ROSEMAN UNIVERSITY
OF HEALTH SCIENCES

Emergency Operations Plan

October 2022

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Section 1 – Introduction

Purpose

This Emergency Operations Plan is designed to guide Roseman University's preparation for, and response, to events or circumstances that threaten the safety or security of members of the University community or University property. An "emergency" could be a fire in building, a chemical or gas release, a severe weather event, an infectious disease outbreak, or any number of other situations that require the University to take actions beyond routine measures. An "emergency" may also be of short or long duration. These circumstances can include pre-planned events, as well as rapidly evolving incidents that overwhelm the scope of the Roseman University response.

This Emergency Operations Plan is flexible in design to permit a range of responses appropriate in scope to the emergencies that might occur. Different sections of the Emergency Operations Plan may be implemented in a scalable manner depending on the nature and duration of a specific incident, but it is designed to be effective in response to all hazards and the impact those hazards have on the University.

This plan is not intended to replace existing procedures for preplanned events or current response procedures for units with those that already exist; it is designed to guide the overall emergency management process and enterprise wide response. This process will be the same whether the impact is to an individual campus or the entire University; the scale will be the variable. The overall purpose is to maintain the safety and security of the University's people, property, and vital interests.

The University's policies and procedures herein are expected to be followed by all. Emergency response operations will be conducted within the established framework of the Campus Emergency Management Team and their interaction with local Public Safety responders. All requests for procedural changes, suggestions, or recommendations should be submitted in writing to the Vice President for Operations. The Vice President for Operations is responsible for the review, revision, and administrative implementation of this plan and other critical incident response protocols on a yearly basis.

Roseman University's Campus Emergency Management Team members are responsible for leadership and the application of emergency management principles. This responsibility is to prepare the University for any hazard type or impact and to provide information prior to any type of incident, thereby facilitating a more effective response and recovery. Primary responders to incidents and emergencies include Security Guards, Public Safety Responders from outside agencies; and may include individuals or teams from Facilities Management, Communications, Administration, and others, including bystanders and volunteers.

Pertinent information in this plan will be provided to all employees who fit into a response category for hazards discussed in the plan. The goal of the plan and the information contained

herein is that all of the potential response organizations understand the way that the response will be organized and communicated. This will not change their role in the response and recovery to the impact of the hazard.

This plan and all of the associated response policies and procedures will be trained on an annual basis. Training includes table top exercises, field training exercises, exercises with other agencies and departments, and specialized training to supplement one or all aspects of the all hazards plan.

The Facilities Management Unit will annually lead the testing of all equipment (e.g., radios, flashlights, first aid kits, campus warning systems, alarms, etc.) that may be utilized in an incident or emergency.

Span of Control / Operational Jurisdiction

This Emergency Operations Plan should only be activated when an incident occurs within the defined campus boundaries and jurisdiction of Roseman University campuses unless otherwise directed by the University President, Campus Chancellors or the Vice President for Operations (or campus or immediate designee).

Assumptions

- An emergency or disaster may occur at any time of the day or night, weekend, or holiday, with little to no warning.
- The expectations of responders and units of the University should not be the same as during normal operations, as University resources and personnel are redeployed to respond to the emergency.
- The succession of events in an emergency is not necessarily predictable; hence, this Emergency Operations Plan will serve only as a guide that likely will require modification in order to respond to specific emergencies.
- Emergencies will often require a multi-agency response, involving non-campus resources.
- University personnel will cooperate and coordinate with public safety officials both in preparing for and responding to emergencies.
- When working with public safety officials or other outside agencies, position names should always be prefaced with “Roseman University” in order to decrease confusion. For example, the “Institution Commander” should address him/herself to another agency as the “Roseman University Institution Commander,” as there may be other Incident Commanders (i.e. for Fire, EMS, or local Police), on scene.
- The established perimeter of an incident may be tangible or intangible, as well as fluid (not remaining in the same place).
- Some incidents may require additional personal protective equipment that Roseman University personnel do not possess, thereby limiting involvement in the tasks outlined below.

Section 2 –Response Operations and Institution Command

Principles of the Institution Command System

Roseman University will use the Institution Command System as a guiding source for preplanned and evolving incidents. Every incident, regardless of the scale, can be managed using the Institution Command System; a management system that is a component of the National Incident Management System. Use of these principles will allow Roseman to better integrate into the response from outside agencies that are mandated by federal law to adhere to those principles.

Since the University will depend on outside agencies for support to the response of many hazards, it will create efficiency with communication with those agencies and will assist in the transfer of information across the entire response. The use of the Institution Command System principles throughout the organization of the responders, the Emergency Operations Center, and the planning process will allow for continual refinement of Roseman policies and procedures. This will prevent atrophy of the skills and knowledge learned. It is important to organize and report the same way regardless of the size of the incident because many large incidents/ emergencies start as small and evolve and gain scope and size.

These principles are designed to be scalable to meet the needs of the response; not every position needs to be filled, nor every perimeter or staging area implemented; the goal of the Institute Command System is to organize and report information consistently from response to response to ensure that all aspects of the response are completed and to assist those administrators who oversee the responders to better understand the response for strategic management purposes.

The Principles of the Institute Command System are addressed in Appendix B.

The following are the principles of response to any incident:

- While the initial response will most like be from Security or the Facilities Management Unit, the management of the response and recovery will be led by the individual most qualified to do so- i.e. the Director of Facilities- may lead the response to flooding in a building with other units in supporting roles because Facilities Management will be the ones primarily tasked with stabilizing the impact and leading the recovery to normal operations.
- Institute Command is established when an authorized individual (Administrator or Security Guard on scene) assumes, and then announces or communicates his/her authority to all responding personnel. This command will be transferred to a more senior or more qualified individual upon arrival and when communicated by that individual. It is important to note that even though local Public Safety responders will take command of the stabilization and immediate response to the hazard/ impact, the University will still need to have representatives to support that response and provide information and resources to the public safety response.
- Awareness of responsibility for the five primary functions (command, operations, planning, logistics, and administration/finance).

- Establishing objectives for the incident; some of these will not be feasible based on the number of response resources available. Roseman employees should be prepared, at a minimum, to move individuals away from the scene of the incident and notify additional resources. The primary objectives include (in no set order):
    - Establish Command –The Institute Commander needs to ensure that all responders are aware that command has been established and a specific person is in command of the response. The Security Guard on scene will be designated as the Institution Commander until relieved by a higher-ranking member of the Campus Emergency Management Team.
    - Establish Communications – The Institution Commander will designate the type of communications that should be used and should indicate whether transmissions about the response should go directly to the Institution Commander or to the Emergency Operations Center.
    - Establish an Incident Command Post – The Incident Command Post is established between the inner and outer perimeters in the area of the incident to allow the Institution Commander to manage the response. This will typically be established by local Public Safety responders and the Roseman Institution Commander should proceed there to support the response and stay informed of responder actions.
    - Identify the "Hot Zone", inner and outer perimeters (see figure 2-1) – this must be communicated clearly to all responders in order to maintain safety. The Hot Zone is the area directly affected by the hazard that constitutes a threat to Roseman University persons or property. The size of the Hot Zone will depend on the type and scope of the hazard. Only appropriately equipped responders are permitted in the hot zone. The inner perimeter is designed to provide a demarcation that separates response units with a direct responsibility from those who are either preparing for their assignments or just completing an assignment. Units who are conducting operations responding to the hazard are the only ones that should be inside of the inner perimeter. The outer perimeter is designed to separate the responders from the non-responders and allow them areas to prepare (stage) or to follow procedures upon completion of assignments. The outer perimeter requires traffic control and direction as well as pedestrian traffic control to ensure that people not already affected by the hazard do not enter into places that will place them at risk. Staging areas, the Incident Command Post, the media staging area, and the triage and transport areas will all be located between the inner and outer perimeters. Perimeters are able to be adjusted or changed based on the size, scope, duration, and severity of the hazard.
    - Identify and Establish Staging Areas – A staging area is where response units will wait until given an assignment. Units should be informed of the location of said staging area and asked to check in with the individual responsible for managing the staging area.
    - Identify and Request Additional Resources – The Institution Commander will be responsible for identifying the type and number of additional resources that are needed for the response. The Institution Commander may designate someone to make contact with those resources (the Emergency Operations Center) or may make direct contact (911 Dispatcher) themselves.

- Establishing an Incident Action Plan (may be verbal or written) – components include a statement of objectives that are measurable and attainable within the defined operational period, tactics and assignments, and supporting material such as maps, weather, and safety precautions. This is different than, but may include, existing protocols and checklists because it is designed to address the specific incident in question.
- Provide for personnel accountability and safety.

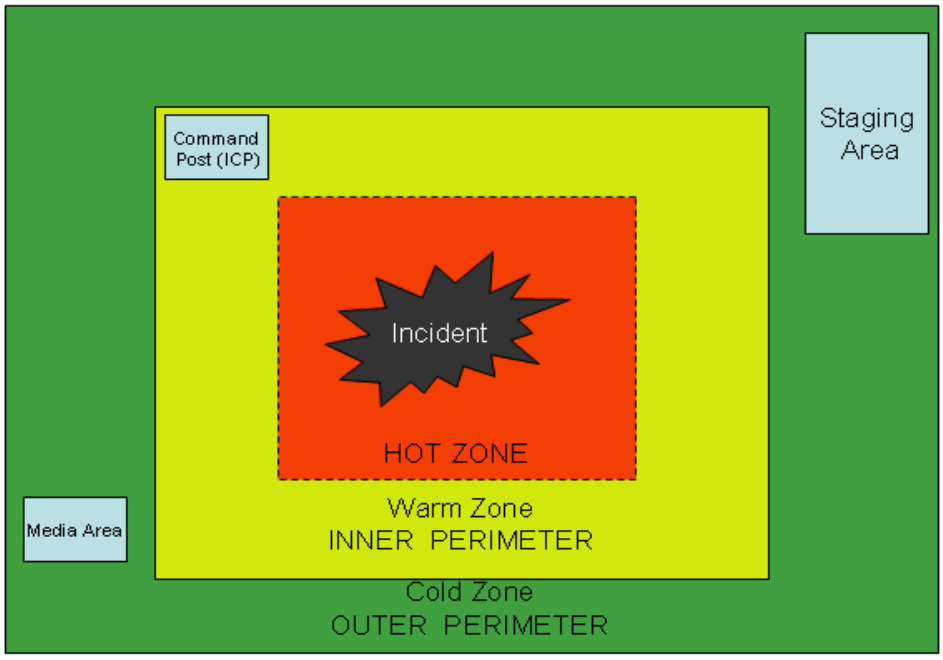

Figure 2-1. Incident and Perimeter Illustration

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Section 3 – Response Notifications

Definition of an Emergency

An emergency is generally defined as any incident or event causing or potentially causing serious injury to persons, extensive property damage, loss of life, or disruption of campus or University operations. The University recognizes that many emergency situations have great potential for harm but do not necessarily require activation of all campus emergency resources.

To efficiently match the appropriate emergency response to the incident, the following designations will be used when describing an emergency event.

- An **Incident** is a situation or series of situations, potential or actual, which will not seriously affect the overall operation of the University but require response from Roseman University entities or single unit response from external response agencies (one ambulance, one law enforcement unit, etc.).
- A **Minor Emergency** is any situation that affects a localized number of people or a small geographic area (less than a floor in a building, concurrent areas outside, etc.) that requires response from Roseman University resources and will require support from outside public safety agencies. This designation is used for definition purposes only and would not change the alert levels of the University unless the type of incident is a threshold incident.
- A **Major Emergency** is any situation, potential or actual, which affects a large number of people or people who are not co-located, more than a small geographic area, or which disrupts the overall operation of the University. Outside emergency services will likely be required as well as a major response from campus support services. A major emergency will prompt the opening of the Emergency Operations Center. Some examples of a major emergency are: power outage, fire, weather emergency, bomb threat, hazmat spill, or an active shooter on campus.
- A **Disaster** is any event or occurrence that seriously impairs or halts the operations of a campus or the entire University and may require immediate evacuation of the campus community or a significant part of the community. A disaster will prompt the opening of the Emergency Operations Center. Some examples of a disaster are: hurricane/tornado, serious fire, or significant hazardous material release. For either a disaster or an emergency situation that requires evacuation of areas, the Campus Emergency Management Team will designate buildings of Safe Haven; these are buildings that have not been affected and may be used to house or shelter evacuees until a tactically sound time to move them. Safe Havens will be communicated to individuals through various communication modes to provide that information as much as practical.

University Related Considerations

In the event of an incident, the University may change its operational alert levels. These levels are separate from the campus alert system and are used to impart the imminence of a hazard or threat and its impact or potential impact on the University. These levels will be designated by the

Campus Emergency Management Team and will be used both as an escalation of levels and for de-escalation as the hazard, impact, or response changes. There are some incidents that require the support of outside public safety agencies that will not affect the operations of the University; likewise, there are impacts that are managed entirely by University resources, but may still necessitate a change of the University operations, (i.e. the flooding of an academic building that will affect operations.) These operational levels are to communicate with the members of the Roseman Community the status of the University and to guide responders and Campus Emergency Management Team Members in their actions. When the operational level of the University changes, the Campus Emergency Management Team may recommend actions that will impact classes or whether the University is operating administrative and business functions. Operation levels will not impact critical functions and services.

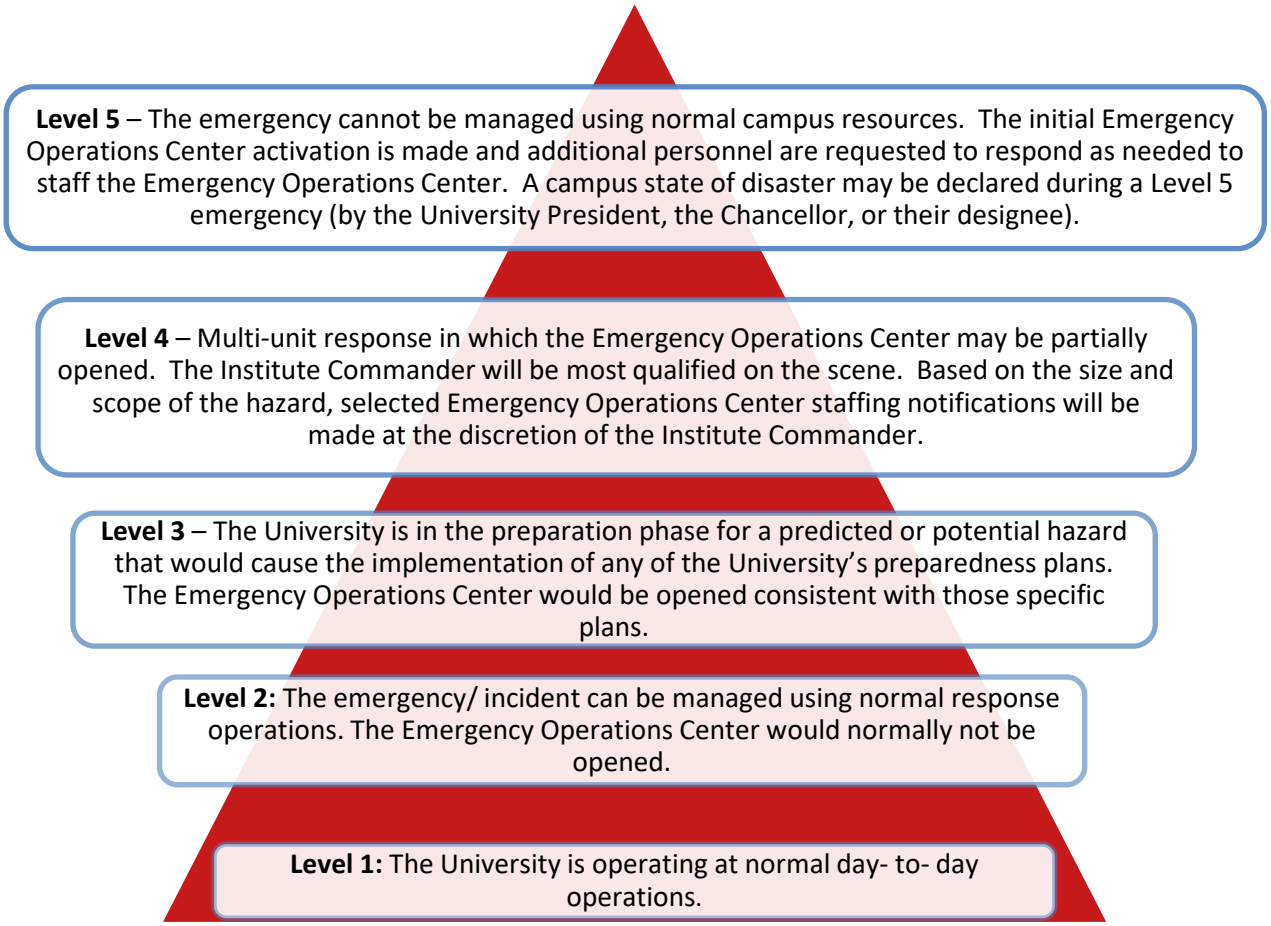


Figure 3-1. Operational Alert Levels

In addition to the five operational levels, the term "threshold incident" is used to describe any emergency or incident which requires notification of the Administrative Council. These include serious incidents involving a loss of or threat to life, major property damage, major regulatory or legal risk, and/or significant media interest.

