WASHINGTON COLLEGE

FIRST COLLEGE CHARTERED IN THE NEW NATION

Emergency Response Plan

8/2/11

EMERGENCY RESPONSE PLAN

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EMERGENCY RESPONSE PLAN

CRISIS AND DISASTER MANAGEMENT

I. INTRODUCTION

A. PURPOSE

Washington College is committed to protect its faculty, staff, students, visitors and property, and to maintain an environment suitable for the orderly conduct of its educational mission. Accordingly, the College must be prepared to respond to situations that would adversely affect the ability to fulfill these responsibilities and has thus developed this Emergency Response Plan (ERP). The fundamental purpose of the plan is to establish procedures and an organizational hierarchy for the rapid and effective response to all categories of campus emergencies ranging from individual, departmental, or building incidents to catastrophic events involving the entire campus and/or the surrounding community.

B. SCOPE

This current version of the Washington College ERP supersedes all previous plans and precludes employee actions not in concert with its intent or the emergency management organization created by it. However, nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan or any appendices hereto. In addition, in the case of extraordinary, widespread or catastrophic events, this plan and organization shall be subordinate to the applicable local, state or federal governmental authorities having legal or assigned responsibility for the type of incident occurring. This plan is designed to be consistent with established practices relating to emergency response actions, incorporating the National Incident Management System (NIMS) standards to facilitate interagency coordination among responding agencies. In addition, the plan calls for cooperation with and dependence on the Kent County Office of Emergency Services (OES-911), Maryland's Office of Homeland Security, and various other local, state or, when necessary, federal emergency response entities. This plan also fulfills the College's responsibilities to comply with applicable statutes and directives.

C. ASSUMPTIONS

The College's ERP is based on a realistic approach to the problems likely to be encountered on a residential college campus during a major emergency or disaster. Hence, the following are general guidelines:

1) An emergency or a disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
2) The succession of events in an emergency is not predictable, hence, published support and operational plans will serve only as a guide and checklist, and may require field modification in order to meet the requirements of the emergency.

3) Disasters may affect residents in the geographical location of the College. Therefore county, state and federal emergency services may not be readily available. A delay in off campus emergency services may be expected.
4) A state of emergency may be declared if information indicates that such a condition is developing or is probable.

D. PRIORITIES

The College will respond to any emergency situation in a safe, effective and timely manner. College personnel and equipment will be utilized to accomplish the following priorities:

Response Priority A: Life Safety - assisting the injured, evacuating hazardous areas, eliminating life safety hazards;

Response Priority B: Life Support and Assessment - eliminating or minimizing risks to facilities and systems that could lead to serious property loss beyond that already sustained;

Response Priority C: Restoration of General Campus Operations - restoration of services, facilities and programs to allow resumption of classes and normal operations.

E. STATES OF EMERGENCY

Category 1	Minor (in size) incident that can be resolved with internal resources or limited external resources. A category 1 emergency is referred to as a "Code Yellow".
Category 2	Emergencies that impact a sizable portion of a building or the College community and may impact public safety or disrupt College operations. A category 2 emergency is referred to as a "Code Orange"
Category 3	A catastrophic emergency or terrorist act that disrupts the operation of the College and that requires campus evacuation, lock down or other significant response that draws upon the resources of the surrounding community. Actions taken during a Category 3 State of Emergency will be at the overall direction of the Washington College Incident Commander, and appropriate governmental unit or agency. A Category 3 emergency is referred to as a "Code Red".

F. PERSONAL EMERGENCY RESPONSE PLAN

Just as the College has adopted an ERP, all employees and faculty are encouraged to develop a personal emergency plan with their loved ones. This plan should include emergency communication plans and designated responsibilities for children, dependents, and other loved ones. Employees and faculty should make their supervisors aware of personal responsibilities they may have during such an event.

All students are likewise encouraged to develop a communication plan with their parents, guardians and loved ones. If a local, regional or national significant event occurs, all

staff, faculty and students should remain where they are, or if possible, immediately report to their primary work or living space unless directed otherwise.

If a person's personal emergency plan requires that he or she leave the campus, then the person may leave the facility and if possible, inform someone of his or her departure.

Staff and faculty will receive direction from administrators in academic and non-academic areas and students from the Residence Life staff in living areas.

Assistance in preparing a personal emergency plan can be found at:
http://www.fema.gov/areyouready/emergency_planning.shtm

II. MANAGEMENT OF COLLEGE EMERGENCY RESPONSE OPERATIONS

A. FIRST RESPONSE ACTIONS

The first responsible person at the scene of a campus emergency situation, crisis or disaster should get out of immediate danger and then call **911** (dial 9-911 from campus extensions) or the Washington College Department of Public Safety (telephone: 410-778-7810 or 7810 from a campus extension).

Once an emergency response official has arrived, this individual will exercise supervision of the situation unless relieved by other governmental agency officials having legal or assigned responsibility for the type of incident occurring. First actions at the scene will normally be in accordance with established priorities: protection of human life; preservation of health and safety, and protection of College assets; and maintenance of College services. Refer to Appendix E for a detailed listing of first response procedures.

B. EMERGENCY MANAGEMENT SYSTEM - ORGANIZATION

This ERP is designed according to principles or concepts of the NIMS. This organizational structure allows responsible College officials the flexibility to respond to an incident as it potentially escalates in severity and to give necessary control to direct all campus operations in coordination with outside emergency response agencies. At Washington College, this emergency management consists of the following:

Emergency Policy Group
Emergency Operations Group
Incident Commander
Emergency Operations Center
Manager, Emergency Operations Center
Building Coordinators

1. Emergency Policy Group

The Emergency Policy Group (EPG), a subset of the Senior Staff, shall make and/or approve all major emergency or disaster response decisions, priorities and strategies for the College as necessitated by the situation at hand and based upon the economic, political, legal or other implications of both the actual or potential threat faced. Appendix A of this plan provides a description of individual responsibilities of each EPG member and a checklist of suggested duties to assist them in carrying out their functions during an emergency situation. However, nothing in the duty checklists shall be construed in a manner that limits the use of good judgment and common sense on the part of an individual member in dealing with the details of the emergency, crisis or disaster at hand. The following individuals comprise the membership of EPG, with the President serving as the Chair:

President
Provost and Dean
Senior Vice President for Finance and Administration
Vice President and Dean of Student Affairs
Vice President for College Relations and Marketing
Chief of Staff
Chief Information Officer

Please refer to Appendix K for the EOP member contact information.

2. Emergency Operations Group

The Emergency Operations Group (EOG) carries out the decisions reached by the EPG; gathers, confirms and evaluates incident information; coordinates, directs and tracks field level personnel, equipment and material resources deployed; identifies resource needs/shortfalls; and documents situation status. Appendix B provides a description of individual responsibilities of each group member and a checklist of duties to assist them in carrying out their functions. However, nothing in the duty checklists shall be construed in a manner that limits the use of good judgment and common sense on the part of an individual member in dealing with the details of the emergency, crisis or disaster at hand. The following persons comprise the membership of EOG:

Associate CIO - IT Systems and Infrastructure
Associate Provost for Academic Services
Associate Vice President for Student Affairs
Chief of Staff (Executive Office)
Director of Health Services
Controller
Director of Dining Services
Director of Human Resources
Director of Media Relations
Director of the Physical Plant
Director of Public Safety
Direct of Residential Life
Head Athletic Trainer

Please refer to Appendix K for the EOG member contact information.

The Chair of the EOG is designated by the President and shall rotate among the members. The current rotation of chairs is: AY2009-10, AVP Student Affairs; AY2010-11, Director of the Physical Plant; AY2011-12, Director of Human Resources; AY2012-13, Controller; AY2013-14, Director of Health Services; AY2014-15, Associate CIO - IT Systems and Infrastructure; AY2015-16, Associate Provost for Academic Services; AY2016-17, Director of Media Relations; and AY2017-18, Director of Dining Services.

3. The Incident Commander

The Incident Commander (IC) is the individual responsible for the command of all functions at the field response level; i.e., at the site of an emergency, disaster, or crisis incident. Unless designated otherwise by the President or other federal/state governmental authorities, the IC at Washington College properties is the Director of Public Safety. In case of this person's absence or incapacitation, an alternate will be designated by the President or the Emergency Policy Group. Refer to Appendix C for the specific duties of the IC.

4. The Emergency Operations Center

The Emergency Operations Center is where the emergency team officials meet to control operations and make critical decisions during a crisis or disaster situation. The primary location of the Emergency Operations Center is the Department of Public Safety. The alternate location of the Emergency Operations Center is the Student Activities Suite within Hodson Hall Commons. The Emergency Operations Center shall be activated only by the President or designated members of the Emergency Policy Group. When thus activated, all normal lines of authority, College procedures, and regulations will be superseded by the appointed members of the Emergency Policy Group and Emergency Operations Group. When the Emergency Operations Center is deactivated, all normal chains of authority, regulations and procedures will immediately resume. For detailed information on the functions of the Emergency Operations Center and Manager, refer to Appendix F.

5. Manager, Emergency Operations Center

The Operations Supervisor of the Department of Public Safety will serve as the manager of the Emergency Operations Center. When directed by the President or designee, the Emergency Operations Center Manager will be responsible to notify each member of the Emergency Policy Group and, where appropriate, Emergency Operations Group members, to convene at the Emergency Operations Center. Refer to Appendix D for the specific responsibilities and duties of the Emergency Operations Center Manager.

6. Building Coordinators

Building Coordinators are the key personnel appointed for each building or facility to assist emergency planning and response departments during drills and in actual emergencies. Unless instructed otherwise by College officials, when a building alarm sounds, these designated individuals are expected to ensure, to the extent practical, that a safe, orderly evacuation is carried out until emergency responders arrive on the scene.

Refer to Appendix E.2 for specific building evacuation procedures. Refer to Appendix L for non-confidential contact information for Building Coordinators.

III. IMMEDIATE EMERGENCY RESPONSE INSTRUCTIONS

Washington College may be at risk from a wide variety of potential natural or man-made hazards and hazardous conditions. Refer to Appendix E for a listing of several major types of hazards or specific situations that could occur on campus or in the surrounding community and recommended emergency action procedures that could be taken in response to each.

IV. EMERGENCY CATEGORIES AND RESPONSE PRIORITIES

General campus emergencies are divided into levels of scope or severity as listed below. Normally, the President or designee would activate the Emergency Operations Center and convene members of the Emergency Policy and Emergency Operations Groups in response to Category 1, 2, or 3 situations:

Category 1	A campus incident that is serious but which can be typically resolved with existing College resources or limited outside help. A Category 1 incident is usually a short duration event with limited impact to the campus community beyond those using the areas or buildings in which it occurred. Examples of Category 1 incidents could include broken water pipes, minor hazardous material spills, or individual building loss of heat or electricity for several hours.
Category 2	A campus incident that relates to public safety. Examples may include violent assaults affecting many persons; building/office hostage incidents; limited, small-scale threats or incidents of acts of terrorism or the use of weapons of mass destruction; bomb threats; destructive ice/windstorms, thunderstorms, hurricanes, major fire or explosion, natural gas pipeline break or strike; contagious disease outbreak; or domestic water contamination.
Category 3	A catastrophic, usually multi-hazard emergency event involving the entire campus and surrounding community and where immediate resolution is beyond the emergency response capabilities of campus and local resources. Examples could include major earthquake, flood or devastating tornado; pandemic contagious disease outbreak; widespread threats or incidents of acts of terrorism and the use of weapons of mass destruction affecting entire portions of the campus or surrounding community.

In dealing with any emergency, all available College personnel, equipment and materials will be used to respond to and provide protection of life, property and operations with the following priorities:

Response Priority A: Life Safety - assisting the injured, evacuating hazardous areas, eliminating life safety hazards;

Response Priority B: Life Support and Assessment - eliminating or minimizing risks to facilities and systems that could lead to serious property loss beyond that already sustained;

Response Priority C: Restoration of General Campus Operations - restoration of services, facilities and programs to allow resumption of classes and normal operations.

For detailed descriptions and information on each of these response priorities, refer to Appendix G.

V. MEDIA AND PUBLIC INFORMATION GUIDELINES

Official, accurate public information regarding College on campus emergency, crisis or disaster situations will be delivered by a limited number of specified spokespersons as promptly as possible. Refer to Appendix H for general guidelines and template communiqués that may be useful to personnel handling college relations with the campus community, general public or news media.

VI. DISASTER RECOVERY GUIDELINES

Refer to Appendix I for general guidelines and recommendations on recovery efforts following any major emergency or disaster that has caused partial or total discontinuance of operations.

VII. CONFIDENTIAL EMERGENCY CALL LIST

Appendix J lists the office, home and cellular phone numbers of all Emergency Policy and Emergency Operations Group members and other important contacts, refer to Appendix K. **Note: These lists are to be intentionally excluded from the public (widely distributed) version of this document.**

VIII. EMERGENCY PREPAREDNESS EDUCATION AND TRAINING

The Director of Public Safety will convene ERP education and training sessions once a year, or more frequently if appropriate, to review emergency response procedures and to institute appropriate periodic training of key response personnel. The Director will make ERP awareness an integral part of his presentation at the monthly new employee orientations. The Director will coordinate annual training with the local emergency management officials.

Members of the EPG and the EOG will certify to the Director of Human Resources that they have completed the NIMS-related courses offered online by the Federal Emergency Management Agency's Emergency Management Institute (IS-100, IS-200, IS-700, and IS-800). In addition, all members of the EOG will certify to the Director of Human Resources that they have successfully completed ICS-300 and ICS-400. The Director of Public Safety will publicize the availability of these two classroom-based courses in the Upper Shore region.

IX. PERIODIC REVIEW/UPDATE OF THE EMERGENCY RESPONE PLAN

The EOG is charged with the periodic review and update of the ERP. The EOG is to review the plan following any Category 2 or 3 incident. In the event that the plan has not been renewed during any academic year, the EOG will convene to review the plan no later than the conclusion of the spring semester. Any revisions to the plan shall be proposed to the EPG for review and approval.

