to the government process to quarantine, control, and treat infected people with the disease. Health education will be needed on multiple levels and at various points to achieve full cooperation.
5. Rates of absenteeism will depend on the severity of the pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40 percent during the peak weeks of a community outbreak, with lower rates of absenteeism during the weeks before and after the peak. Certain public health measures (closing organizations, and quarantining household contacts of infected individuals) are likely to increase rates of absenteeism.
6. There will likely be critical shortages of health care resources such as pharmaceuticals, vaccine(once developed), staffed hospital beds, healthcare workers, mechanical ventilators, morgue capacity, and temporary refrigerated holding sites.
7. Pandemics will severely affect local and state economies, as well as intrastate, interstate, and international travel and commerce.
8. Pandemics may result in long-term and costly emergency response operations.
9. Pandemics may cause stress and emotional trauma.
10. Disseminating timely, consistent, and accurate information to public and private sector stakeholders, the media, and the general public is one of the most critical facets of pandemics preparedness and response.

Disease and pandemic-specific assumptions

1. Efficient and sustained person-to-person transmission signals an imminent pandemic.
2. Pandemics are expected but unpredictable and arrive with very little warning.
3. A pandemic or global epidemic may occur following a major mutation of the sporadic virus, and people are exposed to the new virus.
4. It is highly unlikely that the most effective tool for mitigating a pandemic (a well-matched pandemic strain vaccine) will be available when a pandemic begins.
5. The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic. Illness rates will be highest among school-aged children (about 40 percent) and decline with age. Among working adults, an average of 20 percent will become ill during a community outbreak.
6. Some persons will become infected but not develop clinically significant symptoms. Persons who become ill shed the virus and may transmit the virus up to one day previous to the onset of illness. Persons who are ill may shed the virus up to five days after the onset of illness.
7. Asymptomatic or minimally symptomatic individuals can transmit infection and develop immunity to subsequent infection. Systematic application of disease control measures can significantly reduce disease transmission rates with accompanying reductions in the intensity and velocity of the pandemic.
8. The time from a candidate vaccine strain to the production of the first vaccine dosage could be six months or more.
9. Once the vaccine is available, it may take five months to produce an adequate supply of vaccine for the entire U.S. population (currently production capacity is approximately five million doses per week).
10. The typical incubation period (interval between infection and onset of symptoms) for a pandemic varies based on the type of disease/ causative agent. In case of influenza, the incubation period is approximately two days.
11. There is a limited supply of antiviral medications. Antiviral distribution to states will occur through the Strategic National Stockpile.
12. Non-medical containment measures will be the principal means of disease control until adequate supplies of vaccines and/or antiviral medications are available.
13. Multiple waves (periods during which community outbreaks occur across the country) of illness could occur with each wave lasting six to eight weeks. Historically, the largest waves have occurred

in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.

14. Pandemics may severely affect even otherwise healthy individuals in all age groups and will limit or degrade the response capabilities of all levels of government.

B. Assumptions Specific To University of Delaware

1. Employee Absenteeism
2. Resource Scarcity
3. Communication
4. Education and Training
5. Supply Chain Disruption

V. PANDEMIC RESPONSE

A. Critical Incident Management Team:

As with any other emergency, the Critical Incident Management Team (CIMT) will have authority during the pandemic management and to ease back to normal operating systems when the crisis has ended. The Executive Vice President is the Chair of the CIMT, with the Provost acting as Chair of the Executive Vice President is unavailable. During the event of a pandemic, CIMT is composed of two groups which are the Health Advisory Committee(HAC) and the Pandemic Operations Committee(POC).

Health Advisory Committee(HAC)

The HAC will further contain the following members:

1. The Senior Director for Leadership Communications
2. The Vice President and General Counsel
3. The Director for Student Health Services
4. A faculty member from the School of Nursing
5. The Executive Vice President and Chief Operating Officer
6. The Director of Epidemiology Program
7. The Director of Partnership for Healthy Communities;
8. The Dean of the College of Health Sciences
9. The Provost
10. The Vice President of Strategic Planning and Analysis

11. The Vice President of Research, Scholarship and Innovation
12. The Executive Director of Government Relations
13. The Associate General Counsel

Pandemic Operations Group(POG)

Depending on the scope and severity of the event the POG may be composed of the following working groups:

Academics

The Provost will be the team leader for Academics.

1. The Associate Provost/Chief of Staff
2. Associate VP & Deputy General Counsel
3. The President of Faculty Senate
4. The Executive Director of Student Financial Services
5. A representative from SGA
6. An Undergraduate student representative
7. The AAUP President
8. The Vice Provost of Faculty Affairs
9. The Associate Director of Library
10. The Associate Vice President & Chief Budget Officer
11. The Provost
12. The Senior Director for College and Graduate Communications
13. The Deputy Provost of Academic Affairs
14. The Dean of College of Arts & Sciences
15. The Vice President for Information Technologies & Chief Information Officer
16. The Dean for College of Agriculture & Natural Resources
17. Associate Dean of Students
18. Professor of Hospitality Business Management; Faculty Senate Past President
19. The Chair for Faculty Senate Undergraduate Studies Committee
20. University Registrar
21. The Dean for College of Engineering

22. The Faculty Senate for Graduate Studies Committee

Academics which will be in charge of

- Teaching - online
- Hybrid course offerings
- Classroom and lab density
- Faculty tenure support
- Academic calendar changes
- Winter session/summer session
- Faculty workload/adjunct deployment
- Class schedule optimization
- Holding weekly academic town halls. The frequency of these town halls will still be subject to change based on the condition of the pandemic.

Research and Graduate Education

The team leader for Research and Graduate Education will be the Vice President of Research, Scholarship and Innovation

1. The Dean of College of Earth, Ocean and Environment
2. The Senior Director for Research Communications
3. A faculty member of Plant & Soil Sciences
4. The Vice Provost for Graduate and Professional Education
5. The Associate Dean for College of Health Sciences
6. The Chair for Biological Sciences
7. Director, Environmental Health and Safety
8. The Director for Nurse Managed Care
9. The Director of Research Cyberinfrastructure
10. The Vice President for Facilities, Real Estate and Auxiliary Services and University Architect
11. A faculty member from Chemical & Biomolecular Engineering
12. Provost
13. The Director for School of Education
14. The President for Graduate Student Government
15. The Director for Animal Care Program
16. Assistant General Counsel

Research and Graduate Education which will be in charge of

- Centers & Institutes functioning
- Faculty in Colleges
- Restarting research & the new normal
- Protocols
- Graduate student and post doc support
- Federal aid optimization
- Facilitate a virtual Research town hall weekly to update what is going on and will host a Q&A session during it. The frequency of these will be subject to change based on the status of the pandemic and changes to plans.