By definition, all Level 3 and Level 4 emergencies are considered threshold incidents. Level 1 incidents involving the following are also considered threshold incidents, even though they may not require a large-scale campus or University response.

- Fatalities or serious injuries to students, faculty, staff, clients in clinics, or visitors.
- Injuries to two or more individuals from the same incident, regardless of severity.
- Assaults or other criminal activities involving deadly weapons.
- Any other crime that requires a Clery Act Timely Warning.
- Structural fires, either that have impacted campus buildings or have the potential to do so.
- Hazardous materials release.

Individual campuses may also consider it a threshold incident if another campus has opened its Emergency Operations Center, especially the Las Vegas area campuses.

Each level will have varying impacts on different aspects of the campus or University operations. The Human Resources Unit is required to identify and communicate to the Campus Emergency Management Team those employees designated as essential personnel or critical personnel.

- Essential Personnel are those employees who are required to report for work regardless of the hazard or impact on the University. These are functions that need to be staffed for the University operations to be maintained, regardless of the level or service provided. Examples of essential employees are building engineers, and information services infrastructure functions. It should be communicated to the appropriate security contractor the expectations of Security Guards who are assigned to Roseman facilities.
- Critical Personnel are responsible for critical functions of the University and therefore back-up personnel have been identified to ensure these functions are executed should the owner be affected by the hazard or otherwise unavailable. Critical Personnel may not be required to respond to the campus during an incident, but the function that they serve must be able to continue unabated.

Declaring a Campus State of Emergency

The authority to designate an incident as a major emergency or disaster resides with the University President or alternate as defined below.

The University's emergency response is managed primarily by the Campus Emergency Management Team members. Additional representatives from on or off campus resources may be added as needed based on the type, size and scope of the hazard or the impact. Campus Emergency Management Team members may operate in an advisory role and will focus on the preparedness and recovery aspects of emergency management. Each campus will have individuals who are assigned to a Campus Emergency Management Team.

The Campus Emergency Management Team will be responsible for strategic level decisions and directions during the response to an incident and will lead the advisory process.

Upon notification of an Emergency Operations Center activation, the Campus Emergency Management Team members will:

- Immediately proceed to the Emergency Operations Center or make contact with the Emergency Operations Center through video or voice communication. Campus Emergency Management Team members may be represented by a designee if needed based on the type of incident or their absence from campus.
- Support emergency response decisions as a deliberate corporate body to ensure proper coordination and effective use of resources. This does not include tactical level decisions that need to be made expediently on the scene of the situation; those decisions should be made by the Institution Commander in conjunction with other responders. The Institution Commander will seek counsel from the Campus Emergency Management Team for intermediate to long range planning and strategic level issues.
- Assemble support staff as needed. Support staff will provide services in the Emergency Operations Center or in their respective offices.

Response to Incidents on Campus

The primary action by all individuals who are not responding to the scene on campus should be to shelter in place for any type of emergency unless they are in the affected area. Most often, the safest place for those people not affected by the situation is to remain where they are; this provides for better accountability of people and allows responders a clear path to, and clear picture of, the affected area.

Roseman University Security Guards or the Facilities Management Unit will be notified by a direct call from the affected area. Facilities Management will assume responsibility for coordination and communication about the situation and the response required with responding outside resources, as well as notifying the appropriate administrator. If the situation meets the criteria or escalates to an emergency level, the Guard on scene will assume the role of Roseman University Institution Commander for the tactical level response and will notify their chain of command of the situation and actions being taken. Situations that do escalate to that level will be handled as per the Roseman University Security standard operating procedures.

The Guard on scene will remain the Institution Commander until relieved by a higher ranking Roseman Administrator, Campus Emergency Management Team member, or designee and will represent the University in a unified command structure with outside public safety agencies.

Communications

The Vice President for Communications, in coordination with the Campus Emergency Management Team, will organize and disseminate information relating to any incident that is deemed necessary. Roseman University Vice President for Communications will communicate, as appropriate, information to the following constituencies: students, faculty, staff, parents, alumni, media, and the general public. If media outlets are expected to come on campus, Roseman University Vice President for Communications will organize a media staging area, staff that area to facilitate these messages and appoint a spokesperson to handle all requests for information from media outlets. The primary method of communication will be the Roseman University emergency notification system and the University's website.

Timely Warning Notices

A timely warning notice, which is distributed as a "Campus Safety Alert" is considered for all Clery Act crimes that are (1) reported to Campus Security Authorities or local police and (2) determined by the University to represent a serious or continuing threat to students and employees.

The decision to issue a timely warning shall be decided on a case-by-case basis. The decision is made by the Clery Compliance Manager, or from Facilities Management, considering all available facts, including whether the crime is considered to be a serious or continuing threat to students or employees. Certain specific information may be withheld from a Campus Safety Alert if there is a possible risk of compromising law enforcement efforts, but if a crime occurs that would pose a serious or continuing threat to the Roseman University community, a Campus Safety Alert would be distributed to the campus community.

Emergency (Immediate) Notification

Roseman University will immediately distribute emergency notifications to the campus community upon confirmation of a significant emergency or dangerous situation on or near campus involving an immediate threat to the health or safety of students or staff. Examples of emergencies that would warrant such a notification include but are not limited to: an active shooter on campus, hostage/barricade situation, a riot, bomb threat, a tornado, a fire/explosion, suspicious death, structural damage to a University-owned or controlled facility, biological threat (anthrax, etc.), significant flooding, a gas leak, or a significant hazardous materials release.

Roseman University Emergency Notification System:

- The Vice President for Communications (or their designee) will prepare a list of brief message templates that identify possible emergency incidents and provide instructions detailing the intended response. This list will be reviewed annually by the Administrative Council and updated whenever any change is made to the Roseman University Emergency Operations Plan.
- The Clery Compliance Manager and Facilities Management will have easy access to these messages at all times.
- If the need to activate the Roseman University emergency notification system arises, the VP for Communications will identify the appropriate message and direct that the alert be sent.

University Website:

- In the event of an emergency incident, the Vice President for Communications (or their designee) will place a conspicuous alert on the University's home page and all appropriate social media.
- This alert will contain a hyperlink to an information log.
- The first alert message will be the same message as provided through the campus emergency notification system.

- As information is updated, the hyperlinked log will reflect all new updates with a time and date stamp.
- Each alert will provide all current information relating to the incident, instructions for any required response, and, when possible, the time when the next update will occur.
- The alert log will provide the following information for media outlets:
    - Name and contact number of the media spokesperson.
    - Location for all press conferences.

E-mail/Text:

- The University will use the campus emergency notification system to send the initial emergency message to members of the Roseman University community.
- Roseman University Communications may send follow-up information via email or the emergency notification system; however, all emails and text message communication will direct the recipient to refer to the University website for updated information.

Telephone:

- In an emergency incident, various offices may become a point of contact for the public. For example, parents or students may call the Office of Student Services or the President's Office for information relating to a building evacuation. Any unit receiving a phone call should direct the caller to the website for the most up to date information available. Only information included on the website may be shared with callers as the website will be the sole official source of all information.

Written News Releases:

- The Roseman University Vice President for Communications may prepare written news releases regarding emergency incidents. These should not be viewed as an immediate source of information. They are useful for the purpose of supplementing information that has already been reported on the website.

Section 4 - Roseman University Specific Response to Hazards

The goal of the response and decision-making aspects of this plan are consistency and uniformity of priorities as a University and an enterprise. There may be different emphases based upon the size, scope, and type of hazard and the effect that the hazard is having on the campus(s). The goal of any response is a timely resolution of the incident, minimum interference of the University's operations, and a smooth return to normal operations and activities.

These responses do not take into consideration the mental and emotional impact that these types of hazards and incidents may have on the Roseman University and surrounding communities; rather they are designed to resolve the incident so those issues may be given the proper attention and resources.

When an incident requires the activation of the Emergency Operations Center, the Campus Emergency Management Team will be focused on strategic level support of the response and the overall operations of the University. The responsibilities of the Campus Emergency Management Team include deciding on assembly locations and the preparation of those areas; the status of classes and the University for the foreseeable future; procurement of supplies and equipment as necessary; statements to the media, public, staff, faculty, students and family about the incident and its effect on the University; and communicating with government entities at the local, state, and federal level.

The Emergency Operations Center will use information provided by staff members and responders on the scene to make determinations about affected buildings. Depending on the impact, a room, hallway, floor, or entire building may be compromised enough to cause its closure. This type of impact will require a detailed assessment of the damages and the amount of repairs to return that area to service.

Evacuation of a building should not occur, if practical, until enough personnel have been assembled, a plan formulated, and that plan shared with all responders on the scene, and any building staff that may be present to facilitate a timely and orderly evacuation. When planning for the evacuation, the Institution Commander should remind staff assisting with the evacuation to insist that evacuees continue to move away from the building and towards determined evacuation areas.

Depending on the totality of the circumstances, the Institution Commander may request for other Units to facilitate the use of the areas of safe haven. In the event that the evacuation impacts any service providing clinic on campus, it is the responsibility of the student provider to facilitate the evacuation of their patient to the best of their ability; supervising faculty will be responsible for both patients and student providers. In the event that the patient cannot evacuate because of condition, impact of the hazard, or medical interventions that have been applied at the clinic, the responsible individuals should make every effort to move the patient to the fire stairwell most accessible and notify the responding public safety agencies, specifically the fire department, in order to gain assistance for the patient. It is not the expectation that students and faculty remain in a building when their own life is imminently threatened.

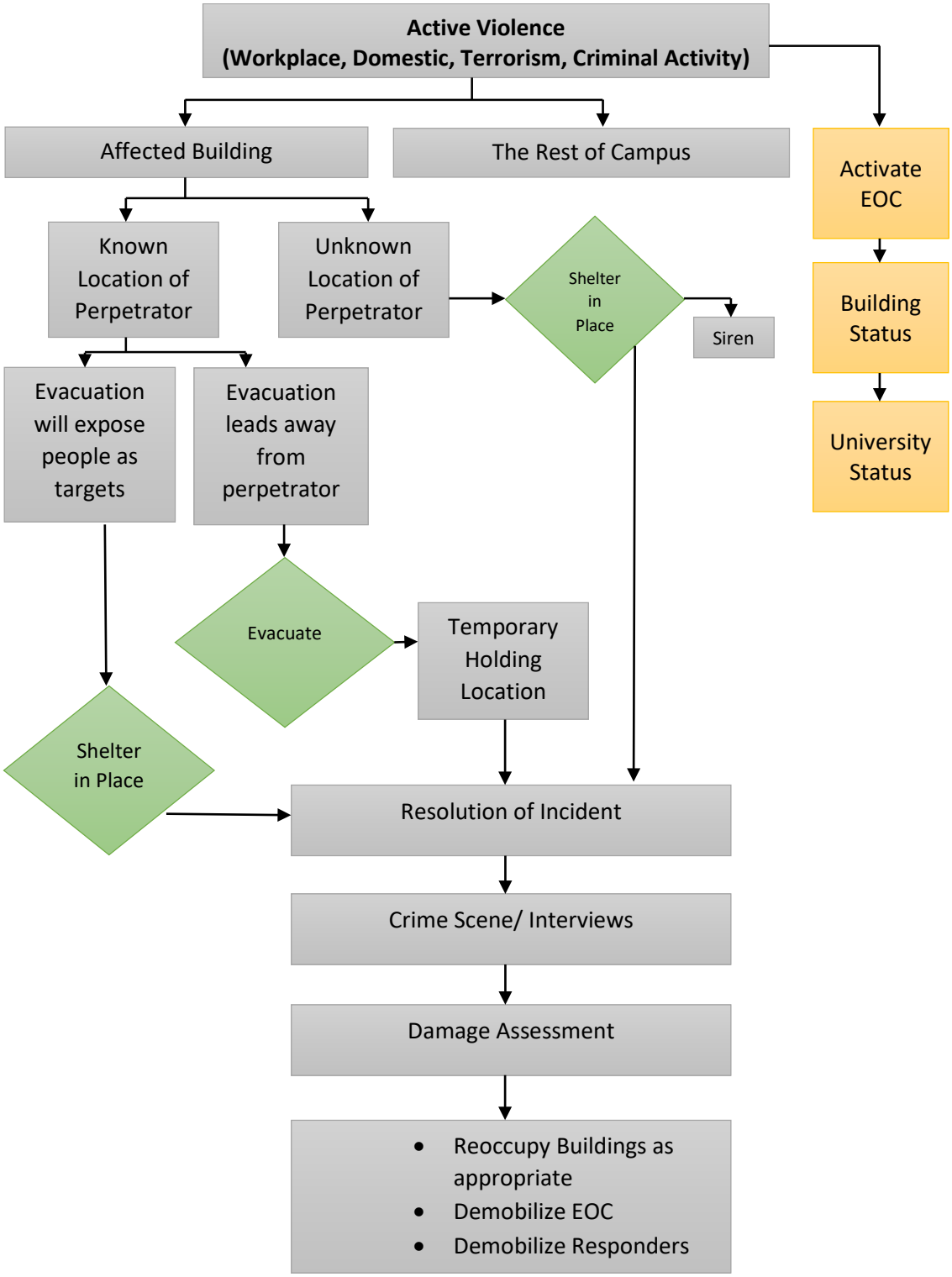
Decisions about whether to evacuate any adjacent or proximal buildings should be made after the controlled evacuation of the affected building has been completed. It is the University's policy to shelter in place in the event of critical incidents. Roseman University Security Guards will abide by the theory that controlling the evacuation of multiple buildings is safer than taking actions that place more civilians into a potential hot zone, or into an area that will interfere with the response.

The Emergency Operations Center will also need timely information about the impact of the hazard on Roseman University property and infrastructure, as this information will have a significant impact on classes or administrative University operations. It is important for the University to utilize internal Subject Matter Experts to assist in these types of assessments and projections. University Subject Matter Experts will be encouraged and supported in their endeavors (training and exercises) to understand the impact that emergency management principles have on their subject of expertise.