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Appendix A: EMERGENCY POLICY GROUP: RESPONSIBILITIES AND DUTY CHECKLISTS

MEMBER RESPONSIBILITIES DUTIES CHECKLIST

President - Acts as highest level of campus authority during an emergency, crisis or disaster. Acquires response resources from outside the College as necessary.

1. Initiate/maintain log of significant events, messages, and phone calls and pass on to relief with instructions to maintain it.
2. Assess situation; obtain information and periodic updates from Emergency Policy/Emergency Operations Group executives; decide if a state of emergency must be declared and/or activate the Emergency Operations Center.
3. Establish communications with the Office of the State Board of Education, Governor, and other Federal, State and local officials as the situation warrants.
4. Authorize the following protective or precautionary actions as appropriate:
    a. Partial or total campus evacuation (evacuations for site-specific emergencies may also be ordered by the Incident Commander.
    b. Sheltering, campus closure and/or re-opening; declared curfew.
    c. Cancellation and resumption of classes and all other events.
5. Issue any necessary public statements personally or through the College Relations Office (Director of Media Relations).
6. Seek advice/direction from the members of Senior Staff concerning actual or potential effect of the crisis or disaster situation on critical mission of the institution.
7. Order de-activation of campus state of emergency when all phases of emergency have concluded.
8. Establish target date for resumption of full or limited administrative and academic schedules.

Provost and Dean - Act as primary alternate in the absence of the President. Responsible for decisions concerning the cancellation, rescheduling or relocation of classes, tests and other programs interrupted by an incident.

1. Initiate/maintain log of significant events, messages and phone calls and pass on to relief with instructions to maintain it.
2. Serve as lead representative in matters related to academic interface with Emergency Operations Center operations.
3. Assess monetary, class scheduling and staffing effects of a disaster on academic areas.
4. Coordinate the use of academic space in providing mass care facilities.
5. Assist in determining security requirements for academic areas.
6. As directed, assist in dissemination of information related to the disaster to the academic community.
7. Coordinate provisions for all academic divisions that have need to preserve and continue research activities, possess and use hazardous materials, use animals that require containment or safe habitation areas.
8. Coordinate the use of foreign language interpreters, if needed.

Senior Vice President for Finance and Administration - Assess and advise on finance and facilities issues; provides short and long-term plan for food services.

1. Initiate/maintain log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Poll other Emergency Policy and Emergency Operations Group members to assess potential or actual monetary impact of the crisis or disaster at hand.
3. Develop and maintain a tracking system for all events tied to reimbursement to assure maximum financial recovery for the College.
4. Develop and maintain a tracking system on all facilities and transportation capabilities; prioritize/allocate limited resources to maintain essential services.
5. Ensure Director of Physical Plant and staff carry out their duties and responsibilities as required.
6. Coordinate / arrange for food services.
7. Develop public announcement for recruiting volunteers. Announcement should include skills needed, reporting location, sign-up roster (volunteers must be registered to be covered by College insurance).

Vice President and Dean of Students - Assess crisis management needs for students; provide short- and long-term plan for student housing and food service and coordinate records survey.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Coordinate/arrange for student housing and food services.
3. Coordinate/arrange for student counseling personnel, medical triage and other student necessities as warranted.
4. Coordinate the recruitment of student volunteers with Senior Vice President for Finance and Administration

Vice President for College Relations and Marketing - Formulate and disseminate general public information.

1. Initiate/maintain a log of significant events, messages, and phone calls and log of all media releases and statements. Pass this on to your relief with instructions to maintain it.
2. Establish procedures for release of public information noting that, unless otherwise directed, the President is the official spokesperson for Washington College.
3. Authenticate all sources of information received, and verify for accuracy.
4. Designate location for media to setup providing for needed supplies and utilities.
5. Determine the need for on-scene media briefings and designate a media-briefing center.
6. Prepare and issue public statements that are concise, factual and non-speculative as soon as practical after the incident or disaster, and update regularly thereafter.
7. Prepare recorded messages on the College's main phone line, which also serves as the Emergency Information Line (410-778-2800 or 1-800-422-1782) concerning the state of the campus.
8. Where possible, establish phone lines for a Disaster Inquiry Center (DIC) to answer questions from the public; provide bilingual staff when available; publicize the DIC phone numbers.
9. Periodically prepare and disseminate a media release that addresses rumor control.
10. Coordinate media releases and statements with members of the Emergency Operations Center before release.

11. When appropriate, contact town/county public relations to share information.
12. Contact the Director of Student Housing responsible for shelters. Request the location(s) and preferred method of contact for Disaster Welfare Inquiry (DWI) and Locator Services. Prepare and disseminate a media release advising the public of this information.

Chief of Staff - Direct assistant to the President and liaison to College Counsel and executive office members of the Emergency Operations Group.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. In consultation with College Counsel, provide legal guidance to the Emergency Policy and Emergency Operations Group executives and assess the emergency situation for legal risk to the College and personnel providing voluntary assistance.
3. Provide/monitor/advise Emergency Operations Center executive on legal responsibilities/authority for emergency declarations, intergovernmental aid, social control (curfews), other restrictions.
4. Respond to and advise Emergency Policy and Emergency Operations Group executives on facilities needed.
5. Maintaining inventory of all facilities resources and their deployment.

Chief Information Officer - Conduct communications and computer network damage assessments. Establish and manage emergency telephone services and IT systems using available resources.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Determine status of College computer and telephone systems.
3. Poll Emergency Policy and Emergency Operations Group executives to determine emergency information technology, computer network and telephone services needs.
4. Implement disaster recovery plan for all IT systems, activating contracts with external organizations for alternate work sites as needed.

Appendix B: EMERGENCY OPERATIONS GROUP: RESPONSIBILITIES AND DUTY CHECKLISTS

MEMBERSHIP AND RESPONSIBILITIES DUTIES CHECKLIST

Chair the Emergency Operations Group – Position is appointed by the President and rotates annually among the members of the EOG. The current rotation of chairs is: AY2009-10, AVP Student Affairs; AY2010-11, Director of the Physical Plant; AY2011-12, Director of Human Resources; AY2012-13, Controller; AY2013-14, Associate Provost; AY2014-15, AVP Student Affairs; AY2015-16, Director of the Physical Plant; AY2016-17 Director of Human Resorces; AY2017-18, Controller

1. Serve as the primary liaison between Emergency Operations and Emergency Policy Groups to relay emergency status information to each group member
2. Once Emergency Operations Center staff has been assembled, conduct an initial Emergency Operations Center staff meeting, situation briefing, and Emergency Operations Center orientation.
3. Conduct periodic EOG staff meetings and situation briefings throughout the emergency.

Associate Vice President for Student Affairs – Coordinate student assistance program through residential education program. Serve as alternate in case of the Vice President and Dean of Students' absence.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Advice/assist Vice President and Dean of Students to carry out his/her responsibilities and duties; serve as primary substitute in case of his/her absence or incapacitation.
3. Poll other Emergency Operations Center staff to determine community or student volunteer needs and assist in their organization.

Associate Provost for Academic Services - Coordinate matters related to academic interface with Emergency Operations Center Operations. Serve as alternate in case of the Provost and Dean's absence.

1. Initiate/maintain log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Assess the monetary and class scheduling and staffing effects of a disaster on academic areas.
3. If needed, coordinate the use of academic space in providing mass care facilities.
4. Assist in determining security requirements from academic areas.
5. As directed, assist in dissemination of information related to the disaster to the academic community.
6. Coordinate the use of foreign language interpreters, if needed.

Director of Public Safety – Serve as the Incident Commander. Directs the response of the College's field personnel, provides security, and coordinates evacuation.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Direct the response of College field supervisors and personnel and coordinate with all outside local, state or federal emergency response and law enforcement agencies responding to campus emergencies.
3. Provide security for protection of the Emergency Operations Center and its staff; determine security needs for mass care facilities; maintain order, crowd control, public warning measures.
4. Coordinate evacuation of impacted residents, faculty, and staff.

Director of Media Relations - Formulate and release emergency information to the news media, public and other appropriate agencies, as approved by the President or designee.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Check in at the Emergency Operations Center or establish communication with the Emergency Operations Center executive members and obtain briefing.
3. Activate, organize and brief College Relations staff as necessary.
4. Set up an area designated only for news media and control their activity in this area.
5. Contact the news media personnel.
6. Assemble and prepare information for the Emergency Broadcasting System (EBS) and/or other media outlets; this would include press release messages and instructions. Prepare information releases for the campus community.
7. Establish liaison with local, county and state agencies for uniformity of all messages to media and public.
8. Obtain approval from campus President and Vice President for College Relations and Marketing for release of all messages to the media and/or public.
9. Prepare post-incident releases and/or summary information for use by the news media.
10. Maintain a hard copy of all press release messages.
11. Maintain an office where Public Information Officer (PIO) activities will be logged, times of operation maintained, significant event information recorded, and equipment or supplies purchased.
12. When requested, secure operations and forward all necessary messages, reports and logs to the Emergency Operations Group Chair.

Director of the Physical Plant - Provide field support for the surveying and provision of communications, utilities, heavy equipment (rescue, cleanup) transportation and other facilities needs.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this log on to your relief with instructions to maintain it.
2. Poll field units and obtain necessary technical assistance to determine structural integrity of any damaged College facilities; location of damaged gas and water mains, waste water lines, and downed power lines; determine anticipated time of restoration of service.
3. Poll other staff and utility companies to determine status of gas, electric, water, wastewater, cable television and telephone service; College heat plant.
4. Obtain bulk water container and sufficient potable water, if required.
5. Determine status of all College vehicles; take inventory of College fuel and number of additional staff needed to provide sufficient vehicle operators. Assist

in coordination of evacuation operations particularly detour route selection, marking, and debris removal.

6. Poll other Emergency Operations Center staff to determine facilities and transportation requirements and needs; prioritize/allocate limited resources to those involved in: lifesaving, medical/public health activities, law enforcement, and property protection and salvage.

Director of Human Resources - Provide employee information and notification. Organize volunteers for operational use.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Poll other Emergency Policy and Emergency Operations Group executives to determine personnel needs.
3. Provide employee information and notification. Organize volunteers for operational use.
4. Maintain a tracking system for all events tied to payroll and timekeeping issues.
5. Provide guidance to all Emergency Operations Center staff on acceptable procedures and documentation for timekeeping and payroll operations. Assist other College departments in implementation of these procedures as needed.
6. Attempt to meet staffing needs by utilizing in-house resources. If this is not feasible, use volunteers and other disaster service workers. If semi-skilled, skilled, or professional staff is required, contact local personnel agencies, state and federal agencies, or professional organizations.
7. Develop a plan to deal with large numbers of unsolicited volunteers.
8. Develop public announcement for recruiting volunteers. Announcement should include skills needed, reporting location, etc. Ensure volunteers are registered to be covered by College insurance.
9. Designate and arrange for staffing of registration centers for disaster service workers.

Director of Dining Services - Coordinate the provision of food services to resident population, Emergency Operations Center, and, as practical, to supporting emergency responders.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Coordinate/arrange for food services.
3. Maintain a tracking system of all expenses to assure maximum financial recovery for the College.

Director of Health Services - Organize and administer response actions for medical and counseling care for students, faculty and staff.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain.
2. Establish and brief Emergency Operations Center members on location of emergency triage and medical treatment points, using hospitals and community resources.
3. Coordinate with Kent County 911 Office of Emergency Services (Dispatch) for needed medical resources.
4. Organize medical and health teams; survey disaster area for health hazards and sanitation.
5. Establish priorities for medical personnel; inventory medical resources available and those needed.

6. Maintain proper medical records of patients.
7. Coordinate with Kent County Health Department, if required, to test water for contamination and potability.
8. Prepare to administer inoculations, if warranted by threat of disease.
9. Following the evacuation of an area, establish and operate emergency medical care centers or first aid stations to serve disaster workers/essential workers in the hazard area.
10. Provide the Vice President for College Relations and Marketing and other Emergency Operations Center members with information on public health threats from the disaster event (i.e. radiation, contamination).
11. If additional medical personnel are required, coordinate with the Director of Human Resources
12. Consult the Kent County Health Department to identify sources of supply to augment and/or satisfy expanded medical needs during emergency operations.
13. In conjunction with EMS, provide transportation and care of individuals from the disaster site to medical facilities and establish a patient tracking system.
14. Establish contact with Maryland Medical Examiners Office to establish temporary morgue to deal with fatalities.

Associate CIO – IT Systems and Infrastructure - Coordinate maintenance and/or restoration of computer, network and telephone services.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Advise/assist Chief Information Office to carry out his/her responsibilities and duties; serve as primary substitute in case of his/her absence or incapacitation.
3. Poll other Emergency Operations Center staff to determine computer network and telephone needs.
4. Initiate repairs; procure equipment and personnel to effect repairs.
5. Activate contracts with external organizations for alternate work sites. Continue to conduct business at alternate work sites, if possible.

Controller - Assess and advise on finance/legal issues.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Advise/assist Senior Vice President for Finance and Administration (SVPFA) to carry out his/her responsibilities and duties; serve as primary substitute for SVPFA in case of absence or incapacitation.
3. Develop procurement system for goods and services; establish lines of credit.

Associate Dean of Students / Director of Residence Life -

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Advise/Assist Vice President and Dean of Students to carry out his/her responsibilities and duties; serve as substitute, in cooperation with the Associate Vice President of Student Affairs, in case of his/her absence or incapacitation.
3. Maintain a tracking system of all expenses to assure maximum financial records.
4. Assist with student housing and establish a student information program.
5. Assist with organizing student emergency housing and food services.

Head Athletic Trainer –

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.

Appendix C: INCIDENT COMMANDER: RESPONSIBILITIES AND DUTY CHECKLIST

INCIDENT COMMANDER - The Incident Commander (IC) is designated to be in charge of all emergency incident operations at Washington College and is thus empowered to direct the response of College field supervisors and personnel and coordinate with all outside local, state or federal emergency response and law enforcement agencies responding to campus emergencies.