Student Life and Athletics

The Team Leaders for Student life and Athletics will be the Vice President of Student Life and the Director of Intercollegiate Athletics and Recreation Services and will include the following members

1. The Director for Media Relations
2. The Dean of Students
3. The Director of Student Health Services
4. A Student Representative from Student-Athlete Advisory Committee
5. The Associate VP & Deputy General Counsel
6. The Director for Client Support & Services, Information Technologies
7. Associate VP of Student Life
8. Assistant AD, Intercollegiate Athletics Program
9. VP for Enrollment Management
10. Graduate Student Government Student Representative
11. Deputy Provost, Academic Affairs
12. The Vice President for Finance & Deputy Treasurer
13. The Police Captain
14. The Vice President of Strategic Planning and Analysis
15. The Deputy Athletic Director for Internal Operations and Chief Financial Officer
16. The Deputy AD, External Relations
17. A Student Representative from Student Government Association
18. The Director for Conference Services

Student Life and Athletics which will be in charge of

- Residential experience
- Orientation/events
- Student Centers/ Little Bob/BCC
- Athletics - NCAA, CAA
- Community events
- Mental health
- New normal of residence hall occupancy

Facilities and Operations

The Team Leader for Facilities and Operations will be the Executive Vice President and Chief Operating Officer and will include the following members

1. The Assoc. Provost/Chief of Staff
2. The Vice President and General Counsel
3. The Director for Planning & Project Delivery
4. Media Relations Manager
5. The Vice President for Facilities, Real Estate and Auxiliary Services and University Architect
6. The Vice President of Strategic Planning and Analysis
7. The Dean of College of Agriculture & Natural Resources
8. The Vice President of Student Life
9. The Vice President of Research, Scholarship and Innovation
10. The Director for Emergency Management
11. The Dean of College of Engineering

Facilities and Operations will be in charge of

- Provide advice on fall planning
- Prioritization of facility reopening
- Reevaluation of processes and procedures in light of lessons learned
- Review of capital projects and future space use

Budget and Planning

The team leader for the Budget and Planning will be the Vice President for Strategic Planning and Analysis and will include the following members.

1. The Director for Federal Relations, Research Office
2. The Interim Vice President of HR
3. The Vice President for Finance & Deputy Treasurer
4. Vice President and University Secretary
5. The Director for Internal Audit & Compliance
6. The Director for Admissions & Program Communications
7. A faculty member
8. The Director for Planning & Project Delivery
9. Associate General Counsel
10. Executive Vice President and Chief Operating Officer
11. Assoc. VP & Chief Budget Officer
12. VP for Enrollment Management
13. The VP Finance & Deputy Treasurer
14. The Dean of College of Arts & Sciences
15. Vice President for Information Technologies & Chief Information Officer
16. Assoc. Vice President, Institutional Research & Effectiveness
17. The Dean of Lerner College of Business & Economics

Budget and Planning will be in charge of

- **Enrollment:**
- UG/DE resident strategy
- Multiyear planning
- New Pandemic expenses
- Financial aid deployment
- Tuition and technology
- International online
- Graduate program growth
- Expand populations - veterans, other
- First State Promise/SEED
- CARES optimization

- **Human Resources**
- Remote work
- Realignment/redeployment of workforce
- Unit reorganization
- Shared services acceleration

- **Budget**

- Capital/DM budget
- Operating budget
- Spending reductions
- Cash flow/reserve analysis
- Housing dining scenarios that model different densities, population types and block costing
- Tuition rate & fees

Public Affairs

The team leaders for Public Affairs will be the Vice President for Development and Alumni Relations; and the Vice President for Communications and Marketing and will include the following members.

1. The Director for Federal Relations, Research Office
2. The Vice President and University Secretary
3. The Assistant Vice President for Communications and Marketing
4. The Vice President and General Counsel
5. The Dean of College of Education and Human Development
6. The Associate Vice President and Chief of Police
7. The Director for Government Relations and Strategic Engagement
8. A faculty member
9. The Vice President of Strategic Planning and Analysis
10. The Vice President of Student Life
11. The Interim Executive Director for Government Relations
12. The Director for Admissions

Public Affairs which will be in charge of

- Coordinate messaging around Pandemic responses and Fall re-opening
- Optimize federal and state funding post Pandemic
- Mitigate risk associated with re-opening
- Coordinate state and city community engagement messaging, events planning

B. Role of Delaware Division of Public Health During a Pandemic:

The Delaware Health and Social Services, Division of Public Health (DPH) and the State Health Operations Center (SHOC) will take the statewide lead in providing command and management for

planning and response during the pre-pandemic and pandemic period.

The DPH department will be responsible for disease surveillance and reporting through the Delaware disease surveillance system.

During the preparation phase of the pandemic, the DPH will be responsible to monitor and provide yearly vaccinations, procuring and storing antiviral medications in the In-state Stockpile (ISS) for public healthcare workers, and first responders, and recommended priority groups, and administering public education.

During phase six of the pandemic in Delaware, Emergency Management Agency (DEMA) will be responsible to declare a State of Emergency and will provide operational coordination for the University of Delaware.

The SHOC will coordinate health and medical response operations which include the operation of Points of Dispensing (PODs), Alternate Care Sites, Shelter Medical Stations, and hospital coordination.

C. Risk Communications:

Risk communication is an important component in managing any infectious disease outbreak and is essential in the event of a pandemic. Accurate and timely information at all levels is critical in order to minimize unwanted and unforeseen social disruption and economic consequences and to maximize the effective outcome of the response. Higher levels of risk perception can increase the adoption of protective actions. The University of Delaware will adopt a pandemic risk communications strategy for communicating with the University's community.

According to the Delaware Disaster Research Center, risk communication can be approached from four different angles which together can facilitate a successful risk communication strategy.[2]

1. Adoption of preventive measures: strategies can be preventive and avoidance strategies that people can take during public health outbreaks. Preventive measures include hand washing; social distancing; wearing a mask when outside of the home; hand sanitizing; cleaning surfaces more often; getting the annual flu vaccine; health-seeking behaviors if showing symptoms; and preparedness for access to clean water during a contaminated water incident. Avoidance strategies include: avoiding crowds; avoiding dining out; avoiding public places; avoiding or reducing the use

[2] Communicating Risk During Public Health Crises, Disaster Research Center, University of Delaware,https://www.drc.udel.edu/Lists/DRCit/Attachments/6/Risk%20Communication_Theme%20Summary.pdf

of public transportation; avoiding travel; avoiding visiting hospitals; direct avoidance; not leaving home unnecessarily; and physical contact avoidance.