The following procedures depict the general high-level responses that will guide the University during times of critical incidents/ emergencies. The decision points articulated in the procedures will be based on specifics relayed from the scene by the responders and staff members.

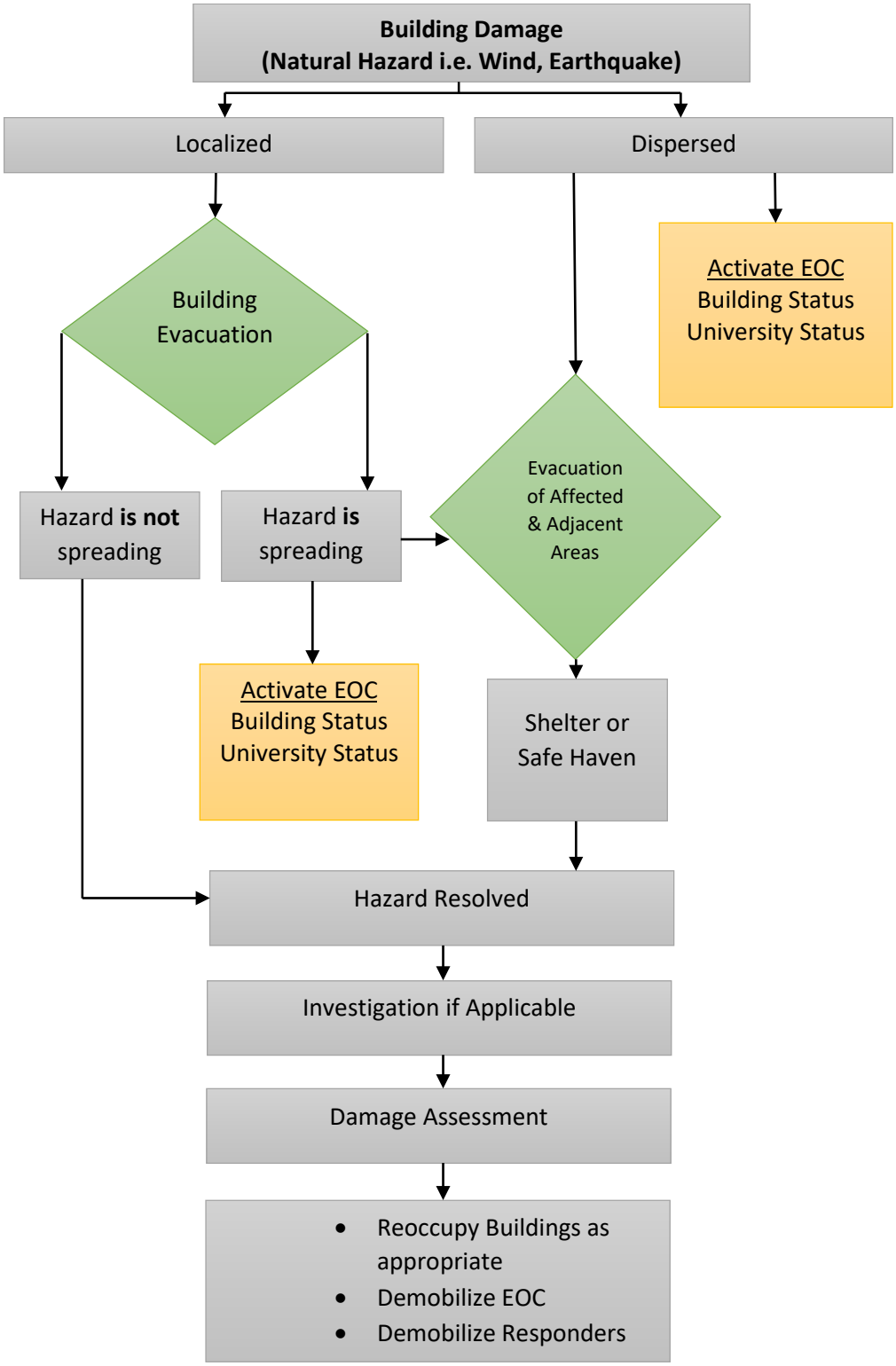
These procedures are based on the general effects that hazards have on University campuses and property. Any one hazard may have multiple impacts on the University (i.e. a severe weather event may cause wind damage, flooding, and a power outage) and those impacts may be addressed in multiple procedures. The Emergency Operations Center will guide the decisions based on the procedures that are most pertinent to the impact. This principle also applies if a single emergency has multiple hazards or one hazard causes other hazards and those specific impacts (i.e. wind damage causes a gas leak).

Active Violence

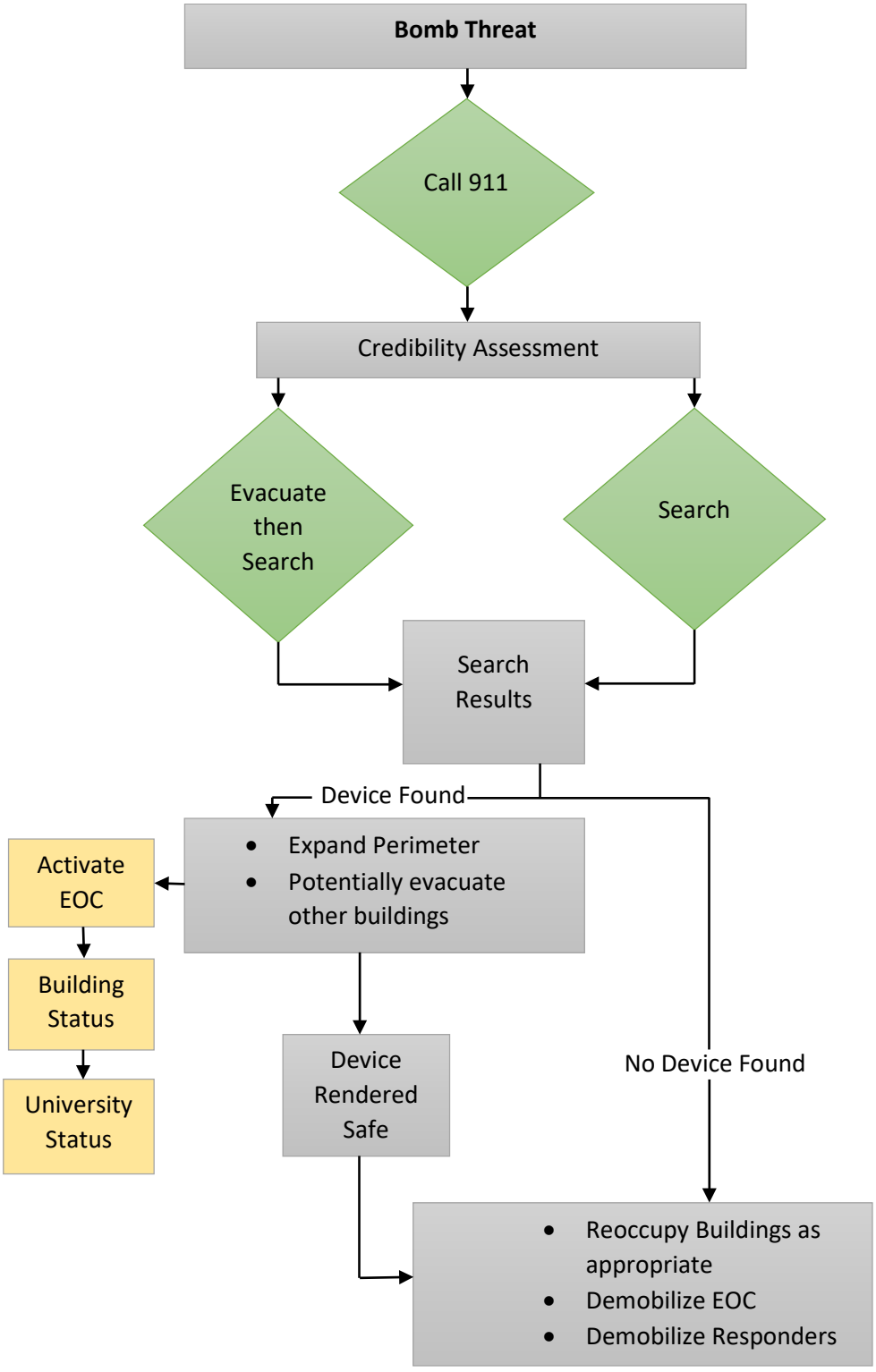


The threat of any type of perpetrator who actively opens fire with any type of firearm is prevalent throughout the spectrum of criminal activity. These events may be categorized by workplace or domestic violence, terrorism, any armed crime, or the "random actor", and characterized by the desire to take as many lives as possible before being apprehended by law enforcement or taking their own life. The active shooter may or may not have begun the incident with the intent to open fire, or with the intent to open fire on bystanders with no particular targeting criteria. The characteristics of any active shooter are that they are immediately causing death and injury, the perpetrator is not contained, and there is an immediate risk of continued injury without law enforcement intervention.

Building Damage – Natural Hazard



Bomb Threat


Bomb Threat
Call 911
Credibility Assessment
Evacuate then Search
Search
Search Results
Device Found
Expand Perimeter
Potentially evacuate other buildings
Activate EOC
Building Status
University Status
Device Rendered Safe
No Device Found
Reoccupy Buildings as appropriate
Demobilize EOC
Demobilize Responders

Most bomb threats are ultimately determined to be false and with some other motive; it may be to protect the lives of innocent people, or to create a positive environment for later demands. This statement does not mean that Roseman University will not take each threat seriously and respond in kind. It does mean that a sweep of the building/area that can prevent the disruption of the operation of the University is preferable until the threat has been corroborated in some way. The Security Guard on scene and the Institution Commander are allowed to act on the side of caution. As in all responses; it is the responsibility of the Institution Commander to work with Law Enforcement to review all intelligence and information gathered while in the decision-making process.

Roseman University personnel will review the available information and will make one of the following decisions:

1. Conduct a sweep of the building without evacuation and contact 911 if a suspect device is located.
2. Contact 911 and evacuate the building so police may conduct a search. Activate the fire alarm system to accomplish this goal, if reasonable.
3. Take no action

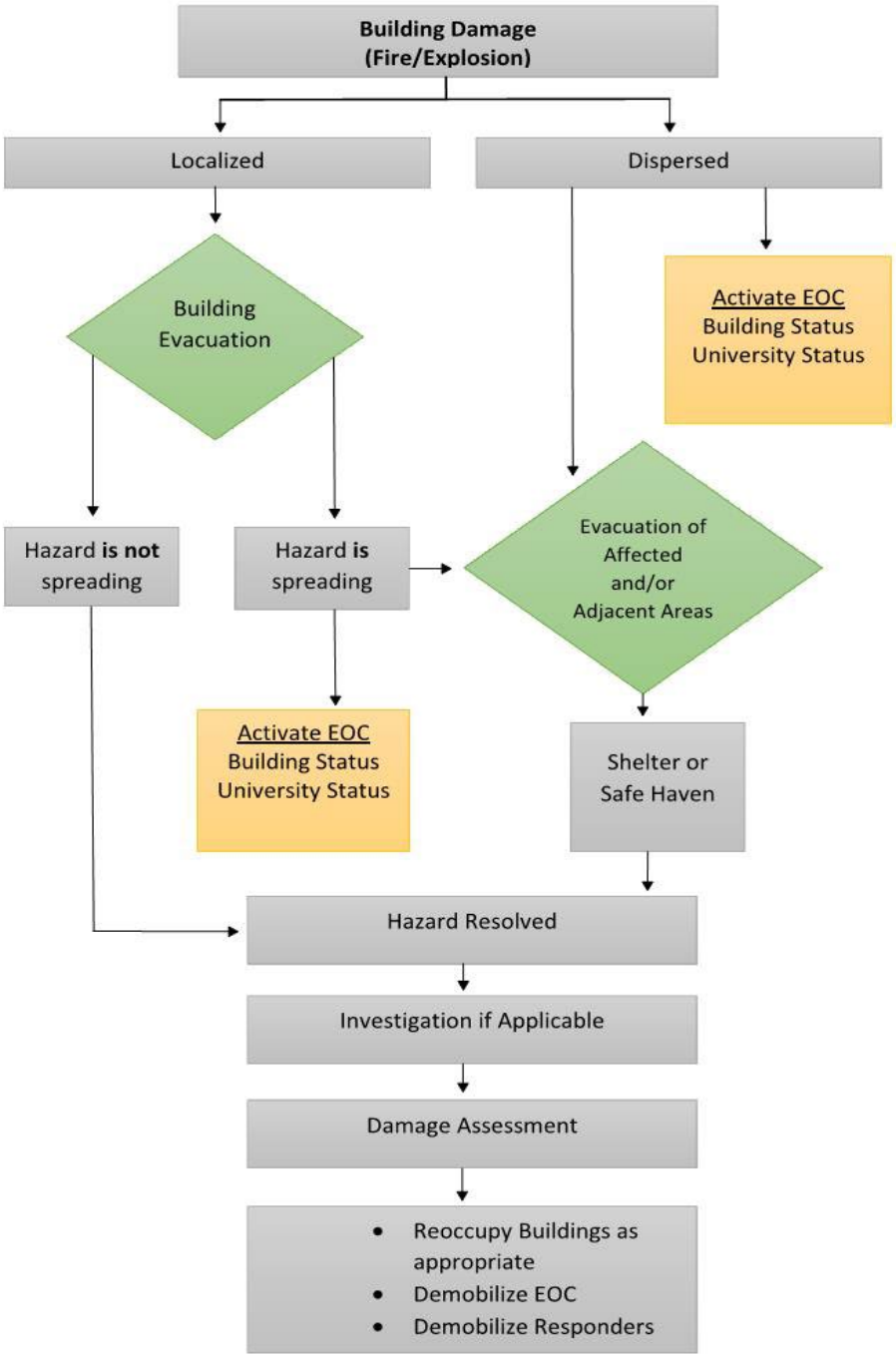
Information that will be considered in the decision-making process includes, but is not limited to:

- The Department of Homeland Security (DHS) National Threat Advisory
- Any intelligence distributed by the Joint Terrorism Task Force (JTTF) or other Federal Law Enforcement Agency.
- Any intelligence distributed by State or Local Police Agencies.
- Any intelligence distributed by any nearby colleges or universities.
- Any prior or current direct threats made against the University.
- Any prior or current direct threats made against the University regarding any specific events taking place on campus or in the area.
- Any significant dates or time of year (i.e. final exams, anniversaries of previous attacks, religious holidays, scheduled protests, etc.).
- Any significant or high-profile events occurring on campus when the threat occurred, regardless of whether the threat mentioned the event or the building where it is taking place.
- Any recent activity that has occurred in the area identified in the threat.
- Intelligence gathered on the scene by responding personnel, including information gathered from civilians located in the building identified in the threat.
- The specificity of the threat, (i.e. date, time, general location, specific location, etc.)