DUTY CHECKLIST

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.
2. Have staff conduct a situation analysis to determine the nature, scope, and severity of the incident(s) and issue decisions regarding requests for mutual aid, evacuation taking into considering the following:
    a. Nature of the emergency(s) and multiple incidents.
    b. Areas of the campus affected or threatened.
    c. Containment potential.
    d. Number of fatalities and injuries and damage assessment to Washington College facilities.
    e. The need to issue public warnings.
3. Provide security for protection of the Emergency Operations Center and its staff.
4. Determine the need to evacuate affected or threatened areas. Make certain that this action is coordinated with appropriate personnel and agencies. With regard to evacuation operations: If Washington College resources appear to be insufficient to support shelter operations, seek Emergency Policy Group advice whether to request assistance of American Red Cross; Maryland Office of Homeland Security, or other entities. Ensure that persons with special needs such as the hearing impaired, blind, or non-English speaking are made aware of the evacuation order, assembly points, and transportation modes.
5. Poll law enforcement/security field units and substations to determine:
    a. Initial observations and intelligence relative to the scope and nature of the emergency.
    b. Location and response capability of law enforcement resources.
    c. Number and location of uncommitted units.
6. If curfew is to be imposed, review circumstances and legal powers with the College Counsel, prepare instructions and curfew order, submit to Emergency Policy Group for approval, and issue instructions to all public safety staff. Coordinate release of curfew order with Vice President for College Relations and Marketing and the Chief of Staff.
7. Determine security needs for mass care facilities; maintain order, crowd control, public warning measures.
8. Assign staff to assist the civil emergency response forces in search and rescue operations as requested; poll field forces to determine if they are in threatened areas.
9. Provide security and anti-looting patrols for inundation/evacuation areas.
10. Arrange/assign assembly points for people using public transportation, including availability of disabled access vehicles.
11. In the event of a hazardous chemical/biological/radiological incident, coordinate or receive direction from campus or community health/safety responders to set up perimeter/access/traffic control.

12. Coordinate evacuation notification of impacted residents with town/county/state/federal law enforcement using their field resources and public address systems. If evacuations are ordered:
    a. Coordinate Department of Public Safety with outside governmental law enforcement personnel for traffic control and security for the evacuated area and shelters.
    b. Develop security plans for re-entry after the event.
    c. Assign personnel to patrol vacated areas and provide perimeter and traffic control as necessary using equipment from the Department of Public Safety and Buildings and Grounds or borrow from Chestertown /Kent County resources.
    d. Coordinate or direct Director of Media Relations to provide information on evacuation routes/shelter sites to the public through the media. Notification should include the following information:
        i. Why the public must evacuate.
        ii. Whether the evacuation is mandatory or voluntary.
        iii. Evacuation routes, including road conditions.
        iv. What to do if a vehicle breaks down.
        v. Location of shelter sites.

Appendix D: MANAGER, EMERGENCY OPERATIONS CENTER: RESPONSIBILITIES AND DUTY CHECKLIST

MANAGER, EMERGENCY OPERATIONS CENTER - The Manager, Emergency Operations Center is designated to supervise and coordinate the functions of the Emergency Operations Center, and to ensure its availability and suitability at all times.

DUTY CHECKLIST

1. When the President or designee has declared a state of emergency at the College, activate the Emergency Operations Center; notify each Emergency Policy and Emergency Operations Group member of the situation and where to immediately convene.
2. Initiate/maintain a log of significant events, messages, and phone calls made and received. If necessary, pass this on to relief with instructions to maintain it.
3. Provide for 24-hour staffing (12-hour shifts) of Emergency Operations Center.
4. Notify Kent County Office of Emergency Services (410-778-1241) of the situation and that the College's Emergency Operations Center is activated.
5. Alert the following, as warranted by the situation: WAC Alerts; Radio; Fire & Law Enforcement through 911 dispatch; American Red Cross; local hospitals; Delmarva Power; Chestertown Utilities; local telecommunication companies, and the National Weather Service.
6. Set up status boards and maps; post critical information regularly. Instruct staff to periodically poll field units and report findings to Emergency Operations Center staff as required.
7. Coordinate feeding and housing arrangements for Emergency Operations Center staffers if event will be long term.
8. Collect information from Emergency Operations Group. Where required or requested, communicate Emergency Operations Group actions and recommendations to prepare briefings for the Emergency Policy Group.

Appendix E: IMMEDIATE EMERGENCY RESPONSE INSTRUCTIONS AND SPECIFIC HAZARD INFORMATION

This document provides specific hazard information, emergency action procedures, and building evacuation instructions for faculty, staff, students and visitors of the College to follow in response to certain emergencies.

Any condition that may be harmful or threatening to the employees, students and visitors of the College or to its buildings and contents is a reason to call for emergency assistance.

Employees are expected to know this emergency action information and to retain this document in every office on campus for ready reference. Additional copies and revisions may be printed from the Department of Public Safety website (http://www.emergencywashcoll.edu) or obtained by calling 410-778-7810.

Each College building or facility shall have an appointed Building Coordinator.

Unless instructed otherwise by officials, when a building alarm sounds or an evacuation is ordered, designated Building Coordinators shall direct and ensure, to the extent practical, that a safe personnel evacuation proceeds until campus and community emergency personnel arrive.

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E-1. GENERAL INSTRUCTIONS FOR ALL EMERGENCY SITUATIONS: GET OUT OF IMMEDIATE DANGER AND THEN REPORT THE SITUATION BY DIALING 911 FROM ANY TELEPHONE.

Identify yourself, your location, the location and type of incident and if an evacuation is underway. Answer any questions and do not hang up the phone until the operator is finished.

OTHER IMPORTANT PHONE NUMBERS:
Washington College's Emergency Information Line (voicemail message): (410) 778-2800 or 1-800-422-1782
Department of Public Safety (non-emergency): (410) 778-7810

E-2. SPECIFIC BUILDING EVACUATION PROCEDURES:

A. WHEN ORDERED TO EVACUATE OR WHEN ALARMS ARE ACTIVATED, ALWAYS LEAVE IMMEDIATELY.

1. Unless ordered otherwise by officials, designated Building Coordinators shall direct and ensure, to the extent practical, that a safe personnel evacuation is conducted. Treat all alarms as warning of an actual emergency situation.
2. All department heads, faculty, managers and supervisors must help direct employees, students, visitors and each other to obey evacuation instructions of emergency response personnel and/or the Building Coordinators.
3. Building Coordinators and/or alternates and assistants shall notify emergency personnel immediately upon their arrival at the scene concerning the status of the evacuation, the exact location of any injured or trapped persons, those waiting in designated Areas for Evacuation Assistance and any others who may be anywhere in the building and any other relevant information on the emergency situation.

B. EXIT QUICKLY AND CALMLY USING NEAREST EMERGENCY ESCAPE ROUTES AND MARKED EXITS AND PROCEED TO SAFE ASSEMBLY LOCATIONS. DO NOT USE ELEVATORS.

1. Do not attempt to use elevators during an emergency. Elevators are called to the first floor when the fire alarm system is activated. Use only stairways in an evacuation. Use clear, safe escape routes and exits and proceed to the nearest outside Safe Assembly Location shown on this building's posted evacuation map or to a location ordered by emergency response personnel. Do not return to an evacuated building until directed by College officials.
2. If possible, take your coat and keys but do not take time to go to lockers or offices for personal possessions. Where applicable and if possible and safe, turn off laboratory gases, exhaust fans and close doors/windows as you exit.

C. ASSIST PERSONS REQUIRING EVACUATION ASSISTANCE TO GET TO DESIGNATED AREAS FOR EVACUATION ASSISTANCE. BE ALERT FOR TRAPPED, INJURED OR OTHER PERSONS NEEDING ASSISTANCE.

1. Transporting of individuals requiring evacuation assistance up or down stairwells shall be avoided until emergency response personnel have arrived. Unless imminent life-threatening conditions exist, relocation of these individuals shall be limited to the designated Areas for Evacuation Assistance.
2. Notify emergency personnel immediately upon their arrival of the exact location

of any injured or trapped persons, those waiting in designated Areas for Evacuation Assistance and any others who may be anywhere in the building.

E-3. FIRE AND SMOKE CONDITIONS: ALERT PERSONNEL IN IMMEDIATE VICINITY AND EVACUATE.

1. Unless a fire is small and easily extinguished, alert others, activate a fire alarm and evacuate the building. Call **911** (dial 9-911 from campus extensions) from any phone to reach the Kent County Emergency Communications Center. If possible, close doors on your way out to prevent spread of smoke or vapors into adjoining rooms and corridors. Never enter a smoke-filled room. Feel all doors for heat and do not open a door that is hot to the touch. When heavy smoke is present, stay close to the floor.
2. If your or another person's clothing is on fire, STOP, DROP to the floor or other horizontal surface and ROLL to put out the flames. Seek immediate medical assistance.

Category 2	Unconfirmed fire alarm or report. 1. Remain calm and activate a fire alarm 2. If the fire is small, attempt to put it out with a fire extinguisher if you can do so safely. 3. Never use an elevator during a fire evacuation. 4. Evacuate downstairs and as a last resort to the roof. 5. Meet at a predetermined outside location that is located a safe distance from the building and out of the way of emergency responders and their vehicles so that the building coordinator can conduct a census. 6. Do no reenter the building until authorized by emergency personnel.
Category 3	Confirmed fire 1. Remain calm and activate a fire alarm. 2. Call 911 (dial 9-911 from any campus extension). 3. If the fire is small, attempt to put it out with a fire extinguisher if you can do so safely. 4. Never allow the fire to come between you and an exit path. 5. If the fire involves electrical equipment that is active, attempt to unplug the device. 6. If you are unable to put the fire out, evacuate by the nearest emergency exit. Touch closed doors with the back of your hand prior to opening them. If it is hot or if smoke is visible, do not open that door. Seek another exit path. Stay low to the ground to avoid rising smoke. 7. Attempt to contain the fire by closing doors and windows, but do not lock doors. 8. Never use an elevator during a fire evacuation. 9. Evacuate downstairs and as a last resort to the roof. 10. Meet at a predetermined outside location that is located a safe distance from the building and out of the way of emergency responders and their vehicles so that the building coordinator can conduct a census. 11. Do no reenter the building until authorized by emergency personnel.

E-4. HAZARDOUS MATERIALS INCIDENTS: ALERT PERSONNEL IN IMMEDIATE VICINITY AND EVACUATE.

Category 1	Minor Spills in Labs 1. Follow lab procedures for eyewash, rinse, or shower. 2. Vacate persons in the immediate area, if necessary 3. Always keep yourself between the chemical and an exit to avoid being trapped. 4. If the spill is inside a fume hood, lower the sash. 5. For flammable liquid spills, shut off all potential ignition sources and do not turn on switches or unplug any electrical equipment. 6. Clean the spill ONLY by those with suitable training and equipment. 7. Wear protective equipment (goggles, gloves, shoe covers). 8. Use the appropriate supplies to neutralize and absorb the spill. 9. Collect waste – seal in proper container and label it clearly. 10. Call appropriate department or external agency for waste pickup.
Category 2	Major Spill in Labs 1. Call 911 (dial 9-911 from campus extensions). 2. Identify yourself, the location/phone, material(s) spilled, and any possibly injuries. 3. Assist injured persons. Isolate contaminated persons. 4. Avoid contamination or chemical exposure of yourself and others. 5. Always keep yourself between the chemical and an exit to avoid being trapped. 6. If the spill is inside a fume hood, lower the sash. 7. For flammable liquid spills, shut off all potential ignition sources and do not turn on switches or unplug any electrical equipment. 8. Close doors or control access to spill site. 9. Advise emergency response personnel concerning any person's inhalation, skin, eye, mouth, or ingestion exposure to any hazardous substance using product labeling, Material Safety Data Sheets (MSDSs) or other available information. 10. Follow evacuation instructions.
Category 3	Area-wide HAZMAT Incident (campus or community) 1. Listen for details on WEBES towers or through email/text. 2. Ensure windows and doors remain closed. 3. Inform occupants to stay indoors until hazard is declared over. 4. Ensure maintenance of the safety and comfort of occupants.

E-5. PROPANE LEAKS

Flammable fuel gases such as propane are naturally odorless, colorless and tasteless; therefore, suppliers add to these gases very distinct, foul-smelling chemicals. This rotten cabbage or sulfur-type odor allows a person to detect even small concentrations of combustible gas in the air and take the appropriate precautions. Because there are no natural gas lines in Chestertown, the College's concerns are related only to propane tanks. There are five locations on campus: Hodson Hall, Boiler House, Toll Science, Decker Hall, and Cain Gym.

Category 1	Unconfirmed Propane Leak 1. Inform Buildings and Grounds (410-778-7210) and Public Safety (410-778-7810) 2. Ventilate area. 3. B&G will determine if tank has been recently filled and will call propane supplier if repair is needed.
Category 3	Confirmed Propane Leak requiring immediate repair 1. Vacate persons in the immediate area, if necessary. DO NOT turn on/off lights, electrical equipment, elevators or any device that could cause sparks, static electricity or a flame. DO NOT activate a fire alarm system unless you are certain there is no build-up of combustible gas *anywhere* in the building. While still in the vicinity of the leaking gas and where concentrations are not known, DO NOT USE cellular phones, radios, pagers, flashlights or other devices capable of producing static electricity, sparks, electric arcs or open flame. If persons requiring evacuation assistance cannot be removed safely out of a building or area, help them to the nearest stairwell away from the gas leak and immediately notify emergency responders of their location. 2. Establish a predetermined place of refuge that is a safe distance from the building (200 feet or more, preferably upwind) and out of the way of emergency responders and their vehicles so that the building coordinator can conduct a census. 3. Notify Public Safety (410-778-7810), Police and Fire Departments (911), and Buildings and Grounds (410-778-7210). 4. Cordon off an area around the leak. 5. Reroute Traffic, if necessary. 6. Eliminate possible sources of ignition around the affected area. 7. Begin Ventilating area. 8. Stop the flow of gas by closing valves or other means 9. Keep all persons out of the hazardous area. In general, all persons—including emergency responders assessing the leak situation—should stay 200 feet away from the leak site. Only trained, knowledgeable employees of the gas supply company or trained emergency responders should perform repairs. Do not return to an evacuated building involved in a propane leak incident unless directed by gas company employees, emergency responders or other knowledgeable persons who have measured the inside air with properly operating and calibrated Combustible

	Gas Instruments.