2. Information: Protective Action and Information about the Hazard or Risk: Exposure to disaster information is positively related to taking protective actions. Generally, participants exposed to disaster information are more likely to engage in disaster preparedness actions
3. Trust: Studies on trust shows that a lack of trust in institutions increases feelings of outrage and decreases their acceptance of the risk. Diminished trust in institutions can occur when people do not understand public health measures and see them as mandated (as opposed to voluntary), which can lead to an unwillingness to follow such measures6Distrust can emerge when people have a low assessment of how information is reported and feel recommendations are overly general and politically biased
4. Risk perception: Risk perception is a person's subjective judgment about the level of particular risk associated with a particular threat and it impacts how people understand, interpret, and act on messages they receive. Research has shown higher levels of risk perception increase some individual protective actions, and sometimes support for community action, but not always. When sending messages, risk communicators should acknowledge the people's strong feelings, as people who have an emotional response are more likely to gather risk information through official media and social media. People who are more susceptible to the influence of others' emotions are more likely to adopt preventive behaviors.

Every effort must be made to avoid creating undue anxiety and panic by focusing on factual information and avoiding hyperbole and speculation. The messages should be repeated frequently and presented in a variety of formats. Risk communication messages should be based on the following core ideas.

- Through discussion within the CIMT, the CIMT will decide if an initial University of Delaware alert message should be sent.
- The University of Delaware will communicate any pandemic-related information through the official University's website and social media. It will also share updated information through the University's official email.
- The pandemic-related information that can be provided through the website might include new positive cases, screening reports, and weekly campus case reports.
- Provide information related to preventive measures including hand washing and sanitizing, cough etiquette, social distancing, wearing a mask, avoiding crowds, avoiding public places, avoiding or reducing the use of public transportation, physical contact avoidance, cleaning more often, and getting vaccines. Additional information includes travel advice, federal, state, and local public

health resources; and how/when to access services in case of illness.

- The University of Delaware will communicate any pandemic-related information through the official University's website and social media. It will also share updated information through the University's official email.
- Establish a calling tree for notification/alerts to essential personnel. Develop a communication plan that addresses different target groups (e.g. press, general public, health-care workers, parliament, specific risk groups), key messages to be put across, and possible materials that are needed (websites, leaflets, information in different languages, etc.) and distribution mechanisms to reach the target groups.
- Work with state agencies to identify sources of information translated to other languages as appropriate for the student population.

VI. CONTAINMENT AND INFECTION CONTROL

A. Vaccinations:

Encourage students, faculty, and staff to find out if they should get vaccinated against seasonal flu and, if available and relevant, any event-specific vaccines.

B. Personal Hygiene:

During a pandemic, It is recommended to wash hands with soap and water for at least 20 seconds before touching your eyes, nose, or mouth, after touching one's mask, after leaving a public place, after touching objects or surfaces that may be frequently touched by other people and such as door handles, tables, gas pumps, shopping carts, or electronic cashier registers/screens. If soap and water are not readily available, use a hand sanitizer with at least 60% alcohol to clean your hands. University of Delaware custodial services will be responsible to provide hand washing and hand sanitizing facilities.

C. Social Distancing:

During a pandemic social distancing (reducing or avoiding contact with other people) should be practiced as much as possible. Generally, it is recommended that individuals be 6 ft / 2 meters apart, where possible. This will be determined by HAC based on the state and national condition of the pandemic.

All events and gatherings taking place at the University of Delaware must follow all applicable state, local, and university protocols during the pandemic. Specific restrictions related to events and gatherings will be given by the Health Advisory Committee depending on the level of the pandemic. In-person programming that uses university spaces must operate under these guidelines.

Organizers may work directly with the appropriate contact at the desired venue (whether at a university-run venue or a third-party location).

Events planned for academic spaces may be approved through the normal college, department, or academic program level review.

D. Cleaning Workspaces:

During a pandemic, infected people may contaminate their surroundings with respiratory secretions from their nose and mouth. Surfaces that are touched frequently by people (e.g., door knobs, computer terminals, bathroom faucets, or other shared equipment) should be cleaned more often than usual during a pandemic, if possible. Custodial Services will increase their cleaning of touchpoints during a disease outbreak. EHS will work with Custodial Services to ensure that any disinfectants used on campus are effective against the agent of concern.

E. Mask Wearing:

The use of masks and N95 respirators during a pandemic is determined based on a risk assessment of the level of care one would provide to a person exhibiting respiratory symptoms or the frequency of necessary and unavoidable face-to-face interactions between two individuals. The Pandemic Operations Group with the lead of the Environmental Health and Safety Department will determine the need for masks and/or respirators and other personal protective clothing. The University Health Advisory committee will work closely with the Delaware Division of Public Health when making these decisions.

F. Isolation and Quarantine:

Isolation means separating people who tested positive for the pandemic disease as they might be contagious to those who are not sick. Depending on the space available, students may be asked to quarantine in their current on-campus space.

Individuals will be asked to isolate to protect the flock by minimizing preventable disease transmission within our community. Students who need to go into isolation will be contacted directly by staff at Student

Health Services or Residence Life & Housing.

The need for isolation will be determined by Student Health Services. Isolation space for students will be either on campus or at home isolation. This will be decided based on the ability of the student to return home. Residence Life and Housing will be responsible for the decision regarding the student's isolation site and the implementation of the isolation process.

A case manager from Residence Life and Housing will be assigned to isolated students. This case manager will be responsible for

- Reaching out to isolated students via email or phone
- Answering questions from isolated students

VII. DEVOLUTION OF CONTROL AND DIRECTION

Devolution is the process of transferring operational control of one or more essential functions to a predetermined responsible party or parties. Pandemic outbreaks might occur at different times, have variable durations, and may differ in severity; therefore, full or partial devolution of essential functions may be necessary to continue essential functions and services. The University of Delaware has established plans and procedures for devolution, which identifies how it will transfer operations if a pandemic renders leadership and essential staff incapable or unavailable.

Essential Functions are critical activities an organization performs that are directly related to accomplishing the mission of the University of Delaware. These functions are a limited set of the University of Delaware's functions that should be continued throughout or resumed rapidly after, a disruption of normal activities. These functions enable UD to provide vital services, maintain the safety and well-being of the campus community, and sustain the research and economic base during an emergency.

University of Delaware HAC and POG will work to identify these essential functions. Critical interdependencies must also be identified. For example, the 911 dispatch center is interdependent with fire, police, and emergency medical services. Recognizing critical interdependencies will help to identify critical infrastructure, such as communication systems, that must remain operational.