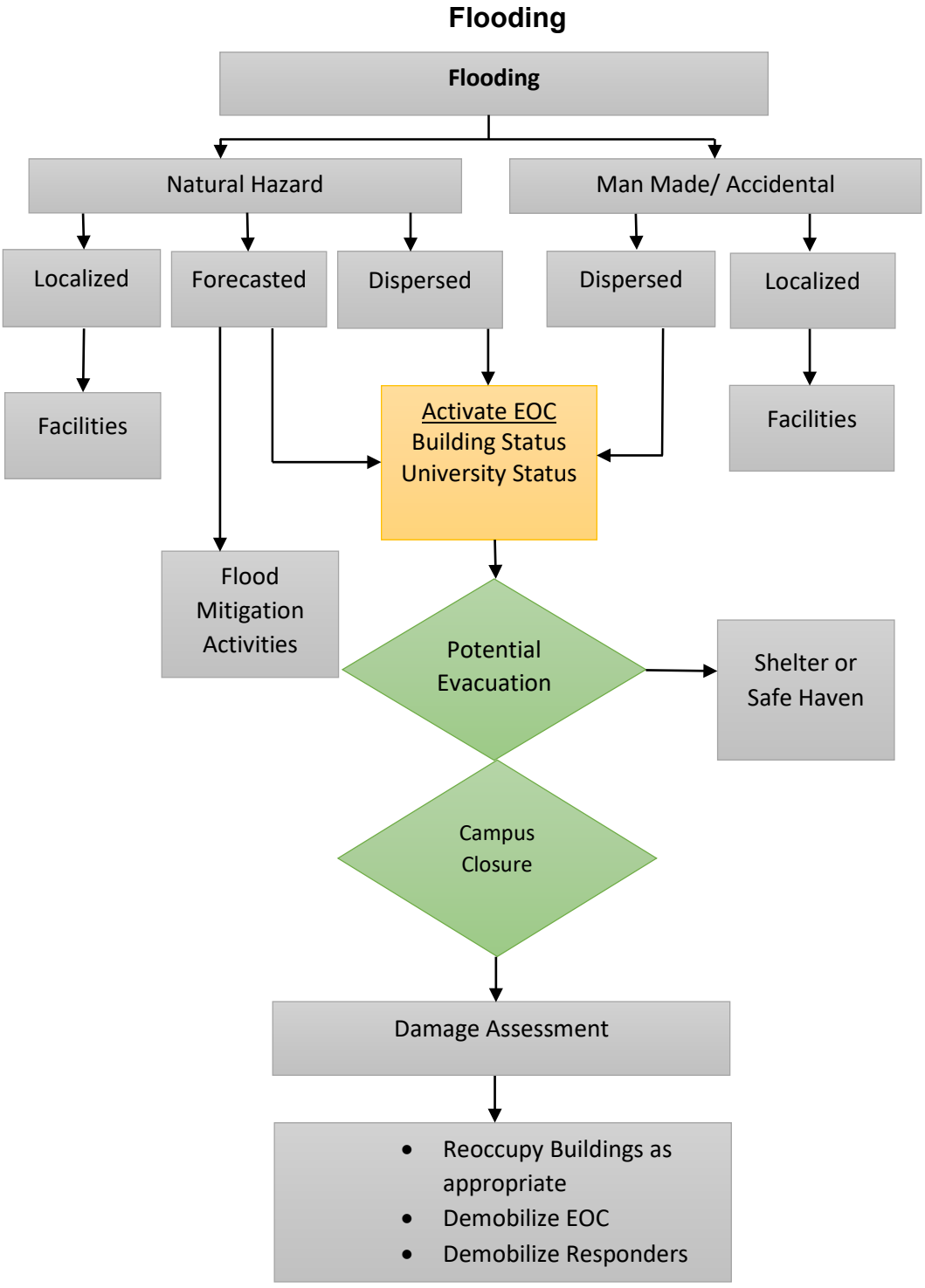
If a decision is made to evacuate the building and have police conduct a search, the Fire Department may be contacted to respond to the location.

If a suspicious package is located, Roseman University staff will not touch it. The Bomb Squad will be contacted immediately. After a package of this type is located, radio transmissions and cell phone use inside of the building shall cease until advised that it is safe to do so by the Bomb Squad.

Building Damage – Fire/ Explosion

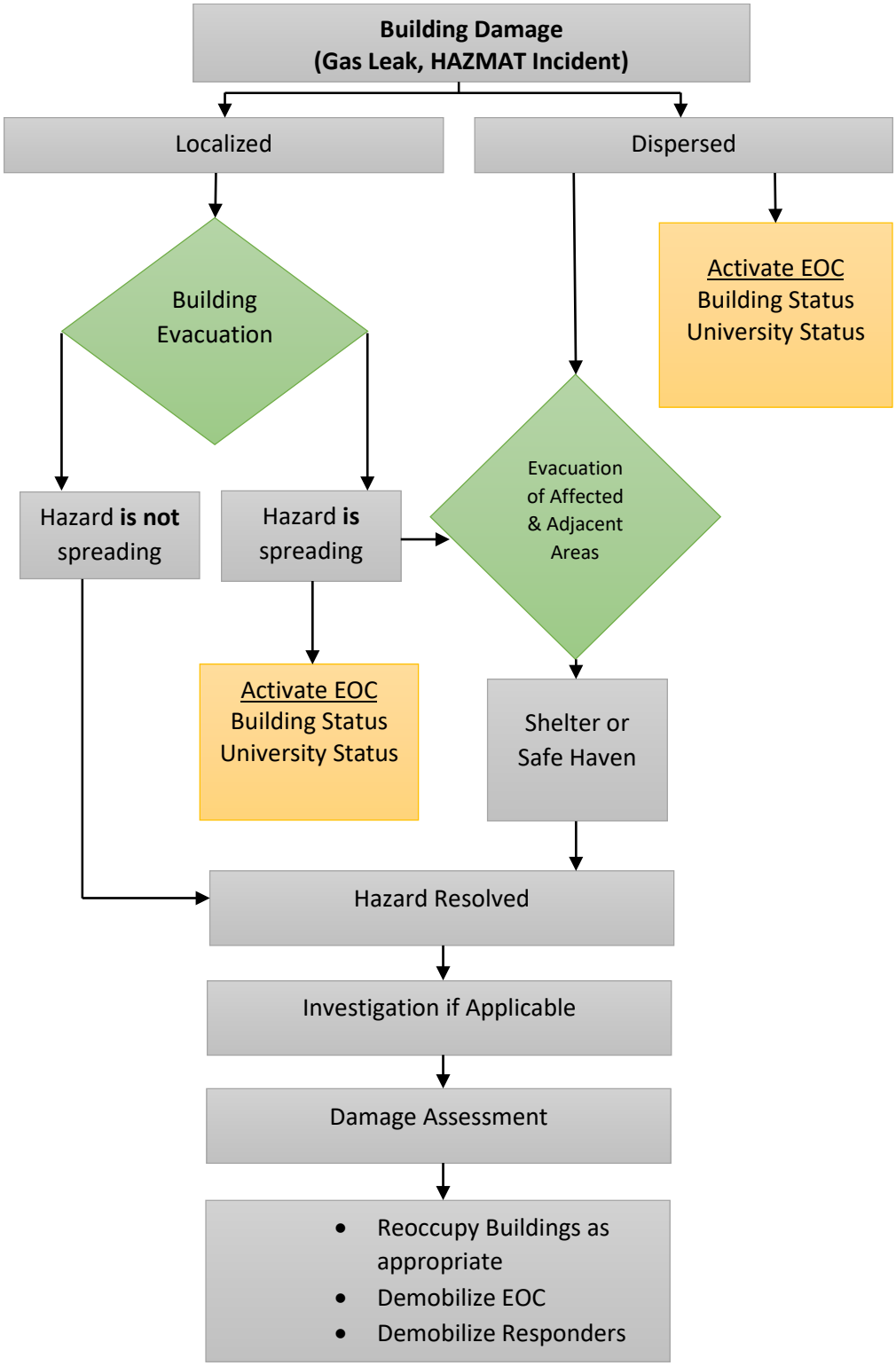


Localized hazards and impact will affect an area smaller than one floor in the building. Dispersed hazards affect more than one floor or multiple areas throughout the campus.

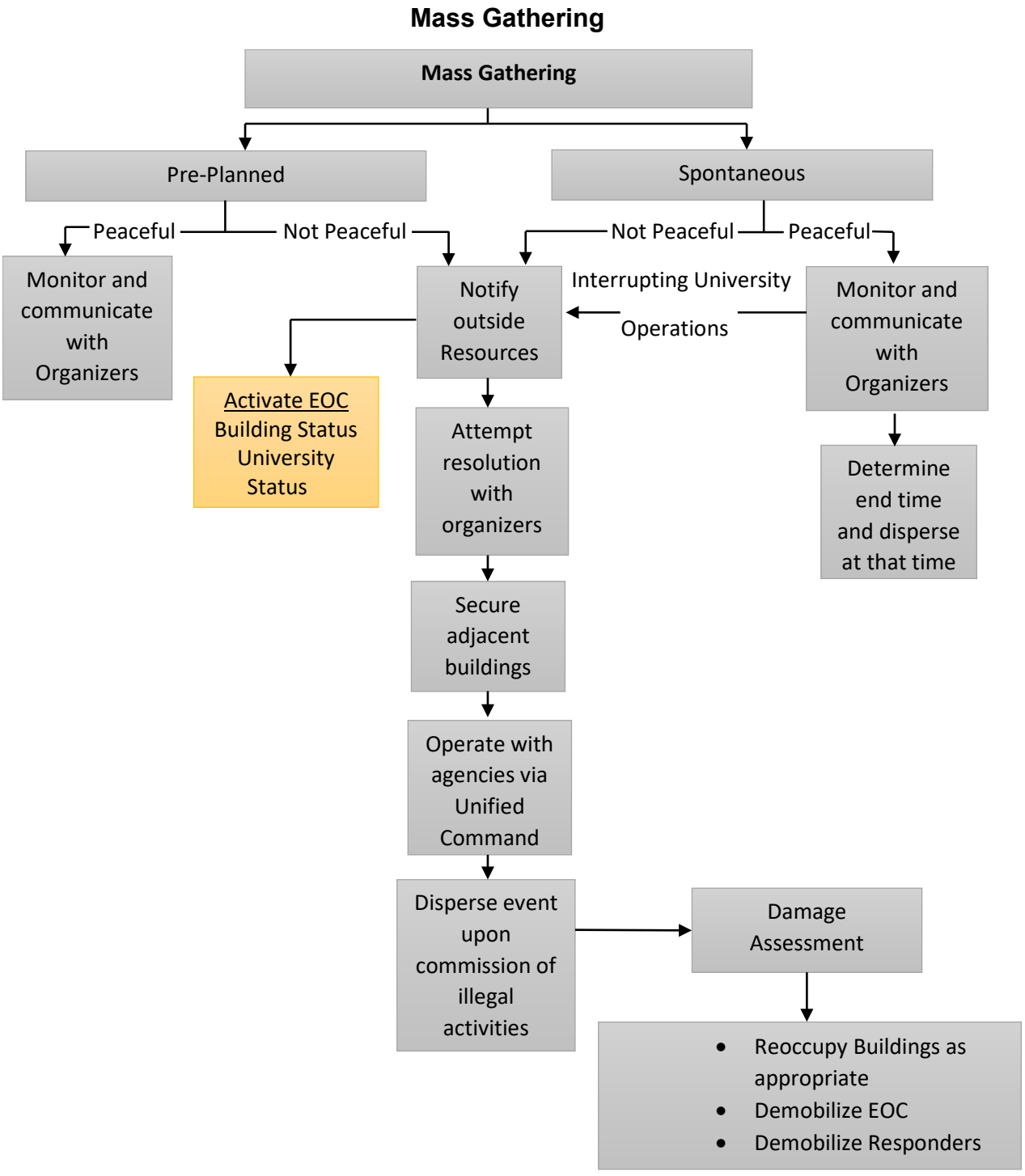


Localized hazards and impact will affect an area smaller than one floor in the building. Dispersed hazards affect more than one floor or multiple areas throughout the campus. Forecasted hazards may prompt preemptive evacuations and mitigation actions based on vulnerability studies of the campus and buildings.

Building Damage – Gas Leak/ HAZMAT



Any release of gas or hazardous materials will be affected by environmental conditions such as wind and rain that will impact the spread and potential potency of the material. If the release is outside of a building, it is important to consider whether an evacuation will place more people into the area that is exposed, or may be exposed based on the environmental conditions.



Mass gatherings range from commencement, to 1st Amendment protests, to organized fairs and carnivals. When considering the impact of gathering, it is important to react to the effect of the gathering, not the original purpose. It is also important to consider that the 1st Amendment does not protect illegal activities in any form.

Section 5 – Post Incident Actions

Demobilization

Demobilization involves those actions that return responding units to their normal operational functions or duties. This may occur at the end of the entire incident or may be in phases as a way to control size and cost of the response. When determining the appropriate level of demobilization, the Institution Commander must consider all the factors at hand as well as the potential for the hazard to increase in scope. It is important to note that demobilization must be a structured de-escalation of resources; this allows for a more organized cleanup of equipment and debris as well as reducing the traffic issues related to large scale responses.

As University resources (mainly personnel) are finished with their on-scene responsibilities, they must be told whether to return to their normal duties or to report to the Emergency Operations Center for a debriefing. If necessary, the Institution Commander may request all units to report to the command post for a verbal debriefing before re-deployment to their regular duties.

After Action Reports

In any incident in which this Emergency Operations Plan is utilized an After-Action Report should be prepared. This involves the distribution of the "Incident Form" to all personnel involved in the incident. After all of the "Incident Forms" have been completed, the Campus Emergency Management Team or their designee will review them for completeness and accuracy and then summarize the responses on an "After Action Report" form. The designee will forward the After-Action Report form with the Incident Forms to the Vice President for Operations.

The After-Action Report and subsequent review serve to document the response activities, identify problems/successes during the emergency response, and recommend suggestions for change. This brings the response full circle and will better prepare the University and individual units for the next incident.

Section 6 – Preparedness Actions

Hazards

State Hazard Mitigation Plans list the top hazards that impact the state that are addressed throughout the Hazard Specific Appendices. These hazards require mitigation at the state, local, and University level. The approach to mitigation of this Emergency Operations Plan is focused on the impact of these and other hazards. There are multiple hazards or other incidents that may have the same effect on the University or its properties or interests. Some hazards will have specific considerations because of the components of those hazards; these typically fall into the manmade hazard category and will be addressed separately in this plan.

Select Utah Hazards (in alphabetical order) are as follows:

- Drought
- Earthquake
- Flood
- Pandemic/ Epidemic
- Severe Weather
    - Winter Storms
    - Thunderstorms
    - Tornado
- Wildfire

More information about statewide approach to these hazards may be found at:
https://uthazardmitigation.wordpress.com/

Select Nevada Hazards (in alphabetical order) are as follows:

- Avalanche
- Drought
- Earthquake
- Flood
- Pandemic/ Epidemic
- Severe Weather
    - Winter Storms
    - Thunderstorms
    - Tornado
- Wildfire

More information about statewide approach to these hazards may be found at:
http://dem.nv.gov/uploadedFiles/demnvgov/content/DEM/0_HazardMitigationPlan_FULL.pdf

Other Hazards of concern (in alphabetical order):

- Active Shooter
- Bomb Threats
- Civil Disturbances or Riots

- Fire
- Gas leaks or Hazardous Material spills
- Infectious Diseases/ Public Health Emergencies
- Mass Casualty Incident (MCI)
- Suspicious Package

Testing

The Facilities Management Unit will coordinate annual testing of all equipment (e.g. radios, flashlights, first aid kits, campus siren system, alarms, etc.) that may be utilized in an emergency.

Training

- Campus-Wide Training: Students
    - Students will receive training on the University's emergency procedures during orientation or upon arrival as a transfer student. While they will primarily be instructed to shelter-in-place for incidents, they will also be provided information on fire safety and building evacuation processes and routes.
- Campus Wide Training: Drills
    - The Facilities Management Unit will conduct evacuation drills (for fire and other purposes) annually.
    - The Emergency Management Unit will conduct at least one (1) annual interagency exercise (tabletop, functional or live exercise) to test the University's Emergency Operations Center and the evacuation plans. The exercise that will be considered the Higher Education Opportunity Act exercise for the year will include coordination with the Administrative Council and Campus Emergency Teams as well as the non-University emergency resources and will include a discussion of the plan to evacuate the entire campus, if that became necessary.
- Notification Training
    - The Facilities Management Unit will conduct at least one drill each year, which is a test of a single procedural operation. This drill will typically consist of testing the campus emergency notification system and will occur within 90 days of the Higher Education Opportunity Act exercise.
    - The Facilities Management Unit will initiate a blast email to the community following the annual HEOA test (exercise and drill) that will include basic information about the exercise and drill (date, time, location and brief description of both). The email will include a summary of the emergency response and evacuation procedures for the campus.