E-6. FLOODS

Although the Washington College campus sits at an elevation higher than much of downtown Chestertown, serious flooding could occur as a result of heavy rainfall, snow or ice melt, ice jams, earthquake, or land movement. Response to a major flooding incident could require a high degree of local and state or federal interagency cooperation, communication and mutual aid between agencies, municipalities, business, and counties to cope with the situation.

Category 1	Water Leaks 1. Notify Buildings and Grounds at x 7210 during normal hours of operation or the Department of Public Safety at x7810 after normal work hours of the exact location of the leak and if any objects are in imminent danger. 2. Avoid standing in flood waters due to the threat of electrocution. 3. If there are submerged electrical appliances or outlets in the vicinity of the water, evacuate students, staff, and guests. 4. If you can safely stop the leak, do so cautiously. 5. Alert occupants on floors beneath the water leak of the potential for flooding or water damage in their areas.
Category 2	Flooding 1. Notify Buildings and Grounds at x 7210 during normal hours of operation or the Department of Public Safety at x7810 after normal work hours of the exact location of the leak and if any objects are in imminent danger. 2. Avoid standing in floodwaters due to the threat of electrocution. 3. If safe to do so, turn off or disconnect electrical devices in the flood area to reduce the risk of electrical shocks. 4. Protect or remove valuable property that is susceptible to water damage. 5. Close doors and seal openings to minimize the spread of water. 6. Remain in a safe adjacent area to direct response personnel t the site and others away from the site. 7. In flooding liquid is contaminated, the area must be secured.

E-7. TORNADOES

Tornadoes are violent, local storms with whirling winds that can reach 200-400 miles per hour. The width of a tornado path ranges generally from 200 yards to one mile. The south central, southeastern, and mid-western parts of the United States are particularly susceptible to conditions favoring tornadoes. A tornado may travel "on the ground" from a few hundred yards to fifty miles at speeds of 30 to 75 miles per hour making it nearly impossible to outrun; therefore, one should seek shelter whenever a tornado warning is indicated. If in a building, one should move away from outside rooms and go to a center hallway. An interior area at the bottom level of the building is preferable. One should If caught outside, and there is no time to reach an inside shelter, lie flat in the nearest ditch, ravine, or culvert, with hands and arms shielding one's head. Be sure to leave the ditch, ravine, or culvert immediately after the tornado has passed to avoid the

possibility of flash flooding. If in an automobile, follow the same rules as outlined above. The National Weather Service issues severe weather warnings using the following terms:

Category 1	Tornado Watch 1. A Tornado Watch means that tornados could develop. 2. Stay tuned to local radio (WBAL-AM 1090 in Baltimore, WCTR 1530 in Chestertown, or WSCL 89.5 in Salisbury) or television (WBAL-TV 11 in Baltimore, or WBOC 16 in Salisbury). 3. Be prepared to take cover, if necessary.
Category 2	Tornado Warning 1. A tornado has been sighted or has been indicated by NWS Doppler radar. 2. Warnings are given to individual counties or cities and include the tornado's location, direction and speed. 3. If you are in or near its path, seek shelter immediately.
Category 3	Actual Tornado 1. Move away from outside rooms and go to a center hallway. An interior area at the bottom level of the building is preferable. 2. Try to get into a windowless room or interior hallway. 3. Avoid auditoriums or gymnasiums or other areas with wide, free-span roofs. 4. Protect your head by covering it with your arms. If in a building, move away from outside rooms and go to a center hallway. An interior area at the bottom level of the building is preferable. 5. If you are caught outside with no time to reach an inside shelter, lie flat in the nearest ditch, ravine, or culvert, with hands and arms shielding your head. Be sure to leave the ditch, ravine, or culvert immediately after the tornado has passed to avoid possible flash flooding. 6. If in an automobile, abandon the vehicle and follow the guidelines outlined above.

E-8. CIVIL DISTURBANCES OR DEMONSTRATIONS

Washington College seeks to ensure that it remains a forum for the broadest expression of views not in conflict with the normal uses of the campus, the rights of others, and the limitations of lawful conduct. More specifically, any free expression activity on campus properties, such as demonstrations, marches, meetings, picketing and rallies, must comply with the following:

a. They may not be conducted in a manner constituting a violation of federal, state or local law.
b. They may not be conducted in a manner or at a place or time that unreasonably interferes with the educational, research, service, and other legitimate functions of the College.
c. They may not be conducted in a manner that violates rules, regulations, and/or policies of the College including, but not limited to, regulations set out below or other regulations that may be developed by the College.
d. They may not be conducted in a manner that violates applicable fire and safety regulations.

Category 1	Peaceful, non-disruptive demonstrations. 1. Demonstrations of this kind should not be obstructed or provoked. Efforts should be made to conduct College business as normally as possible. 2. If demonstrators are asked to leave by regular closing time and refuse, the Vice President and Dean of Students and Director of Public Safety should monitor the situation and determine if such refusal constitutes a disruptive activity (see next section).
Category 2	Non-violent, disruptive demonstrations. 1. In the event that a demonstration or other free expression activity violates one or more of the conditions stated above for lawful assembly, the Vice President and Dean of Students, after consultation with the President and Director of Public Safety, should determine the manner in which demonstrators will be ordered to terminate their disruptive activity. 2. Demonstrators who persist in the disruptive activity should be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action, including suspension or expulsion, or possible intervention by law enforcement authorities. 3. Upon arrival of the Chestertown Police, Kent County Sheriff's Office, and/or Maryland State Police, the remaining demonstrators should be warned of the intention of their arrest.
Category 3	Violent, disruptive demonstrations. 1. In the event that a violent demonstration where injury to persons or damage to property appears imminent, the Chestertown Police, Kent County Sheriff's Office, and/or Maryland State Police should be contacted for immediate assistance and the College's Emergency Policy Group should convene. The Director of Public Safety should provide and ensure continuous communication between the Emergency Policy Group and community police services during the entire disturbance. 2. If you are present in the building during a violent demonstration: move away from all windows and close blinds if possible. Do not open doors or attempt to leave the building without consulting the police. It may not be advisable to leave at that time. If demonstrators gain entry into the building, avoid provoking or obstructing them in any way. Lock yourself in an office if possible until the police can assist you in leaving the building safely.

If any of the above conditions are violated, the Director of Public Safety should be notified and will be responsible for contacting and informing the President and Vice President and Dean of Students and other College administration, as necessary.

E-9. MEDICAL EMERGENCIES

Category 1	Minor incident that can be resolved by college resources. Examples include minor injury or illness such as a cut, minor fall, fainting. 1. Call Public Safety to escort person to the Health Center for evaluation, if incident occurs during normal operating hours.

	2. If Health Center is closed, the responding officer will decide if EMS needs to be activated. 3. If for any reason you cannot reach Public Safety contact 911 (dial 9-911 from any campus extension)
Category 2	Serious incident that can be resolved by college with limited outside help. The following conditions constitute a medical emergency: Cardiac or Respiratory Arrest Choking, Loss of Consciousness Unresponsiveness Seizures, Severe Bleeding Broken Bone, Joint Dislocation or Deformity Any injury to head, neck back or spine Difficulty breathing or shortness of breath Pain or pressure in chest or abdomen Stroke Asthma Allergic reaction Heat Stroke/Heat Exhaustion Alcohol or Drug-related abuse, reaction or overdose Ingestion, inhalation or absorption of a poison Electrical Shock 1. Check the scene. If the scene is safe check the victim(s). If the scene is not safe wait for EMS to arrive. 2. Call 911 (dial 9-911 from campus extensions) and give the information below: (if you are by yourself use the nearest phone and return to the scene after the call. If someone is with you inform them to make the call and then return to the scene and wait for EMS to arrive) a. Number of injured/ill and condition b. Your name, location, and phone number c. Any care being given to the victim(s) d. Stay on line until EMS hangs up 3. Care for the victim(s) to the level of your training. If you are not trained stay with the victim until help arrives. 4. Contact Public Safety if they have not already arrived on the scene. 5. Remain at the scene until victim(s) has been transported and you have answered all questions from EMS regarding the victim. 6. Fill out an incident report with Public Safety
Category 3	Major campus incident or crisis that relates to public safety and health and has the potential for impacting numerous people or sizeable portions of the campus or surrounding community. Examples include outbreak of contagious disease such as a novel influenza virus, multiple injuries on campus due to fire or assault, contaminated water supply leading to illness, or death of student, staff or faculty member. 1. Director of Health Service will establish and maintain communication with authorities of the appropriate outside agencies including the Office of Emergency Services, Kent County Health

	Department, Chester River Hospital Center and act as a liaison for the college in the event of a medical or public health event. 2. Director of Health Services will communicate with and advise Campus Emergency Planning and Operations Groups regarding details of the event and recommendations from the appropriate external agency. 3. Director of Media Relations shall carry out notification of students, faculty and staff. 4. Directors of affected departments will be responsible for instituting their individual department's emergency plan (example: Residential Life would find alternate housing in the event of a fire in a building. Counseling would offer crisis intervention sessions for traumatized students, Health Services would organize immunization clinics, institute telephone triage and surveillance systems etc.) 5. Director of Health Services will provide updates on the situation to the EPG and EOG on a daily basis or more frequently if needed. 6. Director of Health Services will collaborate with other college departments as needed. 7. Each department head involved in the event is responsible for documentation of all actions, costs, etc. 8. A Critical Incident debriefing will be done within each department within 72 hours after resuming normal operations. This should include a departmental cost analysis. 9. A Critical Incident debriefing will be done by the EOG within one week after resuming normal operations. This should include an institutional cost analysis. 10. Critical Incident debriefing with community partners to be led by Director of Health Services as soon as possible after event.

E-10. WORK-RELATED INJURY OR ILLNESS

Seek medical attention as required. Report the injury or illness to your supervisor, regardless of severity. If you have a work related injury, contact the Department of Human Resources at 410-778-7799 to file the appropriate workplace injury report. Supervisors will complete the appropriate documentation (a supervisor's accident/incident report at a minimum) and forward a copy to the Department of Human Resources.

Category 1	Work-related injury or illness 1. Seek medical attention as required. 2. Report the injury or illness to your supervisor, regardless of severity. 3. If you receive medical treatment for a work related injury, contact the Department of Human Resources at 410-778-7799 to file the appropriate workplace injury report. 4. Complete appropriate documentation (a supervisor's accident/incident report at a minimum) and forward a copy to the Department of Human Resources.

Category 2	Work-related Injury or Illness Requiring Medical Attention 1. Contact Public Safety for escort to Health Services or Emergency Room. Public Safety will decide of EMS needs to be activated and file an incident report. 2. If on-site medical attention is needed, Call 911 (dial 9-911 from campus extensions) and request emergency services and provide all necessary information to the dispatcher 3. If exposure to blood borne pathogens is possible, employees should be taken to the Emergency Room. 4. Report the incident to Human Resources and initiate paperwork (first report of injury) 5. If there is time missed from work, then the employee needs to obtain a release to return to work from the treating health care provider.
Category 3	Death of an Employee While at Work 1. Call 911 (dial 9-911 from campus extensions) to request an ambulance. 2. Contact Public Safety at x7810 for assistance 3. Report the incident to Human Resources and complete paperwork (first report of injury) 4. Human Resources notifies Media Relations, Emergency Management Policy Group, and appropriate external agencies. 5. Human Resources will arrange for a critical incident debriefing sessions beginning with the employee's department.

E-11. VIOLENCE IN THE WORKPLACE

Any act of physical, verbal, or psychological threat or abuse, assault, or trauma against an individual that results in physical and/or psychological injury. Threats of violence may be immediate and direct or non-specific and indirect.

Category 1	Non-Specific Threats of Violence Include: 1. Person states that someone "should be" harmed or that damage "should be" done to a building, area, group of people, etc. 2. Person states the world would be better off without him/her 3. Person talks about how use of a weapon would solve a problem(s). 4. Person talks about intent to harm another or focused on injustices, betrayal, unjust treatment, etc. 5. Person is preoccupied with thoughts of death of self or others, can't focus on work, is despondent and she/he is drinking or using drugs to cope. Reponses to Non-Specific Threats of Violence: 1. Alert your supervisor 2. Do not hesitate to report a non-specific threat just because there has been no immediate threat or harm to a person or property. 3. Do not try to diagnose or "fix" the person's problems. 4. Do not set yourself up as an authority regarding the person's problems. Document your actions by noting pertinent information such as: the presence of drugs or alcohol, the circumstances involved in the threat, what the persons said and/or did, who else was present, when and where the threat accrued and what you did after the threat.

	5. If you are the subject of a threat, Contact Public Safety x7810 to share information establish a safety plan.
Category 2	Immediate and Direct Threat of Violence 1. Person threatening to cause bodily harm or property damage. 2. Person is in the act of causing bodily harm or property damage. 3. Peron displaying, showing or waving a weapon: knife, gun, bomb or any device that could be used as a weapon. 4. Person stating that she/he has taken steps to commit suicide or harm others. 5. Person threatening to commit suicide. Response to Immediate Direct Threats of Violence 1. Get out of immediate danger. DIAL 911 (dial 9-911 from campus extensions). Stay on the line until you are told to hang up. 2. Alert your supervisor and Human Resources at 410-778-7799.
Category 3	Violence on Campus Resulting in Death 1. Evacuate the area to a safe place by moving to a secure room and locking and/or barricading the door. 2. Call 911 (Dial 9-911 from campus extensions). Stay on the line until you are told to hang up. Be prepared to answer detailed questions. 3. Listen for additional information over the WEBES Towers or WAC Alert for updates. 4. Wait for official notice that the danger is over. ALL CLEAR.

E-12 SHOOTER ON CAMPUS

Definition: When a hostile person is actively causing deadly harm or the imminent threat of deadly harm is present within a building or on campus.