Performing Essential Functions During a Pandemic

After identifying the full list of essential functions, the University of Delaware HAC and POG will determine the number of personnel that performs the essential functions. These personals can be

considerably fewer in number. Alternatively, staffing alternatives will need to be developed that will enable the accomplishment of essential functions with fewer personnel or in a different way.

After identifying the full list of essential functions, UD HAC and POG will determine additional protective measures including (e.g., infection-control procedures for the workforce) during a pandemic. The UD essential functions workforce will be notified of the requirements and how the requirements for protective measures will be enforced through email and University's official website. In case state of emergency is issued in the UD essential function workforce will receive an authorization from the Delaware Department of Public Health to be out and respond in campus.

VIII. RECONSTITUTION

Reconstitution is the process whereby an organization has regained the capability and physical resources necessary to return to normal (pre-pandemic) operations. This is done during the post-pandemic period when the pandemic disease activity will have returned to levels typically seen for sporadic. The objective of reconstitution is to effectively manage, control, and, with safety in mind, expedite the return to normal operations. Reconstitution should be in a way that supports essential functions while also considering the health and safety of employees, customers, communities, and stakeholders. The reconstitution process will focus on continuing the University's mission based on the two major operations of the University which include research and academics.

Four phase level approach shall be adopted for the research activity. The Health Advisory Committee of the University of Delaware will determine what is permitted at each level based on pandemic metrics and the external conditions which are described in Table 2.

The reconstitution process shall be implemented by categorizing the tasks into people/employees, facilities, communication, and resources. Planning for reconstitution might be based on the checklist stated under Annex 1.

The POG will be responsible for the process of reconstitution through:

- Preparation of an executable plan for returning to normal operations.
- Coordinating and pre-planning options for reconstitution regardless of the level of disruption.
- Determining what methods will be used to inform the University employees, students, and stakeholders, that University of Delaware operations are being resumed.
- Developing an After-Action Report/Improvement Plan to note lessons learned and improve plans.

During reconstitution, the University of Delaware shall follow the guidelines set by the Delaware Division of Public Health and Centers for Disease Prevention and Control for prevention and infection control strategies including masking mandates, isolation, and testing requirements. The HAC will follow up on these guidelines and decide on the application of these guidelines. These guidelines shall be notified to the campus community through the University's official website, social media, and email.

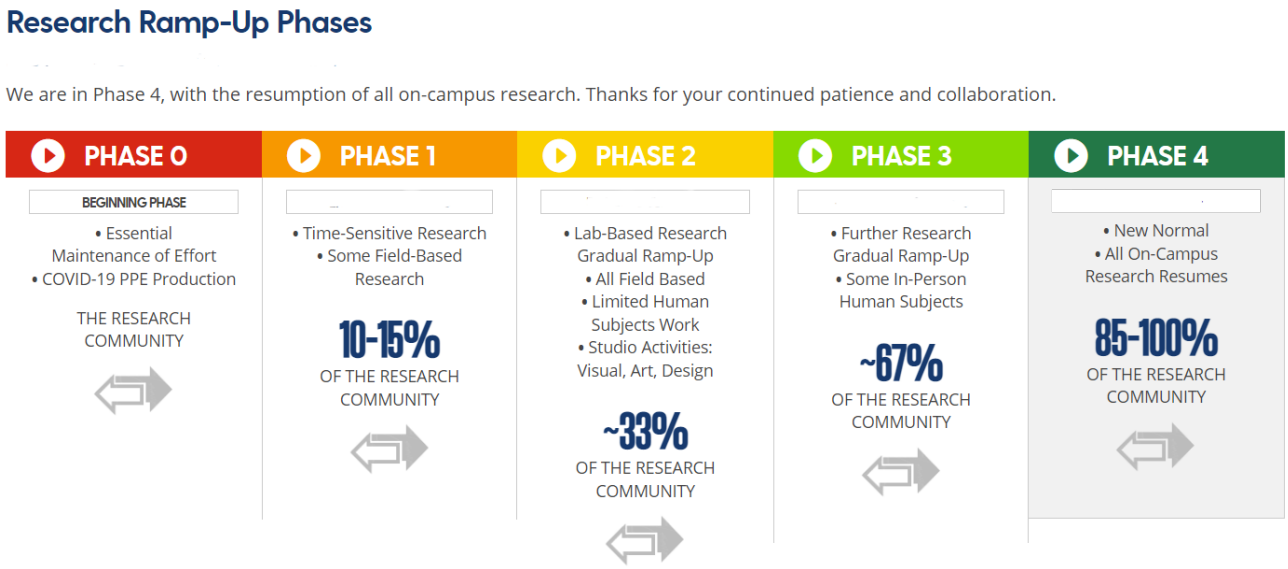
The University of Delaware HAC will use the following reconstitution guidelines and apply each phase specific research effort. for returning to redevelop executable reconstitution plans and procedures, in conjunction with local public health authorities, to ensure facilities/buildings are safe to return to. During preparing a reconstitution plan it is important to consider the following points:

- Planning for the recovery of the organization occurs during the readiness and preparedness phase, but the process of reconstitution will generally start when an incident occurs or soon after the incident concludes.
- The plan and procedures will include a detailed plan on how the University of Delaware will resume operations. It will be presented in a time-phased approach to preparing offices, functions, and returning personnel that may need to be prioritized or work in staggered shifts.
- POG will communicate with employees and informs them of the process for returning to work. Consider providing online training and guidance for employees before returning.
- Address physical/psychological impacts to personnel through employee and family support plans and other human resource measures.
- The reconstitution plan might be in form of the PACE approach which includes Primary, Alternate, Contingency, and Emergency
- The organization's reconstitution plan should consider the possibility that not all employees may be able to return to work at the time of reconstitution and that it may be necessary to hire temporary or permanent workers in order to complete the reconstitution process.
- In the process of reconstitution, the POG will work in coordination with colleges, departments, and building-facilities contacts, to place signage in high-density spaces, as appropriate, to guide foot traffic flow, remind people of safety practices and visually mark wait-line spaces. Approved signage will be available through the University's website. .
- During the reconstitution process it is important to consider challenges including:
    - Absenteeism – Workers could be absent because they are sick, caring for someone who is sick, or potentially exposed to someone who is sick. There may also be workers afraid to

come to work for fear of exposure.

- Interrupted supply and delivery – Supplies you need to conduct business may be delayed or canceled with or without notification.

Table 2: Research Ramp-up Phase



VIII. CONCLUSION

Pandemic is a type of natural hazard that affects an undetermined number of individuals. As such, organizations like the University of Delaware have strategic response plans to assist in the management of such challenges. The primary objective of this plan is to provide guidance for pandemic preparedness and increase the University's ability to adapt to changing conditions, build a more resilient campus community, and withstand and rapidly recover from disruptions caused by a global pandemic. The Critical Incident Management Team will take the lead during a pandemic and will be in charge of developing pandemic policies and campus operations. This team is composed of two groups, which include the Health Advisory Committee(HAC) and the Pandemic Operations Group(POG).