EOP Revision History

Date Revised	Sections	By:
07/23/2015	Initial Completion	Stephanie Hilliard
3/15/2016	Full Review and Edits	Stephanie Hilliard
6/6/2016	Appendix B	Stephanie Hilliard
9/6/2016	Full Review and Edits	Stephanie Hilliard
6/13/2016	Campus EMT Lists	Stephanie Hilliard
7/19/2017	Full Review/Campus EMT Lists	Stephanie Hilliard
9/14/2018	Campus EMT Lists	Stephanie Hilliard
10/15/2019	Full Review/Campus EMT Lists	Stephanie Hilliard
10/12/2020	Full Review and Edits	Krista Loertscher
05/20/2021	Campus EMT Lists	Krista Loertscher
08/19/2021	Full Review and Edits	Rhonda Woodruff
10/8/2021	Updated Contacts	Rhonda Woodruff
10/11/2021	Update Maps	Rhonda Woodruff
08/18/2022	Edit dates	Rhonda Woodruff
08/19/2022	Campus EMT Lists/ Update Maps	Rachel Bartsch

Appendix A- Roseman University Specific Definitions

Critical Incident: An incident, the effects of which may have a negative impact on Roseman University persons, property, operations, or interests.

Disaster: Any event or occurrence that seriously impairs or halts the operations of the University and may require immediate evacuation of the campus community or where the effects are so severe that a governmental declaration is sought and used to assist with recovery process.

Emergency: A critical incident that overwhelms the resources of Roseman University and requires support from surrounding jurisdictions.

> A **Minor Emergency is** any situation that affects a localized number of people or a small geographic area (less than a floor in a building, concurrent areas outside, etc.) that requires response from Roseman University resources and will require support from outside public safety agencies. This designation is used for definition purposes only and would not change the alert levels of the University unless the type of incident is a threshold incident.
>
> A **Major Emergency** is any situation, potential or actual, which affects a large number of people or people who are not co-located, more than at small geographic area, or which disrupts the overall operation of the University. Outside emergency services will likely be required as well as a major response from campus support services. A major emergency will prompt the opening of the Emergency Operations Center. Some examples of a major emergency are: power outage, fire, major vehicle accident, snow emergency, bomb threat, hazmat spill, or an active shooter on campus.

Emergency Operations Center: A physical location where the Campus Emergency Management Team members will meet during an emergency to make decisions to guide the response and recovery of the incident.

Incident: A situation or series of situations, potential or actual, which will not seriously affect the overall operation of the University but require response from Roseman University entities.

Institution Commander: The most qualified person on scene to lead the response.

Pre-Planned Event: Non-critical incident that utilizes the principles of emergency management and Incident Command System for a successful completion of the event.

Rapidly Evolving Event: Critical incident where the hazard and its effects progress with a pace that does not allow for preplanning and may overwhelm responders' attempts to stabilize the incident.

Shelter in Place: The primary action by all individuals in an emergency situation who are not responding to the scene on campus unless they are in the affected area. This allows responders

the ability to appropriately respond and resolve the hazard and prevents others from entering into the affected area and becoming affected.

Slowly Evolving Event: Critical incident where the hazard and its effects progress with a pace that allows for preplanning and deployment of resources, including obtaining assistance from outside agencies and sources. This type of event still may overwhelm attempts to stabilize the incident.

Appendix B – Roseman University Institution Command System

Roseman University Institution Command Functions

Institution Commander- Most qualified person - (DECIDER)

The Institution Commander has the overall responsibility for the effective management of the incident and must ensure that an adequate organization is in place to effectively manage the situation. The Institution Commander is directly in charge of the Institution Command System functions even if the command structure has not been fully activated.

The primary responsibilities of the Institution Commander include:

- Assume and announce command and activate appropriate Institution Command System functions
- Take action to stabilize the scene by implementing the following incident objectives:
  - Establish command of Emergency Operations Center
  - Establish communications to and from the incident
  - Establish an Emergency Operations Center location/post
  - Identify and establish staging areas
  - Identify and request additional resources
- Establish a unified command with responding agencies

When not delegated to the General Staff (Planning Team, Operations Team, Logistics Team, and Finance Team), the Institution Commander will also do the following:

- Develop and implement the Incident Action Plan
- Monitor, manage, and coordinate all incident activities
- Conduct planning meetings and revise the Incident Action Plan
- Approve requests for additional personnel, equipment, or other resources
- Activate and facilitate applicable Continuity of Operations Plan for Security Operations
- Set objectives and approve plans for returning to normal operations
- Collect documentation from all branch leaders and personnel, and complete an After-Action Report

Administrative Support- As Assigned

- Responsible for maintaining a written log of the events of the incident and major personnel involved.
- Maintain an updated map of the incident area or location. This map should include at least the following:
  - Area(s) affected (Hot Zone)
  - Inner and Outer perimeter
  - Command Post
  - Staging areas
  - Areas requiring evacuation or have been evacuated

  - Location of personnel (when available)
  - Location of responding agencies (when available)
- Maintain custody of all documents prepared for briefing by the Institution Commander; ensure that the date, time, and all personnel present for the briefings are properly recorded.

Roseman University Command Staff- (HELPERS)

These positions communicate directly with the Institution Commander in support of the command function and include the following roles and responsibilities:

Public Information- Vice President for Communications
This will most likely be designated to Roseman University Vice President for Communications; that office will be responsible for dealing with and disseminating appropriate information to the public and media.

Safety- Security Guards

- Responsible for monitoring and assessing hazards and unsafe situations and developing measures for assuring personnel safety under the direction of the Facilities Unit.
- Correct unsafe measures through proper chain of command, although they may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.
- Monitor stress levels of personnel involved in the response.

Internal/External Liaison- (Designated by the Institution Commander)

- Responsible for initiating mutual aid agreements and serves as a point of contact for assisting and cooperating agencies.
- Identify agency representatives from and maintain contact with each responding agency, including communication links and locations of all assisting personnel.
- If possible, this person should be at or near to the other agencies' command post.
- Handle requests from command post personnel for inter-organizational contacts.
- Communicate information to and from the Campus Emergency Management Team in the Emergency Operations Center. The Outside Agency Incident Commander has a myriad of things to manage and should not be overwhelmed with relaying information to institution administration.
- Responsible for speaking with other institution officials and/or units directly on-scene when approached.

Roseman University General Staff (THINKERS, DOERS, GETTERS, PAYERS)

Planning Team- (Thinkers)

The Planning Team is responsible for the collection, evaluation, and documentation of information about the development of the incident and the status of resources.

Primary responsibilities include:

- Obtain briefing from the Institution Commander
- Preparing the Incident Action Plan for approval by the Institution Commander
- Deploy and supervise personnel as needed to gather, assess, and disseminate as needed intelligence information
- Maintain an intelligence file on specific hazardous locations, individuals inciting violence, casualty estimates, damage estimates, and crowd size
- Obtain photographs, videos, etc. of incident activities where appropriate to assist the command post in developing the Incident Action Plan
- Concentrate on obtaining information needed for decision-making
- Assist with demobilization planning for returning to normal operations

Operations Team- (Doers)

The Operations Team is responsible for the coordinated tactical response directly applicable to, or in support of the mission(s) in accordance with the Incident Action Plan. The Operations Team can be involved in the development of the Incident Action Plan with specific responsibility for formulating the tactical objectives and operations strategies.

Other primary responsibilities include:

- Obtain briefing from the Institution Commander
- Supervise and direct the activities of all personnel assigned to the operations section
- Select or recommend perimeter assignments, staging area locations and other resource requirements/availability to the Institution Commander
- Provide the Institution Commander with frequent incident status updates
- Assist with demobilization planning for returning to normal operations
- Ensure after action reports are prepared and submitted by all personnel involved in the incident (See Section 4 for specific after-action requirements)
- The Operations Team is responsible for: including, but are not limited to; conducting evacuations, monitoring and securing the Command Post and the scene, assisting outside law enforcement with detainee transportation, processing, and confinement, directing and controlling traffic, post incident investigations, and controlling the process of re-occupation of the evacuated buildings and areas.

Logistics Team – (Getters)

The Logistics Team is responsible to provide facilities, services, personnel, equipment, and materials to support the incident.

Primary responsibilities include:

- Obtain briefing from the Institution Commander
- Supervise and direct the activities of all personnel assigned to the Logistics Team
- Coordinate, process, and provide specific resources in support of the Incident Action Plan
- Provide, maintain, and control selected equipment, supplies, transportation, facilities, and services required by the Operations Team. This can include bringing in more personnel as needed.
- Establish and maintain communications
- Request any specialized units or equipment, including medical support
- Stage resources so that they are readily available
- Maintain a chart of resources requested and advise the Institution Commander and Operations Team when resources are available for deployment
- Direct that meals and refreshments be provided as needed for all incident personnel. For long term incidents, this may include sleeping, bathing, and washing facilities.

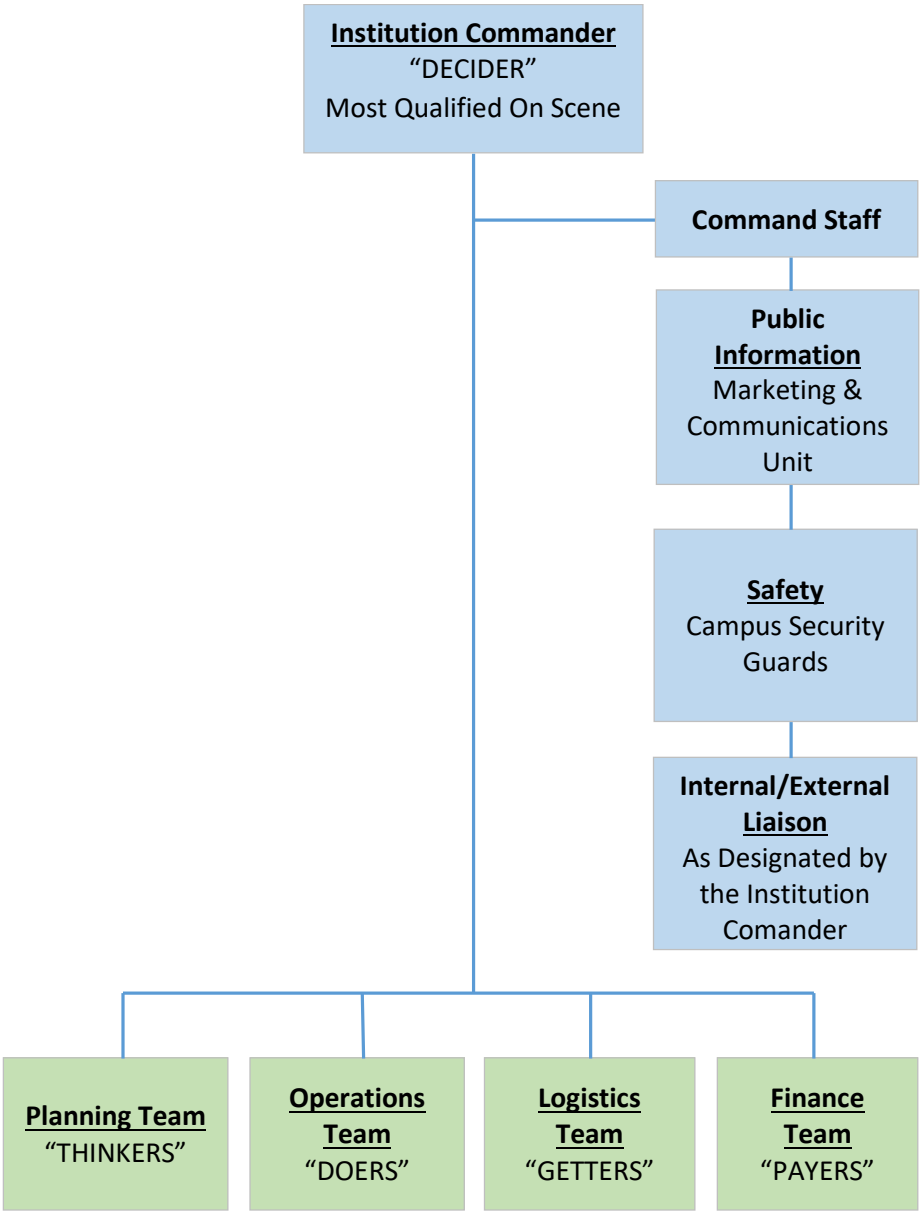
Finance Team- (Payers)

The Finance Team is responsible for all financial and cost analysis aspects of the incident, and for any other administrative aspects not handled by the other functions.

Primary responsibilities include:

- Obtain a briefing from the Institution Commander
- Activate necessary elements to support Finance Team activities including tracking of personnel time, procurement, compensation, and costs
- Assist logistics with procurement of equipment, supplies or other resources needed
- Ensure that all personnel time records are maintained
- Record and document all expenses, any responder injuries, and any liability issues that may arise from the incident or the response
- Participate in planning sessions, concentrating on financial cost analysis issues

Roseman University Institution Command Structure



Roseman University Institution Command Structure Information

There are five primary functions within the Institution Command System structure. These functions correspond to the titles of the Institution Commander (Command) and the General Staff positions that are listed above. These functions are the components of a successful response, regardless of the type of hazard or incident.

The Institution Command System provides the built-in capability for modular development, such that the structure can expand and collapse in order to correspond with the functional need. For example, not all five primary functions will need to be filled by separate people. As delineated below, the Institution Commander may be responsible for some or all of the critical functions

depending on the severity and nature of the incident. However, there always needs to be an established Institution Commander.

The Institution Commander is the most qualified to lead the tactical level response to the situation who will receive support and strategic level guidance from the Campus Emergency Management Team in the Emergency Operations Center.

Appendix C- Roseman University Administrative Council and Campus Emergency Team Members

In the following section, members of each team are identified by job title. Actual names and phone numbers are listed by team assignment in the last section of the manual. Team members' names and numbers are updated every August or when changes are necessary and distributed to all individuals named on the teams for the Emergency Operations Plan.

This Team will be called to respond to major emergency situations and disasters. It is possible that members of this team will be called independently for incidents and minor emergency situations. Some may already be on campus and can do the first assessment of the situation. The Vice President for Operations will be contacted for all insurance issues but will not necessarily report to the scene. This team will function when the first responders request activation of the Emergency Operations Plan. This Team will also serve to notify the campus of impending emergencies by coordinating efforts with other Teams to communicate concerns and specific instructions to those who are at risk.