Category 1	Suspected Violent Individual – no violence. 1. Inform Public Safety of suspect, providing as much detail as possible with regard to why you believe they pose a threat.
Category 2	Threat has been posed – there has been a report of someone on campus with a gun or a direct threat has been made. 1. Inform Public Safety of suspect. 2. Call 911 (or 9-911 from campus phones) with the following information: • Reported location of the suspect • Identity and physical description (if known) of suspect • Number and type of weapons reportedly held by the suspect 3. Evacuate to a safe place. 4. Listen for additional information over emergency broadcast towers, via WAC Alerts, or by email.
Category 3	**Active Shooter on Campus** When a hostile person is actively causing deadly harm or the imminent threat of deadly harm is present within a building or on campus, we recommend the following procedures be followed: Contact 911 (or 9-911 from campus phones) with the following

information:

- 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

1. If you see the shooter at a distance, running away should be your first plan, when possible. Run in a zigzag or other unpredictable pattern. Use trees, vehicles or any other object to block you from view as you run.

If you are caught in an open area such as a hallway or lounge type area, you must decide what action to take. Seek an exit, or if you have to, hide in a room, preferably with windows, so you have a way of escaping the room if you have to. Lock or barricade the door and turn off the lights. If a door will not lock, barricade it with tables and chairs. Call 911 (or 9-911 from campus phones) to reach emergency services as soon as the door is locked and blocked.

If you are in the same area as the shooter, find cover, fast. If the shooter opens fire, attempt to take cover behind heavy furniture or any other heavy obstacle. If there is nothing close, simply drop to the floor and lie flat. This will protect your vital organs and make you a smaller target to the shooter. Lying flat could also make the shooter mistake you for dead. Remain quiet and still.

If the shooter is about to shoot you, do anything you can to stop them. Try talking to the shooter if you know them, but use caution. You could possibly change their mind, but remember, if they have a gun in their hand, they may not be convinced by anything. Attacking an armed assailant is unwise *unless you have absolutely no other option*. They have likely already decided to shoot people, and threatening them may result in the deaths of you and even more around you.

If you are barricaded in a room with other people, firmly order everyone to spread out as widely as possible, and get down on the floor behind furniture or any other cover. People have a natural tendency to huddle together in a crisis, but in a shooting situation, this just makes all of you one big, stationary target. Spreading out and getting down low makes everyone a more difficult target.

If you hear gunshots and are in a bathroom, your best bet is to remain in the bathroom. Lock the bathroom door if you are able to. Another thing you can do is go into a stall, lock it, and crouch on the toilet seat to hide. If you have a cell phone, call 911 (dial 9-911 from campus extensions) to reach The Kent County 9-1-1 Ceneter, but stay as quiet as possible.

	If you hear gunshots and are outside, go in the opposite direction from where you heard the gunshots. Call 911 (dial 9-911 from campus extensions) as soon as you are far enough away. Assist other people that are fleeing the building after you call. 2. Wait for help to arrive. Before you open the door to someone that says "police" or "paramedics" be aware that it could be the shooter trying to get you to open the door. Ask them questions and make sure that they are actually police or someone trying to help you. 3. When the police arrive, obey all commands. This may involve being handcuffed or made to put your hands in the air. This is done for safety reasons and once the police evaluate circumstances, they will give you further directions to follow. Remind yourself that they are doing what they are doing in order to neutralize every possible threat, and save your life. Be as helpful as possible to the authorities. Tell them everything you know.

E-13. ELECTRICAL POWER SHORTAGES AND OUTAGES

The College does not currently participate in Delmarva Power's Voluntary Power Load Shedding program, but it may choose to do so in the future. For that reason, Category 1 addresses a scheduled reduction or loss of power for conservation purposes. Although seasonal peak electricity usage can vary significantly, August-September and December-January are reportedly the greatest periods for planned outages.

For the most part, the Emergency Policy Group focuses on the possibility of un-scheduled, campus-wide power outages. Such outages can affect all or part of the WC campus.

The majority of electrical power on campus comes through two 25KV lines, one enters the North side of campus and one on the South side of campus. Buildings server from the northern sub station are: Harford, Chester, Sassafras, Western Shore Dorms, Tennis Center, and Kirby Stadium. The southern sub station serves all other campus buildings. A handful of former residential properties on Washington Avenue and Campus Avenue receive their power directly from Delmarva power drops, and may be affected differently in an outage.

Category 1	Notification requesting that immediate energy conservation (Power Load Shedding) measures should be implemented or a single scheduled outage or series of rotating outages will occur. 1. The Department of Public Safety's dispatch or other College officials receiving the request shall immediately notify the Director of Public Safety. 2. The Director of the Physical Plant or designee(s) shall immediately initiate energy conservation measures as deemed appropriate. 3. The Director of the Physical Plant or designee(s) shall immediately initiate energy conservation measures as deemed appropriate.

	4. The Director of Media Relations or alternate shall use mass electronic messages to alert the faculty, staff and student body of the situation. 5. Unless specifically directed otherwise by the President or designee(s), all College classes, offices, administrative and computer network systems shall carry on as a normal business day.
Category 2	Notification that a single scheduled outage or series of rotating outages will occur. 1. The Department of Public Safety's dispatcher (or other official receiving the request) shall immediately notify the Director of Public Safety. 2. The Director of Public Safety or alternate shall immediately contact the following College officials and inform them of all information received from Delmarva Power: President; Provost and Dean; all Vice Presidents; Director of Physical Plant or alternate; Chief Information Officer or alternate; Director of Miller Library, Director of Athletics, and Director of Media Relations, or alternate. 3. 4. The Director Media Relations or alternate shall carry out subsequent faculty, staff and student notification tasks including but not limited to mass electronic messages to alert the campus community as deemed appropriate. 5. Unless specifically directed otherwise by the President or designee(s), all College classes, offices, administrative and computer network systems shall carry on as a normal business day. 6. If the planned outage will be **less than one (1) hour**, all College classes, offices, administrative and computer network systems shall carry on unless specifically directed otherwise by the President or designee(s). [WHY IS LESS THAN HOUR DIFFERENT FROM MORE THAN, WHEN IT COMES TO COMPUTERS?] 7. If the planned outage will be **greater than one (1) hour**, the President or designee(s) shall determine if and when to call for the cancellation of classes, evacuation of buildings and orderly shut-down of administrative and computer network systems at a time deemed appropriate given the information at hand. 8. If directed to evacuate buildings, designated Building Coordinators shall ensure, to the extent practical, that a safe personnel evacuation proceeds, paying special attention to the following points: a. Shut off switches to as many electrical items as possible before leaving, including lights, room air conditioners, heaters, computers, televisions, appliances, etc. This will assist Delmarva Power to restore electricity when the system comes back on-line and will prevent power-surge damages to the items. b. Use clear, safe escape routes and exits and proceed to the nearest outside Safe Assembly Location shown on the building's posted evacuation map or to a location ordered by College officials or emergency response personnel. c. Assist persons requiring evacuation assistance to get to designated Places of Refuge for Evacuation Assistance. Unless imminent life-threatening conditions exist or otherwise directed by College officials, only trained emergency personnel should transport these individuals up or down stairwells.

	d. Do not return to an evacuated building until directed by College officials. Department Heads and designated Building Coordinators shall await further instructions via available telephone or radio communications. If the outage occurs at the end of the workday, directions may be received that personnel may leave the College.
Category 3	Unscheduled, sudden and widespread power outage occurs. 1. The Director of Public Safety and/or Director of Physical Plant and/or their alternate(s) shall contact Delmarva Power to gather any available outage information and best estimates of when service may be restored, and then immediately relay the information to the Manager, Emergency Operations Center. The Manager, Emergency Operations Center or designee(s) will in turn inform the President and other members of the Emergency Policy Group of the situation. 2. If the outage is determined to be a failure of an on-campus system, then Buildings and Grounds will provide an estimated duration and repair schedule. 3. If it is determined that the outage will last for an indefinite or prolonged period, the President or designee(s) shall determine if and when to call for the cancellation of classes, evacuation of buildings and orderly shut-down of administrative and computer network systems at a time deemed appropriate given the information at hand. 3. If directed to evacuate buildings, designated Building Coordinators shall ensure, to the extent practical, that a safe evacuation is conducted paying special attention to the following points: a. Shut off switches to as many electrical items as possible before leaving, including lights, appliances, room air conditioners, heaters, computers, televisions, appliances, etc. This will assist Delmarva Power to restore electricity when the system comes back on-line and prevent power-surge damage to the items. Secure any hazardous materials. b. Use clear, safe escape routes and exits and proceed to the nearest outside Safe Assembly Location shown on the building's posted evacuation map or to a location ordered by College officials or emergency response personnel. c. Help persons in darkened work areas move to safety and, where applicable, assist other persons requiring evacuation assistance to get to designated Areas for Evacuation Assistance. Unless imminent life-threatening conditions exist or otherwise directed by College officials, only trained emergency personnel should transport these individuals up or down stairwells. d. Do not return to an evacuated building until directed by College officials. Department Heads and designated Building Coordinators shall await further instructions via available telephone or radio communications. If the outage occurs at the end of the workday, directions may be received that personnel may leave the College.

E-14. ACTS OF TERRORISM AND/OR THE USE OF WEAPONS OF MASS

DESTRUCTION

Introductory Note: State and local emergency response agencies have the primary role for planning for and managing the consequences of a terrorist incident in Maryland and Kent County, using available resources in the critical hours before Federal assistance can arrive. Washington College would rely heavily upon these governmental resources in dealing with any threat or actual act of terrorism or the use of weapons of mass destruction (WMD). In particular, any reported terrorism act or use of WMD on campus would immediately trigger the implementation of the Kent County Emergency Operations Plan developed by the Kent County Office of Emergency Services. Nonetheless, the information presented below is provided to help campus officials and departments recognize and plan for this unique set of extraordinary hazards and to help college officials make logical determinations of appropriate first response actions.

a. Bomb Threats

Category 1	**Unconfirmed report of bomb on campus or phone call from someone claiming to have placed a bomb on campus.** 1. If receiving a phone call from a bombing suspect, record all information given by the person. **Use the BOMB THREAT CHECKLIST to keep a record of the conversation details.** Do not hang up the call but, if possible, have someone else call Public Safety at x7810 or 410-778-7810 to report the threat. Evacuate the reported area; keep people well clear of the area. 2. Do not sound the evacuation alarm or EVACUATE the building or facility unless directed by College officials**. CALL 911 (DIAL 9-911 FROM CAMPUS EXTENSIONS)** from any telephone. Give your name, location and telephone number. Inform them of the situation, including information you may have as to the location of the threat, time of the threat, time you received the call and any other information from the checklist shown below. **Answer any questions and do not hang up the phone until the operator is finished.** Emergency and College officials should assess the threat to determine appropriate action. Call Public Safety at x7810 or 410-778-7810 to provide all known information. Police, fire and bomb disposal will report to the area. 3. If you see any unusual or suspicious item(s), report it to emergency response personnel. Under no circumstances should you touch, tamper with or move suspicious objects or confront persons acting suspicious. 4. Do not approach the danger area until an official notice is given that the area is clear.
Category 2	**Bomb located on campus with or without visible timer** 1. Call Public Safety at x7810 or 410-778-7810; call 911 (dial 9-911 from campus extensions). 2. If requested, record information about the bomb, e.g., location, timer, size, etc., and relay to the county Emergency Operation Center (EOC and 911 Center). 3. Emergency personnel will clear the area. If any injuries occur during the evacuation, inform the emergency personnel.
Category 3	**Detonated bomb on campus** 1. Remain calm. Call 911 (dial 9-911 from campus extensions),

	the county Emergency Operation Center (EOC and 911 Center); call Public Safety; inform each of location, visible damage, known casualties, etc. 2. Emergency personnel will clear the area. If any injuries occur during the evacuation, inform the emergency personnel. 3. If uninjured, move away from the blast zone to a safe area. Emergency crews will provide medical care to those in need, rescue individuals, control fire, etc. 4. Do not reenter the area until official word is received that the area is safe.

BOMB THREAT CHECKLIST

Questions to ask of bomb threat caller:

1. When is the bomb going to explode? _____
_____

2. Where is it right now? _____
_____

3. What does it look like? _____
_____

4. What kind of bomb is it? _____
_____

5. What will cause it to explode? _____
_____

6. Did you place the bomb? _____
_____

7. Why? _____
_____

8. What is your address and your name? _____
_____

9. Exact language of the threat: _____
_____

Description of Person on the phone:

Man_____ Woman_____ Teen_____ Child_____ Age_____
Length of call: _____

Description of Voice on the phone:

Normal_____ Accent_____ Calm_____ Stutter_____ Soft _____
Distinct _____ Familiar ____ Stressed____ Disguised____ Slow_____ Deep_____
Lisp_____ Clearing throat _____ Squeaky_____ Slurred_____ Angry_____ Loud_____
Deep breathing _____ Cracking voice ____
Nasal_____ Deep_____ Slow____ Nasal_____ Whispered ____ Intoxicated_____
Laughing_____ Crying _____ Ragged ____ Rapid Excitement_____

Background Sounds:

Street ____ Factory machines____ Animal noises ____ Voices ____
Clear _____ Static____ PA System _____ Music _____ Local _____
Long Distance _____ Motor _____ Booth____ House Noise _____
Office machinery _____ Other: _____

Threat Language:

Well-spoken ___Incoherent ___Foul ___Taped __Irrational ____
Pre-prepared message ____

Other Notes:

b. <u>Suspicious Mail Handling Procedure</u>

Category 1	**Receipt of mail marked with a threatening message or of envelopes or packages that appear to be empty.** 1. Do not open the mail. Leave the mail in the room and evacuate the room. Keep others from entering the room. 2. Notify your supervisor and call Public Safety at x7810 or 410-778-7810 3. Wash your hands with soap and water. Watch for signs of irritation. If found seek medical attention.
Category 2	**Opened package or envelope with powder or other suspicious substance.** 1. Do not touch or clean up suspicious substance; keep others away from it. Do not brush dust off of your clothes. 2. Wash your hands with soap and water. 3. Call Public Safety at x7810 or 410-778-7810, then notify your supervisor. 4. Remove your clothing as soon as possible. Double-bag the clothing using plastic bags. Wash your hands with soap and water. Put on fresh clothing, then inform emergency personnel who will assist in the disposal of any contaminated clothing. Wash your hands again after bag disposal. 5. Create a list of anyone who had direct contact with the suspicious substance and provide the list to emergency personnel.