APPENDIX 1: Sample meeting agenda for reconstitution process

People/ employees

- Who are responsible for Pandemic issues and how do they impact our workplace(s)?
- Are our human resources policies and processes consistent with public health recommendations and state and federal statutes?
- Have we established a priority order of return (based on our essential functions)?
- How do we determine employee status and their availability to return?
- When can our employees return to work?
- Can we fully staff?
- What training needs to occur before opening?
- What are our plans if a resurgence of the virus occurs?

Communication

- How and what are we messaging/communicating with our stakeholders, employees, and students?
- What considerations need to be communicated to employees prior to reopening?
- What should employees expect when they return to work?
- What should stakeholders/students expect when we reopen?
- Have we coordinated with contractors or vendors about their plans to reopen or how our reopening will impact them?

Facilities

- Who is responsible for ensuring our facilities meet the necessary safety and health standards to reopen?
- Have we established a priority order for opening multiple facilities/business locations?
- Have we identified the health and safety requirements outlined by CDC, HHS, OSHA, etc. specific to our organization in order to re-open?

- Can our facilities accommodate any necessary social distancing requirements?

- What health and safety assessments need to occur before we can re-enter our primary location?
- Can necessary facility repairs, updates, or cleaning occur now (during social distancing measures) to prepare for reopening?
- How can we reduce our employees' exposure to pandemics?
- Have we created a plan to clean and disinfect our frequently touched objects and surfaces per EPA's criteria for use against the Pandemic?

Resources/ Logistics

- Have we determined which portions, if any, of applicable federal or state pandemic-specific statutes apply to the University of Delaware (e.g. CARES Act, etc.)?
- If required or necessary for infection control, do we have the necessary cleaning supplies and personal protective equipment (PPE) for our employees (e.g., masks, gloves, face shields, etc.)?
- Has an accounting been done to determine what resources we have on hand, and what resources are required to reopen?
- Is our supply chain able to accommodate supporting our logistical requirements in preparation for reopening?

Guidelines for disease control and prevention measures

- Promote personal hygiene, social distancing, and personal protective equipment
- Routinely clean and disinfect surfaces
- Stay abreast of guidance from health agencies, and incorporate recommendations and resources into plans.
- Determine the levels of risk for exposure for workplaces and job tasks and determine mitigation strategies.
- Increase ventilation rates, install high-efficiency air filters, install physical barriers, or install drive-through service with limited customer contact.

UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

Annex HS-6: Tornado/Severe Weather

II. Departments

1. Primary Departments
    a. Campus and Public Safety
    b. Environmental Health and Safety
    c. Facilities, Real Estate, and Auxiliary Services
    d. UDPD

2. Supporting Departments
    a. Communications and Marketing
    b. Division of Student Life
    c. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President 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

III. 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.

IV. Situation and Assumptions

1. Situation

a. According to the National Climatic Data Center[1], Delaware experienced 62 days with tornadic activity for the period January 1950 through June 2022. These events resulted in two deaths, 76 injuries and a total of approximately $13.357 million in property damage.

b. Tornadoes are not considered common in Delaware; however, when they do occur they can cause serious property damage and threaten human lives. While Delaware averages only one tornado per year years are much more active[2]. Some of those active years are the result of multiple events that occur on several different days. In other years, several tornadoes have occurred on just one day when atmospheric conditions were primed for severe thunderstorm development.

c. Tornadoes in Delaware are more likely to occur during the summer months of June through August but may occur at any time of day or year. Tornadoes can be caused by a variety of events (i.e. Severe thunderstorm, hurricane, etc.) and according to the National Weather Service, tornado wind speeds normally range from 40 to more than 300 miles per hour.

d. Strong winds, usually associated with severe thunderstorms, are the most common type of severe weather in Delaware. Strong wind events are greatly under-reported because they are only noticed if they happen to occur where winds are being measured, or if they cause damage to the built or natural environment.

e. More than 100,000 thunderstorms occur each year in the United States, 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.

f. 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 heatingand cooling of the surrounding air causes thunder. On average, 89people are killed each year by lightning strikes in the United States

2. <u>Planning Assumptions</u>

a. With access to state-of-the-art meteorology and use of warning

[1] https://www.ncdc.noaa.gov/stormevents/
[2] https://climate.udel.edu/delaware-severe-weather/

systems, adequate storm warning will be provided to members ofthe campus community, though tornadoes have been known to occur suddenly when conditions are right.

b. Street lights, street signs, and directional signals may not be available during the storm recovery period, causing confusion foremergency workers and residents.

c. Due to the small size of Delaware and the limited resources available, federal assistance may be required. Necessary resourcesmay be critical and distribution will be prioritized.

d. After the event modes of communication may be impacted. Cellular communication may be limited because of system overload and damaged or destroyed towers.

e. A significant number of storm-related injuries from fires, electrocution, debris-clearing accidents, stress-related illness, etc. may occur during the post-emergency period.

f. Response and recovery operations may be hampered by debris-blocked roads, damaged bridges, downed trees and utility poles, and non-critical communication.

g. 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.

V. CONCEPT OF OPERATIONS

The University shall follow the lead of the State of Delaware and use the conceptof 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 flashflood 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. Itdoes not mean that they will occur, but simply that they are possible. Severe thunderstorms are defined as having winds of 58 mph or higherand or hail that is 1 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 andproperty to those in the path of the storm.

Tornado Watch: A Tornado Watch is issued when severe thunderstormsand 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.

VI. 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 requirementsas 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 weather alert list and Critical Incident Management Team membership

g. Pre-position equipment, if appropriate

VII. 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, NCCand 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, Real Estate, 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 UDPD

8. Work with contractors to fix damaged buildings

9. Attend incident debriefings

10. Contribute to the incident After-Action Report

d. *UDPD*

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 Marketing*
      1. Participate in planning meetings, as appropriate

      2. Communicate with parents, students and constituents via the homepage, social media, in conjunction withUDPD

      3. Disseminate press releases

      4. Coordinate press conferences

      5. Attend incident debriefings

      6. Contribute to the incident After-Action Report

   b. *Division of Student Life*
      1. In the event of an evacuation, identify students who remainon campus

      2. Attend incident debriefings

      3. Contribute to the incident After-Action Report

      4. Assist with identifying shelter locations

      5. Allow use of student center space for emergency response or shelter operations

      6. Staff the EOC, if requested

      7. Coordinate with Residence Life to conduct activities for students, if necessary

   c. *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[3]

   a. *Aetna Hose, Hook and Ladder Fire Company*
      1. Provide fire service, Basic Life Support (BLS) and search and rescue support, ifnecessary

   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 facilitatethe 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

VIII. Administration and Logistics

1. Records
   a. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
2. Exercises
   a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combinationof exercise types: table top exercises, functional exercises and full-scale exercises

[3] Contingent upon the jurisdiction/campus location

3. <u>After Action Reports (AAR)</u>
    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 Associate Director of Emergency Management 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 Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

IX. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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

X. Authority, References and Related Agency Plans

1. <u>Authority and References</u>
    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.