Administrative Council Members

Updated 5/20/2021

Title	Name	Email	Phone
University President	Renee Coffman	rcoffman@roseman.edu	702-968-2017
Henderson Chancellor	Eucharia Nnadi	ennadi@roseman.edu	702-968-2047
South Jordan Chancellor	Jeremy Wells	jwells@roseman.edu	801-878-1057
Summerlin Chancellor	Joe Greer	jgreer@roseman.edu	702-802-2858
Vice President for Business and Finance	Douglas Dawes	ddawes@roseman.edu	702-968-5568
Vice President for Communications	Jason Roth	jroth@roseman.edu	702-968-1633
Vice President for Executive Affairs	Chuck Lacy	clacy@roseman.edu	702-968-2016
Vice President for Operations	Terrell Sparks	tsparks@roseman.edu	801-878-1494
Vice President, Strategic Implementation and Engagement	Vanessa Maniago	vmaniago@roseman.edu	702-802-2872
Vice President for Quality Assurance and Intercampus Consistency	Thomas Metzger	tmetzger@roseman.edu	702-968-2013
Vice President for Student Affairs	Michael DeYoung	mdeyoung@roseman.edu	702-968-2006
Director of Human Resources	Saralyn Barnes	sbarnes@roseman.edu	702-968-1611
Vice President for Technology Services	Laura Jarrett	ljarrett@roseman.edu	702-968-2050
President of Faculty Senate/ Associate Professor of Pharmaceutical Sciences	Surajit Dey	sdey@roseman.edu	702-968-2056

Henderson Emergency Management Team

Name	Title	Email	Phone
Renee Coffman	University President	rcoffman@roseman.edu	702-968-2017
Saralyn Barnes	Director of Human Resources	sbarnes@roseman.edu	702-968-1611
David Colucci	Director of Facilities	dcolucci@roseman.edu	702-968-2025
Dawn Benson	Administrative Assistant to the Dean	dbenson@roseman.edu	702-968-2032
Mayra Segura	Registrar	msegura@roseman.edu	702-968-5246
Nash Haymond	Campus Facilities Manager	nhaymond@roseman.edu	702-968-5286
Prashanti Bollu	AEODO Program Director	pbollu@roseman.edu	702-968-5690
Tiffany Garrett	Director of Library Services	tgarrett@roseman.edu	702-968-1673
Surajit Dey	President of Faculty Senate/ Associate Professor of Pharmaceutical Sciences	sdey@roseman.edu	702-968-2056
Michael DeYoung	Vice President for Student Affairs	mdeyoung@roseman.edu	702-968-2006
Rhonda Woodruff	Director of Facilities Administration	rwoodruff@roseman.edu	801-878-1117
Laura Jarrett	Vice President for Technology Services	ljarrett@roseman.edu	702-968-2050
Chuck Lacy	Vice President for Executive Affairs	clacy@roseman.edu	702-968-2016
Tom Metzger	Vice President for Quality Assurance and Intercampus Consistency	tmetzger@roseman.edu	702-968-2013
Sally Mickelson	Director of Financial Aid	smickelson@roseman.edu	702-968-2004
Eucharia Nnadi	Henderson Campus Chancellor	ennadi@roseman.edu	702-968-2047
Okeleke Nzeogwu	Director of MBA Program	onzeogwu@roseman.edu	702-968-1659
Brian Oxhorn	Dean, College of Nursing	boxhorn@roseman.edu	702-968-5249
Open	Assistant Dean for Admissions and Student Affairs		
Jason Roth	Vice President, Communications and Partnerships	jroth@roseman.edu	702-968-1633
Terrell Sparks	Vice President for Operations	tsparks@roseman.edu	801-878-1494
Douglas Dawes	Vice President for Business and Finance	ddawes@roseman.edu	702-968-5568

South Jordan Emergency Management Team

Name	Title	Email	Phone
Shannon Bachman	HRIS and Project Manager for HR	sbachman@roseman.edu	801-878-1250
Cynthia Casas	Senior HR Coordinator	ccasas@roseman.edu	801-878-1119
Weston Boyack	Director of Finance and Administration	wboyack@roseman.edu	801-878-1034
William Carroll	College of Dental Medicine Associate Dean for Academic Affairs	wcarroll@roseman.edu	801-878-1410
Joseph Cheever	College of Dental Medicine Assistant Dean for Clinical Research	jcheever@roseman.edu	801-878-1470
Larry Fannin	College of Pharmacy Dean	lfannin@roseman.edu	801-878-1053
Jason Gibson	User Services Director/Technology Services	jgibson@roseman.edu	801-878-1011
Clint Glauser	Director of Facilities	cglauser@roseman.edu	801-878-1025
William Harman	College of Dental Medicine Associate Dean for Admissions and Student Services	wharman@roseman.edu	801-878-1403
Rhonda Woodruff	Director of Facilities Administration	rwoodruff@roseman.edu	801-878-1117
Open	College of Pharmacy Campus Dean		

James Hupp	Associate Dean for Clinical Affairs & Patient Care	jhupp@roseman.edu	801-878-1472
Frank Licari	Dean, South Jordan College of Dental Medicine	flicari@roseman.edu	801-878-1400
Jeremy Wells	South Jordan Chancellor	jwells@roseman.edu	801-878-1057
Vicki Drent	College of Dental Medicine Director of Clinical Operations	jrudd@roseman.edu	801-878-1439
Samuel Dyal	Assistant Director of Library Services	sdyal@roseman.edu	801-878-1022
Deborah Smith	College of Nursing Assistant Professor	dsmith3@roseman.edu	801-878-1065
Terrell Sparks	Vice President for Operations	tsparks@roseman.edu	801-878-1494
Rachael Thomas	Director of Marketing	rthomas@roseman.edu	801-878-1035
Suzanne Winslow	Associate Dean, Academic & Student Affairs	swinslow@roseman.edu	801-878-1100

Summerlin Emergency Management Team

Name	Title	Email	Phone
Kristina Connolly	College of Medicine Sr. Executive Dean, Finance & Operations	kconnolly@roseman.edu	702-802-2878
Rhonda Woodruff	Director of Facilities Administration	rwoodruff@roseman.edu	801-878-1117
David Colucci	Director of Facilities	rbeck@roseman.edu	702-968-2052
Robert Kirsh	Comparative Medicine Unit Facilities Manager	rkirsh@roseman.edu	702-802-2824
Joe Greer	Dean, College of Medicine/Summerlin Campus Chancellor	jgreer@roseman.edu	702-802-2858
Terrell Sparks	Vice President for Operations	tsparks@roseman.edu	801-878-1494
Vicky VanMeetren	College of Medicine, Special Advisor to the Dean for Community Engagement	vvanmeetren@roseman.edu	702-802-2844
Karin Esposito	College of Medicine Sr. Executive Dean, Academic and Student Affairs	kesposito@roseman.edu	702-802-2855

Appendix D – General Emergency Management and Outside Agency Incident Command System

Reference - Action Guide for Emergency Management at Institutions of Higher Education (IHE) (U.S. Department of Education, Office of Safe and Drug-Free Schools 2009)

Nine Key Principles in Emergency Management

1. Effective emergency management begins with the Emergency Management Committee on campus.
2. An Institute of Higher Education emergency management initiative requires partnerships and collaboration.
3. An Institute of Higher Education emergency management plan must adopt an "all-hazards" approach to account for the full range of hazards that threaten or may threaten the campus.
4. An Institute of Higher Education emergency management plan should use the four phases of emergency management to effectively prepare and respond to emergencies.
5. The Institute of Higher Education emergency management plan must be based on a comprehensive design, while also providing for staff, students, faculty, and visitors with special needs.
6. Campuses should engage in a comprehensive planning process that addresses the particular circumstances and environment of their institution.
7. An Institute of Higher Education should conduct trainings based on the institution's prevention and preparedness efforts, prioritized threats, and issues highlighted from assessments.
8. Institutions should conduct tabletop exercises prior to fully adopting and implementing the emergency management plan.
9. After adoption, disseminate information about the plan to students, staff, faculty, community partners, and families.

The Emergency Management Cycle

Prevention is the action universities take to decrease the likelihood that an event or crisis will occur.

Mitigation is the action universities take to eliminate or reduce the loss of life and property damage related to an event or crisis, particularly those that cannot be prevented.

Steps in Prevention/ Mitigation:

- Complete Threat Assessment (manmade)

- Complete Hazard Assessment (natural)
- Complete Vulnerability Assessment (other internal factors that will affect the Institution's ability to respond or recover)
- Create policy and engineering controls
- Obtain information about criminal and natural security issues to facilitate planning

The **Preparedness** phase designs strategies, processes, and protocols to prepare the institution for potential emergencies.

Steps in Preparedness

- Establishing an Incident Command System consistent with the National Incident Management System
- Developing all-hazard policies, procedures, and protocols
- Collaborating with community partners to establish mutual aid agreements that will establish formal interdisciplinary, intergovernmental, and interagency relationships among all the community partners and campus Units.
- Negotiating contracts that will provide the campus with resources (e.g., food, transportation, medical services, and volunteers) needed during an emergency.
- Assigning personnel to manage each Incident Command System function and defining lines of succession in emergency plan as to who is in charge when key leaders are not available
- Developing a Continuity of Operations Plan and Business Continuity Plan for all campus operations functions.
- Developing plans to unify students, staff, and faculty with their families.
- Defining protocols and procedures for each type of response strategy.
- Establishing an emergency notification system using multiple modes of communication.
- Working with the media in the community and campus public relations office to develop a campus emergency communication plan.
- Coordinating campus emergency management plans with those of state and local agencies
- Outlining schedules and plans for marketing emergency procedures and training staff, faculty, and students about the emergency plan procedures.
- Working with campus and community mental health professionals to establish a behavioral threat assessment process

Response is taking action to effectively contain and resolve an emergency.

Steps in Response

- Activating response protocols and policies
- Utilizing communication systems for notification of community
- Activating Incident Command
- Activating Memorandums of Agreement and Mutual Aid, as necessary
- Open Emergency Operations Center, as necessary

The **Recovery** phase establishes procedures, resources, and policies to assist an institution and its members' return to functioning after an emergency.

Steps in Recovery

- Assess damage and effect of the incident on institution and community
- Implementation of Continuity of Operations Plan and Business Continuity Plan
- Restoration of Academic environment

Responsibility for Emergency Management functions

(Different from the Emergency Management Team personnel that direct responses):

Executive Level – Final approval of plans and strategic decisions during response and recovery

Director Level – Strategic Plans and strategic decisions during response and recovery

Operational Level – Operational Plans, Tactical decisions during response and recovery

Emergency Management Cycle

Prevention/ Mitigation

- Threat Assessment – Operational level with approval up the chain of reporting
- Hazard Assessment - Operational level with approval up the chain of reporting
- Vulnerability Assessment – Director level
- Create policy and engineering controls – Director level
- Obtain information about criminal and natural security issues to facilitate planning – all levels

Preparedness

- All-Hazards Plans – All levels
- Response protocols – Operational level
- Memorandums of Agreements and Mutual Aid Agreements – Executive level
- Contracts to provide resources – Executive level
- Lines of succession – Executive level
- Train and Exercise – All levels

Response

- Activating response protocols and policies – Operational level
- Utilizing communication systems for notification of community – Operational or Director Level
- Incident Command Systems – All levels
- Memorandums of Agreement and Mutual Aid – Operational and Director levels
- Open Emergency Operations Center - Operational and Director levels

Recovery

- Assess damage and effect – All levels
- Continuity of Operations Plan and Business Continuity Plan – Executive level for decision, others for implementation
- Restoration of Academic environment - Executive level for decision, others for implementation

Incident Command Structure

There are five primary functions (Command, Operations, Planning, Logistics, and Administration and Finance) within the Incident Command System structure. These functions correspond to the titles of the Incident Commander (Command) and the General Staff positions that are listed below. These functions are the components of a successful response, regardless of the type of hazard or incident. The Incident Command System provides the built-in capability for modular development, such that the structure can expand and collapse in order to correspond with the functional need. For example, not all five primary functions will need to be filled by separate people. As delineated below, the Incident Commander may be responsible for some or all of the critical functions depending on the severity and nature of the incident. However, there always needs to be an established Incident Commander. The Incident Commander does not need to be the highest ranking member on scene; it should be the individual who is most qualified to lead the tactical level response to the situation who will receive support and strategic level guidance from the Emergency Management Team.

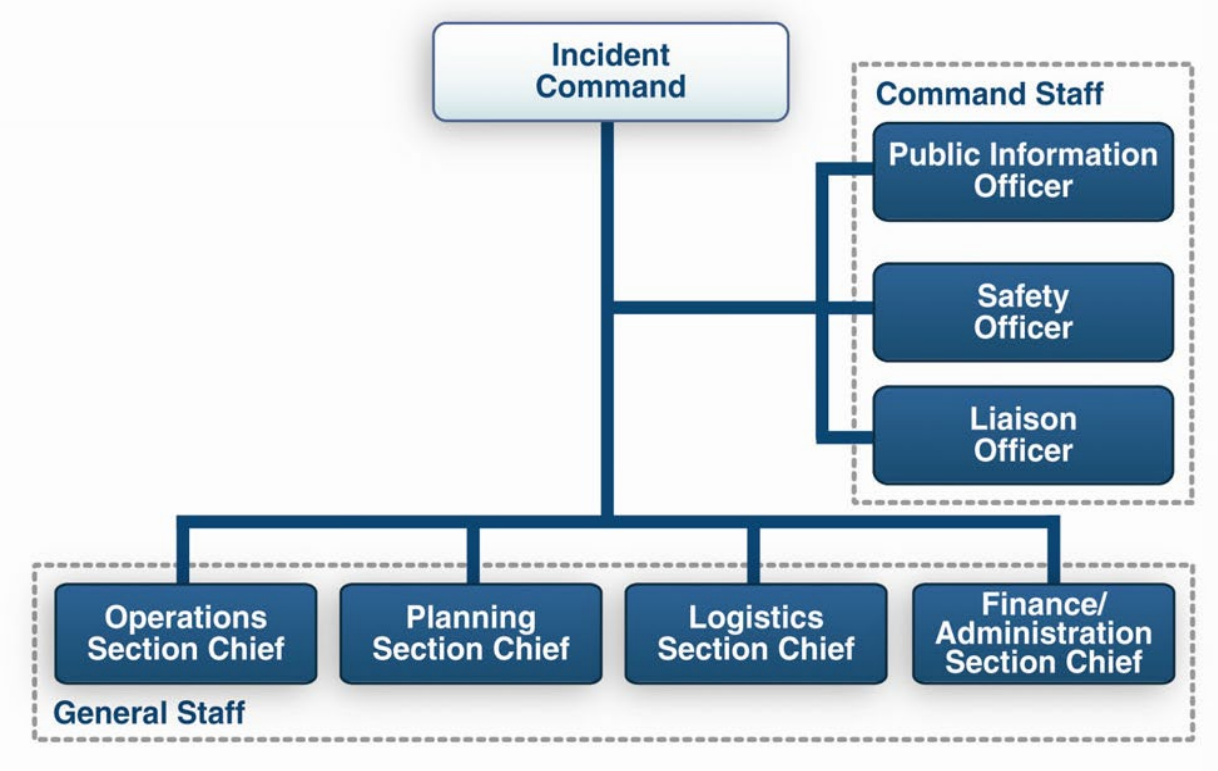


Figure B-1. ICS Structure

National Incident Management System Definitions

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Emergency Operations Center: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. Emergency Operations Centers may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. Incident Command System can be used as the management system for a wide range of events, (e.g., parades, concerts, or sporting events.)

Function: Function refers to the five major activities in Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, (e.g., the planning function.) A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spill, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical

storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The Incident Command Post may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes,

floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the National Incident Management System includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System, Multi-agency Coordination Systems, training, identification and management of resources (including systems for classifying types of resources), qualification and certification, and the collection, tracking, and reporting of incident information and incident resources.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the National Incident Management System, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves 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 and bringing them to justice.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political,

environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safe Haven: areas and buildings that have not been affected by a hazard and may be used to house or shelter evacuees until a tactically sound time to move them. Safe Havens will be communicated to individuals through various communication modes to provide that information as much as practicable.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Threat: An indication of possible violence, harm, or danger.

Unified Command: An application of Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

Appendix E – Information for Campus Community Regarding Specific Emergency Incidents

The information in this appendix is intended for non-emergency personnel. Faculty, staff, and students should review these suggested responses to become familiar with what emergency responders expect of them in an emergency. This information will also be useful to outline the responses by emergency personnel.