	6. Medical personnel will make any requests for medical attention or individual decontamination.
Category 3	**Package opening that produces a cloud of dust or a small explosion** 1. Evacuate the room/building as applicable. Secure entry to the contaminated room. 2. Wash your hands with soap and water. Do not brush dust off of your clothes. 3. Call Public Safety at x7810 or 410-778-7810, then notify your supervisor. Shut off air handling systems, if possible. Remain on premises while waiting for, and until dismissed by, emergency personnel. 4. Remove your clothing as soon as possible. Double-bag the clothing using plastic bags. Wash your hands with soap and water. Put on fresh clothing, then inform emergency personnel who will assist in the disposal of any contaminated clothing. Wash your hands again after disposal of the bag. 5. Emergency personnel should call the Chestertown Police Department (410-778-1800), the Center for Disease Control and Prevention, the Kent County Health Department (410-778-4595), etc. 6. Emergency personnel will make requests for medical attention or individual decontamination.

The College recommends the following steps if items are found to contain a written threat of chemical or biological material and what to do if mail were opened that contained some form of powder or unidentified material:

General precautions/information for those who handle large volumes of mail:

- Wash your hands with warm soap and water before and after handling the mail.
- Do not eat, drink or smoke around mail.
- If you have open cuts or skin lesions on your hands, disposable gloves may be appropriate.
- Face masks, eye protection or gowns for mail handlers are NOT currently being recommended by public health officials or agencies.

What constitutes a suspicious letter or package? Some typical characteristics or indicators, which may trigger suspicion, include letters or package that:

- have any powdery substance inside or outside;
- are addressed to someone no longer with your organization or are otherwise outdated and very unexpected;
- have no return address or have one that can't be verified as legitimate;
- are of unusual weight, given their size, or are lopsided or oddly shaped;
- have an unusual amount of tape on them;
- are unexpectedly marked with restrictive endorsements such as "Personal" or "Confidential";
- have strange odors or stains;
- show a city or state in the postmark that doesn't match the return address.

If a letter or package is received with these indicators listed above or contains a written threat of a biological or chemical material:

- Do not panic. Do not shake or empty the envelope or package and do not discard it. Place it in a plastic bag.
-- Close the room door or section-off the area so that no one disturbs the item. -- Leave the area. If possible, turn off any fans or heating, ventilation and air conditioning systems.
- Wash your hands with warm water and soap for one minute.

Call 911 (dial 9-911 from campus extensions) reporting what you received and what you have done with it. Emergency officials will coordinate responses from all appropriate agencies.

Do not allow anyone who might have touched the envelope or package to leave unless specifically instructed by emergency responders.

When emergency responders arrive, they will provide further instructions on what to do. The United States Postal Service provides a helpful source for learning more about mail handling: http://www.usps.com/news/2001/press/pr01_1010tips_print.htm

c. Use of Weapons of Mass Destruction – Immediate Response Actions

Category 2	**Warning issued stating an attack using WMD is imminent.** 1. Monitor radio and television stations for important information. Follow instructions issued by governmental and emergency personnel. 2. Seek shelter in nearest heavily constructed building. 3. If attack is suspected to be chemical in nature, shelter in an aboveground, interior, room if possible. Some chemicals are heavier than air and will tend to gravitate toward basements. 4. If Biological, radiological, or nuclear in nature, shelter in belowground interior room if possible. 5. Sections "**d, e, & f**" below contain information about specific types of weapons of mass destruction, situational and emergency services to be expected.
Category 3	**Confirmed attack using Weapons of Mass Destruction** 1. If biological attack, move away from detonation area – upwind of it if possible, wash thoroughly, shelter in basement, if possible turn off air handling equipment, ask for medical help if you become ill. 2. If chemical attack, seek shelter aboveground. Anyone in proximity should thoroughly wash all exposed skin, place contaminated clothing in double plastic bags, wash again, then put on fresh clothing, if available. 3. If radiological (conventional bomb used to spread radioactive material), seek shelter in nearest undamaged building. If shelter is not available, attempt to move rapidly upwind and away from the detonation site. 4. If nuclear, shelter belowground in heavily constructed building if possible. Cover head and eyes. The blast wave may take 30 seconds or more to hit. 5. Monitor radio and television stations for important information. **In all cases do as instructed by governmental and**

	emergency personnel.

In any emergency involving a terrorist act, including but not limited to, the use of a biological or chemical attack agent, **CALL 911 (DIAL 9-911 FROM CAMPUS EXTENSIONS)** immediately, if doing so does not place you or persons around you in grave danger. The next best response for the general campus community in case of a terrorist attack is to be given information, awareness training and where necessary, specialized training. As a first response in this type of emergency situation, you may be advised or ordered by local community or College officials to "**shelter in place**." This means to remain inside your building or office, protect yourself where you are and take the following steps:

- Close and lock all windows and exterior doors.
- Turn off all fans, heating and air conditioning systems.
- If available, get your office disaster supplies kit and make sure the radio and/or television is on.
- If possible, go to an interior room without windows that is above ground level.
- In the case of a chemical threat, an aboveground location is preferable because some chemicals are heavier than air, and may seep into basements even if the windows are closed. Using duct tape and plastic sheeting (if available), seal all cracks around the door and any vents into the room
- Stay in place and to your radio or television until you are told all is safe or you are told to evacuate.

d. Use of Weapons of Mass Destruction – Specific Hazard Information

1. *Nature of the Hazard***.** WMD hazards may be chemical, biological, nuclear/radiological, and/or explosive.

a. **Initial Warning.** While specific events may vary, the emergency response and the protocol followed should remain consistent. Even when an overt WMD incident has occurred, the person calling for emergency assistance may not identify the incident as a terrorist incident, but rather state that there was an explosion, a major "accident," or a mass casualty event. Information relayed through the dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data to begin responding to the incident. Over time, it becomes obvious or strongly suspected that an incident has been intentionally perpetrated to harm people, compromise campus safety and well-being, disrupt essential College services, or damage the campus environment.

b. **Initial Detection/Scene Safety and Security.** As is the case in most common industrial hazardous-materials accidents, the first priority in the management of the incident involves ascertaining the identity and physical properties of the substance that has been released. It is only after the product identity can be ascertained that an effective outer perimeter can be established, neutralizations plans formulated, decontamination procedures entertained, emergency medical treatment plans made, and environmental preservation precautions taken. **Kent County Office of Emergency Services, State and local health departments, as well as local emergency first responders, should be relied upon by the College to identify unusual symptoms, patterns of symptom occurrence, and any additional cases of symptoms as the effects spread throughout the campus community and beyond.** The detection of a terrorism incident involving covert biological agents (as well as some chemical agents) will most

likely occur through the recognition of similar symptoms or syndromes by clinicians in hospital or clinical settings. Detection of biological agents could occur days or weeks after exposed individuals have left the site of the release. Instead, the "scene" will shift to public health facilities receiving unusual numbers of patients, the majority of whom will self-transport. When dealing with any potential terrorist attack, the first necessary task is to secure the area and ascertain the nature and severity of the threat. Particularly in the past few years, several instances have been reported in which a secondary device was targeted at emergency responders or in which an armed secondary assault was perpetrated by offenders, in an attempt to harm or kill rescuers and disrupt emergency operations. In most cases, both a primary and secondary secured perimeter must be established. A thorough search of these perimeters must be a priority at the onset of the incident. In the event of a biological or chemical release, a large downwind area may also need to be rapidly secured and evacuated in order to minimize community casualties.

c. **Investigation and Containment of Hazards.** Local first responders should provide initial assessment or scene surveillance of a hazard caused by an act of WMD terrorism. The proper local, State, and Federal authorities capable of dealing with and containing the hazard should be alerted to a suspected WMD attack after State/local health departments recognize the occurrence of symptoms that are highly unusual or of an unknown cause. Consequently, State and local emergency responders must be able to assess the situation and request assistance as quickly as possible. A brief list of Federal departments and agencies with counterterrorism-specific roles is provided below.

2. *Hazard Agents*

a. **Chemical.** Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff.

Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in Table 1 shown below. Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. **Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.**

b. **Biological.** Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public

health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, or incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Table 1 below.

Table 1. General Indicators of Possible Biological Agent Use

Stated Threat to Release a Biological Agent
Unusual Occurrence of Dead or Dying Animals
Unusual Casualties
Unusual illness for region/area
Definite pattern inconsistent with natural disease
Unusual liquid, spray, or vapor
Spraying and suspicious devices or packages

c. **Nuclear/Radiological.** The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. Unless confirmed by radiological detection equipment, the presence of a radiation hazard is difficult to ascertain. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Table 2 lists some indicators of a radiological release.

Table 2. General Indicators of Possible Nuclear Weapon/Radiological Agent Use

A stated threat to deploy a nuclear or radiological device is made.
The presence of nuclear or radiological equipment (e.g., spent fuel canisters or nuclear transport vehicles) is determined.
Nuclear placards or warning materials along with otherwise unexplained casualties.
The scenarios constituting an intentional nuclear/radiological emergency include the following:

(1) Use of an **Improvised Nuclear Device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While "weapons-grade" material increases the efficiency of a given device, materials of less than weapons grade can still be used.

(2) Use of a **Radiological Dispersal Device (RDD)** includes any

explosive device utilized to spread radioactive material upon detonation. Any improvised explosive device could be used in this way by placing it in close proximity to radioactive material.

(3) Use of a **Simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

d. **Conventional Explosive Devices.** The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions to construct such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature, and are not readily detectable. Secondary devices may be targeted against responders.

e. **Combined Hazards.** WMD agents can be combined to achieve a synergistic effect—greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or intoxications may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

3. *Potential Targets***.** The Kent County Office of Emergency Services and the Maryland Office of Homeland Security will be relied upon to make a determination of the highest risk areas at Washington College. However, obvious primary targets are likely to be the Kirby Stadium, Gibson Performing Arts Center, Benjamin A. Johnson Lifetime Fitness Center and the Hodson Commons, simply due to the large numbers of people often occupying these facilities.

e. Situation and Assumptions

1. *Situation***.** WMD situation planning by Kent County includes provisions for working with Federal crisis and consequence management agencies and strives for smooth coordination with multiple agencies and officials from various jurisdictions regarding all aspects of the response.

2. *Assumptions***.** Although situations may vary, planning assumptions remain the same.

a. The first responder (e.g., campus official, local emergency or law enforcement personnel) or health and medical personnel will in most cases initially detect and evaluate the potential or actual incident, assess casualties (if any), and determine whether assistance is required. If so, Town, County, and/or State

support will be requested and provided. This assessment will be based on warning or notification of a WMD incident that may be received from law enforcement, emergency response agencies, or the public.

b. FEMA retains authority and responsibility to act as the lead agency for consequence management throughout the Federal response. In this capacity, FEMA will coordinate Federal assistance requested through State authorities using normal FRP mechanisms.
c. Federal response will include experts in the identification, containment, and recovery of WMD (chemical, biological, or nuclear/radiological).
d. Federal consequence management response will entail the involvement of FEMA, additional FRP departments and agencies, and the American Red Cross as required.

f. <u>Emergency Services Performed at a Chemical/Biological Agent Release Incident</u>

The primary functions that Emergency Response personnel will perform at any toxic release may involve the following:

Incident "Size-up" and assessment; Scene Control/establishment of perimeter(s)
Product Identification/information gathering
Pre-entry examination and determination/donning of appropriate protective clothing & equipment
Entry planning/preparation of equipment
Entry into a contaminated area and rescue of victims (as needed)
Containment of spill/release
Neutralization of spill/release
Decontamination of victims/patients/rescuers
Triage of ill/injured
Basic Life Support Care; Hospital/expert consultation; ALS care/specific antidotes
Transport of patients to appropriate hospital
Post-Entry evaluation examination of rescuers/equipment
Complete stabilization of the release/collection of evidence
Delegation of final clean up to responsible party
Recordkeeping/after-action reporting; and analysis of actions/recommendations to action plan.

Appendix F: EMERGENCY OPERATION CENTER

DESCRIPTION AND FUNCTIONS
The Emergency Operations Center is a temporary command post for coordinating the use of personnel, equipment and supplies and for directing the College's emergency response. The tasks and responsibilities of the Emergency Operations Center should ultimately evolve from one emergency stage to another, changing staff and resources as events and circumstances dictate.

A. LOCATION AND REQUIREMENTS

The Emergency Operations Center shall be located at a site predetermined by the members of the Emergency Policy Group. When activated, the Emergency Operations Center should be staffed 24 hours a day by the Department of Public Safety and should have the ability to communicate directly by radio and/or telephone to local, State, and when necessary, Federal emergency management agencies. When activated, the Department of Public Safety's Operations Supervisor or designee, or the senior College official present should supervise the Emergency Operations Center operations and act as the liaison between the Emergency Policy and Emergency Operations Groups. Where possible, the Emergency Operations Center shall be equipped and designed with:

- multiple room layout
- electric generator or hook-up capacity
- lavatories
- ability to feed staff on a continual basis (kitchen equipment and supplies)
- status and situation boards (dry erase boards, chalkboards, etc.)
- rest/sleep areas
- multiple telephone capability
- independent water supply
- showers (or access to)

Essential equipment and supplies kept at the Emergency Operations Center or readily available in nearby offices/facilities:

- medical and sanitary supplies
- maps/charts/blueprints/logs (kept in storage area)
- computer/internet terminals & portable media, e.g., floppy disks etc.
- campus telephones and cellular phones
- copy machine/phones
- fax machine
- security badges/identification tags
- multiple tables and chairs
- blank videotapes, video camera & DVD, television, radio
- manual typewriters
- administrative supplies e.g., pens/pencils, flip charts, masking tape, name boards, message pads
- tape recorder

B. FUNCTIONS - the major functions performed by the staff in the Emergency Operations Center include:

1. DIRECTION AND CONTROL - The Emergency Operations Center is the focal point where all information is received and analyzed, decisions are made, priorities are established, and resources are allocated.
2. INFORMATION COLLECTION, EVALUATION, AND DISPLAY – From the

information gathered in the course of an incident, the entire situation can be reviewed and evaluated; as a result, two key questions raised by the emergency, "What has happened? What is about to happen?" can best be answered. The situation can be analyzed and response actions developed based upon factual, coordinated data and rumors may be counteracted.