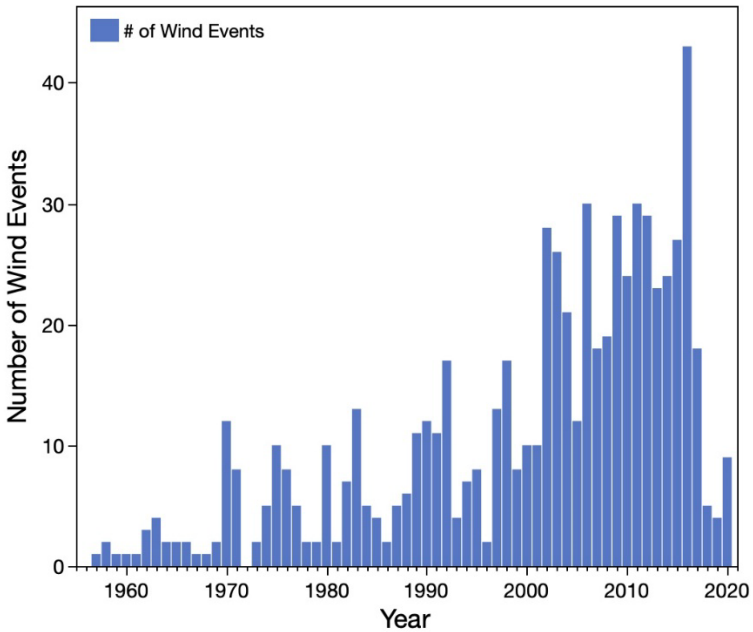
c. New Castle County Code
    1. http://www.municode.com/resources/gateway.asp?pid=11287&sid=8

d. City of Newark Code, Part II, Chapter 10, Civil Emergencies
    1. http://www.municode.com/Resources/gateway.asp?pid=10128&sid=8

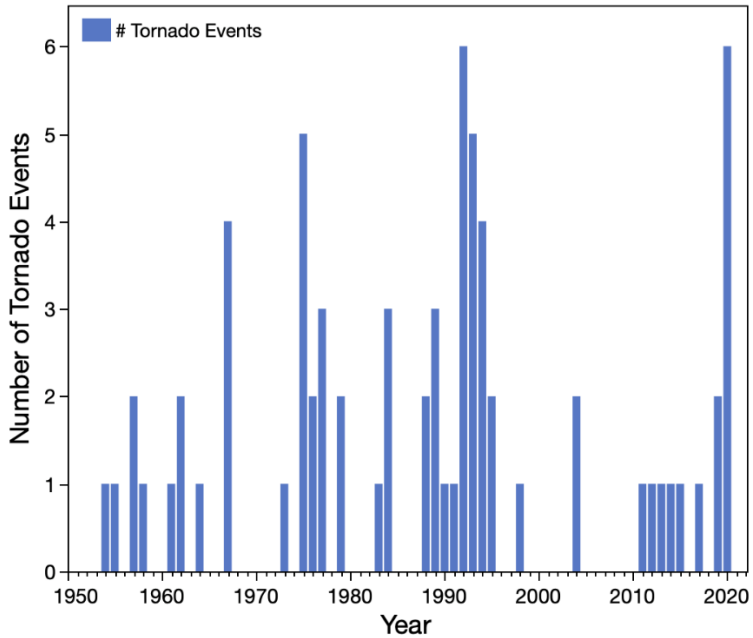
c. University of Delaware
    1. University of Delaware, 7-51, Emergency Preparedness
    2. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

1. Related Agency Plans
    a. National Response Framework (NRF)
    b. Delaware Emergency Operations Plan (DEOP)
    c. New Castle County Comprehensive Emergency Management Plan (NCC CEMP)
    d. City of Wilmington Emergency Operations Plan (WEOP)

XI. Resources



[4]



[4] https://climate.udel.edu/delaware-severe-weather/

UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

Annex HS-7: Radiological Incident

A. Departments

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

2. Supporting Departments
    a. Communications and Marketing
    b. Facilities, Real Estate, and Auxiliary Services
    c. UDPD
    d. Research Office
    e. Division of Student Life
    f. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President for Campus and Public Safety
    g. 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 thestudents, staff and visitors to any of our four campuses.

C. Situation and Assumptions

1. <u>Situation</u>

Nuclear power can create an immense amount of energy; in 2021, nuclear power was responsible for roughly 20% of the United States electricity generation[1]. This is done by transferring heat from nuclear fuel, and canbe done either by boiling or steaming water. 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. 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. Therefore, it is important to note 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

The NRC has provided nuclear emergency planning and incident response oversight to nuclear facilities for over the past 30 years. The NRC provides emergency plan templates for each site which the site must follow. FEMA will evaluate exercises of these plans done at each site every 2 years, which are to involve Federal, State, and local agencies. During these exercises, the NRC assesses the onsite response while FEMAassesses the offsite response. Both the NRC and FEMA use these teststo determine if the site has a "reasonable assurance of adequate protection of public safety". 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 publichealth entities are to have plans specific to the local community if in close proximity to a nuclear facility, which are based off EPA standards. Statesare responsible for informing citizens when they are to evacuate and wherethey 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

[1] https://www.nrc.gov/docs/ML2130/ML21300A280.pdf

have plans in place to protect water and agriculture if a situation occurs.

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 orunusual event. These operators will meet with state emergency centers, who will advise the governor on what action to take if a situation occurs. The NRC and FEMA would coordinate incident response along the federallevel and down to the state level through the federal National Response Framework. If a "general emergency" is declared, then 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.

2. Planning Assumptions

   a. The closest nuclear plant to the University of Delaware, the Salem/HopeCreek 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 theDelaware Emergency Management Agency (DEMA) according to regulations from the Nuclear Regulatory Commission (NRC).