Natural Hazards	Man Made Hazards
Medical Emergency	Criminal Behavior
Fire, Smoke, or Explosion	Active Shooter
Severe Weather	Suspicious Packages
Flooding	Bomb Threat

You should dial 911 for any campus emergency then call Security or Facilities Management. When dialing from a campus land line phone, dial 9-911.

Medical Emergency

For serious medical illnesses or injuries, call 911 then call Security or Facilities Management.

What to do when you call 911:

- State that medical care is needed.
- Provide your campus location, including the building and room number if known.
- Provide the location of the injured or sick person (if different from your location).
- Provide the person's present condition (e.g. bleeding, breathing erratically, unconscious).
- Recount the nature of the injury or medical problem if the person has been able to tell you what is wrong.
- Follow the directions of the dispatcher, who will tell you if an ambulance is required or if the injured individual may be brought into the emergency room.
- Remain calm as the emergency responder will arrive at the scene as soon as possible.

What to do while waiting for medical help to arrive on the scene:

- Return to the injured person; do not leave the scene or leave the injured person alone again.
- Do not move the injured person.
- Give first aid if you are qualified to do so.

Fire, Explosion, or Smoke Emergencies

- Never ignore an alarm
- If you are told to vacate an area, please close (but do not lock) the room door. This will keep smoke from spreading.
- Always vacate the space via the stairs; never use the elevator during an emergency.
- If you smell smoke or see fire, don't hesitate, activate the nearest alarm pull station and get everyone out of the area.

When a Fire Alarm Sounds:

- Quickly Dress for the weather – put on hat, coat, etc.…
- Feel the door. If the door is hot, DO NOT OPEN THE DOOR. Remain in the room. Call 9-911.
- If the door is cool, open cautiously.
- Leave the room; close the door.
- If hallway is not smoke-filled, follow designated route and exit building immediately. If hallway is smoke-filled, use alternate route. If alternate route is smoke-filled, return to the room.
- Do not stop immediately outside of the building so others can evacuate, and responders can enter the building.
- Call 9-911.
- Do no re-enter the building until advised by Security or Facilities Management.

Operating Fire Extinguishers:

- Never enter a room that is smoke filled.
- Before opening doors check to ensure it is not hot to the touch. If hot do not open. If warm open slowly to check room/hallway conditions.
- Portable fire extinguishers can be used for small fires. However, this is at the individual's discretion and an immediate readiness to evacuate is essential. The general rule is to never use a fire extinguisher on a fire that is taller than 6 feet.
- Never use water on an electrical or flammable liquid fire. Use a dry chemical or carbon dioxide extinguisher only.
- When using a dry chemical extinguisher on a flammable liquid fire, stay back a minimum of 10 feet from the fire.
- Start at the leading edge of the fire and use a side to side sweeping motion to extinguish the fire.
- **P.A.S.S.**
    - **P**ull the pin
    - **A**im at the base of the fire
    - **S**queeze the discharge handle
    - **S**weep from side to side

Severe Weather (Thunderstorms, Winter Storms, Tornado, Hurricane)

- Students, Faculty, and Staff members will receive instructions via the Roseman University Notification System of any impending severe weather events or any change in university operational status.
- Essential personnel may be required to remain on campus overnight during severe weather events.

Watches

This means that conditions are right for severe weather.

- If you are in the watch area, seek shelter immediately and take precautions before leaving shelter.
- If you are in a vehicle, get to your destination and seek shelter in a sturdy building expediently.
- Monitor news sources for updates on weather conditions and effects on the university area.

Warnings

This means spotters and/or radar have identified the weather emergency in the area.

- If you are in the warning area, seek shelter immediately.
- If you are in a vehicle, get out and seek shelter in a sturdy building.
- If the severe weather involves high winds and a building is not available, a depression such as a ditch or ravine may offer some protection.
- Do not open windows. This can actually increase damage to the building. Stay away from windows and exterior doors.
- Basements, interior hallways on the lower floors and small interior rooms on the lower floors offer the best shelter.
- Do not attempt to turn utilities on or off. Do not use landline phones.
- Report injuries and damage to 911. Notify your departmental office.
- After the all clear, leave badly damaged buildings and do not attempt to return unless directed to do so by Security or Facilities Management staff.

With certain types of severe weather, evacuations prior to the arrival of the weather may be declared by state or local authorities. All Roseman community members will abide by these types of evacuations and follow the directions of the declaring authorities.

Flooding

Flooding may be caused by a number of hazards, from severe weather and its impact to a building leak or sprinkler activation. The effects of flooding on a building will be similar; it is the scope of the incident that will vary from localized to building wide.

For localized flooding, evacuate the area. If the flooding is caused by a small leak, call Security or Facilities Management. If the flooding covers multiple rooms, is caused by a major leak, or a sprinkler flow, call Security or Facilities Management and provide:

- Your location
- Your name and phone number
- Type of incident
- Floor
- Room number

Leave badly damaged buildings and do not attempt to return unless directed to do so by the Security Officers or Facilities Management staff. Do not attempt to turn utilities on or off. Report injuries and damage to Facilities Management.

Crime in Progress

If you witness a crime in progress, do not attempt to intervene. A situation that might appear safe may escalate beyond your control very quickly. You should take the following actions:

- Call 9-911 immediately indicating your location.
- Be observant and try to make the following mental notes:
    - Type of event taking place
    - Number of individuals present
    - Physical characteristics such as race, gender, height, weight, clothing worn, hair, or other distinguishing characteristics
    - Description of any weapons used
    - Mode of transportation of the individuals

Active Shooter

Definition of an Active Shooter: An Active Shooter is an individual who is engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

If you are alerted to an Active Shooter on Campus, but not in the building that you are in, SHELTER IN PLACE. Do not leave until notified that it is safe to do so by campus authorities. Evacuating may place you in the range of the shooter, especially if they are moving. If you are not in a building, seek cover in the closest one to you that is not being affected by the incident.

Good preparatory practices for coping with an active shooter situation:

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit

CALL 9- 911 WHEN IT IS SAFE TO DO SO!
Information to provide to law enforcement or 911 operators:

- Your location
- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location
- Whether you saw them use explosive devices or plant any explosive devices

HOW TO RESPOND WHEN AN ACTIVE SHOOTER IS IN YOUR BUILDING: Quickly determine the most reasonable way to protect your own life. Remember that others are likely to follow the lead of faculty and staff during an active shooter situation.

- If you are in a room or office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- If the door does not lock, barricade the door using furniture

Evacuate
If there is an accessible escape path, attempt to evacuate the premises. Be sure to:

- Have an escape route and plan in mind
- Leave your belongings behind
- Help others escape, if possible
- Prevent individuals from entering an area where the active shooter may be
- Keep your hands visible
- Follow the instructions of any police officers
- Do not attempt to move wounded people
- Call 911 when you are safe

2. Hide out – If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
Your hiding place should:

- Be out of the active shooter's view
- Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
- Not trap you or restrict your options for movement

To prevent an active shooter from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

If the active shooter is nearby:

- Silence your cell phone
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet

If evacuation and hiding out are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location. If you cannot speak, leave the line open and allow the dispatcher to listen

3. Take action against the active shooter – As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Committing to your actions
- Throwing items and improvising weapons
- Acting as aggressively as possible against him/her
- Yelling

HOW TO RESPOND WHEN LAW ENFORCEMENT ARRIVES: Law enforcement's purpose is to stop the active shooter as soon as possible. Officers will proceed directly to the area in which the last shots were heard.

- Officers usually arrive in teams of two to four
- Officers may wear regular patrol uniforms or external bulletproof vests, Kevlar helmets, and other tactical equipment
- Officers may be armed with rifles, shotguns and/or handguns
- Officers may use pepper spray or tear gas to control the situation
- Officers may shout commands, and may push individuals to the ground for their safety

How to react when law enforcement arrives:

- Remain calm and follow the officers' instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers such as attempting to hold on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises

The first officers to arrive to the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises. Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave the safe location or assembly point until law enforcement authorities have instructed you to do so.

Information from Department of Homeland Security Pamphlet, "Active Shooter, How to Respond," October 2008

Behavioral Concerns or Potential Violence

There is any number of reasons that a person may instill concern in those around them. If someone is in acute crisis, notify security and describe the behaviors and actions of that person so the appropriate resources may be dispatched. The following observable behaviors have been indicators of individuals who have engaged in self-harm, workplace violence, sexual violence, and criminal violence towards others. It is important when reporting behaviors to relate them in context of the situation and as a total picture of the individual's actions, not as a single factor.

Potentially violent behaviors by a student, staff member, or faculty member may include one or more of the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression/withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about "putting things in order"
- Behavior which is suspect of paranoia, ("everybody is against me")
- Increasingly talks of problems at home or school
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

Suspicious Packages

Two factors to consider if you observe or receive a suspicious package:

- The size of the package
- The type of threat contained within the package.

What constitutes a "suspicious package?"
No one characteristic makes a package suspicious; include all known factors when evaluating the suspiciousness of any mail or package. Some typical characteristics Postal Inspectors have detected over the years, which ought to trigger suspicion, include parcels that:

Are unexpected or from someone unfamiliar to you (especially a package) that is not consistent with your normal activities, i.e. the admissions office receives letters from people that are not known to the office, but there is a standard size, envelope, etc.

- Are addressed to someone no longer with your organization or are otherwise outdated.
- Have misspellings of standard words.
- Are addressed to a position or title, not a person, i.e. “Dean, or President”
- Have no return address, or has one that can't be verified as legitimate.
- Are of unusual weight, given their size, or are lopsided or oddly shaped.
- Are marked with restrictive endorsements, such as "Personal" or "Confidential."
- Packages may be unprofessionally wrapped with several combinations of tape used to secure the package and may be endorsed "Fragile-Handle with Care" or "Rush-Do Not Delay".
- Have protruding wires, strange odors or stains.
- Show a city or state in the postmark that doesn't match the return address.

Should you receive or come upon a suspicious package, do not touch the package. Do not open; isolate the package and evacuate yourself and others from the area. Do not put the package in water or make any attempt to render it harmless. Use a telephone in another area (not a mobile phone) and report it immediately to 911.

Information for the 911 Operators:

- Your name
- Your location
- Your telephone number
- A description of the package and why it is suspicious:
- Explosive devices tend to have oily stains, protruding wires, excessive tape or wrapping, excessive postage, or a very lopsided.
- Chemical or Biological agents may have powder on the outside or when opened, or may cause symptomatic responses to people in the area
- Whether the package contains threats or hate based writings that may be criminal violations
- A description of how the package arrived, if known

Bomb Threats

Motivation and goals for making a bomb threat usually comes from one of two goals:

- The Hoax Caller: The most frequent goal is to create an atmosphere of panic and anxiety, the idea being to disrupt normal activities or operations at the location where the explosive device is alleged to be placed or for the entire university.
- The Credible Caller: The caller has a definite knowledge or believes that an explosive device has been or will be placed, and he or she wants to warn of the threat to minimize personal injuries or property damage. The caller may be the person placing the bomb or someone who has become aware of information they believe to be credible.

Bomb Threats may also be transmitted by letter or email. Regardless of the medium the threat; the receiver of that message should immediately call 911 and provide all the information possible.

The following is the information on the Bureau of Alcohol Tobacco Firearms and Explosive's Call Checklist for phone call bomb threats. If a phone threat is received, do not disconnect the call. Keep the caller on the line as long as possible and try to ascertain as much of the following information. If it is possible to transfer the call to 911, do so.

You should note:

- The time and date you received the call.
- The telephone number at which the call was received.
- The caller's exact wording of the threat?

Questions to ask the caller:

- When is the bomb going to explode?
- Where is it right now?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Did you place the bomb?
- Why?
- What is your address?
- What is your name?

Description of the Caller's Voice

- Calm
- Nasal
- Angry
- Stutter
- Raspy
- Lisp
- Excited
- Slow
- Rapid
- Soft
- Ragged
- Loud
- Laughing
- Crying
- Clearing throat
- Normal
- Disguised
- Deep breathing
- Distinct
- Accent
- Cracking
- Slurred
- Whispered
- Female
- Male
- Other; familiar

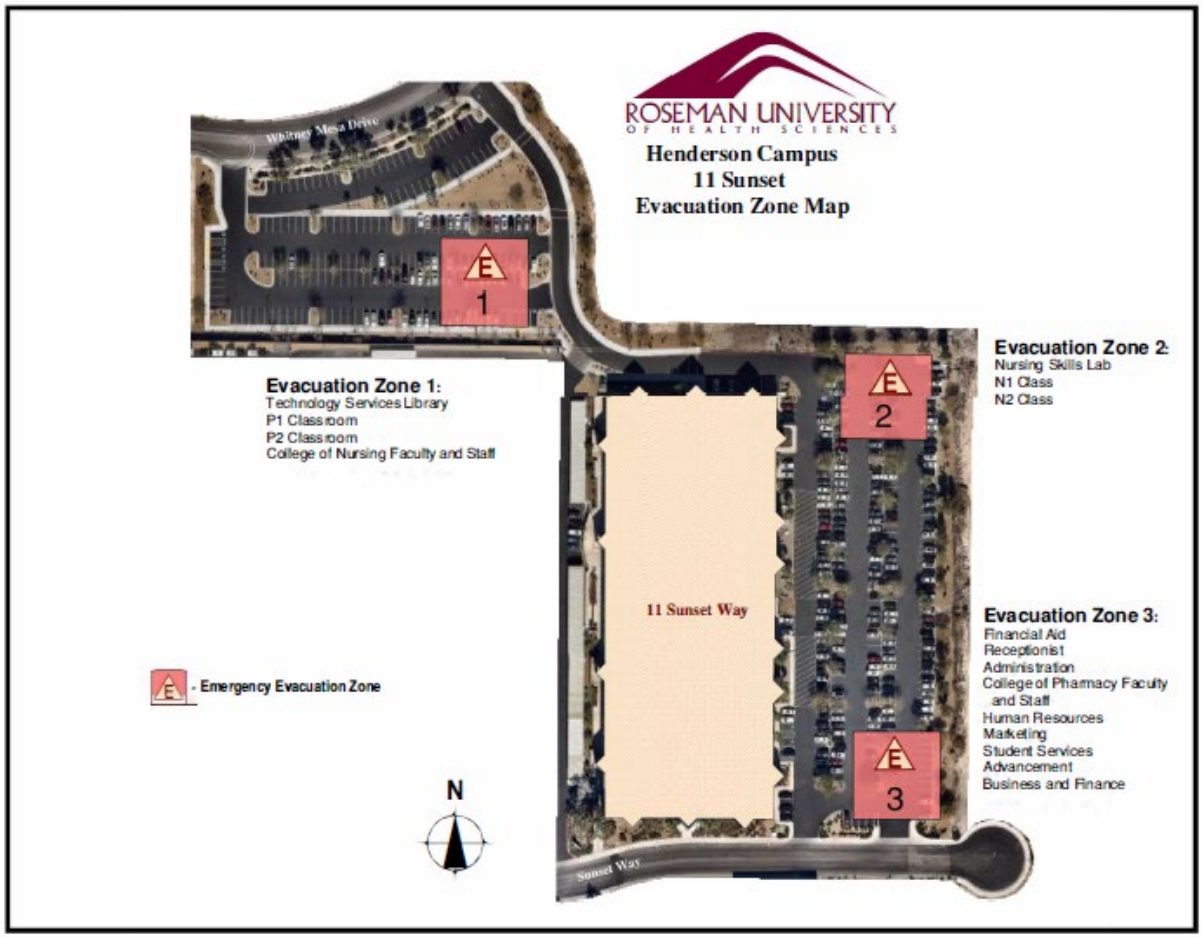
*If familiar, who did the caller sound like?