3. COORDINATION - Facilitates coordination among responding personnel, departments, and off-campus agencies. This is especially important in the area of communications.
4. ESTABLISHMENT OF PRIORITIES - Determining the order that problems should be addressed.
5. RESOURCE MANAGEMENT - Facilitates the acquisition, distribution, and use of personnel and materials needed to evaluate and control the situation.

C. EMERGENCY OPERATIONS CENTER ACTIVATION PROCEDURES - In the event of a major crisis or disaster and if so directed by the President or designee, the Emergency Operations Center should be activated in the following ways:

1. If telephone services are functioning, the Emergency Operations Center Manager or designee should contact members of the Emergency Policy and Emergency Operations Groups and request they report to the Emergency Operations Center or brief the individuals over the telephone of required actions.
2. If telephone services are NOT functioning:
   a. All available members of the Emergency Operations Group and Emergency Policy Group should immediately report to the Emergency Operations Center as soon as they become aware that a major disaster affecting the Washington College campus has occurred.
   b. If designated members do not respond to the Emergency Operations Center in a timely manner, messengers may be sent to reach them.
3. The Emergency Operations Center Manager should appoint qualified individuals with appropriate skills to fill any vacant positions required in the Emergency Operations Center.
4. Upon arriving at the Emergency Operations Center, all members of the Emergency Operations Group and the Emergency Policy Group shall be briefed on the situation and shall begin to fulfill their assigned responsibilities and duties outlined in Appendices A and B of this plan.

Appendix G: EMERGENCY RESPONSE PRIORITIES

The ERP identifies three categories of priority response during a campus emergency:

Priority A: Life Safety - assisting the injured, evacuating hazardous areas, eliminating life safety hazards.

Priority B: Life Support and Assessment - eliminating or minimizing risks to facilities and systems that could lead to serious property loss beyond that already sustained; and

Priority C: Restoration of General Campus Operations - restoring services, facilities, and programs to allow resumption of classes and research programs. The Washington College emergency management system should concentrate its initial efforts on **Priority A** until these objectives are substantially met. **Priority B and C** objectives should be addressed as resources become available.

PRIORITY A: LIFE SAFETY

Medical Aid	Evaluate medical services available and inform rescue forces regarding the location of injured persons and availability of treatment facilities.	WC Health Services Chester River Health Sys Independent practitioners
Fire Suppression	Evaluate fires or fire hazards and use resources to control and evacuate	WC Dept of Public Safety Kent County Emergency Services
Search and Rescue	Appoint or request search and rescue teams and acquire transportation vehicles and equipment required for specific emergency.	WC Dept of Public Safety Volunteer Forces WC Buildings and Grounds (equipment)
Utilities Survey and Stabilization	Evaluate the condition of utilities and shutdown or restore as appropriate and able (i.e. gas, electricity, water, sewer).	WC Buildings and Grounds Delmarva Power Chestertown Utilities Volunteer Forces (faculty and students)
Hazardous Materials Control	Immediate response: survey critical areas, evacuate and secure areas as needed. Identify hazards and contain materials as needed. Secondary response: assess hazardous material spills and define procedures for cleanup.	WC Dept of Public Safety WC Buildings and Grounds Kent Co Emergency Svs MD Haz-Mat Team MD Dept Environ Quality MD Office of Homeland Security Volunteer Forces
College Security/Criminal Activity Control	Maintain order and secure facilities.	WC Dept of Public Safety Chestertown Police Dept Kent Co Sheriff's Office MD State Police Volunteer Forces

Communications Network	Establish a communications network using available resources.	Telephone (including cellular) Operations radio Voice mail, E-mail; WAC Alerts; Messengers (volunteer forces); Fax; Broadcast television and radio (WBAL, etc.)

PRIORITY B: LIFE SUPPORT AND FACILITIES ASSESSMENT

Full Facilities Survey	Evaluate facilities for occupancy; identify and seal off contaminated areas. Residence units have priority: Student Housing calls for an immediate facilities survey of all residential units.	WC Buildings and Grounds WC Residential Life WC Dining Service Kent Co Emergency Svs
Shelter	Identify usable housing structures and organize personnel moves as needed	WC Buildings and Grounds WC Residential Life WC Dining Service
Food & Drinking Water	Identify supplies and establish distribution system.	WC Buildings and Grounds WC Residential Life WC Dining Service
Sewer System	Evaluate sewer system and identify resources that can be used. Initiate use of latrines, if needed.	WC Buildings and Grounds Chestertown Utilities
Communications	Establish a communications system with the campus community and advise everyone on a regular basis regarding availability of basic services.	WC College Relations WC Dept Public Safety WC Info Technology Email Wide-Area Broadcast Towers Bullhorns
Research Materials	Identify perishable and temperature-sensitive locations, evaluate conditions. Make assessment for relocation.	
Animal Care	Contain and control research animals on campus.	
Psychological Assistance	Establish a system to deal with cases where counseling is needed.	WC Counseling Center Psychology Department Local churches Critical Incident Stress Management Teams

PRIORITY C: RESTORATION OF ACADEMIC PROGRAM AND GENERAL OPERATIONS

Academic Survey	Contact academic departments and determine requirements to resume academic operations.	Provost and Dean Associate Provost for Academic Services Department Chairs and Faculty
Research Survey	Contact departments and determine requirements necessary for the restoration of research operations.	
Valuable Materials Survey	Identify, survey, and secure valuable materials (e.g. books, manuscripts, other unique resources) on campus.	Director of Miller Library President's staff Provost's staff Volunteers
Records Survey	Identify, survey, and secure all campus records (e.g. operational and administrate records).	Controller's staff Human Resources staff Registrar's staff President's staff Provost's staff Financial Aid Staff Volunteers
Administrative Services Survey	Contact units and determine requirements to restore operations	Human Resources Buildings and Grounds
Supplies and Equipment	Develop system to renew flow of supplies and equipment from outside sources.	Penny Farley

Appendix H: MEDIA AND PUBLIC INFORMATION GUIDELINES

Official, accurate public information regarding on-campus emergency, crisis or disaster situations will be delivered by a limited number of specified spokespersons as promptly as possible. Refer to Appendix H for general guidelines and template communiqués that may be useful to personnel handling college relations with the campus community, general public or news media.

Vice President for College Relations and Marketing - Formulate and disseminate general public information.

1. Initiate/maintain a log of significant events, messages, and phone calls and log of all media releases and statements. Pass this on to your relief with instructions to maintain it.
2. Establish procedures for release of public information noting that, unless otherwise directed, the President is the official spokesperson for Washington College.
3. Authenticate all sources of information received, and verify for accuracy.
4. Designate location for media to setup providing for needed supplies and utilities.
5. Determine the need for on-scene media briefings and designate a media-briefing center.
6. Prepare and issue public statements that are concise, factual and non-speculative as soon as practical after the incident or disaster, and update regularly thereafter.
7. Work with the Office of Information Technology as needed to prepare recorded messages on the College's main phone line, which also serves as the Emergency Information Line (410-778-2800 or 1-800-422-1782) concerning the state of the campus.
8. Where possible, establish phone lines for a Disaster Inquiry Center (DIC) to answer questions from the public; provide bilingual staff when available; publicize the DIC phone numbers.
9. Work with Director of Media Relations to periodically prepare and disseminate a media release that addresses rumor control.
10. Coordinate media releases and statements with members of the Emergency Operations Center before release.
11. When appropriate, contact city/county public relations to share information.
12. Work with the Director of Student Housing responsible for shelters to determine the location and preferred method of contact for Disaster Welfare Inquiry (DWI) and Locator Services. Prepare and disseminate a media release advising the public of this information.

Director of Media Relations - Formulate and release emergency information to the news media, public and other appropriate agencies, as approved by the President, the VP for College Relations, or designee.

1. Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to your relief with instructions to maintain it.
2. Check in at the Emergency Operations Center or establish communication with the Emergency Operations Center executive members and obtain briefing.
3. Activate, organize and brief College Relations staff as necessary.
4. Set up an area designated only for news media and control their activity in this area.
5. Contact the news media personnel.
6. Assemble and prepare information for the Emergency Broadcasting System

(EBS) and/or other media outlets; this would include press release messages and instructions. Prepare information releases for the campus community.

7. Establish liaison with local, county and state agencies for uniformity of all messages to media and public.
8. Obtain approval from campus President and Vice President for College Relations and Marketing for release of all messages to the media and/or public.
9. Prepare post-incident releases and/or summary information for use by the news media.
10. Maintain a hard copy of all press release messages.
11. Maintain an office where Public Information Officer (PIO) activities will be logged, times of operation maintained, significant event information recorded, and equipment or supplies purchased.
12. When requested, secure operations and forward all necessary messages, reports and logs to the Emergency Operations Group Chair.

For suggested procedures on handling civil disturbances or demonstrations, refer to Appendix E, section E-9; sample notices to terminate demonstrations are provided below:

(Sample Notices)

Tornado Warning

A message from the Washington College Alert System:

A tornado warning has been issued for the Chestertown area. **SEEK SHELTER NOW.**

Tornadoes are violent, local storms with whirling winds that can reach 200 to 400 miles per hour. A tornado can travel "on the ground" at speeds of 30 to 75 miles per hour, making it impossible to outrun.

Look for the following danger signs: Dark, often greenish sky, large hail, a large, dark, low-lying cloud (particularly if rotating), a loud roar similar to a freight train.

If you are in a building, move away from outside rooms and go to a center hallway or interior area, preferably at the bottom level of the building.

If you are caught outside without time to reach shelter, lie flat in the nearest ditch, ravine, or culvert, with hands and arms shielding your head. Be sure to leave the ditch, ravine, or culvert immediately after the tornado has passed to avoid possible flash flooding. If in an automobile, abandon the vehicle and follow the same rules as outlined above.

Stay in a protected area until Public Safety issues an all-clear signal. Look for updates via email or at www.washcoll.edu.

End of Message.

HURRICANE WARNING:

A message from the Washington College Alert System:
A hurricane warning has been issued for the Chestertown area, meaning a violent storm may be imminent. SEEK SHELTER NOW.
A hurricane is a tropical storm with winds that can reach a constant speed of 75 miles per hour or more. Torrential rains, high winds and storm surges are possible.

Stay indoors, away from windows and glass doors. If possible, find a central room without any windows.

Be aware that the calm "eye" is deceptive; the storm is not over. The worst part of the storm will happen once the eye passes over and the winds blow from the opposite direction. Trees, shrubs, buildings, and other objects damaged by the first winds can be broken or destroyed by the second winds.

Remain indoors until you are certain the storm has passed. Public Safety will issue an All Clear message when it is safe to venture out. Updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Post Storm Report

A message from the Washington College Alert System:

At [DATE/TIME] a [DISASTER] struck the WC Campus. Damages are reported to be [LIGHT/HEAVY]. [NO/SOME] injuries have been reported.

[FOR LIGHT DAMAGE:] The College will continue operations as usual.

[FOR HEAVY DAMAGE:] The campus is closed until further notice. If you are currently off campus, stay away from the area until notified that it is safe to return. If you are on campus, report to [LOCATION].

If you plan to leave campus, be advised that roads and freeways may be damaged. Travel with caution.

If flooding follows the storm, avoid the floodwaters. If you are driving and come upon a flooded road, turn around and go another way. If you are caught on a flooded road and water is rising rapidly around you, get out of the car and climb to higher ground. More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Active Shooter

A message from the Washington College Alert System:

Public Safety has received reports of an active shooter or armed assailant on campus in the area of _____. TAKE COVER IMMEDIATELY.

Once inside, secure yourself behind a locked door and avoid windows until further notice. If the door does not lock, use furniture to barricade the doorway. Stay low to the ground and away from windows and be as quiet as possible. If you are with others, spread out in the space; do not cluster in a group.

Do not let anyone into your present location unless they can credibly identify themselves as emergency responders. Police are on the way.

If you are off campus, stay away until further notice.

To keep emergency lines open, please do not call 911 or call campus security (410-778-7810) unless you have specific information related to this incident. **[ADD a Number to TEXT TO? CAN YOU TEXT TO 911?]** More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Armed Suspect

A message from the Washington College Alert System:

At [DATE/TIME] an individual possessing a firearm was reported to be [IN/NEAR] [LOCATION]. [POLICE/AGENCY] has been notified of the situation and [ARE/WILL BE] present on campus. If you are on campus, remain in your residence, classroom or office with the doors and windows secured. If you are currently off campus, stay away until further notice.

To keep emergency lines open, please do not call 911 or campus security (410-778-7810) **unless** you have specific information related to this incident and the whereabouts of the suspect. More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Assault with a Deadly Weapon

A message from the Washington College Alert System:

It was reported to the Department of Public Safety that a [STUDENT/FACULTY MEMBER/STAFF/GUEST] was recently a victim of an assault with a [WEAPON TYPE] at [LOCATION] on [TIME/DATE]. The [INDIVIDUAL] sustained [TYPE OF INJURY] and has [BEEN TRANSPORTED TO A NEARBY HOSPITAL/BEEN TREATED FOR HIS/HER INJURIES AND

RELEASED]. An arrest has been made in connection with this incident. [OR] The incident is under investigation with [POLICE/AGENCY] at this time. Students are advised to be cautious. To keep emergency lines open, **please do not call 911 or campus security (410-778-7810) unless you have specific information related to this incident.** More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Bomb Threat

A message from the Washington College Alert System:

At [DATE/TIME] Public Safety received a threat from an unknown caller that a bomb was set to go off in [LOCATION/TIME IF APPROPRIATE]. [POLICE/AGENCY]'s bomb squad is [ON THE SCENE/ON ITS WAY] and [IS CONDUCTING/WILL CONDUCT] a full investigation. It will also be assessing the threat level to the College.

The building [HAS BEEN/IS BEING] evacuated and all persons still inside the building must evacuate now. A secure perimeter [HAS BEEN/IS BEING] established around the area and it is off limits until further notice.

All campus business and/or classes scheduled in this building are cancelled until further notice. Unless otherwise noted, campus events in all other facilities are continuing as scheduled.