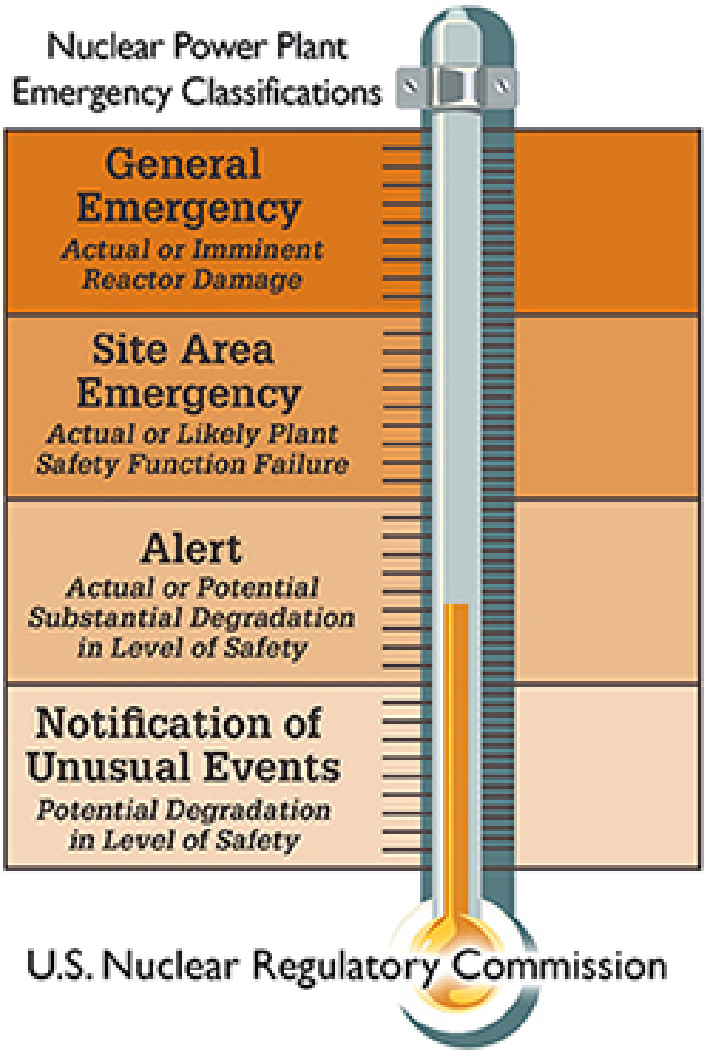
D. CONCEPT OF OPERATIONS

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 inhalationof, airborne radioactive contamination, and an **ingestion pathway zone** of about50 miles (80 km), concerned primarily with ingestion of food and liquid contaminated by radioactivity.

The 2010 U.S. population within 10 miles (16 km) of Salem/Hope Creek NuclearPlant was 52,091, an increase of 54.1 percent in a decade, according to an analysisof 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 tothe University of Delaware and Philadelphia (43 miles to city center).

The NRC requires nuclear power plants, and their surrounding jurisdictions, to plan for

four levels of emergency:



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 along-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 CreekNuclear Plant."

E. Mitigation and Preparedness

1. Mitigation

a. Ensure that the University has contracts with appropriate hazardous material vendors.
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. Maintain contact with State Radiological Emergency Preparedness team through SERC meetings, DENS[2], and WebEOC
   d. Ensure that the identified shelter locations are usable if necessary
   e. Identify essential and non-essential employees in each University department

F. Assignment of Responsibilities

1. Primary Departments
   a. <u>Campus and Public Safety</u>
      1. Participate in State-wide Bridge Calls when appropriate
      2. Coordinate response activities in coordination with Critical Incident Management Team
      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, NCCand 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. <u>Environmental Health and Safety</u>
      1. Work with laboratory coordinators to secure research and equipment
      2. Secure the Materials Management Facility (MMF)

[2] https://dema.delaware.gov/onlineServices/index.shtml?dc=dens

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. Coordinate with State and local hazardous materials responders
8. Attend incident debriefings
9. Contribute to the incident After-Action Report

2. Supporting Departments
   a. Communications and Marketing
      1. Participate in planning meetings, as appropriate
      2. Communicate with parents, students and constituents via the homepage, social media, in conjunction withUDPD
      3. Disseminate press releases
      4. Coordinate press conferences
      5. Attend incident debriefings
      6. Contribute to the incident After-Action Report

   b. Facilities, Real Estate, 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 Campusand Public Safety
      7. Attend incident debriefings
      8. Contribute to the incident After-Action Report

   c. UDPD
      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 Facilitiesand Auxiliary Services
      4. Staff the EOC, if appropriate
      5. Attend incident debriefings
      6. Contribute to the incident After-Action Report

   d. Division of Student Life
      1. In the event of an evacuation, identify students who remainon campus
      2. Attend incident debriefings

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

e. 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[3]

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 releaseof 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 theState of Delaware following a release of nuclear materialfrom 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

[3] Contingent upon the jurisdiction/campus location

1. Provide assistance to UDPD on:
    a. Life Safety Operations
    b. Traffic Control
    c. Search and Rescue

G. Administration and Logistics

1. Records
    a. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
2. Exercises
    a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combinationof exercise types: tabletop 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 Associate Director of Emergency Management 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 Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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
    c. University of Delaware
        1. University of Delaware, 7-51, Emergency Preparedness
        2. University of Delaware, 4-23, Extreme Weather and Emergency Conditions

1. Related Agency Plans
    a. National Response Framework (NRF)
    b. Delaware Emergency Operations Plan (DEOP)
    c. Delaware Radiological Emergency Preparedness Plan (REP)
    d. New Castle County Comprehensive Emergency Management Plan(NCC

CEMP)

UNIVERSITY OF DELAWARE
EMERGENCY OPERATIONS PLAN

Annex HS-8: Chemical Release

A. Departments

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

2. Supporting Departments
    a. Communications and Marketing
    b. Facilities, Real Estate, and Auxiliary Services
    c. UDPD
    d. Research Office
    e. Division of Student Life
    f. UDECU

3. Administration
    a. President
    b. Executive Vice President and Chief Operating Officer
    c. Provost
    d. VP For Communications and Marketing
    e. VP for Facilities, Real Estate and Auxiliary Services
    f. Associate Vice President 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 the Chemical Release annex is to define the concept of operations and the duties and responsibilities of the University of Delaware in response to a hazardous materialsincident at an on campus laboratory or a transportation accident on or near campusinvolving a chemical release, to more efficiently and effectively reduce damage andaddress public health and safety issues affecting students, faculty and staff at the University.