Background Sounds

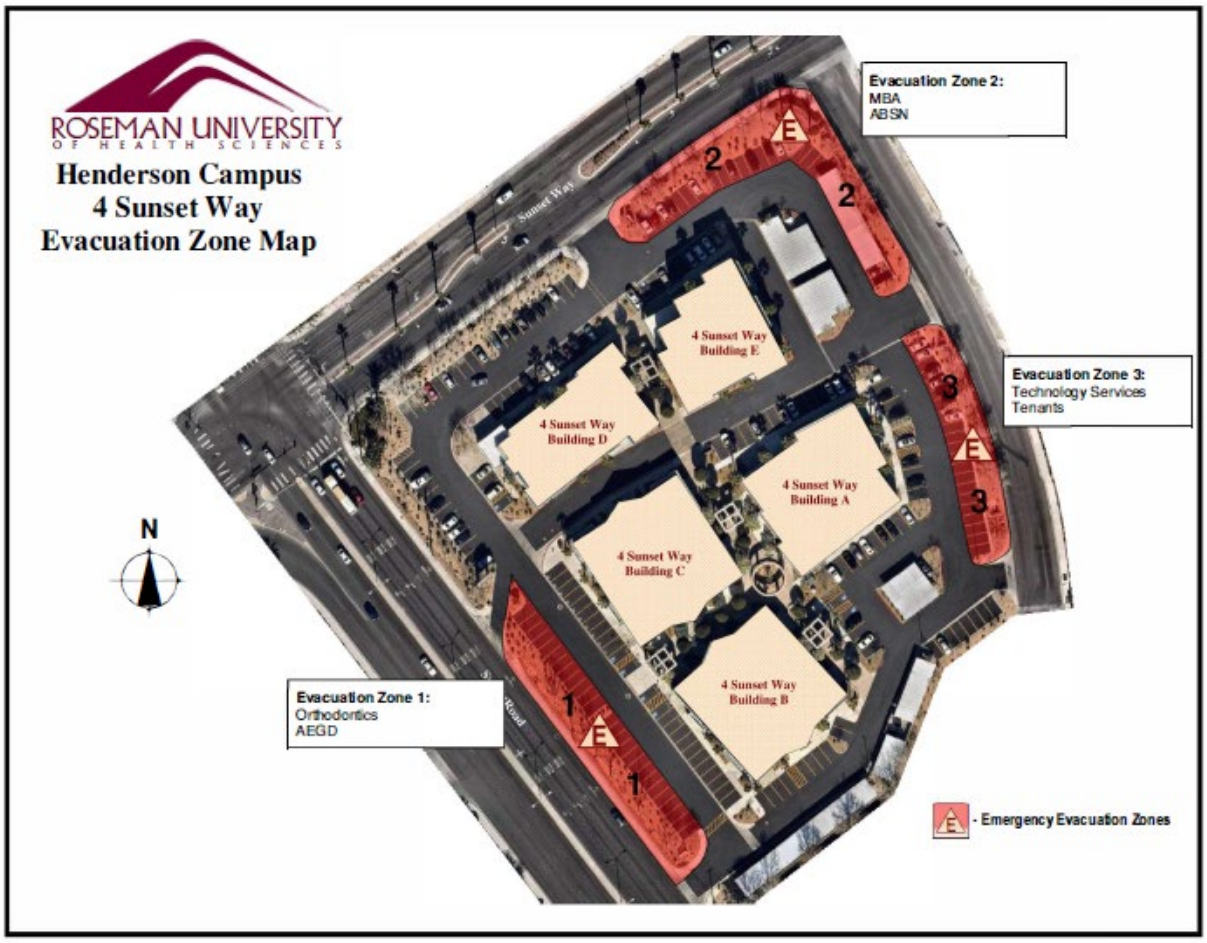
- Street noises
- Factory machinery
- Aircraft noise
- Animal noise
- Public address system
- Music
- Clear
- Static
- House noises
- Television
- Office keyboards
- Other language heard

Appendix F- Campus Evacuation Areas

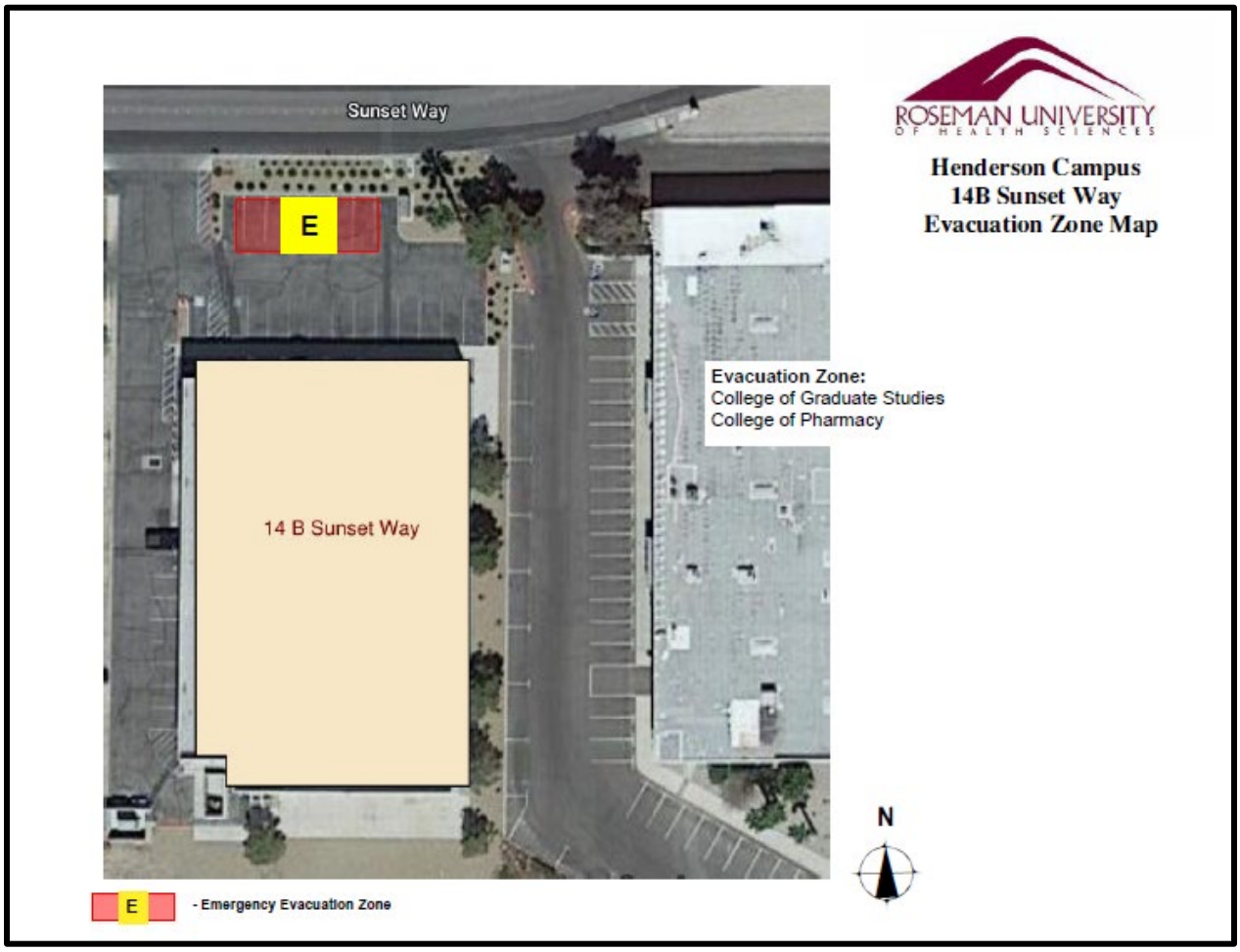
Henderson Campus Evacuation Area Map- 11 Sunset Way



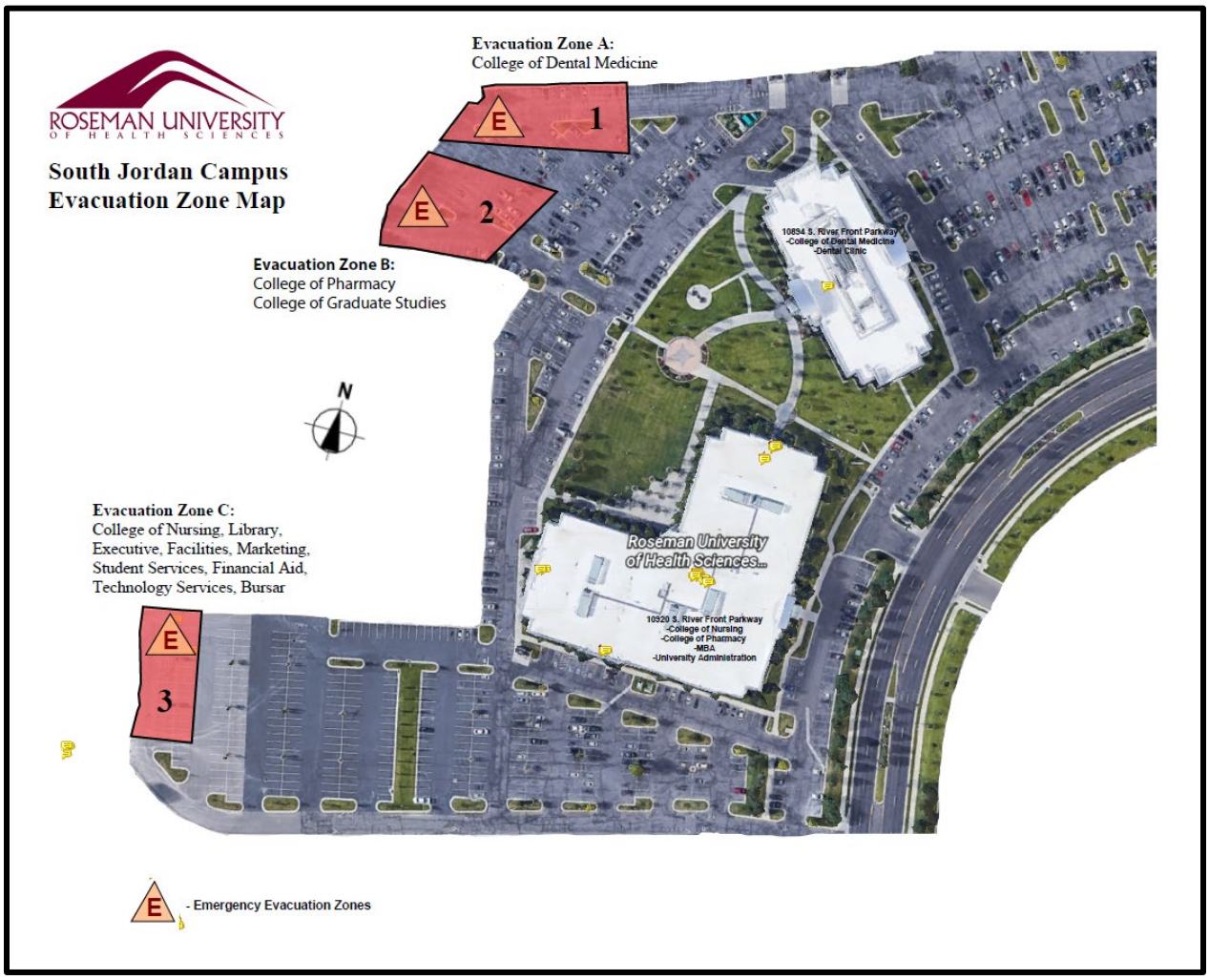
Henderson Campus Evacuation Area Map- 4 Sunset Way



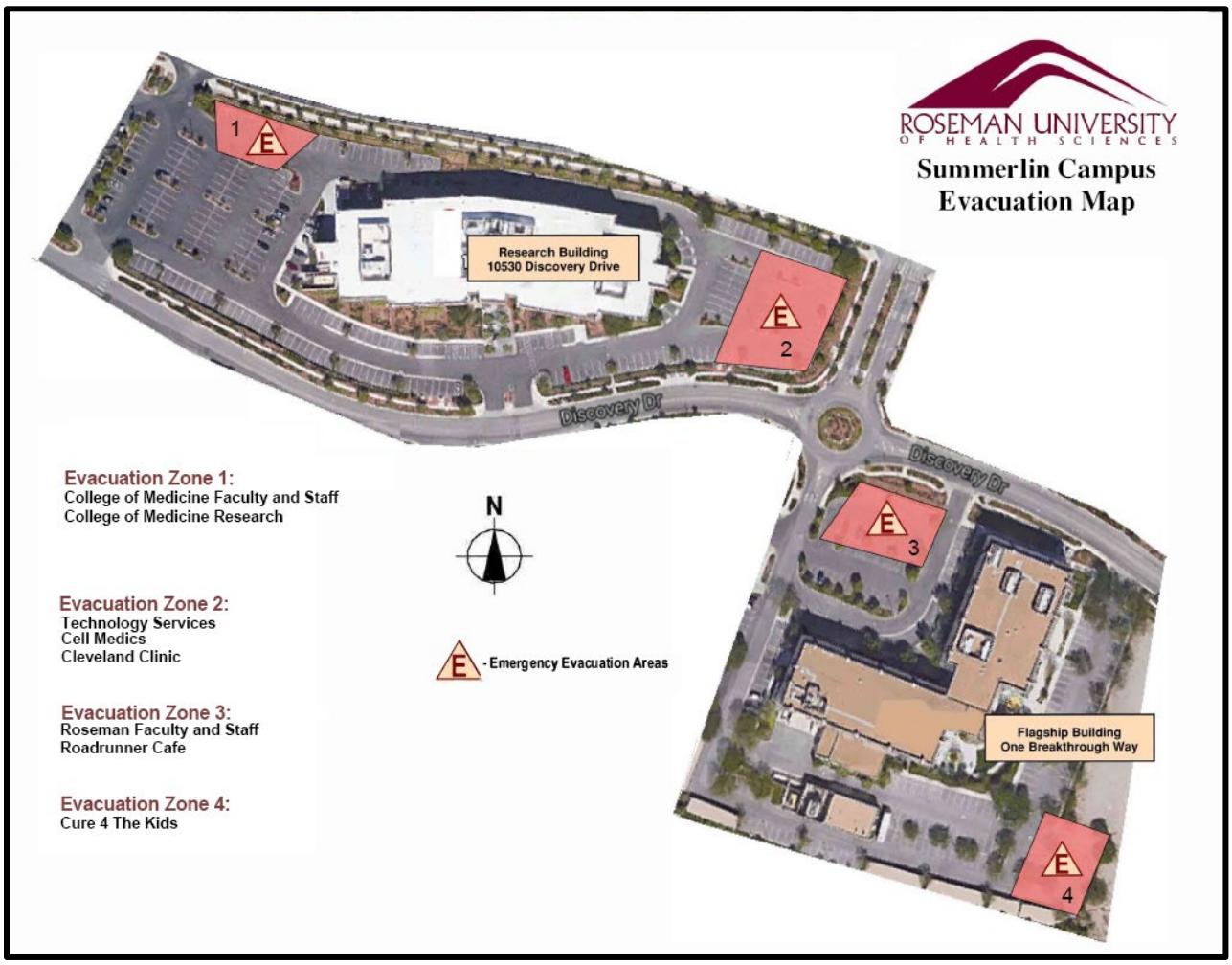
Henderson Campus Evacuation Area Map- 14B Sunset Way



South Jordan Campus Evacuation Area Map



Summerlin Campus Evacuation Area Map



Summerlin 3755 Breakthrough Way Campus Evacuation Area Map