To keep emergency lines open, **please do not call 911 or campus security (410-778-7810) unless you have specific information related to this incident.** More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Fire and Smoke Conditions

A message from the Washington College Alert System:

A fire has been confirmed in [LOCATION]. If you are still in the building, evacuate immediately. If you see or smell smoke in a hall or stairway, avoid it and try to find another exit route.

Feel all doors and doorknobs and do not open a door that is hot to the touch. **Instead, leave it closed, stuff towels or clothes in the cracks.** If no safe exit exists, return to your room or office and open a window. If heavy smoke is present, stay close to the floor.

If your clothing catches fire, STOP, DROP to the floor or other horizontal surface and ROLL to put out the flames.

Once you are safely out of the building, please report to [LOCATION.] Notify emergency personnel if you are aware of any persons who are still in the building and in need of assistance because of disability, injury or incapacitation.

If you are in another building on campus, please stay in place and avoid the area of the fire. Updates will be sent via email and posted at www.washcoll.edu.

End of Message.

Propane Gas Leak

This is a message from the Washington College Alert System:

There has been a propane gas leak confirmed [or REPORTED] in OR near [LOCATION]. If you are in or near [LOCATION] EVACUATE THE AREA NOW.

DO NOT turn on/off lights, electrical equipment, elevators or any device that could cause sparks, static electricity or a flame. DO NOT activate a fire-alarm system unless you are certain that there is no build up of combustible gas *anywhere* in the building.

If persons requiring evacuation assistance cannot be removed safely out of a building or area, help them to the nearest stairwell, away from the gas leak, and immediately notify emergency responders of their location.

While still in the vicinity of the leaking gas and in any areas where concentrations of gas are not known, DO NOT USE cell phones, radios, pagers, flashlights or other devices capable of producing static electricity, sparks, electric arcs or open flame.

Move upwind of the leak incident or into an area where you can no longer smell the gas, and then call 911 (dial 9-911 from campus extensions) for emergency assistance.

Stay at least 200 feet from the gas leak or go to a safe location determined by emergency personnel. Updates will be sent via email and posted at www.washcoll.edu.

End of Message.

Hazardous Materials/Chemical Spill in Building

A message from the Washington College Alert System:

At [TIME], [DESCRIBE HAZARDOUS MATERIALS SITUATION, INCLUDE LOCATION]. A hazardous materials team is [ON THE SCENE/ON IT'S WAY] and will be following the appropriate protocol for removal. A secure perimeter has been established and [DEFINE AREA] is [OFF LIMITS/CLOSED] until further notice.

Public Safety is in communication with first responders and local authorities. To keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you have specific information related to this incident. More details and updates will be sent by email and posted at www.washcoll.edu.

All campus business and classes in [LOCATION] have been cancelled until further notice. Campus events in all other facilities are continuing as scheduled.

End of Message.

Chemical Spill in Open Air

A message from the Washington College Alert System:

Washington College campus] which may affect our students and employees. In an A hazardous chemical spill or fire has been reported at [LOCATION on or near the abundance of caution, IMMEDIATELY move to an indoor location, close all windows and avoid going outside until further notice.

Public Safety is in communication with first responders and local authorities. To keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you have specific information related to this incident. More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Flooding

A message from the Washington College Alert System:

A flood situation has been confirmed in [LOCATION]. Emergency personnel from [LOCAL AGENCY] are [EN ROUTE OR ON THE SCENE.] If you are in the flooded area, avoid standing in floodwaters, which may carry the threat of electrocution. If safe to do so, turn off or disconnect electrical devices/appliances in the flood area to reduce the risk of electrical shocks. Do not touch electrical equipment if you are wet.

Close doors and seal openings to minimize the spread of water. Move to higher ground or a higher building level and wait for help.

If you are outside, do not walk through moving water. Six inches of moving water can make you fall.

If you are driving: Do not drive into flooded areas. If floodwaters rise around your car, abandon the car and move to higher ground if you can do so safely. You and the vehicle can be quickly swept away. Six inches of water will reach the bottom of most passenger cars causing loss of control and possible stalling. A foot of water will float many vehicles. And just two feet of rushing water can carry away most vehicles including sport utility vehicles (SUV's) and pick-ups.

To keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you feel threatened or have specific information related to this incident. More details and updates will be sent by email and posted at www.washcoll.edu. End of Message.

Homicide

A message from the Washington College Alert System:

It was reported to the Department of Public Safety that a [STUDENT/FACULTY MEMBER/STAFF/GUEST] was recently a victim of homicide by [HOMICIDE TYPE] at [LOCATION] on or about [TIME/DATE]. An arrest has been made in connection with this incident. [OR] The incident is under investigation by the [POLICE/AGENCY] at this time.

If you find yourself in a position of concern or witness any suspicious persons on campus, please immediately call 911 or the Department of Public Safety at 410-778-7810. However, in order to keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you feel threatened or have specific information related to this incident. More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Minor Earthquake

A message from the Washington College Alert System:

At [DATE/TIME] an earthquake with a reported magnitude of [?] struck the Chestertown area. The [CAMPUS LOCATION(S)/BUILDING(S)] was/were impacted. Damages are reported to be light. No [MINOR?] injuries have been reported. The College will continue operations as usual.

End of Message.

Major Earthquake

A message from the Washington College Alert System:

At [DATE/TIME] an earthquake with a reported magnitude of [?] struck the Chestertown area. The [CAMPUS LOCATION(S)/BUILDING(S)] was/were impacted. Damages are significant. Injuries have been reported.

[CAMPUS LOCATION(S)/BUILDING(S)] are closed until further notice. Students currently at [CAMPUS LOCATION(S)] should evacuate all buildings until damage assessments can be made. Proceed to [CAMPUS LOCATION(S)].

To keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you have specific information that could help save lives and prevent injuries. More details and updates will be sent by email and posted at www.washcoll.edu.

Be advised that roads and freeways may be damaged. Travel with caution.

End of Message.

Power Failure

A message from the Washington College Alert System:

We are currently experiencing a power failure at [LOCATION]. The estimated duration of the power outage is [TIME]. [OR] The estimated duration of the power outage is unknown. To avoid surge damage when the power returns, turn off any electrical equipment that had been running at the time of power loss. Updates will be sent via email and posted at www.washcoll.edu.

End of Message.

Quarterly Test

This is a test of the Washington College Alert System:

The Department of Public Safety uses this system to keep you informed in the event of an emergency. In the case of an actual emergency you will receive official information, and/or instructions.

End of Message.

Sex Offense

A message from the Washington College Alert System:

On [DATE/TIME] a sex offense was reported [AT/NEAR THE] [CAMPUS LOCATION] to the Department of Public Safety. The offense was perpetrated by [an unknown person(s)/an acquaintance]. [IF APPLICABLE:] An arrest has been made in connection with this incident. [OR] The incident is still under investigation with the [POLICE/AGENCY] at this time.

While our campus remains relatively safe, the Department of Public Safety encourages all students to be cautious and alert when commuting to, from and across the Washington College campus. Travel in groups of two or more when possible.

To request a safety escort from Public Safety, call 410-778-7810. If you find yourself in a position of concern or witness any suspicious persons on campus, immediately call 911 or 410-778-7810.

End of Message.

Violent Crime

A message from the Washington College Alert System:

A [DESCRIBE INCIDENT] has been reported [AT/NEAR THE] [CAMPUS LOCATION]. [Optional:] The incident was reported to have occurred at [TIME] on [DAY] [SHORTLY BEFORE/AFTER]. The victim(s) were TREATED [AND RELEASED] at [LOCATION].

[AGENCY] is investigating. We ask that you offer your full cooperation to investigating officers and the campus Office of Public Safety if asked for information.

Please call campus security (410-778-7810) if you have specific information related to this incident. More details and updates will be sent by email and posted at www.washcoll.edu.

End of Message.

Gunshots

A message from the Washington College Alert System:

At [DATE/TIME], Public Safety received reports of gunshots fired [AT/NEAR] [CAMPUS LOCATION]. [POLICE/AGENCY] has been notified of the situation and [ARE/WILL BE] present on campus.

We urge everyone on campus to remain in your residence, classroom, or office with the doors and windows secured. If you are currently off campus, stay away until further notice.

At this time, the College is [closed/in lock down]. Classes and campus events have been canceled until further notice. To keep emergency lines open, please do not call 911 or campus security (410-778-7810) unless you have specific information related to this incident. More details and updates will be sent via email and posted at www.washcoll.edu.

End of Message.

General All Clear

Campus officials believe a threat no longer exists on campus. **ALL CLEAR.** You may now return to your regular activities.

Appendix I: DISASTER RECOVERY GUIDELINES

If a campus crisis or disaster causes widespread discontinuance of operations at the affected area(s), the President and the Emergency Policy Group will control the activation of the Emergency Operations Center and will trigger, coordinate and guide the College's overall disaster recovery efforts. Only the President and when delegated, executive members of the Emergency Policy Group have the authority to close the College and its operations, suspend regular space assignments and reassign space as necessary for the duration of any disaster recovery period.

Because of the size, scope, and diversity of the College, it is recommended that each major operating component of the College should determine its own disaster recovery priorities, maximum acceptable outages and if necessary, their own written continuity plans. Nonetheless, the following general guidelines and recommendations are offered to assist the College and its departments in planning or carrying out recovery efforts in the absence of a campus-wide, written plan.

1. If cleared of safety and human health hazardous conditions, disaster recovery should start with an immediate clean-up followed by restoration/repair to pre-disaster conditions. All clean-up contractors should report through the Director of Physical Plant, who should track cleanup expenses.

2. The following critical and essential functions should be considered as priorities for restoration: student affairs/housing, food services, student health services, voice and data communications, academic operations, Registrar, Admissions, Financial Aid, and business functions [President's Office, Vice Presidents, Human Resources (Payroll and HR), Accounting, Accounts Payable, Buildings and Grounds, and other administrative offices deemed to be essential.] Critical facilities which should be restored are listed in priority order:

    a. Residence Halls
    b. Dining Hall
    c. Business and Administration buildings (because of the location of the executive offices).
    d. Classroom buildings
    e. Athletic Facilities

3. Funding for restoration and temporary quarters should be designated and made available. A financial coordinator (preferably from Finance and Administration) should be appointed and an activity and recordkeeping structure set up that allows total separation of all disaster-related expenses. A "finance team" should be defined to assist the financial coordinator in evaluating all expense requests to help limit any questions after the fact. (The Director of the Physical Plant and Controller should be included in this team.) Record-keeping functions must be reviewed to ensure that they meet FEMA's and insurance providers' requirements.

4. Contingency contracts (previously set up by request of the Director of Physical Plant and others) may need to be exercised to secure the services of structural engineers (for priority response and best rates), damage assessment experts, disaster cleanup experts, portable toilet providers, and potable water suppliers.

5. When restoration of the facilities has been completed, preparation should be made for deactivation of the temporary site(s) and units should move back into the restored

facilities.

6. Design and testing of disaster response scenarios should continue as part of the ERP. Mock crisis tabletop exercises should be conducted with the Kent County Office of Emergency Services and local First Responders and outcomes delivered to members of the College President and Emergency Policy and Emergency Operations Group members.

7. Each Campus operating unit needs to be notified that it should maintain its own recovery plan and that the unit should be prepared to revert back to paper documents if necessary. OIT currently has an agreement for off-site storage of centralized electronic tapes, diskettes, etc. and could be requested to add other campus units' storage items to their vault.

8. Employee training and awareness programs in the area of emergency response, crisis management procedures, and employee safety should be developed and continuously reviewed and updated and offered to new and continuing employees by the Department of Human Resources. Human Resources should refer new employees to web site resources on the College's emergency response procedures. Appropriate Buildings and Grounds employees should learn about utility valve shutoff procedures. Emergency Policy and Emergency Operations Group members should receive periodic training or familiarization drills in the form of table-top, mock disaster exercises.

Appendix J: EMERGENCY MANAGEMENT: AFTER ACTION REPORT

- ***Introduction:***

- ***Description of Incident:***

- ***Causes of Incident or Accident:***

- ***Recommended Preventive Measures:***

- ***Lessons Learned:***

- ***Action Items, Responsible Parties, Time Frames:***

Appendix K: Washington College: AY2011 Emergency Call List

for Emergency Policy Group, Emergency Operations Group,
and Manager of the Emergency Operations Center

CONFIDENTIAL

Requires Login – please visit www.

Appendix L: Washington College: AY2011 Contact Information for Building Coordinators

Sorted by BUILDING, Revision: December 1, 2010 (for changes and updates, please contact the *Department of Public Safety at 410-778-7810*).

BUILDING	COORDINATOR	PHONE
Alumni House/Alumni Relations	Paula Blouch	778-7846
Bunting Hall/Dean's Office	Maria Hynson	778-7202
Casey Academic Center/Student Affairs	Jennifer Siefert	778-7752
Cain Athletic Center/Athletics	Susanne Kelly	778-7231
Casey Swim Center/Athletics	Kim Lessard	778-7241
Custom House/C.V. Starr Center	Jenifer Emley	810-7161
Daly Hall	Christy Rowan	778-7877
Dunning/Decker Hall	Bari Lynne Kersey	778-7729
Foster House/Business Office	Debbie Gannon	778-7707
Gibson Center for the Arts/Theatre	Larry Stahl	778-7859
Goldstein Hall	Cathy Naundorf	810-7416
Hodson Hall Commons/Dining Services	Wendy Marker	778-7782
Johnson Lifetime Fitness Center/Athletics	Jonnie Jenkins	778-7234
Larrabee Arts Center/Art-Art History	Ricky Sears	778-6514
Maintenance Building/Buildings & Grounds	Michele Jordan	778-7210
Miller Library	Jennifer Nesbitt	778-7292
Rose O'Neill Literary House	Owen Bailey	810-5768
William Smith Hall	Gene Sheehan	778-7875
John Toll Science Center	Pam Sultenfuss	810-5736
Truslow Boathouse	John Wagner	778-7242
500 Washington Avenue/Human Resources	?????????????	778-7298
508-510 Washington Avenue / International Studies	Yvette Beck	778-7762
Queen Anne/Health Services	Vicky Anderson	778-7261
Caroline House/Career Services	???????????	810-5773
Public Safety	Kim Bruce	778-7810