C. Situation and Assumptions

1. <u>Situation</u>

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 thecosts 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 plantsor 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 tothe 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
- STAR Campus
- Stearns Lab
- Wolf Hall
- Harker Lab

It is also important to note that the University is less than 3 milesfrom the I-95 corridor and that the Amtrak Northeast Rail runs through campus as does CSX Rail lines. We are also less than 1mile 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

   a. University laboratory staff has had proper training and possess the appropriate equipment to safety and effectively handle spills involving one liter or less of liquid and one pound or less of a solid. Exceptions tothis rule are: Strong Acids, Strong Bases, Poison by Inhalation (PBI), Reactive, Mercury or Extremely Toxic chemicals. A full list can be found at https://www1.udel.edu/ehs/research/chemical/chemical-clean-up.html.

   b. Instructions for cleaning up spills of one liter or less of liquid and onepound or less of solids can be found at https://www1.udel.edu/ehs/research/chemical/chemical-clean-up.html.

   c. All policies and procedures developed at the University of Delawarecomply with OSHA Laboratory Standards 29 CFR 1910.1450.

   d. 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.

   e. Employees, faculty and students must understand their responsibilityis 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 thanthe 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 requiredto 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 ofthe 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 beresponsible 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** – Level I consists of the local fire department, DNREC Emergency Response Team, and the Delaware State Fire School. DNREC is the Hazardous Materials (Hazmat) Operations Branch Manager for the Fire Officer in Charge. The Fire Officer in Charge is the fire chief, any other elected or appointed fire line officer, or any member serving in the capacity of Fire Officer in Charge, and is the incident commander and in charge of the scene.
- **SERT LEVEL II** – Level II is a response for petroleum and hazardous materials. It consists of the local fire department, DNREC, and the Delaware State Fire School, plus selected resources as determined by the Fire Officer in Charge. DNREC is Site Manager for the Fire Officer in Charge, who is in charge of the incident.
- **SERT LEVEL III** – Level III is a response for petroleum and hazardous materials that has been declared a full SERT incident. The

Delaware Emergency Management Agency assumes the role of Incident Commander in accordance with the provisions of the Oil and Hazardous Substance Incident Contingency Plan. The Incident Commander is the person responsible for insuring implementation of the Incident Command System to plan and coordinate scene operations of all state/county agencies engaged in response. DNREC acts as Hazmat Operations Branch Manager and is responsible for managing the hazard assessment, containment, control, stabilization, and remediation activities; assuring site safety; and coordination with industry, state, and federal counterparts.

- **SERT LEVEL IV** – Level IV is a response for petroleum and hazardous materials that has been declared a full SERT incident and also includes a federal governmental entity (such as EPA, FEMA, or the US Coast Guard) fully integrated into the command structure. A state response is put into effect by the SERT through the Incident Command System under the State Incident Commander or Fire Officer in Charge. Coordination with the federal government is on a case-by-case basis between the State Incident Commander and the Federal On-scene Coordinator.

  The Incident Command is made up of designees from state and local agencies:

  - **DEMA** acts as State On-scene Coordinator, coordinating the actions of all State agencies during a Level III incident. The designee has the authority to call on any agency or resource within the State and/or federal assistance.
  - **DNREC** acts as Hazmat Operations Branch Manager to direct and coordinate onsite operations and the handling and removal of hazardous substances. The Hazmat Operations Branch Manager operates from the incident site; coordinates with the Fire Officer in Charge (Level I – II) or the State On-scene Coordinator (Level III); and may coordinate with Federal On-scene Coordinator (Level IV) or their representatives, responders from neighboring states, and industrial response team.
  - **The Division of Public Health** provides technical expertise in the protection of human health.
  - **The Delaware State Police** protect life and property.
  - **The Delaware State Fire School** mitigates the danger of fire and explosion.
  - **County and/or municipal officials** assist with the local emergency response infrastructure.

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. TheDEMA 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 withthe 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 2020 DEOP, the SERT Plan escalates incident types froma low of "I" to a high of "IV," which is counter to standardized incident typing underNIMS. 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 Incidentof National Significance is an actual or potential high-impact event by an appropriatecombination 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 HazardousWaste 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 thosereleases. 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 insome 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 limitationsof 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. <u>Environmental Health and Safety</u>
        1. Act as IC for the University at the incident
        2. Coordinate response activities
        3. Respond with the HazMat Mobile Unit, if necessary
        4. Liaise with the Aetna Fire Company and other external agencies as appropriate
        5. Staff the EOC, if appropriate
        6. Conduct checks of laboratories post-event for damage
        7. Facilitate contractor agreements, if necessary
        8. Conduct Damage Assessment
        9. Attend incident debriefings
        10. Contribute to the incident After-Action Report
    b. <u>Campus and Public Safety</u>
        1. Participate in State-wide Bridge Calls when appropriate
        2. Support 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, NCCand 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

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

   b. Facilities, Real Estate, 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. UDPD
      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. Division of Student Life
      1. Assist with identifying shelter locations
      2. Allow use of student center space for emergency responseor shelter operations
      3. Staff the EOC, if requested
      4. Coordinate with Residence Life to conduct activities for

students, if necessary
5. In the event of an evacuation, identify students who remainon campus
6. Attend incident debriefings
7. Contribute to the incident After-Action Report

e. 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[1]

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 tocall 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. Electronic copies of the University of Delaware Emergency Operations Plan (UDEOP) will be maintained by Campus and Public Safety
2. Exercises
a. The University of Delaware will hold at least two exercises annually on campus. These exercises can be any of a combinationof exercise

[1] Contingent upon the jurisdiction/campus location

types: tabletop 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 Associate Director of Emergency Management 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 Associate Director of Emergency Management with assistance from the exercise planning team and inputfrom exercise participants

H. Plan Development

1. The University of Delaware Emergency Operations Plan (UDEOP), andits associated annexes, will be reviewed and revised annually by the Associate Director of Emergency Management 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. <u>Authority and References</u>
    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
    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 toaccomplish 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 theState 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. Chemical Hygiene Program – https://www1.udel.edu/ehs/research/chemical/chemical-hygiene.html
   2. Chemical Waste Management Procedures – https://www1.udel.edu/ehs/waste/chemical-waste-management.html
   1. Hazardous Chemical Information (7-27) – https://sites.udel.edu/generalcounsel/policies/hazardous-chemical-information/
   2. Hazardous Waste Disposal (7-18) – https://sites.udel.edu/generalcounsel/policies/hazardous-waste-disposal/
   3. Occupational Exposures to Hazardous Chemicals in Laboratories (7-37) – https://sites.udel.edu/generalcounsel/policies/occupational-exposures-to-hazardous-chemicals-in-laboratories/
   4. Safety and Compliance Guide for Research Faculty and Laboratory Coordinators – https://www1.udel.edu/skeen/safety/misc/facultycomplianceguide.pdf

5. Emergency Preparedness (7-51)
6. Extreme Weather and Emergency Conditions (4-23)

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